AVI

AVI Limited presentation to shareholders & analysts for the year ended June 2018

GROWING GREAT BRANDS

AGENDA

- Key features and results history
- Group financial results
- Business unit performance
- Prospects
- Questions and answers

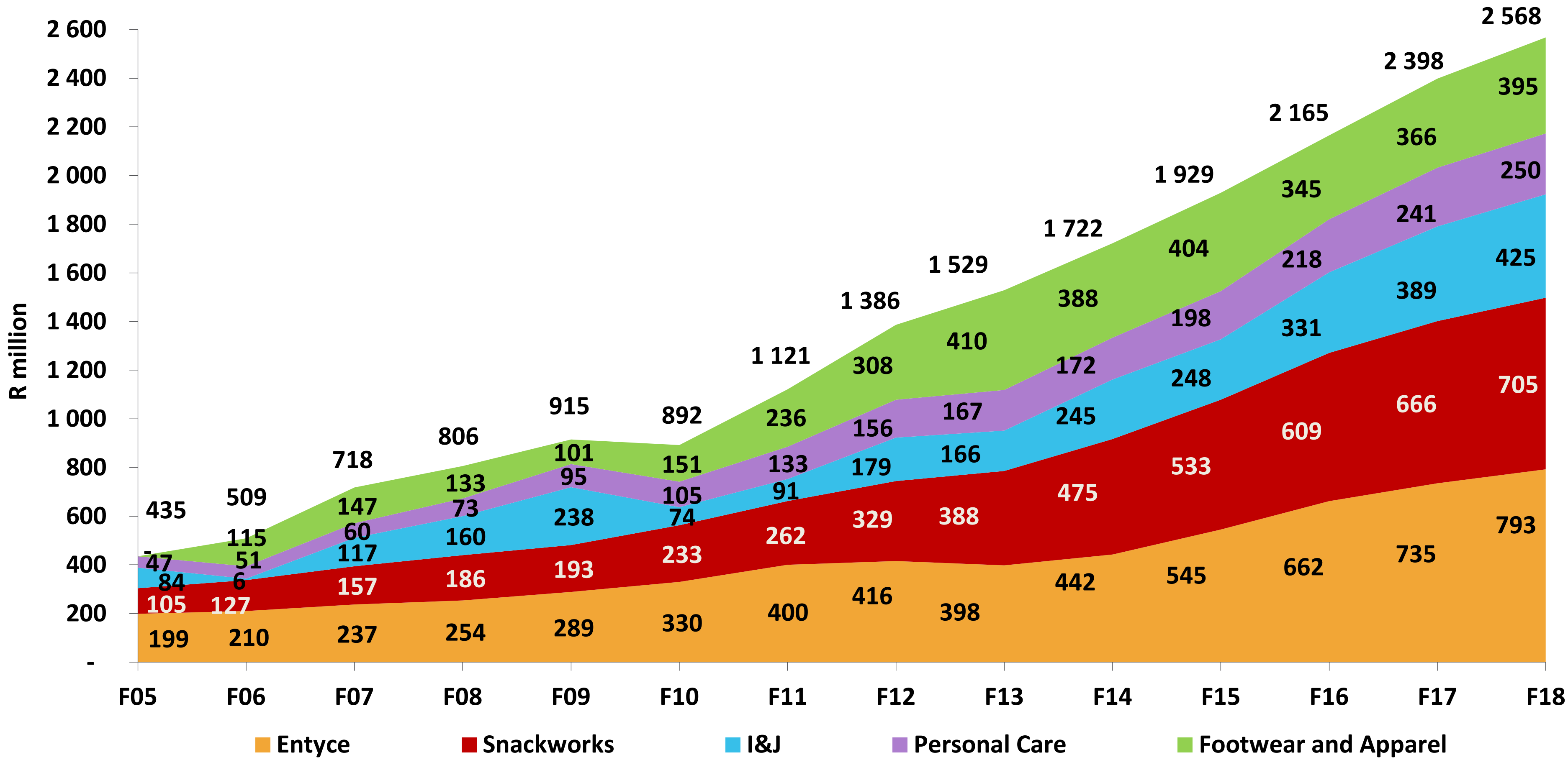
AV | GROWING GREAT BRANDS

KEY FEATURES

- Profit growth in a challenging demand environment;
- Carefully balanced value versus volume across key categories;
- Revenue up 1,9% to R13,44 billion;
- Gross profit margin recovery in line with easing of Rand driven cost pressures;
- Operating profit up 7,0% to R2,55 billion;
- Cash generated by operations up 16,1% to R2,69 billion;
- Capital expenditure to grow and sustain our businesses of R419,9 million;
- Return on capital employed increased to 28,7%;
- Headline earnings per share up 7,0% to 543,1 cents;
- Final dividend of 260 cents per share, total normal dividend up 7,4% to 435 cents per share;
- Special dividend of 250 cents per share

RESULTS HISTORY

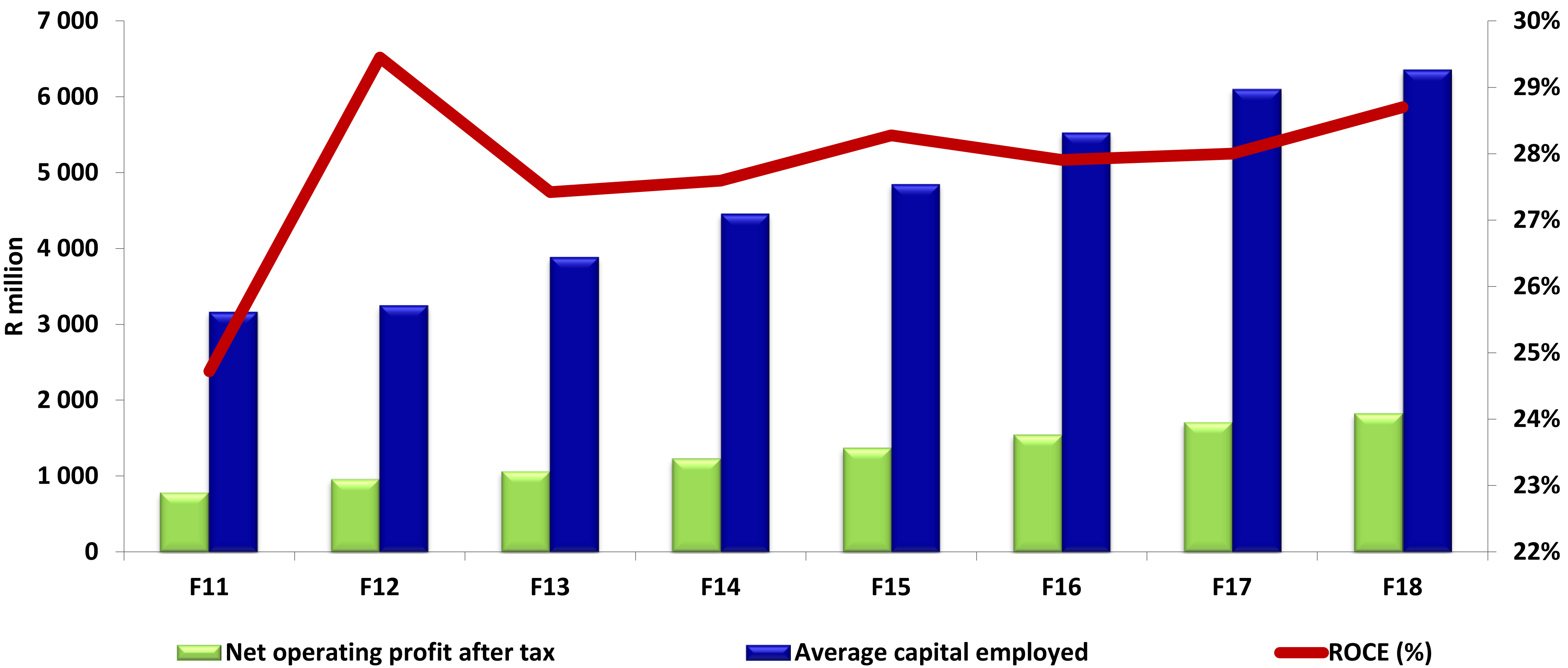
Operating profit



- Compound annual growth rate from F05 to F18 of 14,6%
- Operating profit margin increased from 9,9% in F05 to 19,0% in F18

RESULTS HISTORY

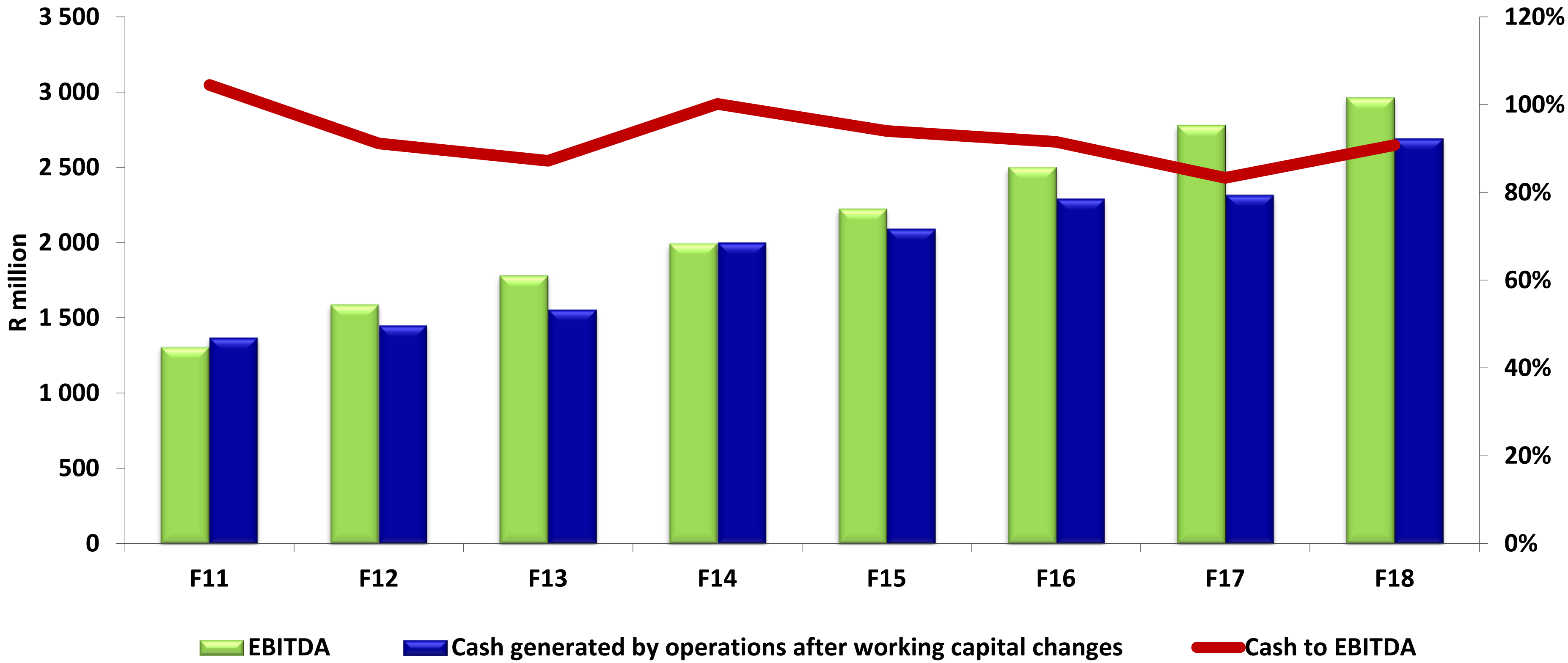
Return on capital employed



- Sustained returns including increased capital expenditure to support growth and efficiency
- Capital expenditure of R4,75 billion over last 8 years

