AVI

AVI Limited presentation to shareholders & analysts for the six months ended 31 December 2020

GROWING GREAT BRANDS

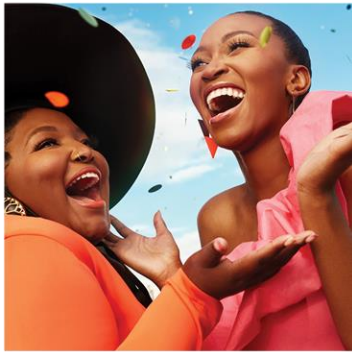
AGENDA

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

KEY FEATURES

- COVID-19
  - Mixed impact on demand across categories
  - Additional costs of R18 million
- Group revenue declined by 0,1%
- Selling price increases taken to offset higher raw material costs in some categories
- 6,9% decline in selling and administrative costs
- I&J's abalone category materially impacted by COVID-19 related export demand and price pressures
- Operating profit declined by 2,6%
- Net finance charges 48,8% lower
- Headline earnings per share up 1,2% to 297,3 cents
- Cash from operating activities increased by 0,8%
- Interim dividend of 160 cents per share in line with last year
- Special dividend of 280 cents per share






KEY FEATURES

COVID-19 – impact on revenue

% Revenue compared to corresponding period in the prior year

	Mar – Jun 20	Jul – Sep 20	Oct – Dec 20
Entyce & Snackworks (excl Ciro)	21%	12%	1%
Ciro	(59%)	(47%)	(33%)
I&J	(15%)	12%	(2%)
Personal Care	(12%)	(6%)	(7%)
Footwear and Apparel	(55%)	(18%)	(8%)

- Stockpiling of food and beverages started in the last week of March 2020
- Food and beverage consumption declined over the first semester of F21 as consumers gradually returned to normal routines and spending patterns
- Personal care, footwear and apparel volumes recovered as lockdown restrictions eased and footfall in malls improved

KEY FEATURES

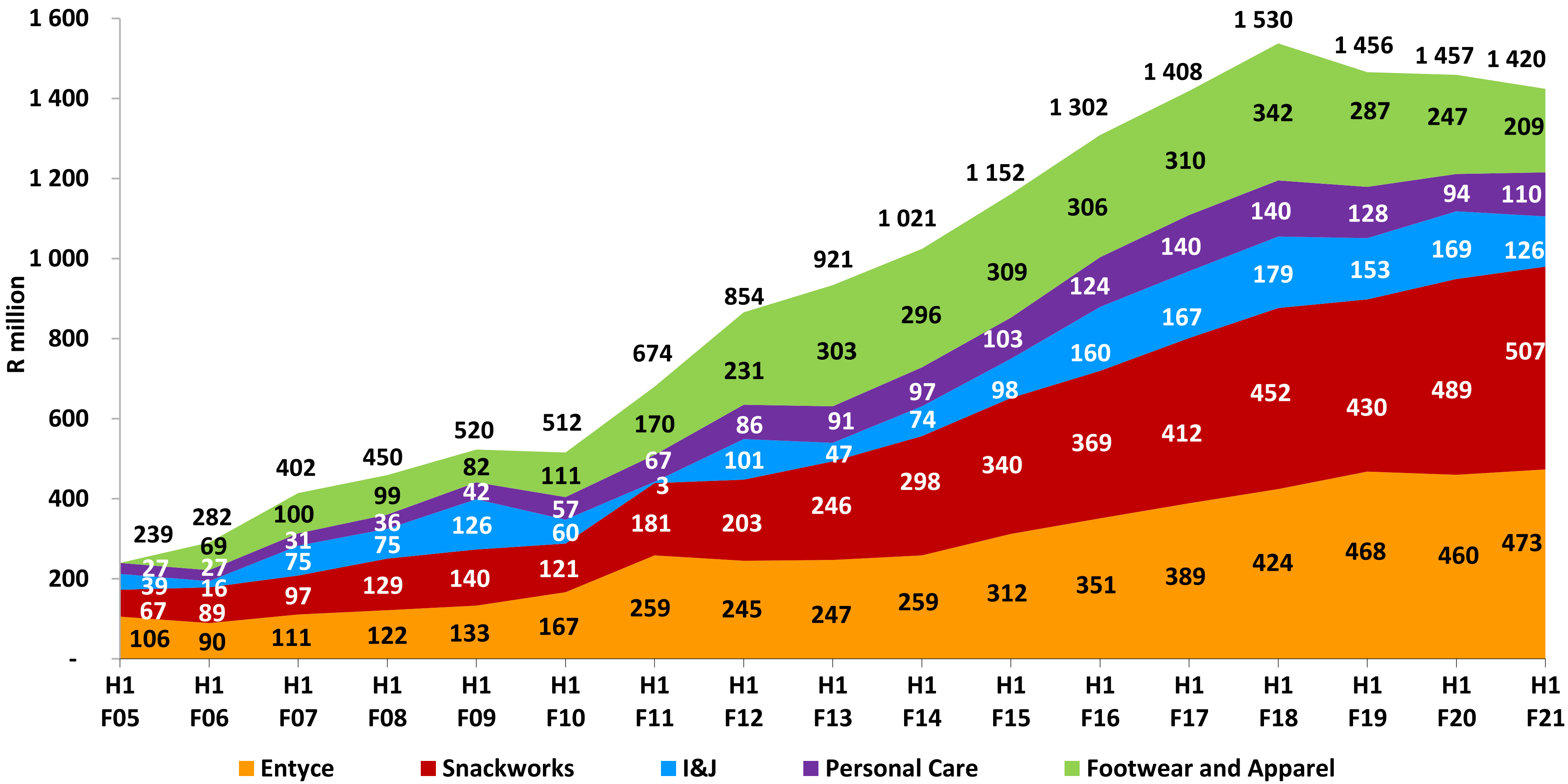
COVID-19 – impact on costs and provisions

	H1 F20 Rm	H2 F20 Rm	H1 F21 Rm
Cost of sales	-	39	15
Selling and administrative expenses	-	19	3
Total	-	58	18

- H1 F21 includes R3,5 million for special arrangements to pack Choice Assorted
- Costs will decrease in H2
- Minor impact on stock and debtors provision
    - Consolidated stock provision increased by R6,7 million since December 2019
    - Consolidated debtors provisions increased by R5,8 million since December 2019

RESULTS HISTORY

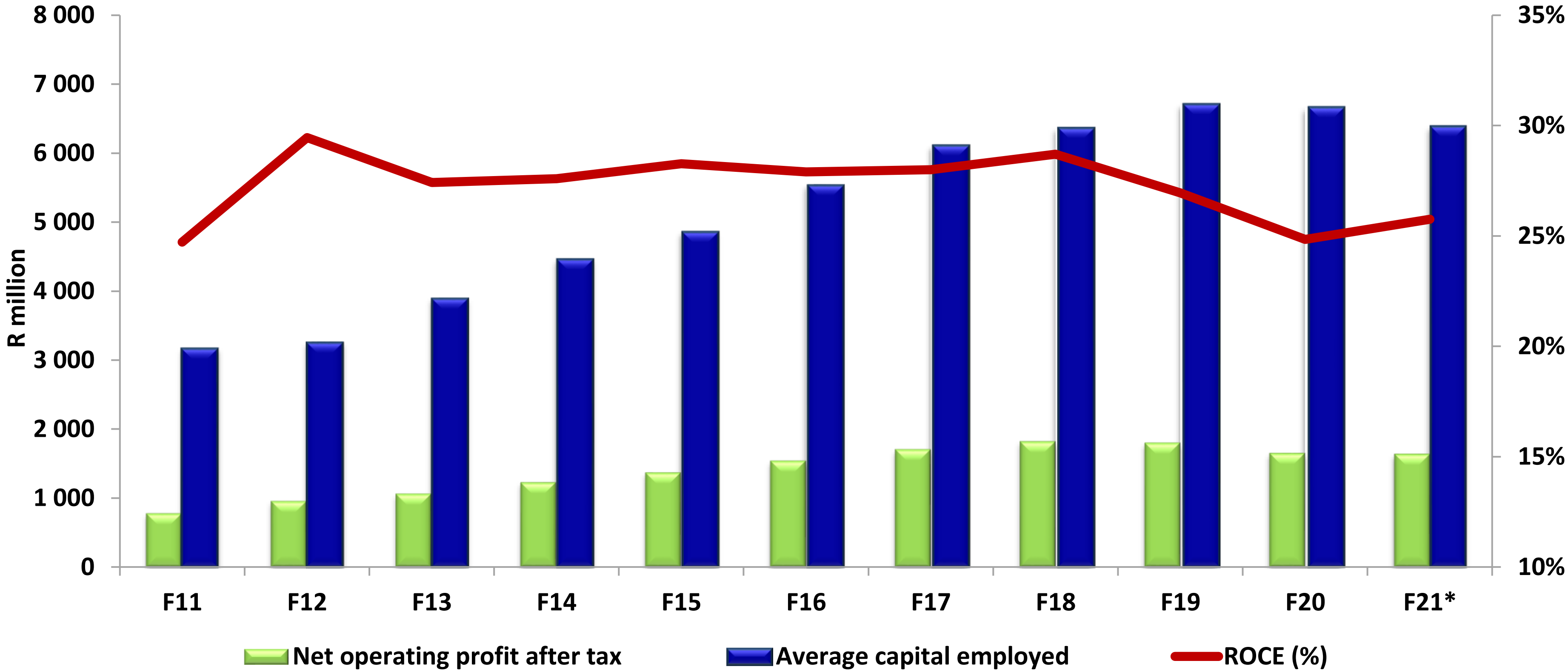
Operating profit history



- Sustained growth in Entyce and Snackworks
- Constrained environment and negative impact of COVID-19 on fashion businesses and I&J