RESULTS HISTORY

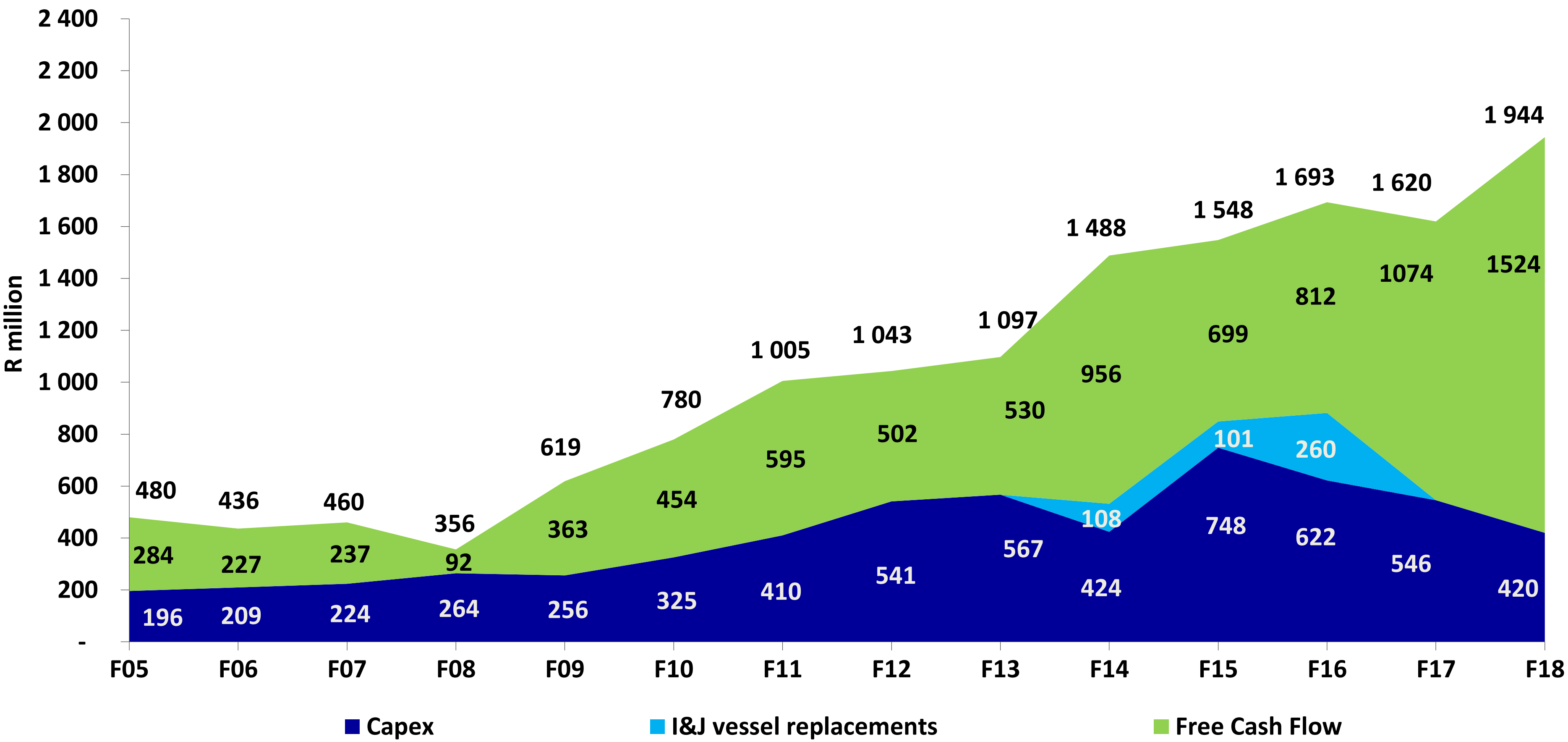
Cash conversion



- Sustained strong conversion of earnings into cash

RESULTS HISTORY

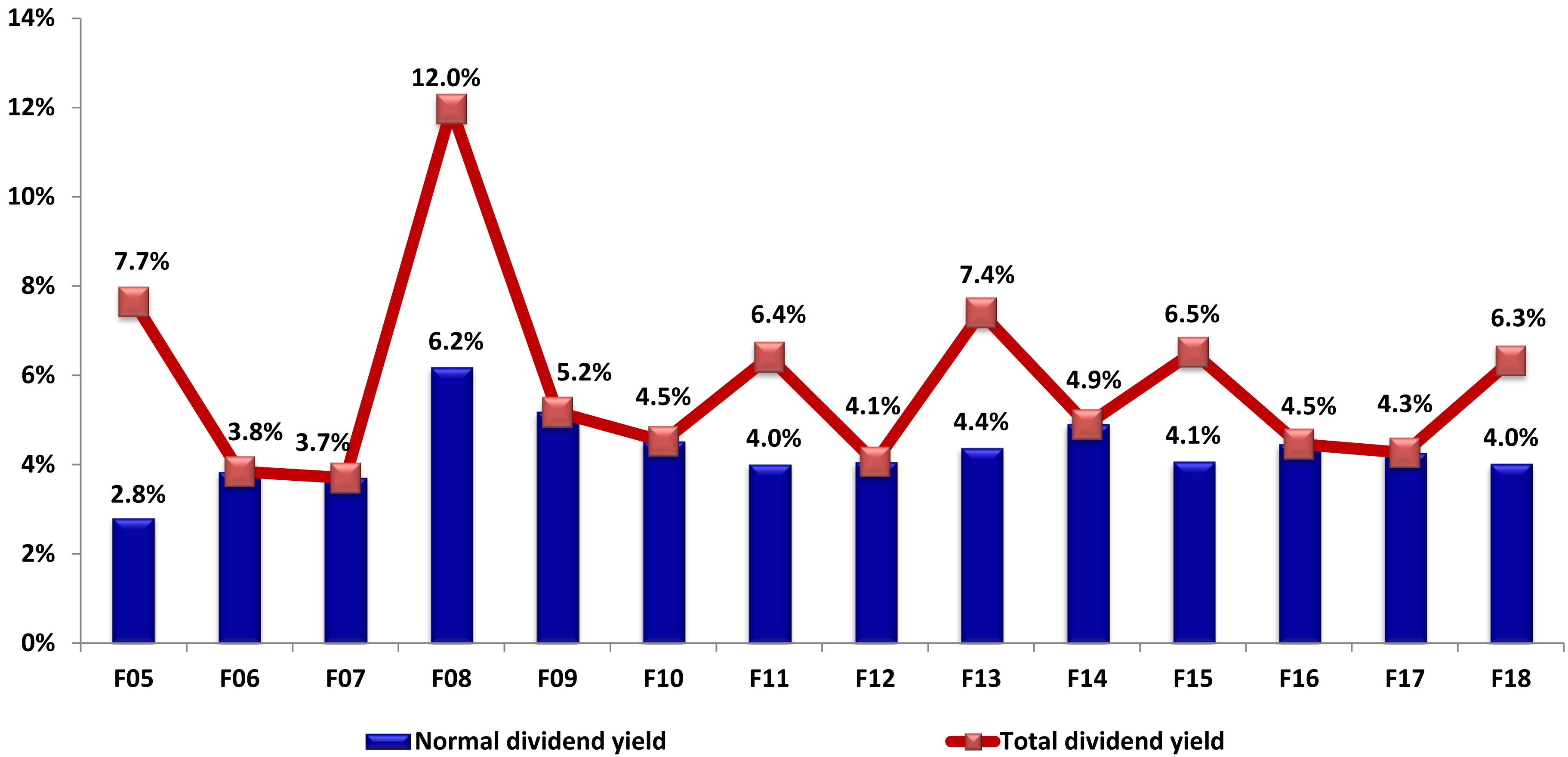
Cash generation



- Sustained investment in efficiency, capacity and retail stores

RESULTS HISTORY

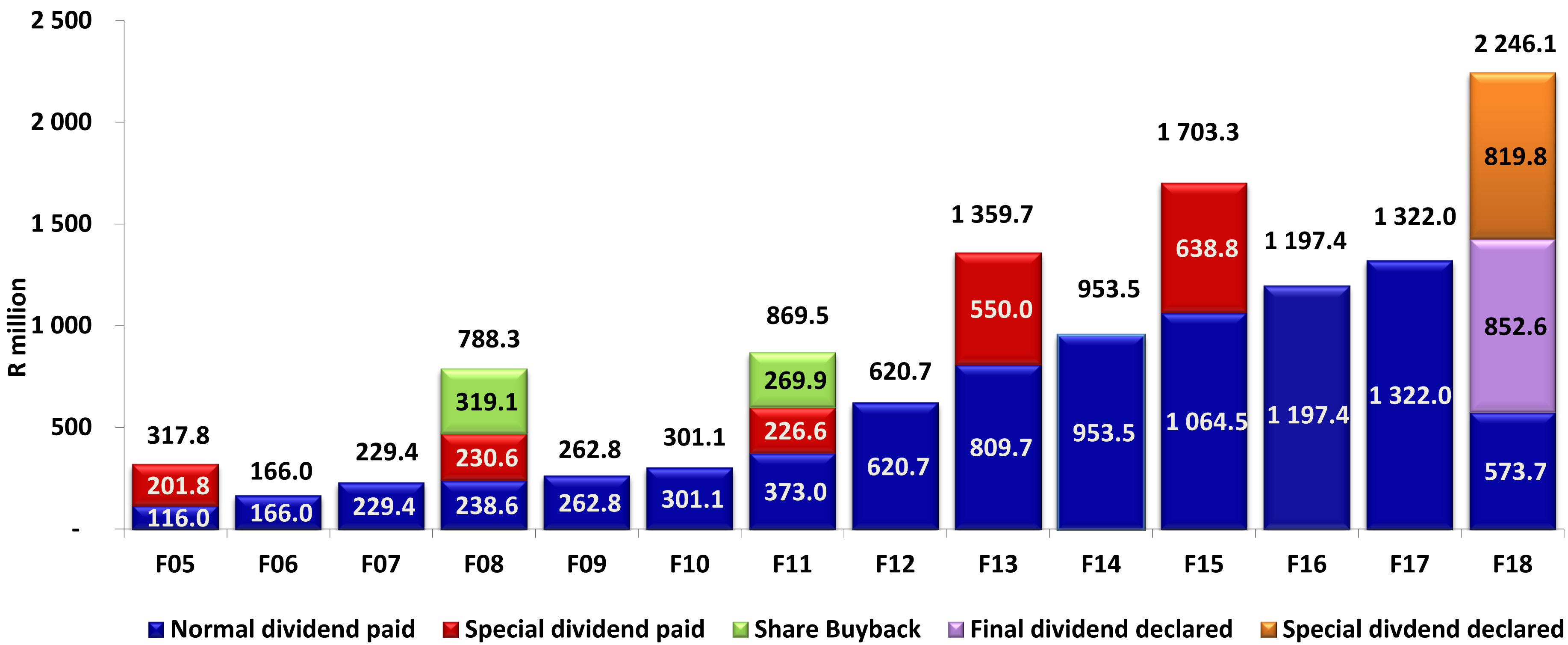
Dividend yield



- Based on share price at end of each year (R108,20 at end June 2018)
- 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 = 94% of headline earnings
- R7,42 billion returned to shareholders in last 5 years

AVI

Group Financial Results

GROWING GREAT BRANDS

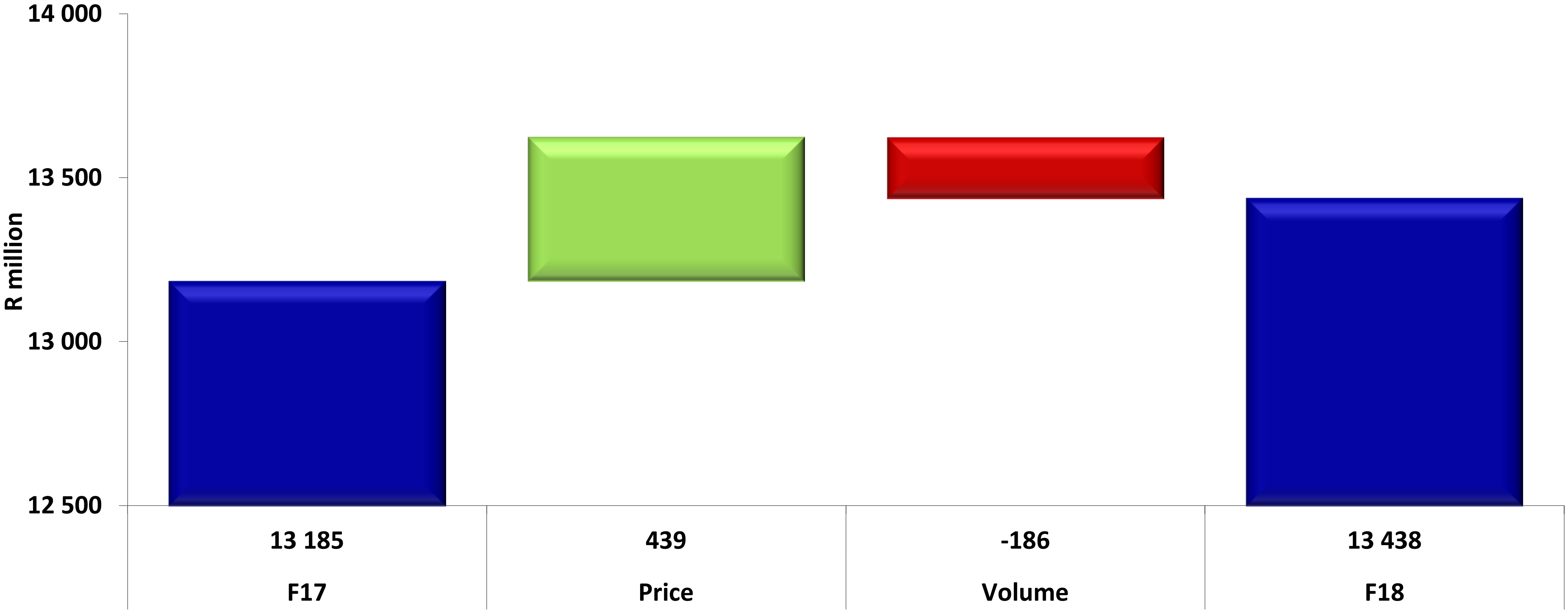
GROUP FINANCIAL RESULTS

Income statement

	F18 Rm	F17 Rm	%Δ
Revenue	13 437,5	13 184,6	1,9
Gross profit	5 939,5	5 762,2	3,1
Gross profit margin %	*44,2*	*43,7*	*1,1*
Selling and administrative expenses	(3 387,0)	(3 376,9)	0,3
Operating profit	2 552,5	2 385,3	7,0
Operating profit margin %	*19,0*	*18,1*	*5,0*
Net financing cost	(126,7)	(152,4)	16,9)
Share of Joint Ventures	56,3	63,2	(10,9)
Capital items	(136,6)	(127,5)	
Effective tax rate %	*28,6*	*28,4*	
Headline earnings	1 773,9	1 646,0	7,8
HEPS (cps)	*543,1*	*507,7*	*7,0*
Return on capital employed %	28,7	28,0	

GROUP FINANCIAL RESULTS

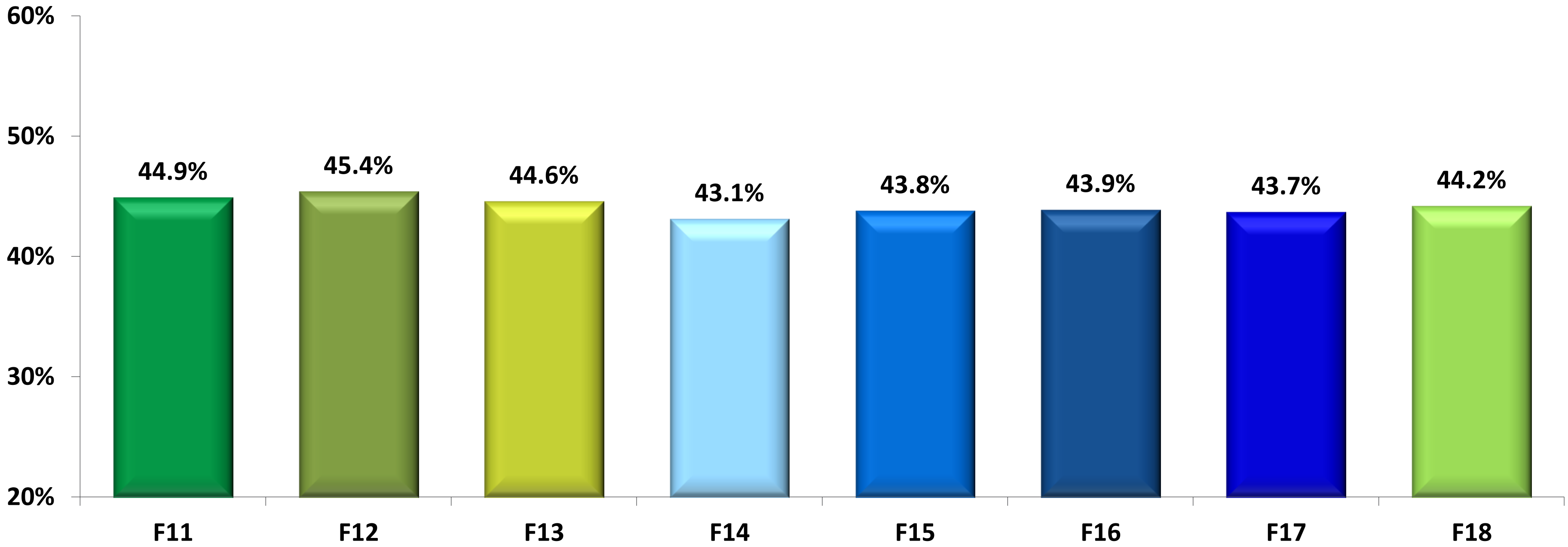
Movement in group revenue



- Higher selling prices mainly reflect the benefit of price increases taken in F17
- Volume pressure in key categories in constrained and competitive environment

GROUP FINANCIAL RESULTS

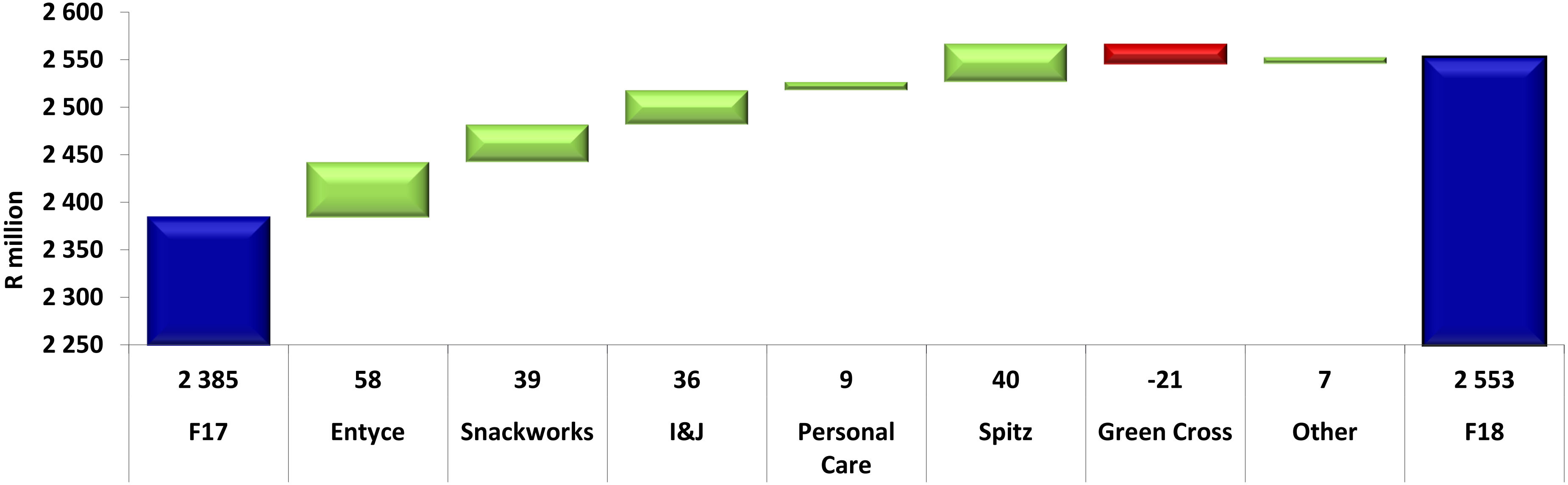
Gross profit margin history



- Stronger Rand and benign cost inflation across the basket of raw materials provided relief from accumulated cost pressure
- Few price increases in F18
- Ongoing focus on cost and efficiencies to protect gross profit margin
- Margin pressure in H2 from constrained environment

GROUP FINANCIAL RESULTS

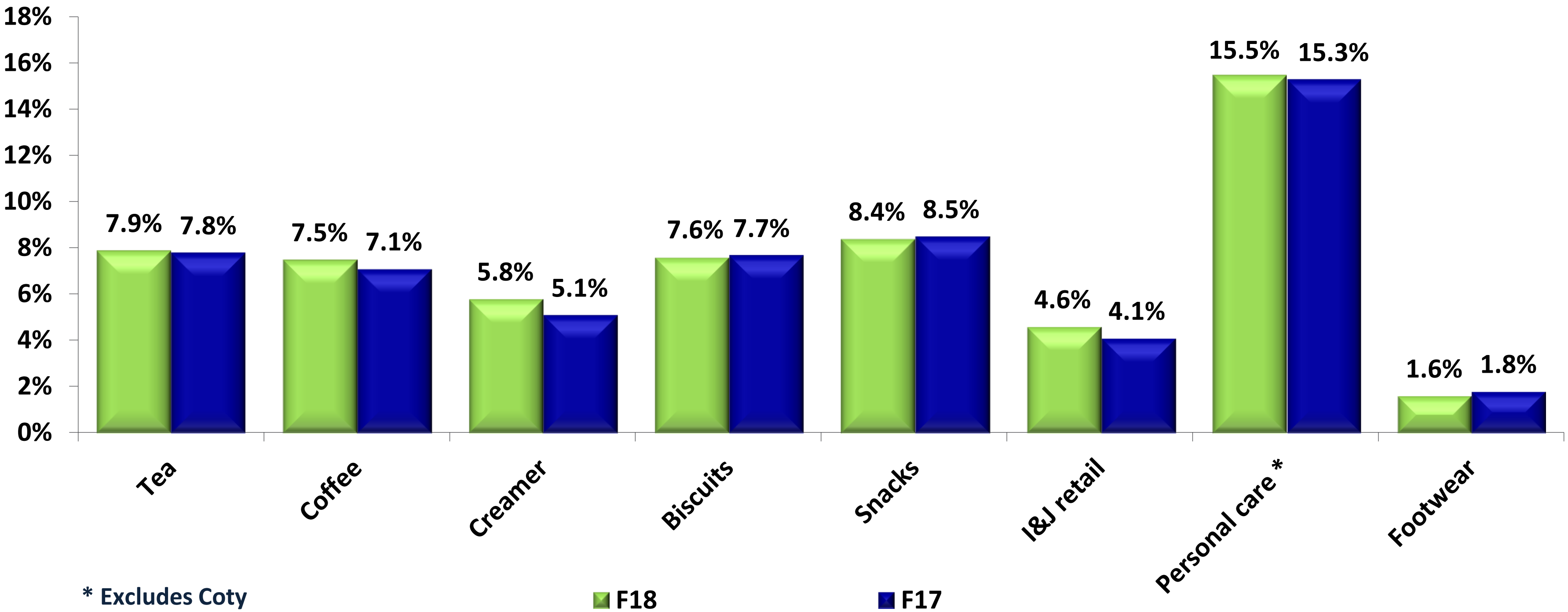
Operating profit 7,0% up



- Entyce: Margin recovery and cost savings offset by tea and coffee volume decline
- Snackworks: Margin recovery and cost savings offset by biscuit volume decline
- I&J: Improved fishing, price increases and cost savings offset by stronger Rand
- Personal Care: Market share gains by owned brands and lower input costs from the stronger Rand offset by lower export volumes
- Spitz: Higher sales volumes in H1, margin recovery from the stronger Rand and savings from restructuring
- Green Cross: Suboptimal ranges in highly competitive mid-priced footwear market and wholesale decline

GROUP FINANCIAL RESULTS

Marketing expenditure



- Includes advertising and promotions, co-operative expenditure with customers and marketing department costs
- Total expenditure for F18 of R783m compared to R760m in F17
- Spend focused on core brands, new product launches and line extensions
- Discounting favoured to support sales volumes in constrained environment

GROUP FINANCIAL RESULTS

Cash generation and utilisation

	F18 Rm	F17 Rm	%Δ
Cash generated by operations	2 691,9	2 318,6	16,1
Working capital to revenue %	*24,5*	*22,2*	*10,4*
Capital expenditure	419,9	545,6	(23,0)
Net debt	1 269,8	1 444,1	
Net debt / capital employed %	19,8	22,9	

- Strong conversion of earnings to cash
- Working capital ratio increased due to debtors payments deferred to first business day in July
- Net debt / capital employed adjusted for short term debtors build = 16,0%

GROUP FINANCIAL RESULTS

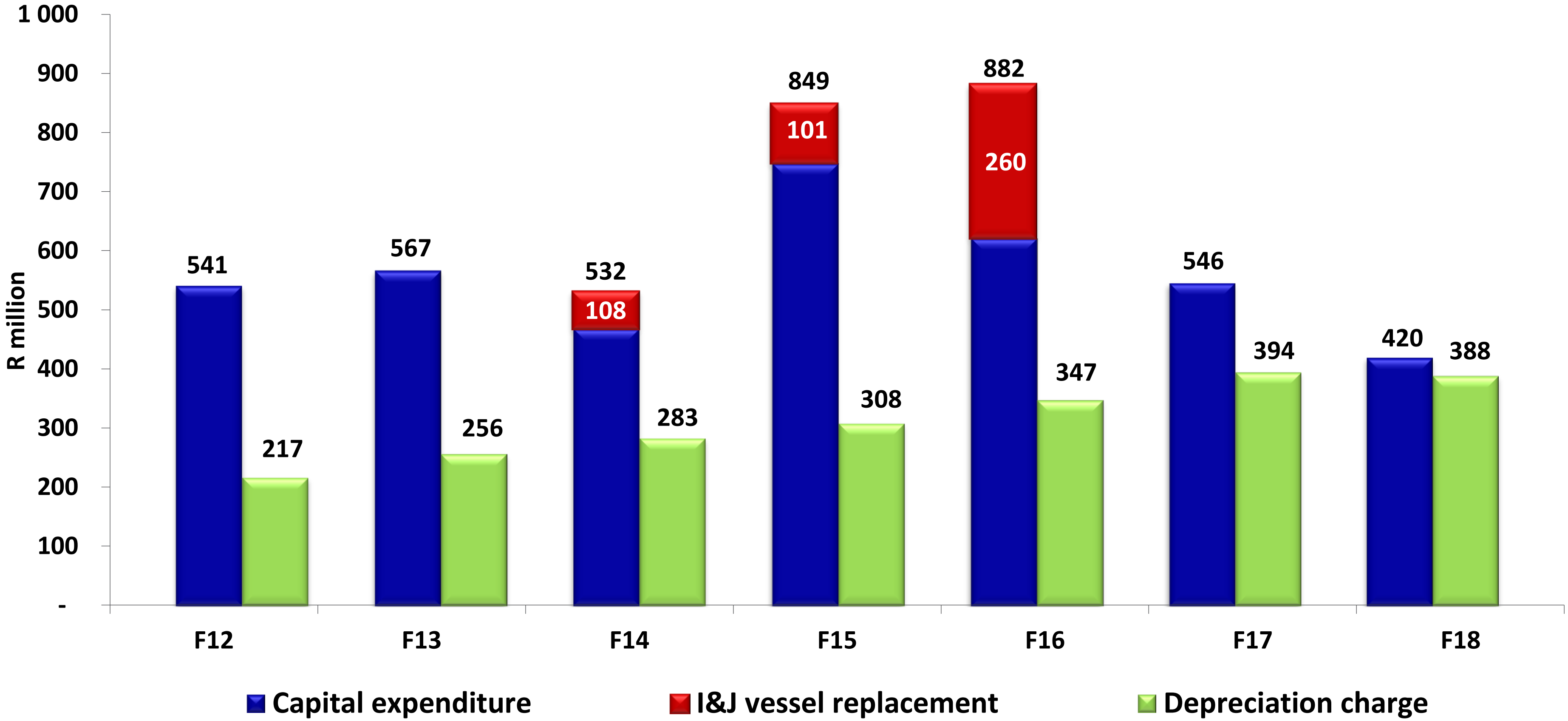
Dividends

	F18	F17	%Δ
Interim dividend - cps	175	162	8,0
Final dividend - cps	260	243	7,0
Normal dividend - cps	435	405	7,4
*Dividend yield - %**	*4,0*	*4,3*	
Special dividend - cps	250	-	
Total dividend - cps	685	405	69,1
*Total dividend yield - %**	*6,3*	*4,3*	
Normal dividend cover ratio	1,25	1,25	
Closing share price - cps	10 820	9 500	

*** Calculated using the closing share price at 30 June**

GROUP FINANCIAL RESULTS

Capital expenditure and depreciation



- Sustained investment in manufacturing capacity, efficiency and retail stores
- F18 decrease in capex due to timing of approvals

GROUP FINANCIAL RESULTS

Key capital projects spend summary

	F18 Actual Rm	F19 Planned Rm
Tea packaging line replacements and upgrades	2	14
Rooibos upgrade project	-	73
Biscuit line capacity and process improvements	119	92
I&J wet vessel replacement	-	40
I&J vessel dry-docks and upgrades	25	46
I&J processing plant replacements and upgrades	13	32
Abalone farm expansion and upgrades	27	12
Indigo distribution centre upgrade	17	29
Retail store additions and refurbishments	36	57
Alternative water supply	25	-
	264	395
Total capital expenditure	420	653

GROUP FINANCIAL RESULTS

Foreign exchange hedges

	September 2018 to December 2018	January 2019 to June 2019	July 2019 to December 2019
	% Cover	% Cover	% Cover
USD imports	92%	53%	1%
EUR imports	89%	57%	1%
EUR exports	59%	62%	17%

- Consistent hedging philosophy provides stability to manage gross margins
- I&J export rates secured at better levels than F18
- Recent Rand weakness will impact import costs in H2 F19