RESULTS HISTORY

Return on capital employed

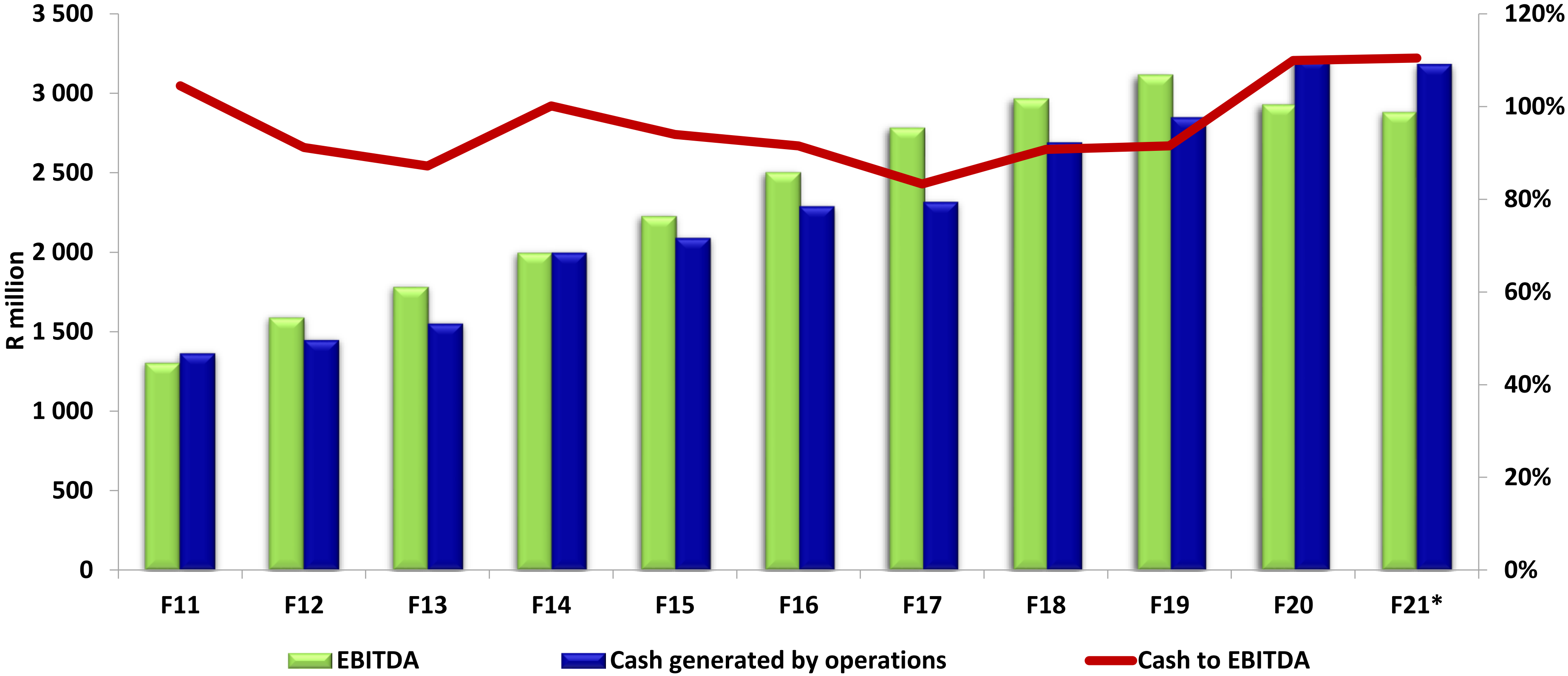


* F21 represents 12 months to 31 December 2020

- High return maintained in tough environment

RESULTS HISTORY

Cash conversion

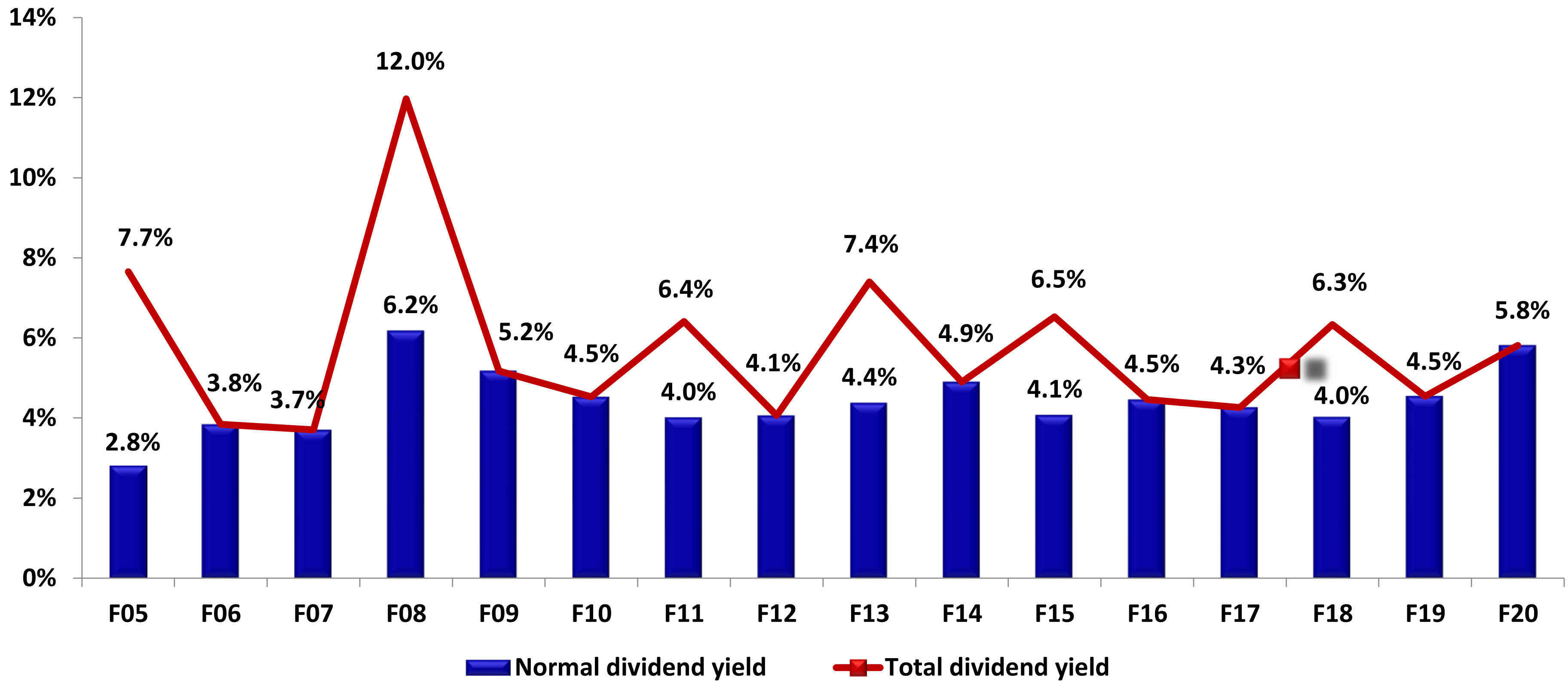


* F21 represents 12 months to 31 December 2020

- Sustained strong conversion of earnings into cash

RESULTS HISTORY

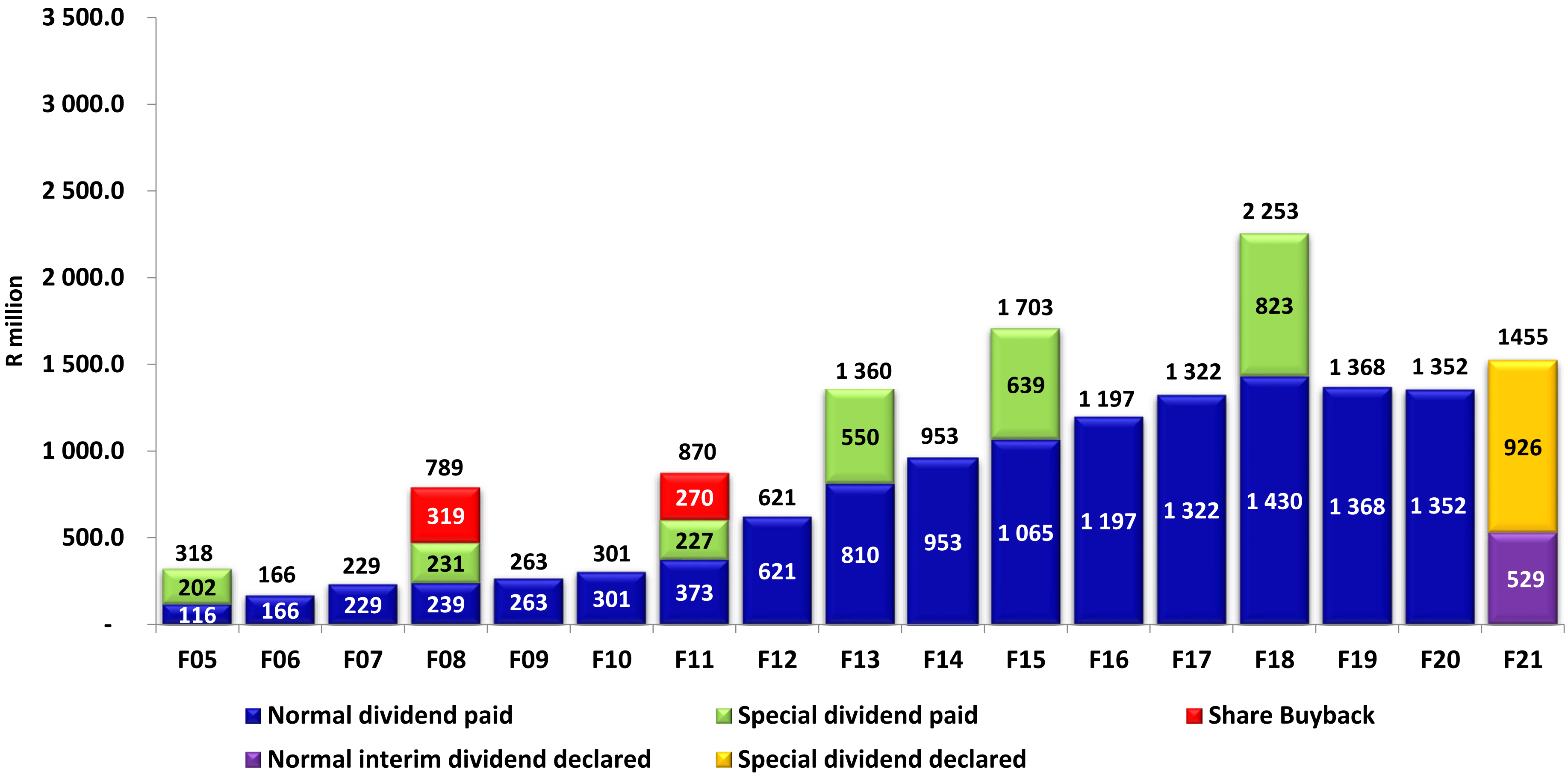
Dividend yield (Year end)



- Based on share price at end of each year (R70,54 at end June 2020)
- 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 = 95,2% of headline earnings

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AVI

Group Financial Results

GROWING GREAT BRANDS

GROUP FINANCIAL RESULTS

Income statement

	H1 F21 Rm	H1 F20 Rm	%Δ
Revenue	7 131,2	7 141,7	(0,1)
Cost of Sales	(4 305,6)	(4 174,8)	(3,1)
Gross Profit	2 825,6	2 966,9	(4,8)
Gross Profit margin	*39,6*	*41,5*	*(4,6)*
Selling and administrative expenses	(1 405,9)	(1 509,7)	(6,9)
Operating profit	1 419,7	1 457,2	(2,6)
Operating profit margin	*19,9*	*20,4*	*(2,5)*