GROUP FINANCIAL RESULTS

I&J BBBEE shareholding extension

- BBBEE shareholders remain invested through next long term rights application process
- Guaranteed minimum value accruing to BBBEE partners of R106,8 million
    - Based on calculation as at initial maturity date
- Opportunity for further value, depending on I&J's performance
- Cash flows:
    - Part payment of R65 million in F18;
    - Balance on maturity

GROUP FINANCIAL RESULTS

Impact of new accounting standards

- New standards implemented as of 1 July 2018
- IFRS 15 – Revenue
  - Reclassification between revenue, cost of sales and selling and administrative costs
  - Lower gross profit and gross profit margin %
  - No impact on operating profit or earnings
- IFRS 9 – Financial instruments
  - No impact on operating profit or earnings
  - Small increase in debtors impairment loss allowance charged directly to opening retained earnings in F19
- IFRS 16 – Leases
  - Estimated increase in operating profit of R40 million and earnings of R7 million in F19
  - Material new items raised on balance sheet – right-of-use assets and lease liabilities
  - Lease payments change from operating cash flows to financing / interest cash flows

GROUP FINANCIAL RESULTS

Illustrative impact of new accounting standards

	F18 Presented Rm	IFRS 15 Reclassification Rm	IFRS 16 Adjustments* Rm	F18 Revised Rm
Revenue	13 437,5	(412,2)	-	13 025,3
Cost of sales	(7 498,0)	(63,4)	12,9	(7 548,5)
Gross profit	5 939,5	(475,6)	12,9	5 476,8
Gross profit margin %	*44,2*			*42,1*
Selling and administrative expenses	(3 387,0)	475,6	30,7	(2 880,7)
Operating profit	2 552,5	-	43,6	2 596,1
Operating profit margin %	*19,0*			*19,9*
Net financing cost	(126,7)	-	(33,2)	(159,9)
Share of joint ventures	56,3	-	-	56,3
Taxation	(708,2)	-	(2,9)	(711,1)
Headline earnings	1 773,9	-	7,5	1 781,4

* The estimated F19 adjustments relating to the transition to IFRS 16 has been applied to the F18 results for illustrative purposes

ENTYCE BEVERAGES

Performance for the year ended 30 June 2018

GROWING GREAT BRANDS

ENTYCE BEVERAGES

Income statement

	F18 Rm	F17 Rm	%Δ
Revenue	*3 834,1*	*3 757,1*	*2,1*
Operating profit	*792,6*	*735,1*	*7,8*
Operating profit margin %	*20,7*	*19,6*	*5,6*

- Good growth in tea operating profit despite lower volumes
  - Price inflation from increases implemented in F17 and F18 in response to accumulated cost pressure
  - Continued raw material cost pressure from rooibos and black tea partly ameliorated by stronger Rand
  - Category volumes under pressure from higher price points
    - Volume growth in H2
  - Premium Five Roses and Freshpak brands performed well
  - Savings from restructuring completed in F17

Income statement

	F18 Rm	F17 Rm	%Δ
Revenue	*3 834,1*	*3 757,1*	*2,1*
Operating profit	*792,6*	*735,1*	*7,8*
Operating profit margin %	*20,7*	*19,6*	*5,6*

- Coffee profit decrease due to pressure on mixed instant volumes
  - Overall decrease in sales volumes
    - Aggressive competitor discounting on mixed instant coffee
    - Partly offset by continued growth of Hug In A Mug speciality range
  - Price inflation from increases implemented in F17, partly offset by pressure on mixed instant prices
  - Raw material cost pressure ameliorated by stronger Rand
  - Lower recovery of factory fixed costs at lower production volumes
  - Savings from restructuring completed in F17
  - Overall profitability remains healthy

ENTYCE BEVERAGES

Income statement

	F18 Rm	F17 Rm	%Δ
Revenue	*3 834,1*	*3 757,1*	*2,1*
Operating profit	*792,6*	*735,1*	*7,8*
Operating profit margin %	*20,7*	*19,6*	*5,6*

- Creamer profit growth despite aggressive competition
  - Growth in volumes, particularly in H2
    - 800 gram pack size distributed nationally
  - Selling prices constrained
    - Higher discounting than last year
  - Lower raw material costs, including stronger Rand
  - Savings from restructuring completed in F17

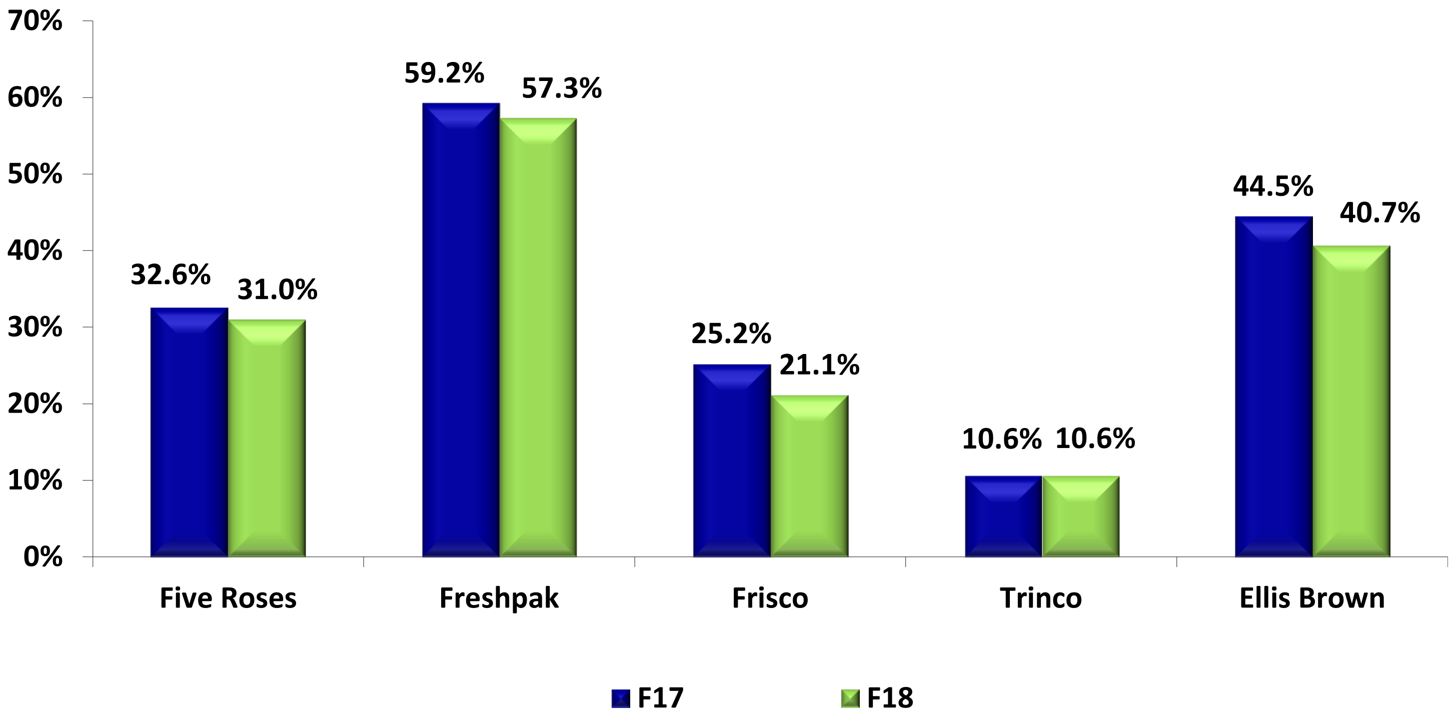
ENTYCE BEVERAGES

Sales volume and selling prices

	% Δ F18 vs F17	Comments
Tea revenue growth	***5,4***	
Volume	*(1,8)*	*Category decline at higher price points and consumer shift to lower priced product*
Ave. selling price	*7,3*	*Price increases in F17 and F18 in response to continuing raw material cost pressure*
Coffee revenue growth	***(1,6)***	
Volume	*(4,2)*	*Decrease in mixed instant volumes partly offset by growth in speciality coffee range (Hug In A Mug)*
Ave. selling price	*2,7*	*Price increases in F17, partly offset by higher levels of discounting on mixed instant coffee*
Creamer revenue growth	***1,2***	
Volume	*3,2*	*New pack size fully implemented and effective promotional activity*
Ave. selling price	*(1,9)*	*Higher levels of discounting in competitive environment*

ENTYCE BEVERAGES

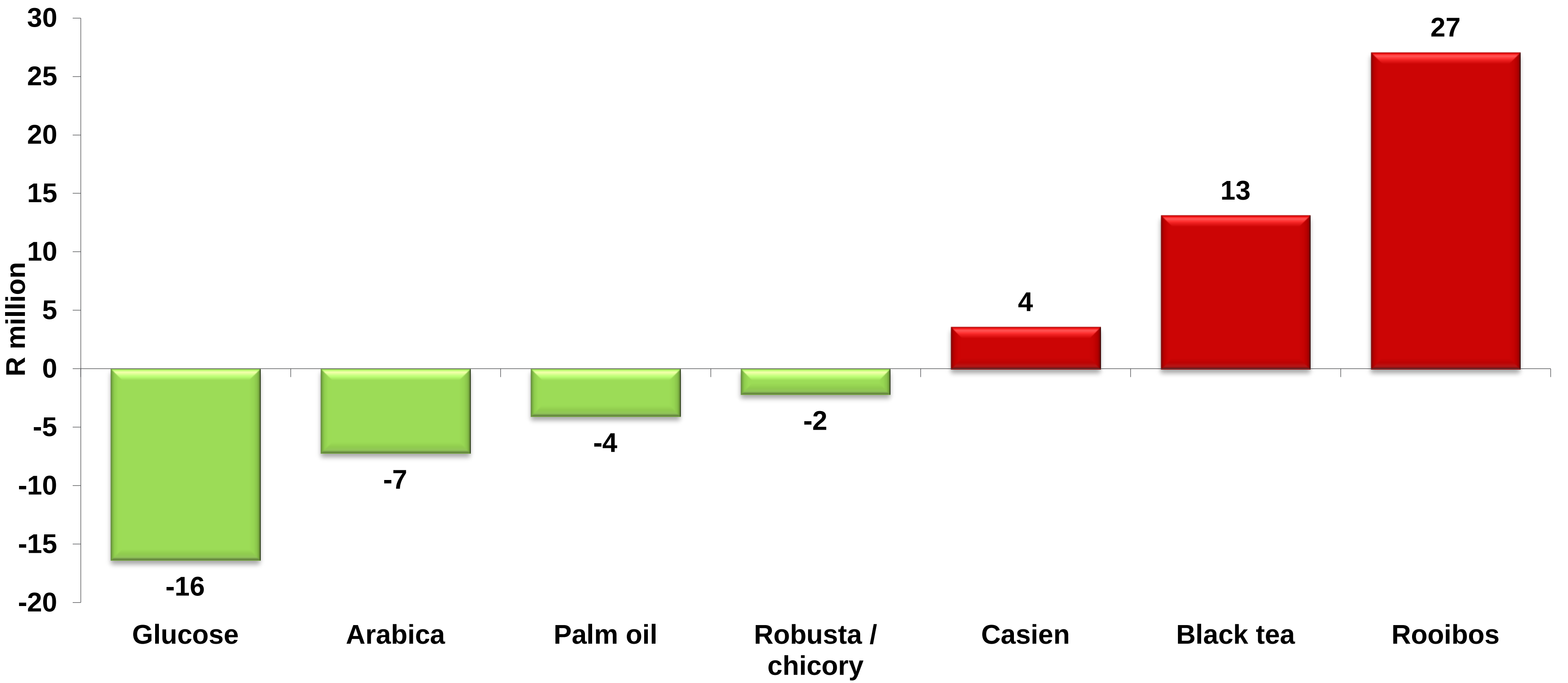
Market shares – value



- Market share declines due to competitor discounting and constrained environment
- Focus on long term profit margin and not just market share

Raw material costs

Cost impact of raw materials and commodities consumed in the period (F18 vs F17):



- Rooibos cost increase due to constrained supply and export pricing opportunity
- Black tea cost increase due to higher underlying commodity prices offset by stronger Rand

Snackworks

That's Good Times!

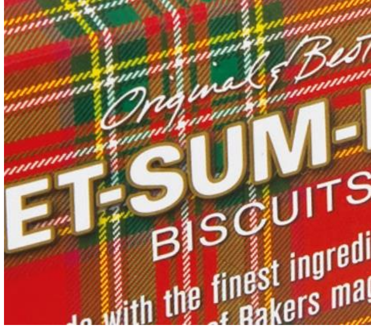
Performance for the year ended 30 June 2018

GROWING GREAT BRANDS

Snackworks

Income statement

	F19 Rm	F18 Rm	%Δ
Revenue	*3 960,8*	*3 956,2*	*0,1*
Operating profit	*705,0*	*666,4*	*5,8*
Operating profit margin %	*17,8*	*16,8*	*6,0*



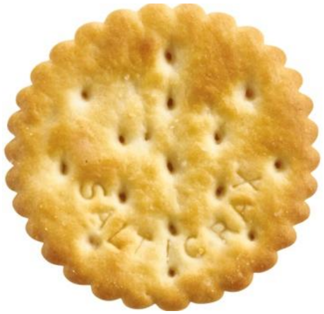
- Constrained biscuit performance
  - Volume decline, particularly in the first semester
    - Category under pressure at higher price points
    - Low income consumer shift to lower priced product
  - Bakers Rusks launched in H2
  - Price inflation from increases implemented in F17
  - Raw material cost pressure offset by stronger Rand and procurement savings
  - Savings from restructuring completed in F17

Snackworks

Income statement

	F19 Rm	F18 Rm	%Δ
Revenue	*3 960,8*	*3 956,2*	*0,1*
Operating profit	*705,0*	*666,4*	*5,8*
Operating profit margin %	*17,8*	*16,8*	*6,0*

- Strong snacks performance
  - Slight increase in sales volume due to improved potato supply
  - Selling price inflation from increases implemented in F17
  - Cost pressure abated due to stronger Rand and lower raw material costs
  - Savings from restructuring completed in F17



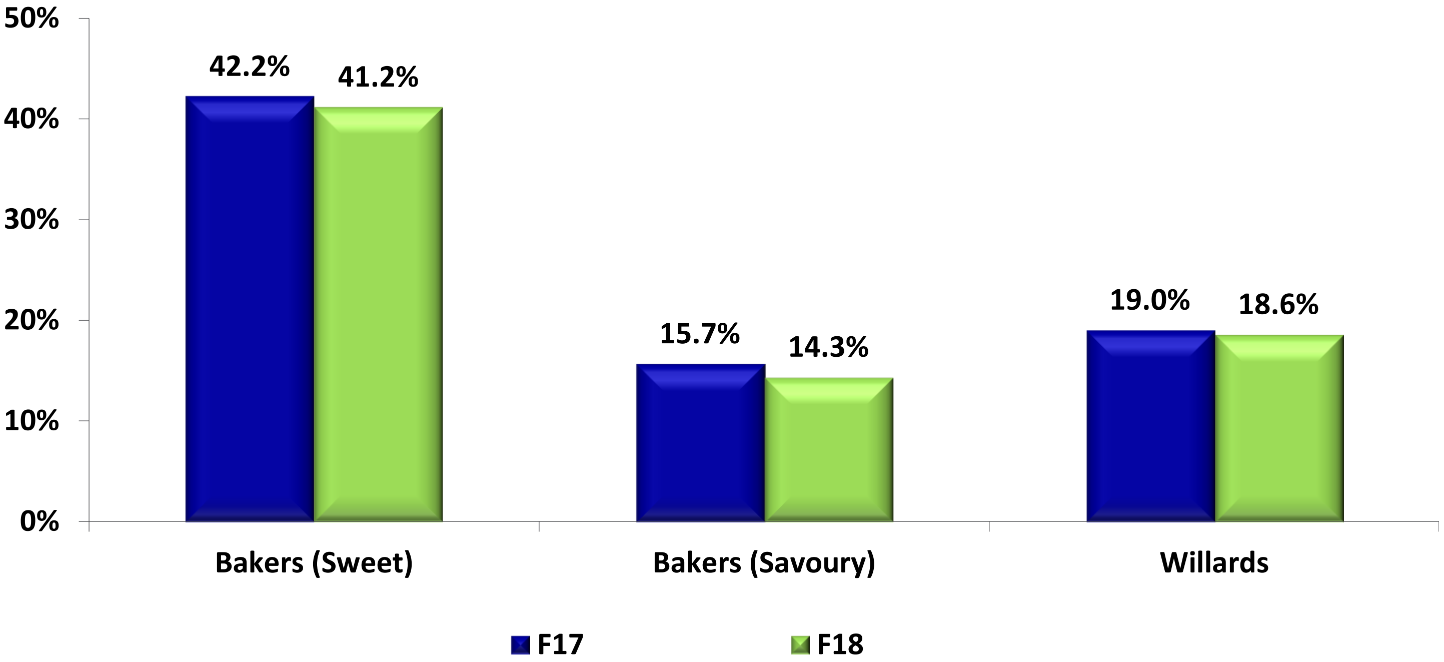
Snackworks

Sales volume and selling prices

	% Δ F18 vs F17	Comments
Biscuits revenue growth	***(1,7)***	
Volume growth	*(5,8)*	*Volume decline due to category pressure at higher price points and consumer shift to lower priced product. Lower decrease in H2.*
Ave. selling prices	*4,3*	*Price increases in F17*
Snacks revenue growth	***5,9***	
Volume growth	*0,5*	*Higher potato chip volume supported by improved potato supply, partly offset by decrease in corn snacks due to competitor discounting*
Ave. selling prices	*5,4*	*Price increases in F17*

Snackworks

Market share

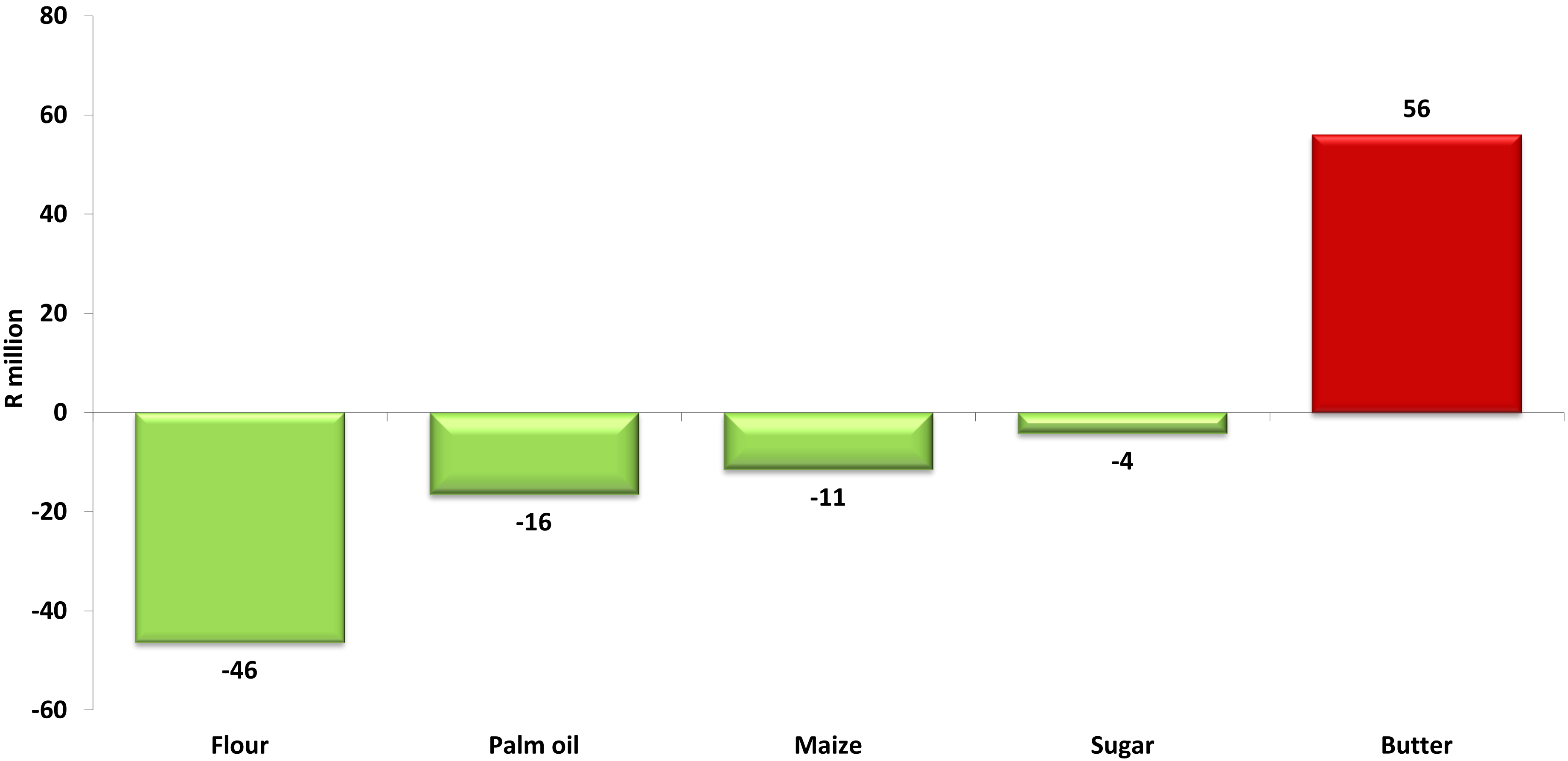


- Low income consumers shift to lower priced products
- Focus on long term profit margin and not just market share

Snackworks

Raw material costs

Cost impact of raw materials and commodities consumed in the period (F18 vs F17):



Performance for the year ended 30 June 2018

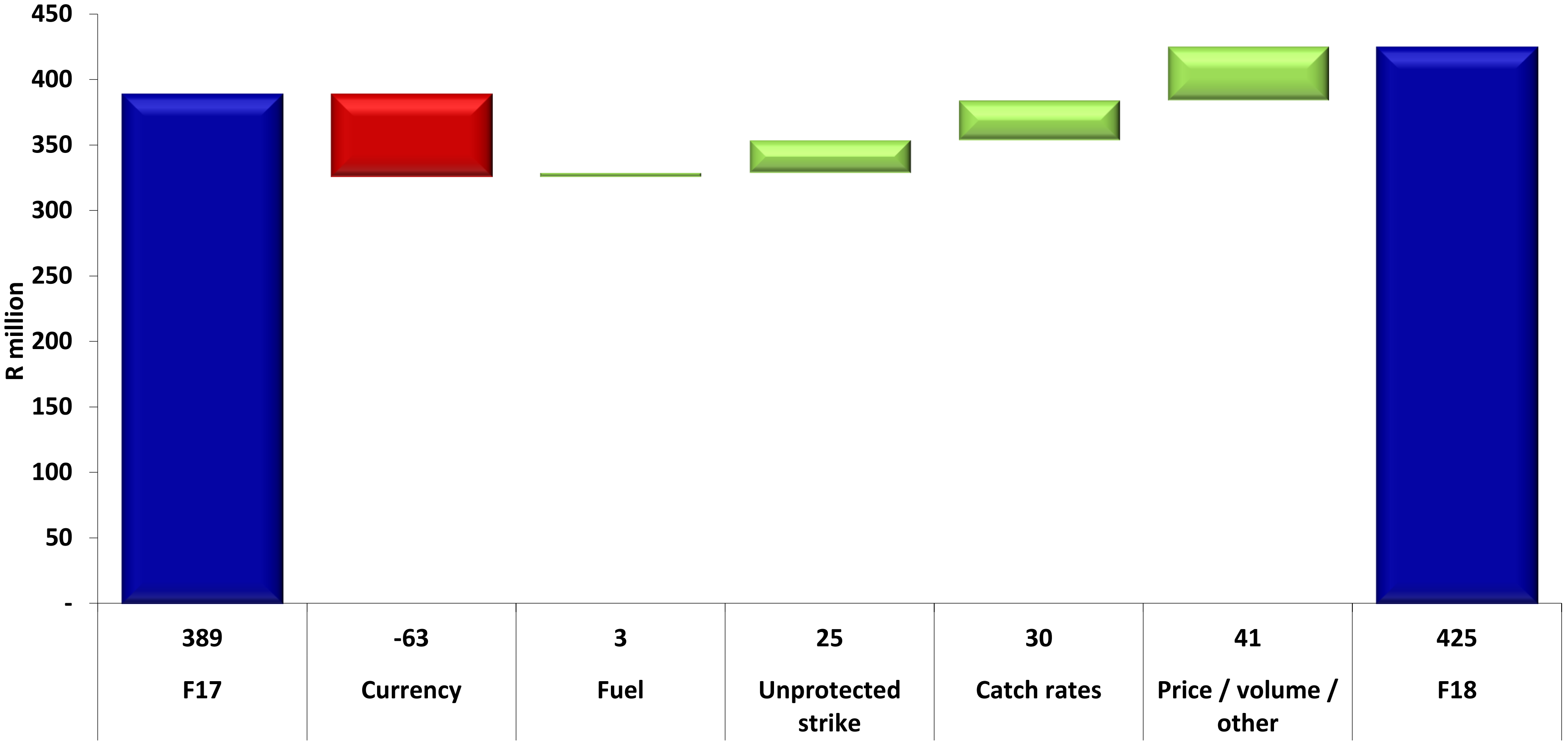
GROWING GREAT BRANDS

Income statement

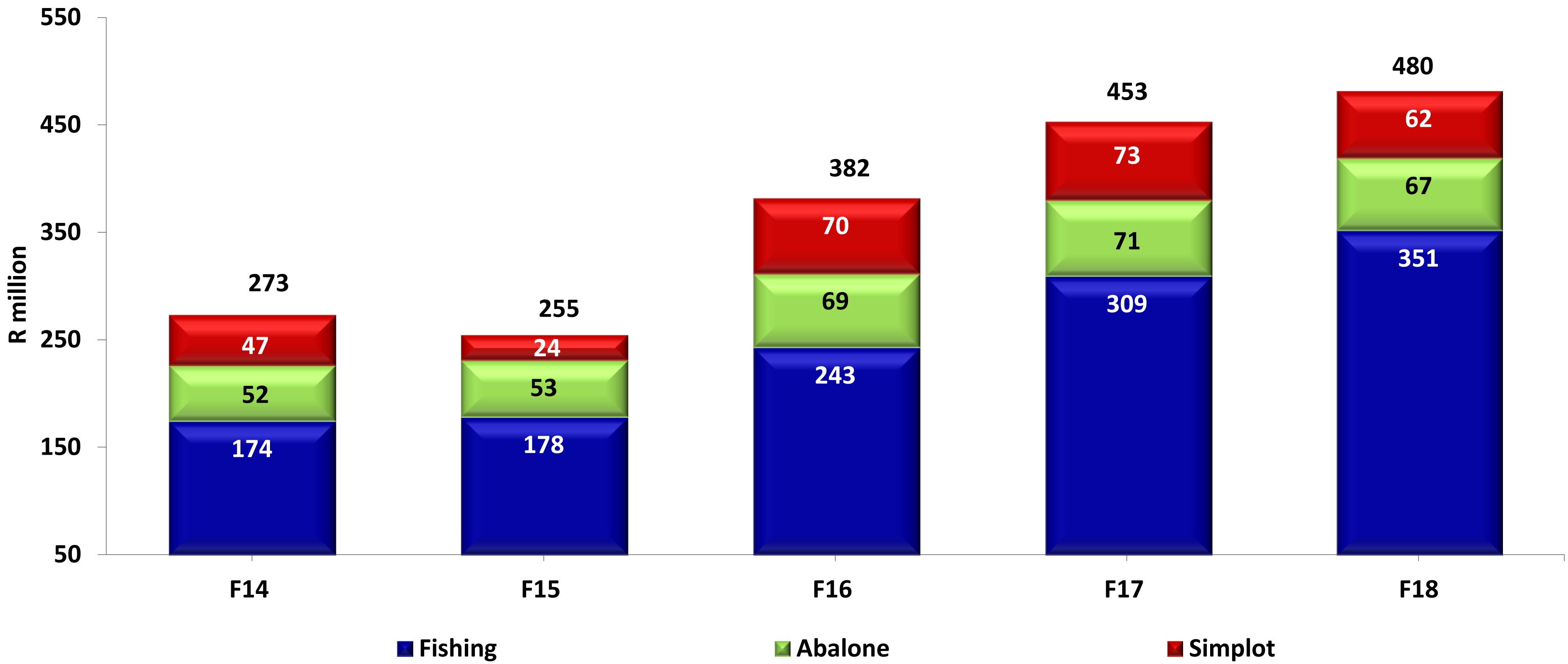
	F18 Rm	F17 Rm	%Δ
Revenue	*2 487,6*	*2 362,7*	*5,3*
Operating profit	*425,0*	*389,1*	*9,2*
Operating profit margin %	*17,1*	*16,5*	*3,6*