Net financing cost	(51,5)	(100,5)	(48,8)
Share of Joint Ventures	2,4	15,7	(84,7)
Capital items before tax	(2,8)	444,8	
Effective tax rate	28,5	*25,7*	*10,9*
Headline earnings	979,9	966,5	1,4
HEPS (cps)	297,3	*293,8*	*1,2*

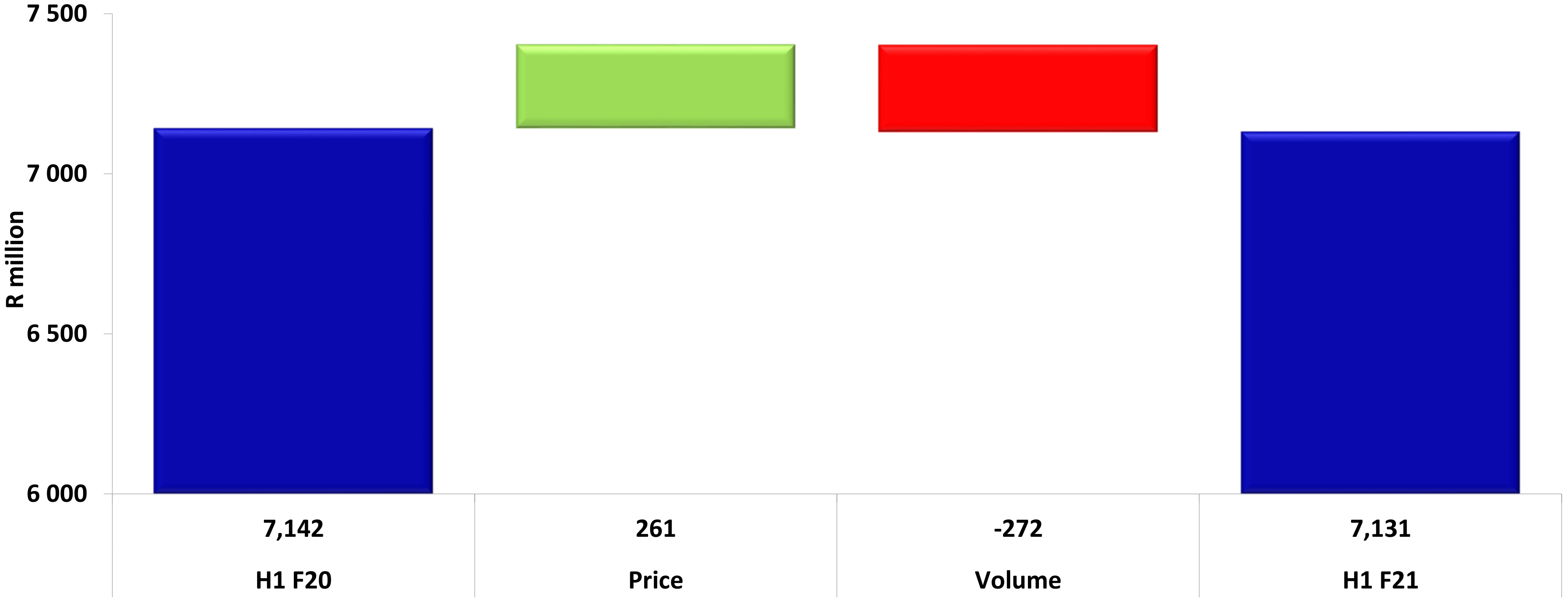
GROUP FINANCIAL RESULTS

Business unit financial results

	Segmental Revenue			Segmental Operating Profit			Operating Margin	
	H1 F21 Rm	H1 F20 Rm	Δ %	H1 F21 Rm	H1 F20 Rm	Δ %	H1 F21 %	H1 F20 %
Food & Beverage brands	**5 554,5**	**5 391,9**	**3,0**	**1 105,6**	**1 118,0**	**(1,1)**	**19,9**	**20,7**
Entyce Beverages	1 954,9	1 967,8	(0,7)	473,0	459,7	2,9	24,2	23,4
Snackworks	2 364,7	2 242,6	5,4	506,7	489,3	3,6	21,4	21,8
I&J	1 234,9	1 181,5	4,5	125,9	169,0	(25,5)	10,2	14,3
Fashion brands	**1 576,7**	**1 749,8**	**(9,9)**	**318,6**	**340,9**	**(6,5)**	**20,2**	**19,5**
Personal Care	642,1	687,8	(6,6)	109,7	93,5	17,3	17,1	13,6
Footwear and Apparel	934,6	1 062,0	(12,0)	208,9	247,4	(15,6)	22,4	23,3
Corporate	**-**	**-**		**(4,5)**	**(1,7)**			
Group	**7 131,2**	**7 141,7**	**(0,1)**	**1 419,7**	**1 457,2**	**(2,6)**	**19,9**	**20,4**

GROUP FINANCIAL RESULTS

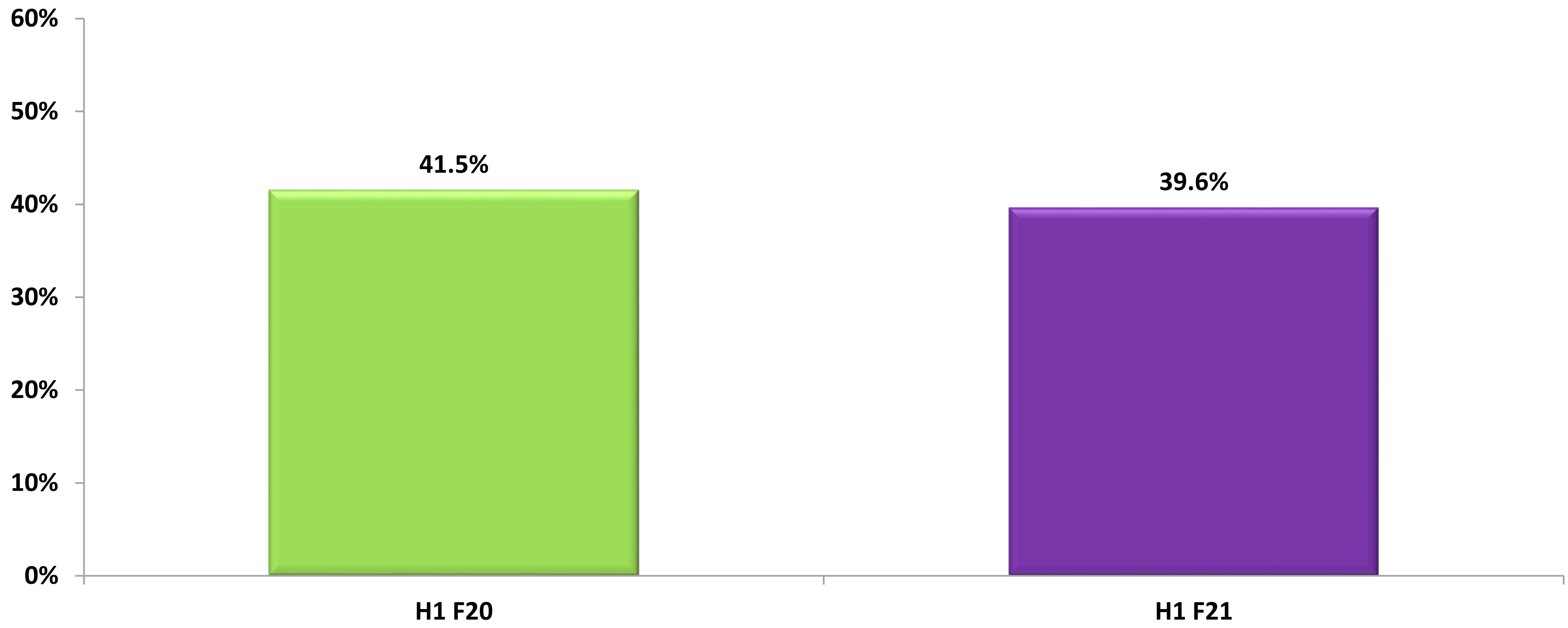
Movement in group revenue



- Price increases across the Group, supported by tighter management of discounts
- Export sales benefitted from impact of weaker Rand
- Lower volumes in fashion businesses and Ciro out-of-home due to COVID-19
- Demand for snacking and beverage brands normalised from elevated levels through the semester

GROUP FINANCIAL RESULTS

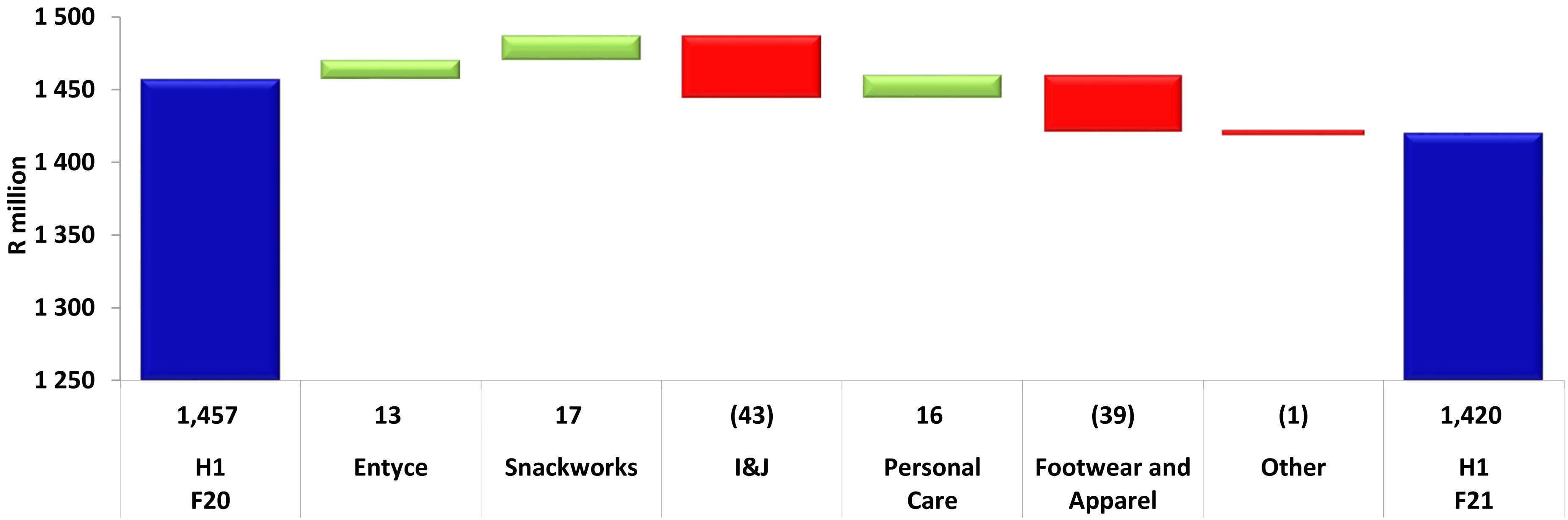
Gross profit margin



- Cost pressure from weaker Rand
- Significant drop in abalone selling prices
- Mix changes from COVID-19 – higher demand for affordable products, lower fashion brand volumes
- Selling price increases in H1 and planned for H2 to offset cost pressure

GROUP FINANCIAL RESULTS

Operating profit 2,6% down



- Entyce: Higher sales volumes in all categories except Ciro and good cost control
- Snackworks: Snacks volume growth and good cost control
- I&J: Decline in abalone category and lower royalties from Simplot
- Personal Care: Price inflation and lower new product launch costs offset by impact of COVID-19
- Footwear and Apparel: Continued impact of COVID-19 and constrained consumer environment on volumes

GROUP FINANCIAL RESULTS

Cash flow, gearing and return on capital

* Represents 12 months to 31 December

	H1 F21 Rm	H1 F20 Rm	%Δ
Cash generated by operations	1 609,0	1 646,4	(2,3)
*Working capital to revenue % **	*24,0*	*25,8*	*(7,0)*
Capital expenditure	(140,7)	(187,0)	(24,8)
Proceeds from disposal of Simplot (after costs)	-	631,8	
Net debt	1 122,6	1 651,5	(32,0)
Net debt / capital employed %	*17,8*	*25,2*	*(29,1)*
*Return on capital employed % **	*25,8*	*24,8*	*3,6*
Normal dividend (cps)	*160*	*160*	-
Special dividend (cps)	*280*		

- Strong conversion of earnings to cash
- Fashion brands inventory tightly managed following demand disruption from COVID-19
- Capital expenditure carefully managed in constrained environment
- Net debt reduced by cash generated and Simplot proceeds
- Return on capital employed enhanced by lower gearing

GROUP FINANCIAL RESULTS

Cash flow, gearing and return on capital

* Represents 12 months to 31 December

	H1 F21 Rm	H1 F20 Rm	%Δ
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Capital expenditure	(140,7)	(187,0)	(24,8)
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Net debt / capital employed %	*17,8*	*25,2*	*(29,1)*
*Return on capital employed % **	*25,8*	*24,8*	*3,6*
Normal dividend (cps)	*160*	*160*	-
Special dividend (cps)	*280*		

- Impact of special dividend of 280 cents
  - R926 million returned to shareholders
  - Gearing increase to approximately 30% net debt / capital employed
  - F22 HEPS decrease of approximately 2% at current interest rates
  - Dividend yield for F21 increase from >5% to approximately 9%

GROUP FINANCIAL RESULTS

Key capital projects spend summary

	H1 F21 Actual Rm	H2 F21 Planned Rm	F21 Total Planned Rm
Tea packaging line replacements and upgrades	1	6	7
Biscuit line capacity and process improvements	18	30	48
I&J vessel dry-docks and upgrades	46	41	87
Coffee and creamer line upgrades	-	14	14
I&J processing plant replacements and upgrades	8	34	42
Retail store relocations and refurbishments	1	9	10
	74	134	208
Total capital expenditure	141	259	400

ENTYCE BEVERAGES

A DIVISION OF NATIONAL BRANDS LIMITED

Performance and Prospects

GROWING GREAT BRANDS

ENTYCE BEVERAGES

Income statement

	H1 F21 Rm	H1 F20 Rm	%Δ
Revenue	1 954,9	1 967,8	(0,7)
Operating profit	473,0	459,7	2,9
Operating profit margin %	24,2	23,4	3,4

- Tea profit growth due to higher volumes, lower rooibos raw material prices and good cost control
  - Rooibos volume growth due to lower selling prices
  - Affordable black tea volume growth due to COVID-19 demand in first quarter
  - Premium black tea volumes negatively impacted by competitor activity
  - Gross profit margin improvement
    - Lower rooibos raw material input costs
    - Benefit from rooibos factory upgrade
    - Offset by black tea cost pressure from weaker Rand; price increases implemented
  - Lower selling and administrative costs