- Revenue growth from higher selling prices and sales volumes, partly offset by lower Rand exchange rates achieved on export sales
- Good demand and prices for Cape Hake in export markets
- Improved pricing and contribution in domestic market
- Sales volumes benefitted from non-repeat of unprotected strike in August 2016 (R25 million profit impact)
- Sound fishing and processing performance – overall catch rates better than last year
- Costs tightly managed, benefitting from cost saving initiatives
- Unrealised fuel hedge and forex gains of R22 million vs unrealised losses of R17 million in F17

Movement in operating profit

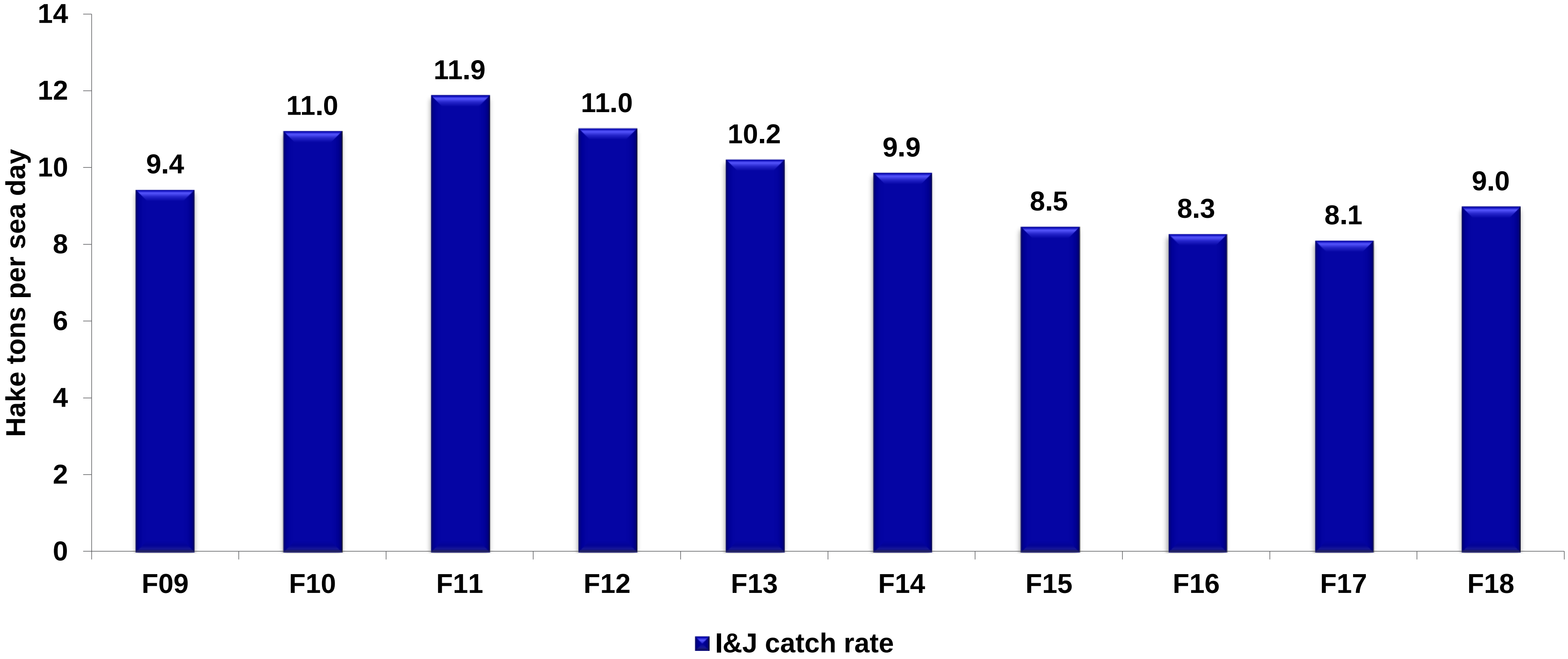


Profit history



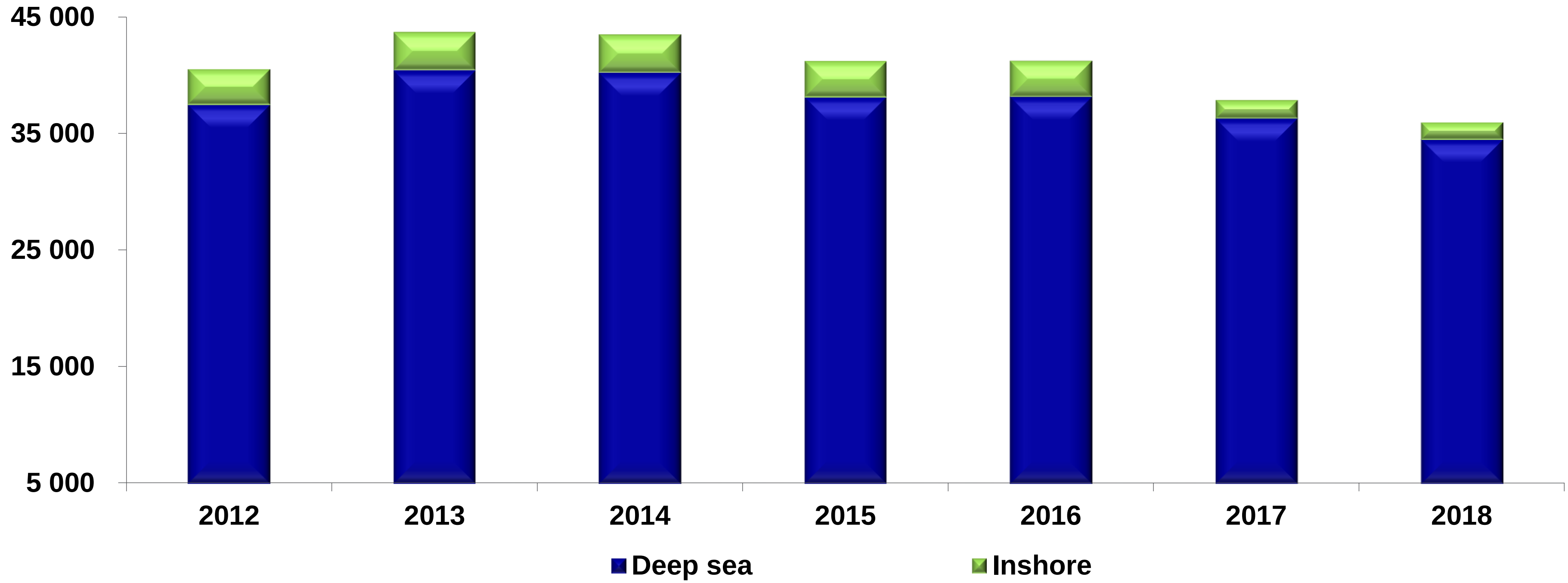
- Simplot profit negatively impacted by constrained retail environment and lower seafood trading profits
- Abalone decrease due to stronger Rand, impacting revenue and stock fair value adjustment

Fishing performance



- Early signs of increasing size mix evident, supporting higher catch rates

Hake fishing quota (calendar year)



- 2018 quota reduced by 1 888 tons due to lower TAC
- Deep sea rights in place to end 2020
- Commencement of renewal process announced
  - BBBEE shareholding extended
  - Level 1 BBBEE status achieved

Sales volume and selling prices (hake)

	% Δ F18 vs F17	Comments
I&J Domestic revenue growth	***9,7***	
Volume	*1,5*	*Higher retail processed fish volumes*
Ave. selling prices	*8,0*	*Price increases taken to mitigate cost pressure*
I&J Export revenue growth	***(5,4)***	
Volume	*(0,1)*	*Improved freezer vessel volumes offset by quota decline*
Ave. selling prices	*(5,3)*	*Lower Rand exchange rates achieved, partly offset by good export market demand and prices*

- Local market share increased to 55,1% from 48,5% in F17 indigo brands

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

Performance for the year ended 30 June 2018

GROWING GREAT BRANDS

Income Statement

	F18 Rm	F17 Rm	%Δ
Revenue	*1 190,6*	*1 194,5*	*(0,3)*
Operating profit	*250,3*	*241,5*	*3,6*
Operating profit margin %	*21,2*	*20,2*	*5,0*

- Revenue from owned brands grew by 2,7%
- Volume growth from core ranges and innovation
- Price inflation from increases implemented in F17
- Export profit decline
  - Lower launch activity
  - Currency crisis in Zimbabwe
  - Higher price points in some markets due to stronger Rand
- Costs tightly managed

Sales volume and selling prices

	% Δ F18 vs F17	Comments
Personal Care revenue growth*	***2,7***	
Volume growth	*1,7*	*Volume growth from market share gains in key categories*
Ave. selling price	*1,0*	*Price increases in F17*

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

- Body spray market share improved slightly from 32,0% to 32,5%

SPITZ

SPITZ CARVELA KURT GEIGER LACOSTE GANT nina roche TOSONI

Performance for the year ended 30 June 2018

GROWING GREAT BRANDS

SPITZ

Income statement

	F18 Rm	F17 Rm	%Δ
Revenue	*1 546,4*	*1 497,4*	*3,3*
Operating profit	*379,6*	*339,9*	*11,7*
Operating profit margin %	*24,6*	*22,7*	*8,3*

- Marginal footwear volume growth in difficult trading environment
  - No price increases on core ranges in F18
  - Stock investment to support top selling styles
  - Increasing utilisation of lay-by mechanism
  - Record December performance, offset by muted second half
- Gross profit margin benefitted from stronger Rand
- Limited growth in trading space – trading density improved in Spitz and Kurt Geiger stores
- Savings from restructuring initiatives implemented in F17
- Strong operating profit growth and margin improvement

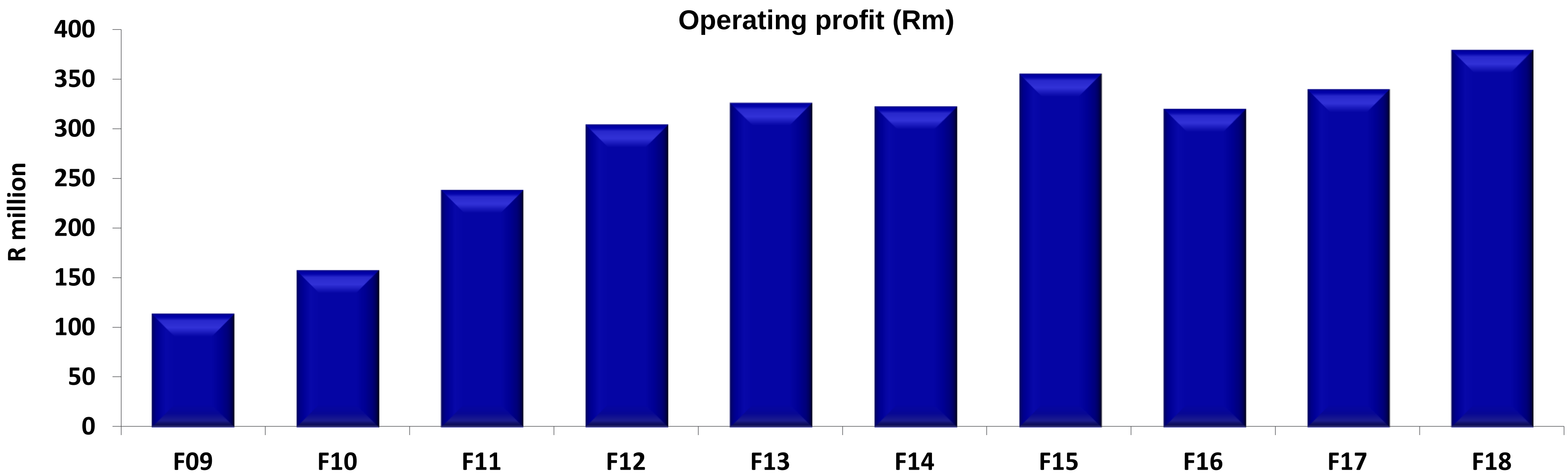
SPITZ

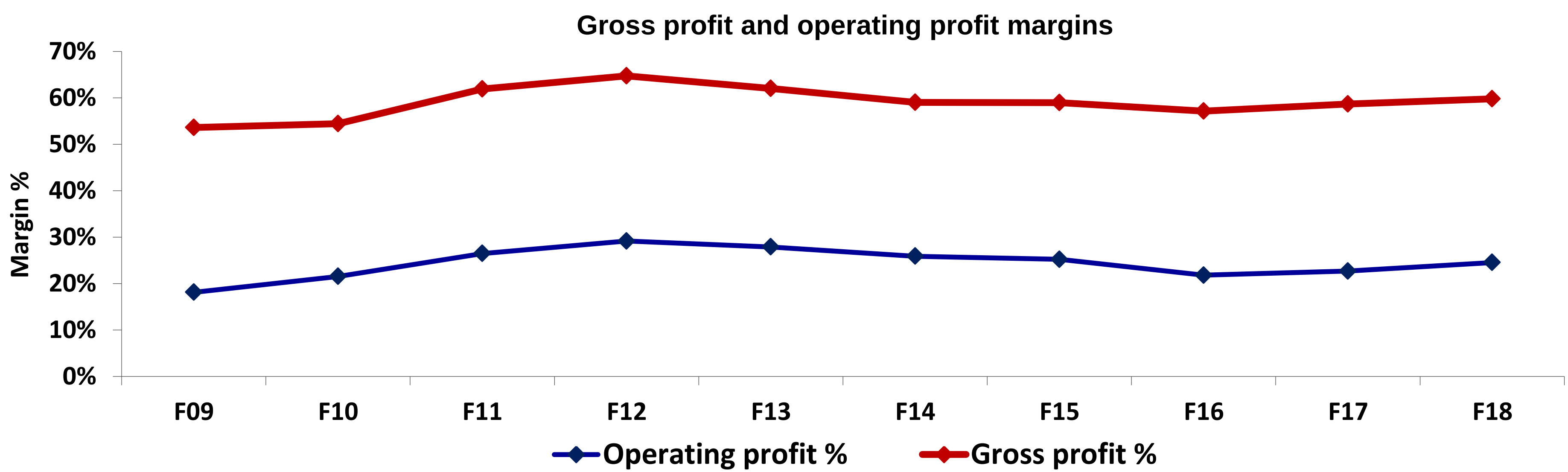
Sales volume and selling prices

	% Δ F18 vs F17	Comments
Spitz & KG Footwear revenue growth	***3,8***	
Sales volume	*0,1*	*Strong December performance offset by muted second half*
Ave. selling price	*3,7*	*Inflation in non core lines and lower volumes sold on end of season sales*
KG Clothing revenue growth	***0,4***	