ENTYCE BEVERAGES

Income statement

	H1 F21 Rm	H1 F20 Rm	%Δ
Revenue	1 954,9	1 967,8	(0,7)
Operating profit	473,0	459,7	2,9
Operating profit margin %	24,2	23,4	3,4

- Coffee profit decrease due to severe impact of COVID-19 on Ciro out-of-home coffee business
  - Lower Ciro volumes to hospitality, leisure and corporate customers
  - Growth in mixed instant and premium coffee volumes
  - Selling price increases to offset pressure from weaker Rand
  - Lower selling and administrative costs

ENTYCE BEVERAGES

Income statement

	H1 F21 Rm	H1 F20 Rm	%Δ
Revenue	1 954,9	1 967,8	(0,7)
Operating profit	473,0	459,7	2,9
Operating profit margin %	24,2	23,4	3,4

- Creamer profit increase due to higher volumes and good cost control
  - Volume growth due to COVID-19 related demand in first quarter
  - Gross Profit margin pressure due to higher raw material costs and weaker Rand
  - Selling price increases implemented to recover cost pressure
  - Selling and administrative expenses in line with last year

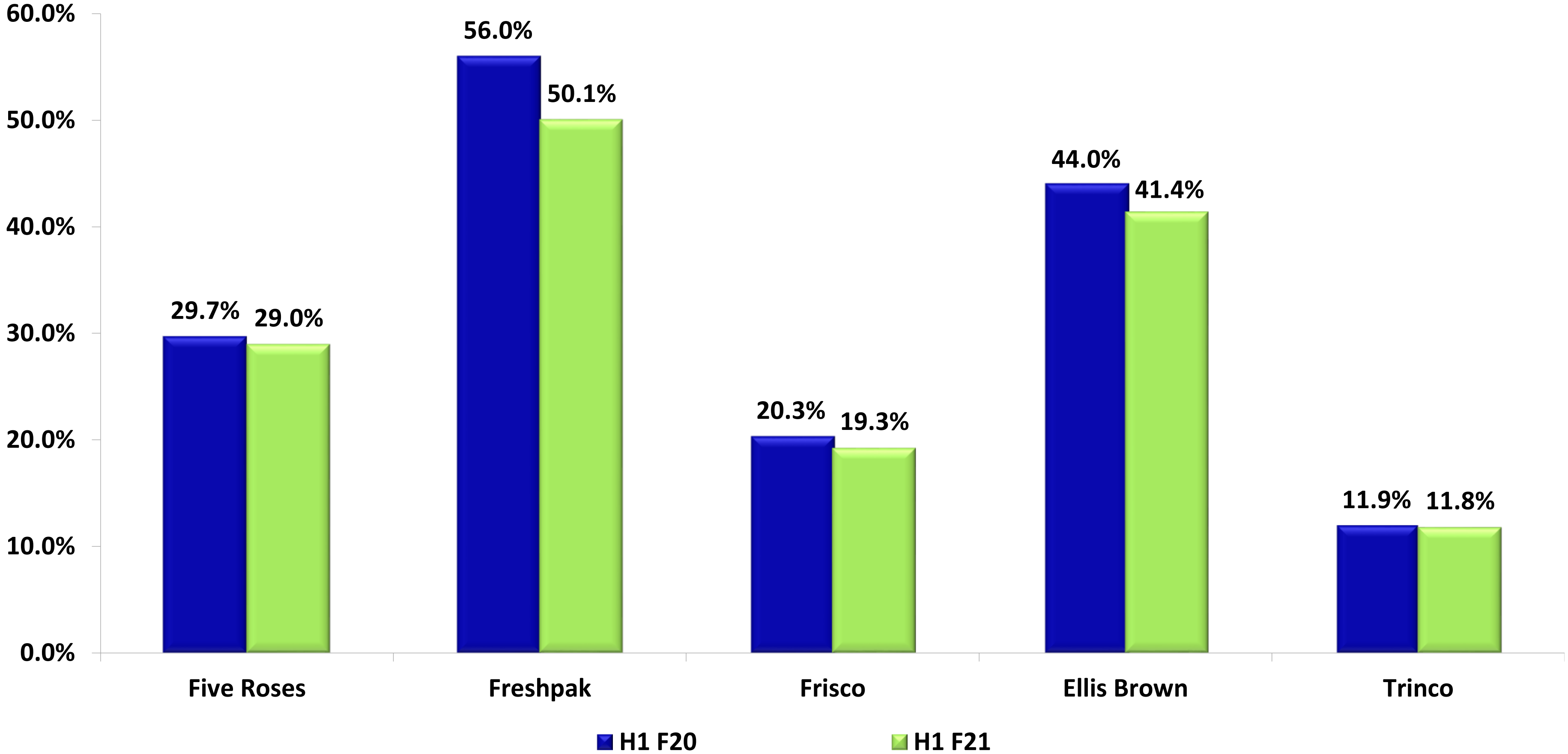
ENTYCE BEVERAGES

Sales volume and selling prices

	% Δ H1 F21 vs H1 F20	Comments
Tea revenue growth	***2,4***	
Volume	*0,8*	*Rooibos volume growth supported by lower raw material prices; affordable black tea volume growth due to COVID-19*
Ave. selling price	*1,6*	*Black tea price increase to recover weaker Rand; offset by lower rooibos pricing in line with cheaper raw materials*
Coffee revenue decline	***(13,8)***	
Volume	*(9,4)*	*Declines in Ciro due to COVID-19 partly offset by growth in mixed instant and premium coffee*
Ave. selling price	*(4,8)*	*Mix change with decrease in Ciro and growth in mixed instant; price increases to recover impact of weaker Rand*
Creamer revenue growth	***12,5***	
Volume	*4,2*	*Increased COVID-19 related demand in first quarter*
Ave. selling price	*8,0*	*Price inflation to recover cost pressure*

ENTYCE BEVERAGES

Market shares – 12 months value

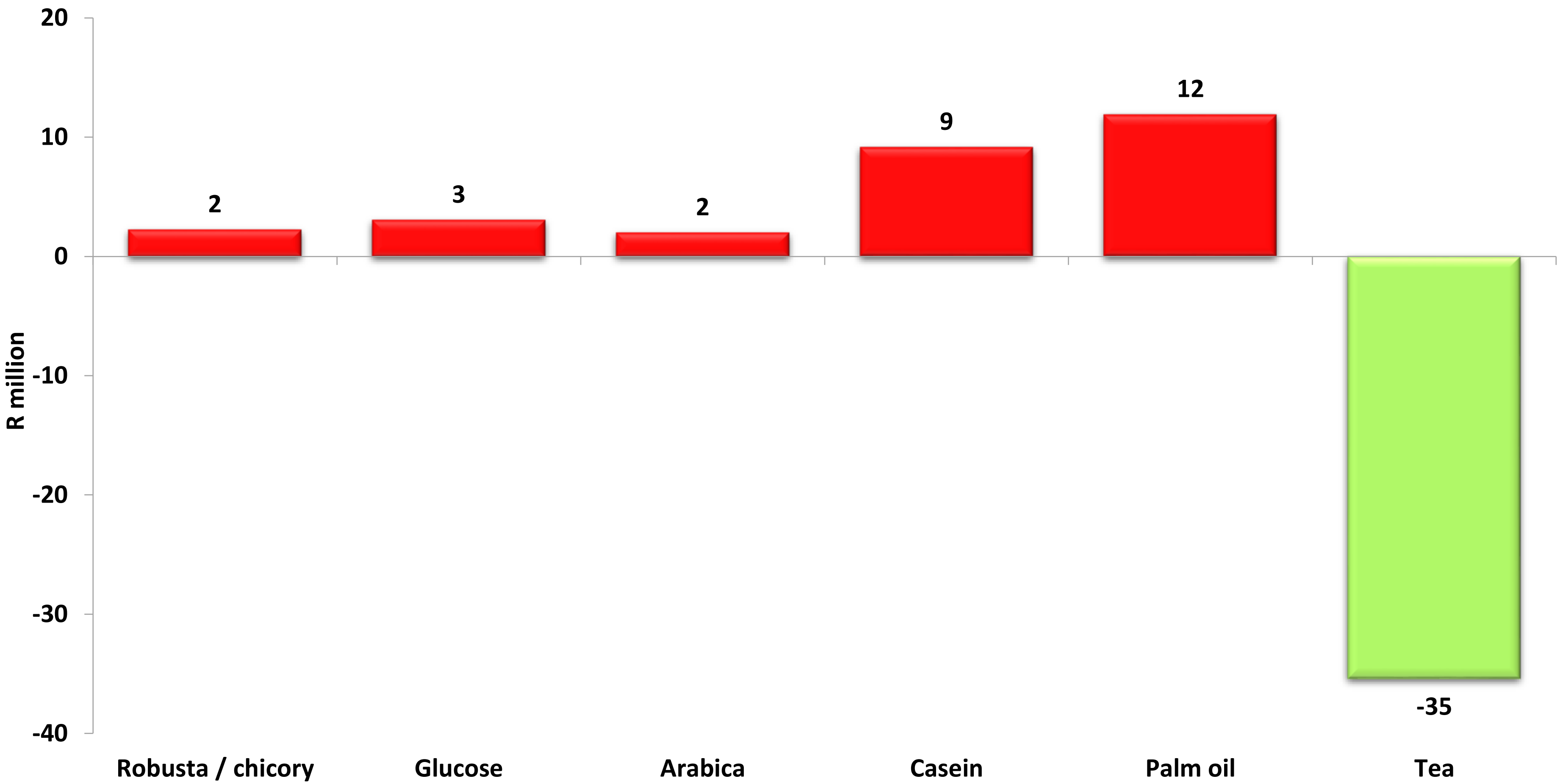


- Volume growth acceptable
- Short term market shares reflect targeted price / volume balance in volatile market

ENTYCE BEVERAGES

Raw material costs

Cost impact of raw materials and commodities consumed in the period (H1 F21 vs H1 F20):



Snackworks

That's Good Times!

Performance and Prospects

GROWING GREAT BRANDS

Snackworks
That's Good Times!

Income Statement

	H1 F21 Rm	H1 F20 Rm	%Δ
Revenue	2 364,7	2 242,6	5,4
Operating profit	506,7	489,3	3,6
Operating profit margin %	21,4	21,8	(1,8)

- Growth in biscuit profit due to improved price realisation and good cost control
  - Strong COVID-19 related demand in first quarter
  - Offset by lower demand in second quarter
    - Customer inventory levels high
    - Return to normal spending patterns
  - Higher realised selling prices from April 2020 increases and lower discounts
  - Gross profit margin decrease due to raw material cost pressure and change in sales mix
  - Lower selling and administrative expenses

Snackworks
That's Good Times!

Income Statement

	H1 F21 Rm	H1 F20 Rm	%Δ
Revenue	2 364,7	2 242,6	5,4
Operating profit	506,7	489,3	3,6
Operating profit margin %	21,4	21,8	(1,8)

- Strong snacks performance
  - Volume growth due to COVID-19 related demand in first quarter
  - Flat volumes in second quarter due to return to normal spending patterns offset by growth from new products
  - Lower gross profit margin due to raw material cost pressure and change in mix
  - Higher realised selling prices from April 2020 increases and lower discounts
  - Lower selling and administrative expenses

Snackworks

That's Good Times!

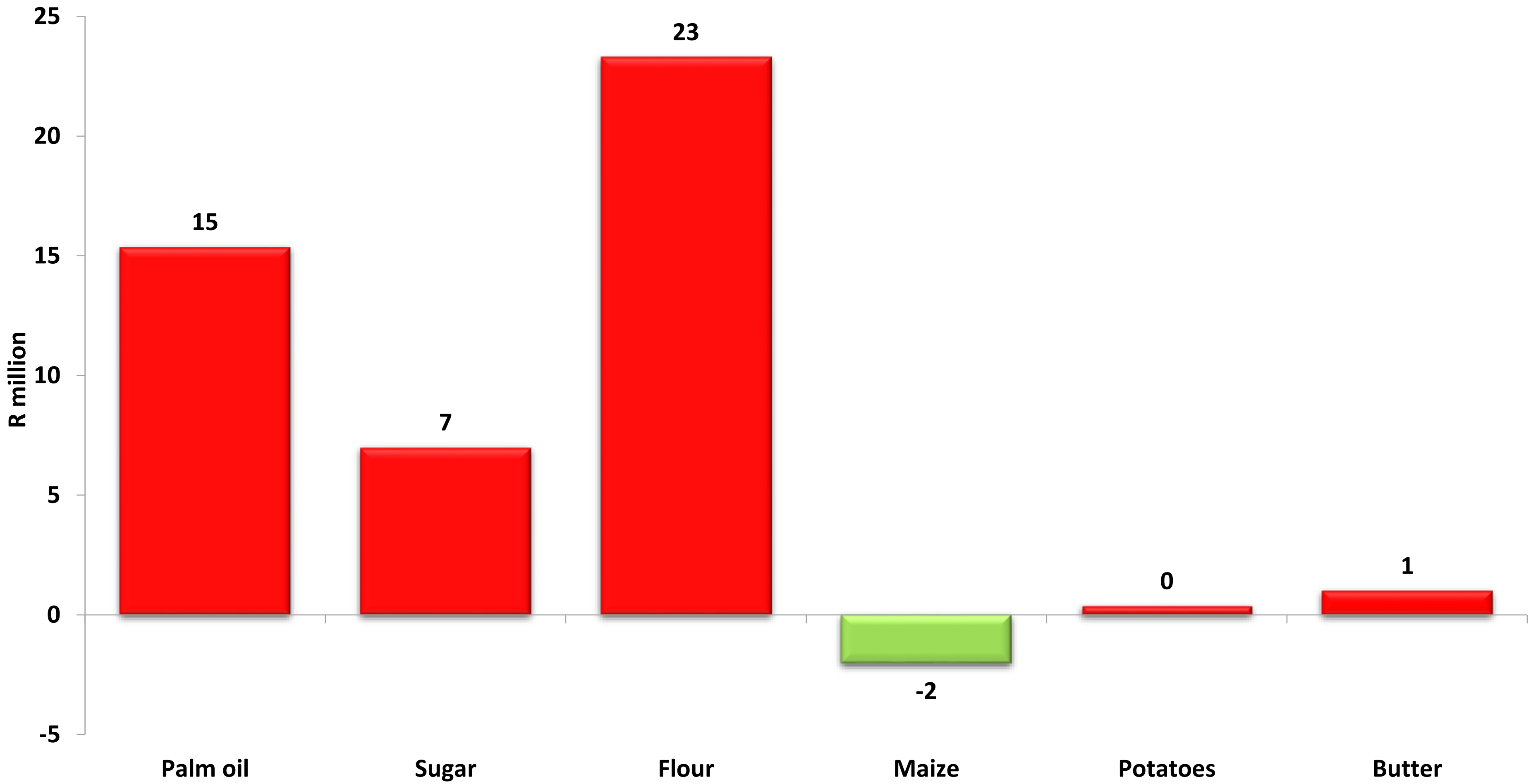
Sales volume and selling prices

	% Δ H1 F21 vs H1 F20	Comments
Biscuits revenue growth	***5,1***	
Volume	*(0,2)*	*Strong COVID-19 related demand offset by declines in second quarter*
Ave. selling prices	*5,4*	*Annual price increase in April 2020 and control of discounts*
Snacks revenue growth	***6,6***	
Volume	*5,4*	*Strong COVID-19 related demand in the first quarter supported by volumes from new products*
Ave. selling prices	*1,2*	*Annual price increase in April 2020 and control of discounts*

Snackworks
That's Good Times!