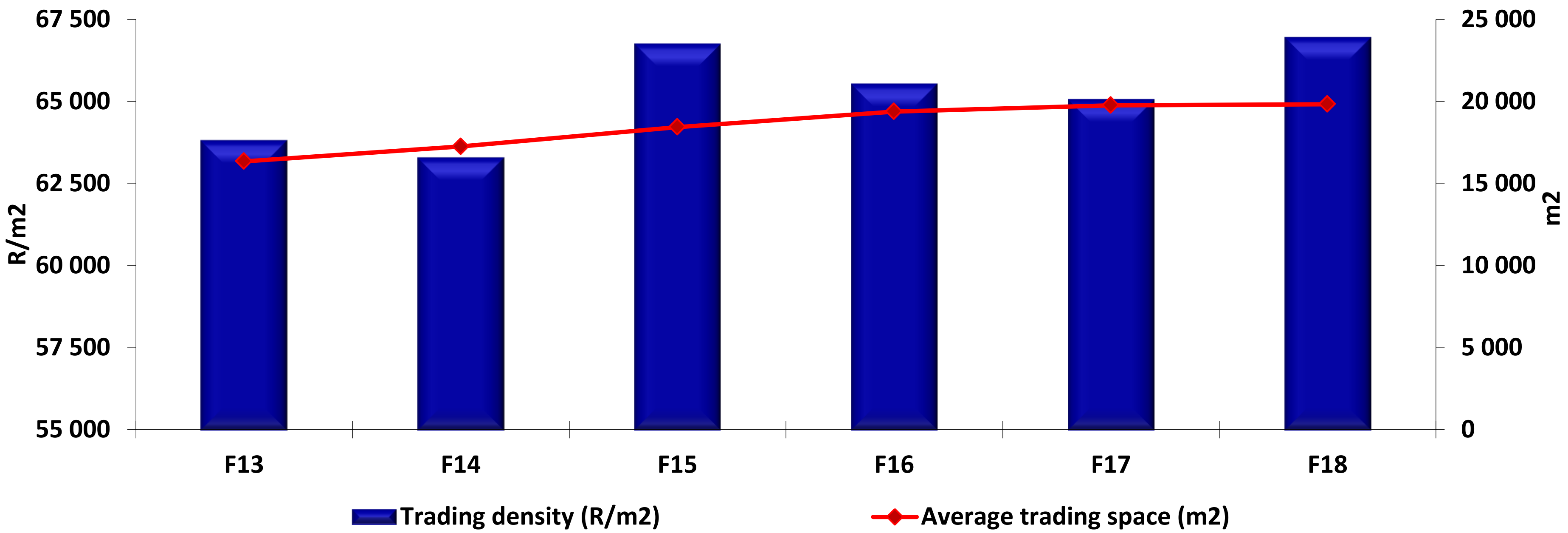
SPITZ

Spitz and Kurt Geiger



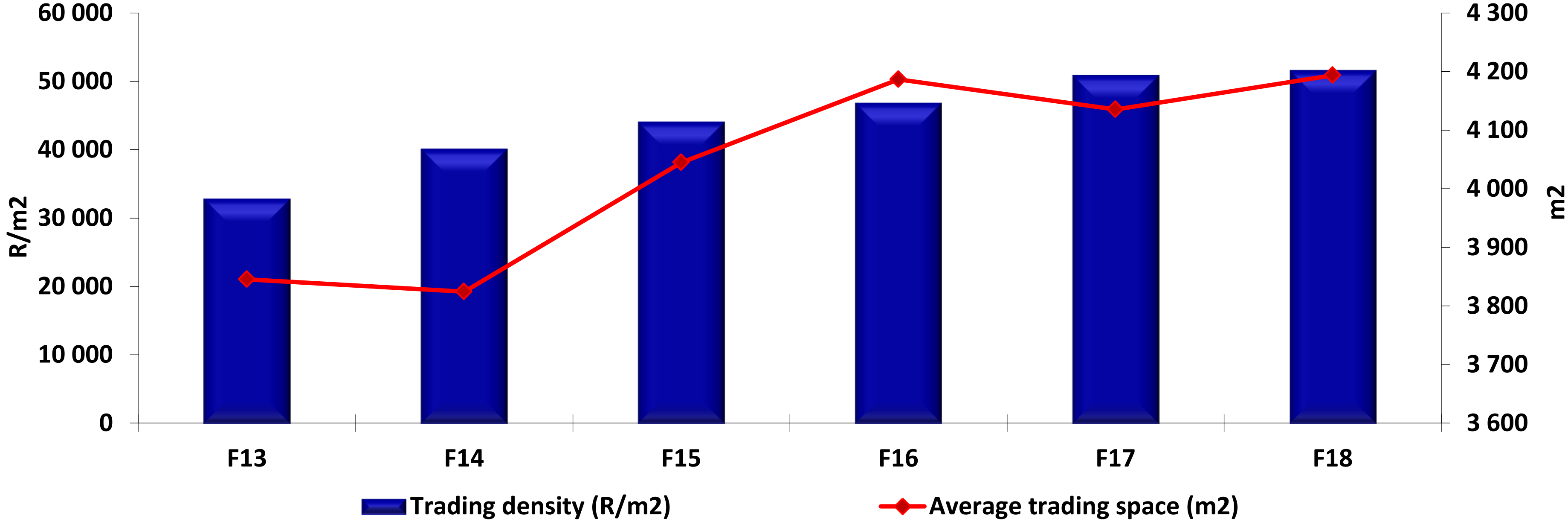


Trading density - Spitz stores



- Opened 1 new Spitz store
- Closed 3 Spitz stores in sub-optimal locations
- Refurbished 6 Spitz stores

Trading density - Kurt Geiger stores



- No store changes in F18

GREEN CROSS

Performance for the year ended 30 June 2018

GROWING GREAT BRANDS

GREEN CROSS

Income Statement

	F18 Rm	F17 Rm	%Δ
Revenue	*366,1*	*371,9*	*(1,6)*
Operating profit	*6,2*	*26,8*	*(76,9)*
Operating profit margin %	*1,7*	*7,2*	*(76,4)*

- Retail revenue growth of 0,5% from new stores
- Like-for-like trading density decreased
  - Poor performance of Summer 2017 and Winter 2018 range
  - Increased levels of discounting to move stock
- Wholesale revenue decline of 7,5% with continued channel shift to lower price points and to retail
- Profitability impacted by discounting
- Costs tightly managed, savings compared to F17
- Trading space
  - 3 new stores in F18
- Cash flow positive with material reduction in stock

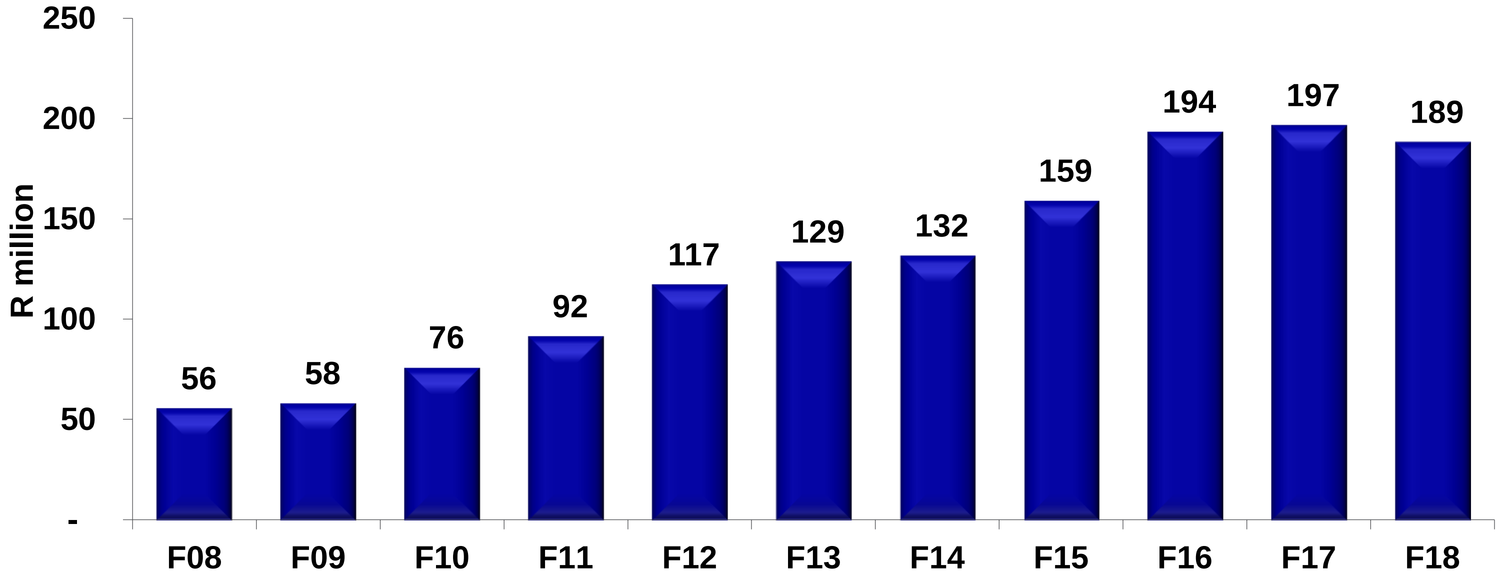
AVI INTERNATIONAL

Performance for the year ended 30 June 2018

GROWING GREAT BRANDS

AVI INTERNATIONAL

Operating profit history



- Constrained performance in most markets
- Ongoing currency liquidity challenges in Zimbabwe and Angola
- Increased competition in Zambia
- Price inflation from increases implemented in F17 in response to accumulated cost pressure
- Profit decline in Biscuits and Personal Care due to aggressive competitor pricing and less launch activity
- Continued focus on building long-term branded positions

AVI INTERNATIONAL

Entyce, Snackworks and Indigo – Non RSA sales

	F18 Rm	F17 Rm	%Δ
International Revenue	*992,1*	*1 016,2*	*(2,4)*
% of Grocery and Personal Care brands	*11,0*	*11,4*	*(3,5)*
International Operating Profit	*188,6*	*196,9*	*(4,2)*
% of Grocery and Personal Care brands	*10,9*	*12,1*	*(9,9)*
International Operating Profit Margin	*19,0*	*19,4*	*(2,1)*
Grocery and Personal Care brands Operating Margin	*19,3*	*18,3*	*5,5*

PROSPECTS FOR F19

- Sustain Entyce, Snackworks and Indigo profit growth in a tough environment
  - Sustain medium term approach through a tough demand cycle
  - Risk of cost/margin pressure if recent Rand weakness persists
  - Tactile price/volume management essential
    - Low selling price inflation in constrained environment
    - Potential for continued aggressive discounting by competitors
    - Potential for disruptive consumer pricing by retail partners
  - Continued focus on costs and efficiency in flat/declining categories
  - Innovation to gain market share
  - Steady building of branded positions in export markets
  - Continued project activity to improve efficiency and capacity

PROSPECTS FOR F19

- I&J performance dependent on exchange rates and catch rates
  - Exchange rates hedged at better levels than F18, plus benefits of recent Rand weakness
  - Freezer vessel catch rates showing good improvement
  - Prospect of continued improvement in size mix
  - Good demand and prices in export markets
  - Quota for CY18 down 5% to 36 013 tons
  - Fuel hedged into H2
  - Improving abalone sales mix and volumes expected to support revenue growth
  - Water supply risk has been mitigated
  - Focus on hake long term rights renewal process

PROSPECTS FOR F19

- Spitz Group
  - Sustain medium term approach through a tough demand cycle
  - Risk of cost/margin pressure if recent Rand weakness persists
  - Tactile price/volume management essential
  - Strong December promotions planned
  - Extension of core range to stimulate demand
  - Evolution of store designs
  - Incremental space growth and in-cycle refurbishments
  - Continued focus on costs – rental reductions
  - Green Cross
    - Oversight of key activities by Spitz management team – planning, merchandising, retail operations
    - Positive cash flow from stock reduction

AVI GROUP

Investor proposition

- Ability to adapt to changing macro environment
  - Actively reviewing business model in F19
- Manage our unique brand portfolio to its long term potential
- Target real earnings growth in constrained environment
- 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