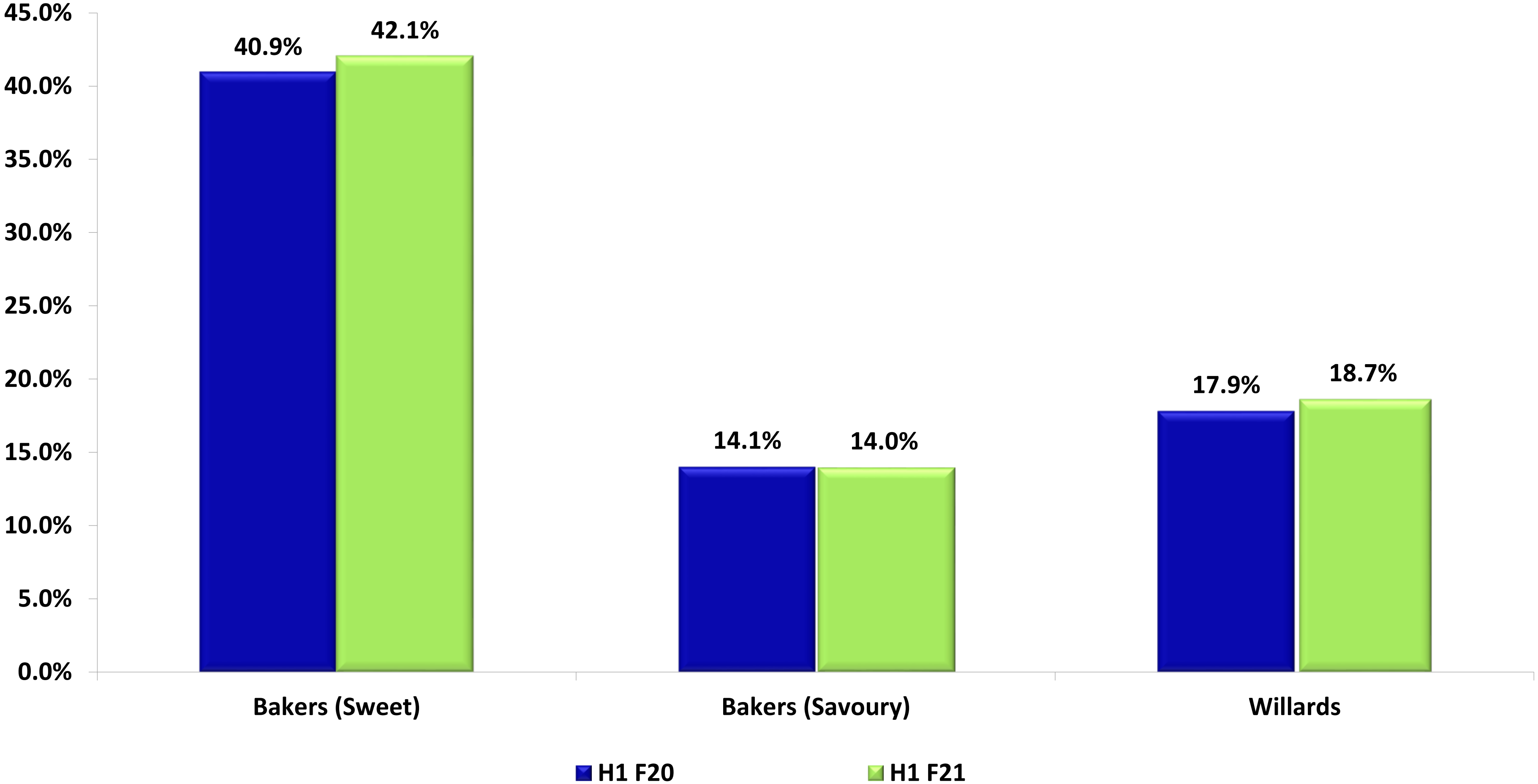
Raw material costs

Cost impact of raw materials and commodities consumed in the period (H1 F21 vs H1 F20):



Snackworks
That's Good Times!

Market shares – 12 months value



- Balanced price / volume in constrained environment

SINCE 1910

I&J

Performance and Prospects

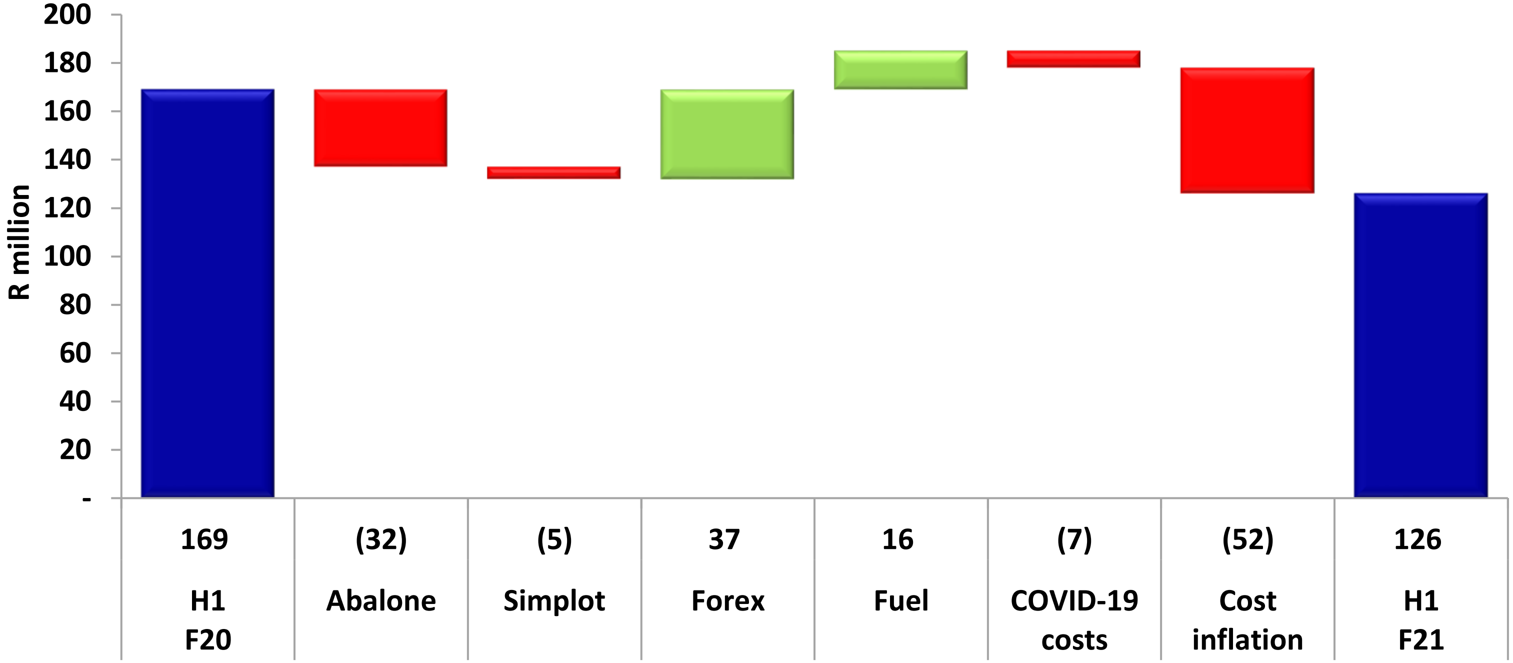
GROWING GREAT BRANDS

Income statement

	H1 F21 Rm	H1 F20 Rm	%Δ
Revenue	1 234,9	1 181,5	4,5
Operating profit	125,9	169,0	(25,5)
Operating profit margin %	10,2	14,3	(28,7)

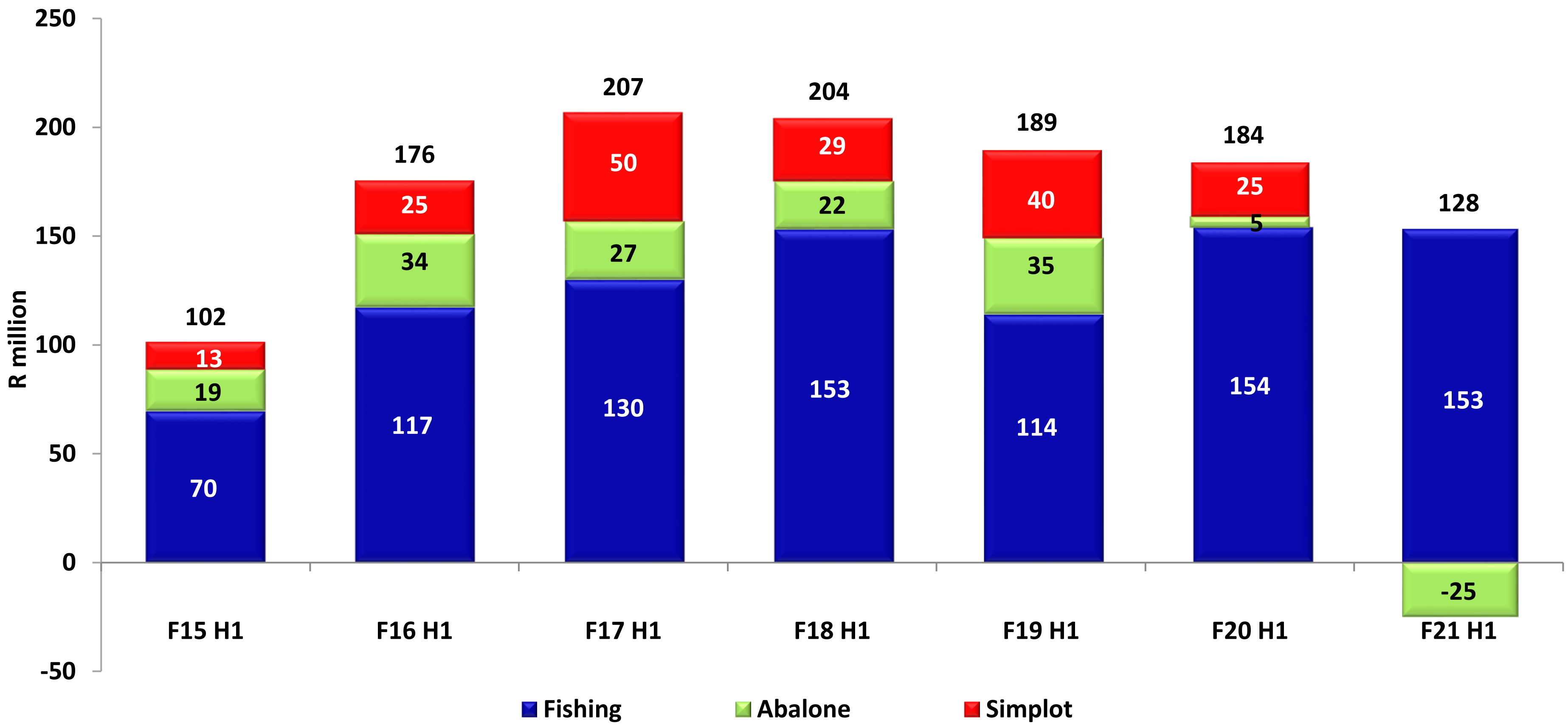
- Revenue growth of 4,5% benefitting materially from weaker Rand on exports
- Profit decline largely due to losses from abalone operation and lower royalties from Simplot (disposed November 2019)
- Fishing performance in line with last year
  - Higher catch rates largely offset by lower sea days
  - Demand and selling prices holding up in challenging environment
  - Currency and fuel benefit offset by cost inflation
- Abalone losses
  - Low selling prices to secure volumes in key markets impacted by COVID-19
  - Further reduction in fair value of live abalone due to lower selling prices
  - Increased air freight costs due to freight restrictions
  - Savings from restructuring at Danger Point abalone farm