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Questions

GROWING GREAT BRANDS

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Information slides

GROWING GREAT BRANDS

INFORMATION SLIDES

Business unit financial results

	Segmental Revenue			Segmental Operating Profit			Operating Margin	
	F18 Rm	F17 Rm	Δ %	F18 Rm	F17 Rm	Δ %	F18 %	F17 %
Food & Beverage Brands	**10 282,5**	**10 076,0**	**2,1**	**1 922,6**	**1 790,6**	**7,4**	**18,7**	**17,8**
Entyce Beverages	3 834,1	3 757,1	2,1	792,6	735,1	7,8	20,7	19,6
Snackworks	3 960,8	3 956,2	0,1	705,0	666,4	5,8	17,8	16,8
I&J	2 487,6	2 362,7	5,3	425,0	389,1	9,2	17,1	16,5
Fashion Brands	**3 155,0**	**3 108,6**	**1,5**	**645,0**	**607,5**	**6,2**	**20,4**	**19,5**
Personal Care	1 190,6	1 194,5	(0,3)	250,3	241,5	3,6	21,0	20,2
Footwear & Apparel	1 964,4	1 914,1	2,6	394,7	366,0	7,8	20,1	19,1
Corporate	**-**	**-**		**(15,1)**	**(12,8)**			
Group	**13 437,5**	**13 184,6**	**1,9**	**2 552,5**	**2 385,3**	**7,0**	**19,0**	**18,1**

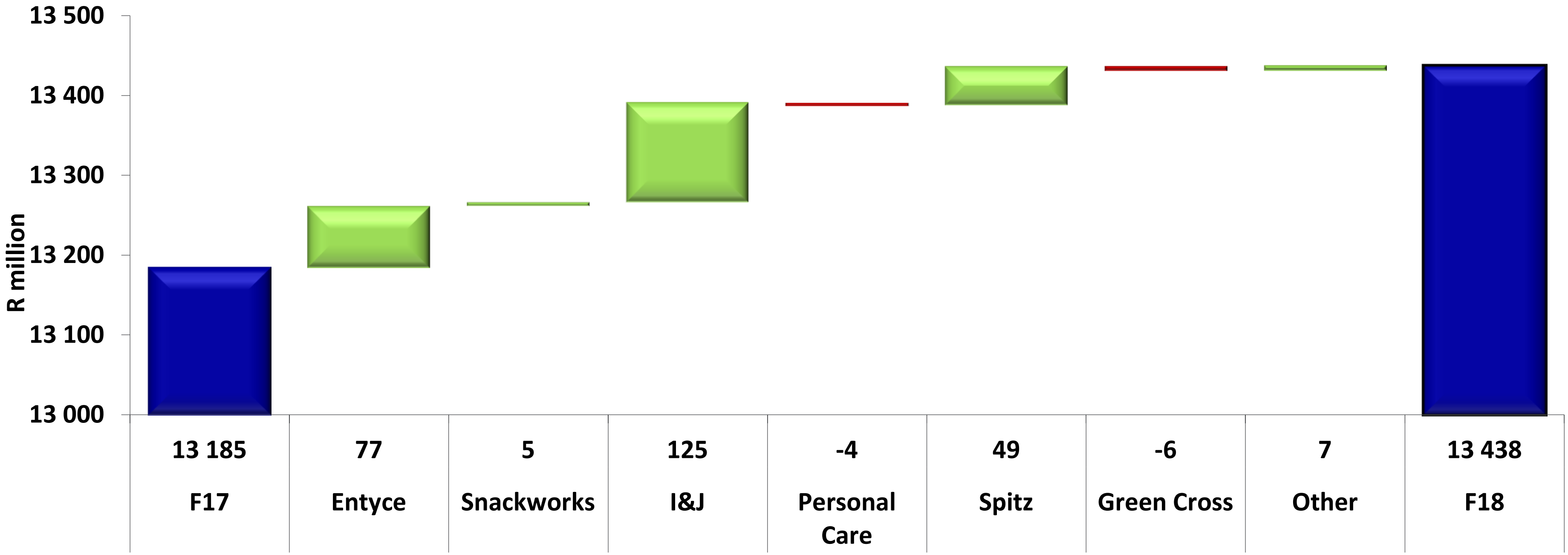
INFORMATION SLIDES

Footwear & apparel financial results

	Segmental Revenue			Segmental Operating Profit			Operating Margin	
	F18 Rm	F17 Rm	Δ %	F18 Rm	F17 Rm	Δ %	F18 %	F17 %
Footwear & Apparel	**1 964,4**	**1 914,1**	**2,6**	**394,7**	**366,0**	**7,8**	**20,1**	**19,1**
Spitz	1 546,4	1 497,4	3,3	379,6	339,9	11,7	24,6	22,7
Green Cross	366,1	371,9	(1,6)	6,2	26,8	(76,9)	1,7	7,2
Gant	51,9	44,8	15,9	8,9	(0,7)	1 371,4	17,2	(1,6)

INFORMATION SLIDE

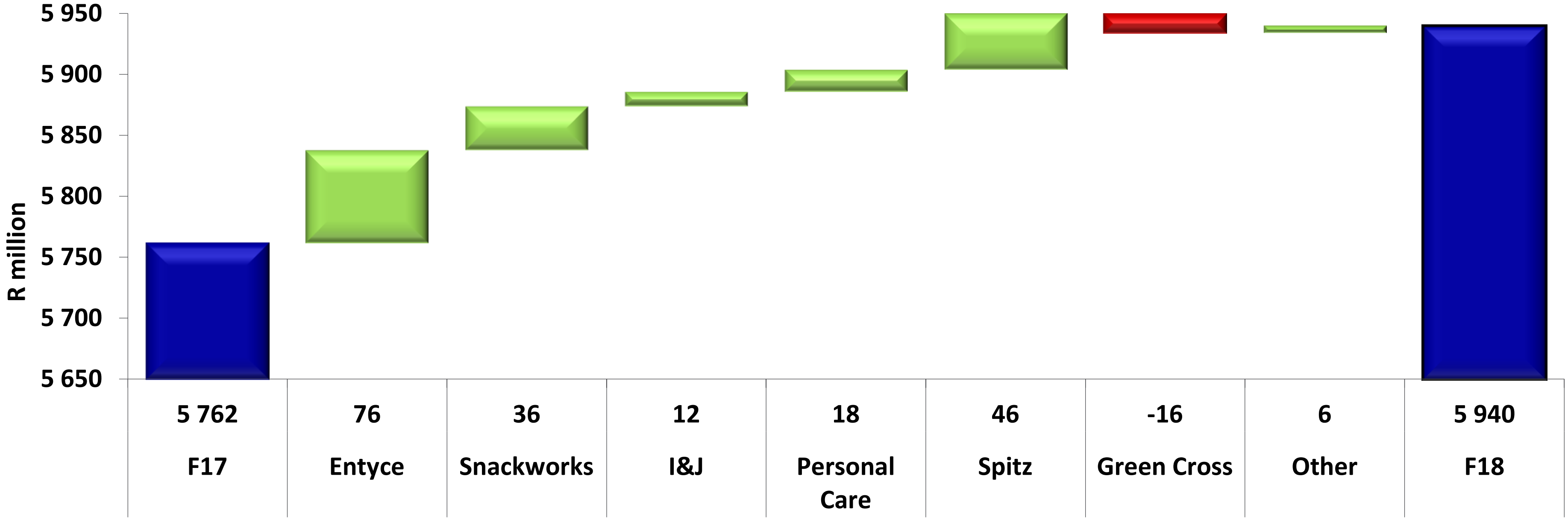
Revenue 1,9% up



- Entyce: Price increases, mostly in F17, offset by tea and mixed instant coffee volume decline
- Snackworks: Price increases in F17 offset by volume decline in biscuits
- I&J: Price increases and volume growth due to improved fishing and non-repeat of unprotected strike in F17, offset by lower Rand exchange rates achieved on exports
- Personal Care: Decline in Coty revenue offset by sound growth in owned brands
- Spitz: Higher average selling prices on non-core ranges and favourable sales mix
- Green Cross: Lower volumes and increased levels of discounting offset by higher prices

INFORMATION SLIDE

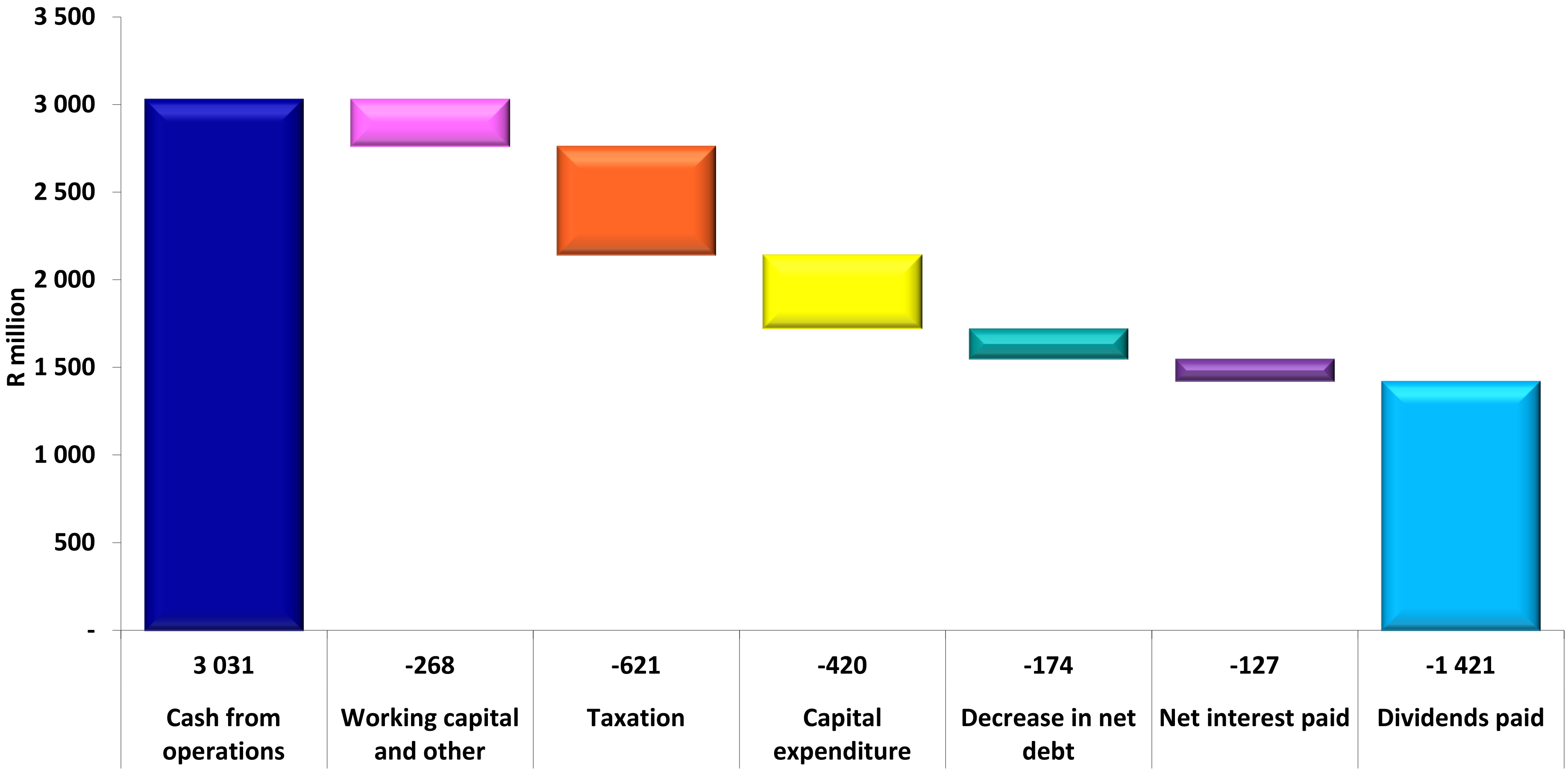
Gross profit 3,1% up



- Entyce: Revenue growth and benefit of stronger Rand on imports, offset by lower mixed instant coffee volumes
- Snackworks: Benefit of stronger Rand on imports and benign raw material cost inflation, offset by lower biscuit volumes
- I&J: Volume growth and higher selling prices offset by lower Rand exchange rates and higher fuel prices
- Personal Care: Benefit of stronger Rand on imports and growth in owned brands
- Spitz: Revenue growth and benefit of stronger Rand on imports
- Green Cross: Lower sales volumes and higher discounting

INFORMATION SLIDE

Cash flows



INFORMATION SLIDE

I&J fishing quota

Quota (tons)	CY12	CY13	CY14	CY15	CY16	CY17	CY18
South African Total Allowable Catch (TAC)	144 742	156 088	155 308	147 500	147 500	140 126	133 120
% change in TAC	9,8	7,8	(0,5)	(5,0)	-	(5,0)	(5,0)
I&J	40 515	43 689	43 471	41 223	41 245	37 901	36 013
%	28,0	28,0	28,0	27,9	28,0	27,1	27,1

- 2018 quota reduced by 1 888 tons due to lower TAC

INFORMATION SLIDE

Trading space and trading density

Spitz	F18	F17
Number of stores	75	77
Turnover (Rm)	1 329	1 287
Average m^2	19 841	19 776
Trading Density (R /m^2)	66 960	65 071
Closing m^2	19 460	20 037

Like-for-like metrics*	F18	F17
Number of stores	72	72
Turnover (Rm)	1 281	1 258
Average & closing m^2	18 716	18 721
Trading Density (R/m^2)	68 435	67 183

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

INFORMATION SLIDE

Trading space and trading density

Kurt Geiger	F18	F17
Number of stores	33	33
Turnover (Rm)	217	211
Average m²	4 194	4 135
Trading Density (R /m²)	51 640	50 920
Closing m²	4 194	4 115

Like-for-like metrics*	F18	F17
Number of stores	31	31
Turnover (Rm)	210	202
Average & closing m²	3 922	3 842
Trading Density (R/m²)	53 584	52 589

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

INFORMATION SLIDE

Trading space and trading density

Green Cross	F18	F17
Number of stores #	45	42
Turnover (Rm)	276	275
Average m²	5 436	4 925
Trading Density (R /m²)	50 804	55 778
Closing m²	5 536	5 218

Like-for-like metrics*	F18	F17
Number of stores #	38	38
Turnover (Rm)	253	270
Average & closing m²	4 752	4 736
Trading Density (R/m²)	53 155	56 948

 # 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
December 2008	13	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	77	19,544	33	4,087	39	4,896
June 2017	77	20,037	33	4,115	42	5,218
December 2017	77	20,243	33	4,194	45	5,536
June 2018	75	19,460	33	4,194	45	5,536

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