Operating profit



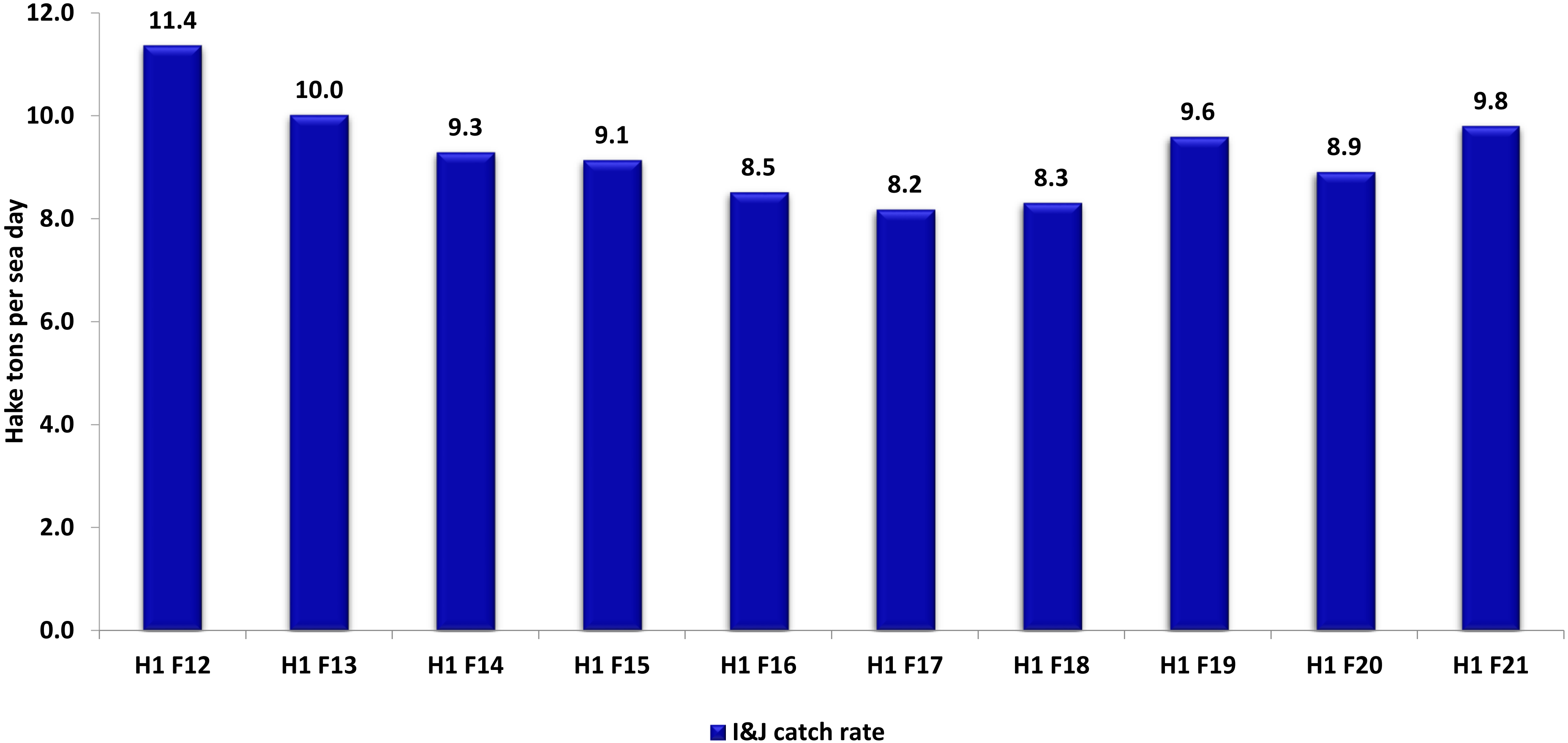
- Abalone decrease due to lower sales volumes and selling prices resulting from COVID-19 impact in key markets
- Simplot royalty lower due to disposal in H1 F20
- Forex and fuel gains offset by COVID-19 costs and cost inflation

Profit history



- Abalone losses due to impact of COVID-19 in key markets
- Simplot disposal in November 2019

Fishing performance



- Improvement due to higher wet vessel catch rates

Sales volume and selling prices (Hake)

	% Δ H1 F21 vs H1 F20	Comments
I&J Domestic revenue decrease	***(5,3)***	
Volume	*(10,6)*	*Lower demand across retail and food service; increased allocation to export*
Ave. selling prices	*5,9*	*Price increases taken to mitigate cost pressure*
I&J Export revenue growth	***6,3***	
Volume	*1,2*	*Higher retail volumes offset by lower food service*
Ave. selling prices	*5,0*	*Impact of weaker Rand offset by pressure in some markets*

- I&J market share decreased from 54,2% to 49,3% due to targeted value realisation in volatile market indigo brands

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Performance and Prospects

GROWING GREAT BRANDS

indigo brands

Income statement

	H1 F21 Rm	H1 F20 Rm	%Δ
Revenue	642,1	687,8	(6,6)
Operating profit	109,7	93,5	17,3
Operating profit margin %	17,1	13,6	25,7

- Negative impact of COVID-19 on sales volumes, particularly in colour cosmetics and fragrances
  - Some recovery in sales volumes from low base in H2 F20
  - Sound demand for fragranced body sprays
- Selling price increases to offset cost pressure from the weaker Rand
- Lower selling and administrative expenses
  - Lower trade spend after launch investment in the prior year
  - Good cost control


Sales volume and selling prices

	% Δ H1 F21 vs H1 F20	Comments
Personal Care revenue decrease	***(10,4)***	
Volume	*(14,4)*	*Impacted of COVID-19, particularly cosmetics and fragrance; recovering from H2 F20 levels*
Ave. selling price	*4,7*	*Price increases in response to cost pressure*

- Body spray market share remained flat at 38%

FOOTWEAR AND APPAREL

SPITZ KURT GEIGER GANT GREEN CROSS GX&Co

Performance and Prospects

GROWING GREAT BRANDS

FOOTWEAR AND APPAREL

Income statement

	H1 F21 Rm	H1 F20 Rm	%Δ
Revenue	934,6	1 062,0	(12,0)
Operating profit	208,9	247,4	(15,6)
Operating profit margin %	22,4	23,3	(3,9)

- Footwear and clothing volumes declined
  - Underperforming stores closed – 8 Green Cross, 2 Spitz and 1 Kurt Geiger
  - Lower demand in constrained environment
  - Lower customer footfall due to COVID-19 lockdown restrictions
  - Partial recovery from H2 F20
- Gross profit margin pressure from weaker Rand
  - Price increases in H2 F20 to ameliorate cost pressure
- Lower selling and administrative costs
  - Restructuring of stores and back office
  - Completion of Green Cross integration into Spitz
  - Lower store running costs in line with store closures
  - Ongoing improvement in rent costs

FOOTWEAR AND APPAREL

Business Unit financial results

	Segmental Revenue			Segmental Operating Profit			Operating Margin	
	H1 F21 Rm	H1 F20 Rm	Δ %	H1 F21 Rm	H1 F20 Rm	Δ %	H1 F21 %	H1 F20 %
Footwear & Apparel	**934,6**	**1 062,0**	**(12,0)**	**208,9**	**247,4**	**(15,6)**	**22,4**	**23,3**
Spitz and Kurt Geiger	827,7	913,4	(9,4)	224,0	253,6	(11,7)	27,1	27,8
Green Cross	81,6	120,4	(32,2)	(18,9)	(11,8)	(60,2)	(23,2)	(9,8)
Gant	25,3	28,2	(10,3)	3,8	5,6	(32,1)	15,0	19,9

- Spitz performance credible in tough environment
  - December 2020 revenue 97% of December 2019
- Green Cross volume loss higher than Spitz / Kurt Geiger
  - Retail trading densities impacted more during COVID-19
  - 12 store closures since December 2019
- Gant impacted by drop in tourism

FOOTWEAR AND APPAREL

Sales volume and selling prices

	% Δ H1 F21 vs H1 F20	Comments
Spitz and Kurt Geiger Footwear revenue decrease	***(8,4)***	
Volume	*(10,3)*	*Volume decline due to COVID-19 lockdown restrictions as well as constrained consumer environment*
Ave. selling price	*2,2*	*Inflation on non-core lines and price increase in H2 F20*
Green Cross Footwear revenue decrease	***(34,4)***	
Volume	*(24,8)*	*Volume decline due to store closures, COVID-19 lockdown restrictions and constrained consumer environment*
Ave. selling price	*(12,8)*	*Change in sales mix – lower retail sales while wholesale volumes maintained*
KG Clothing revenue decrease	***(14,9)***	*Negative impact of COVID-19 lockdown*

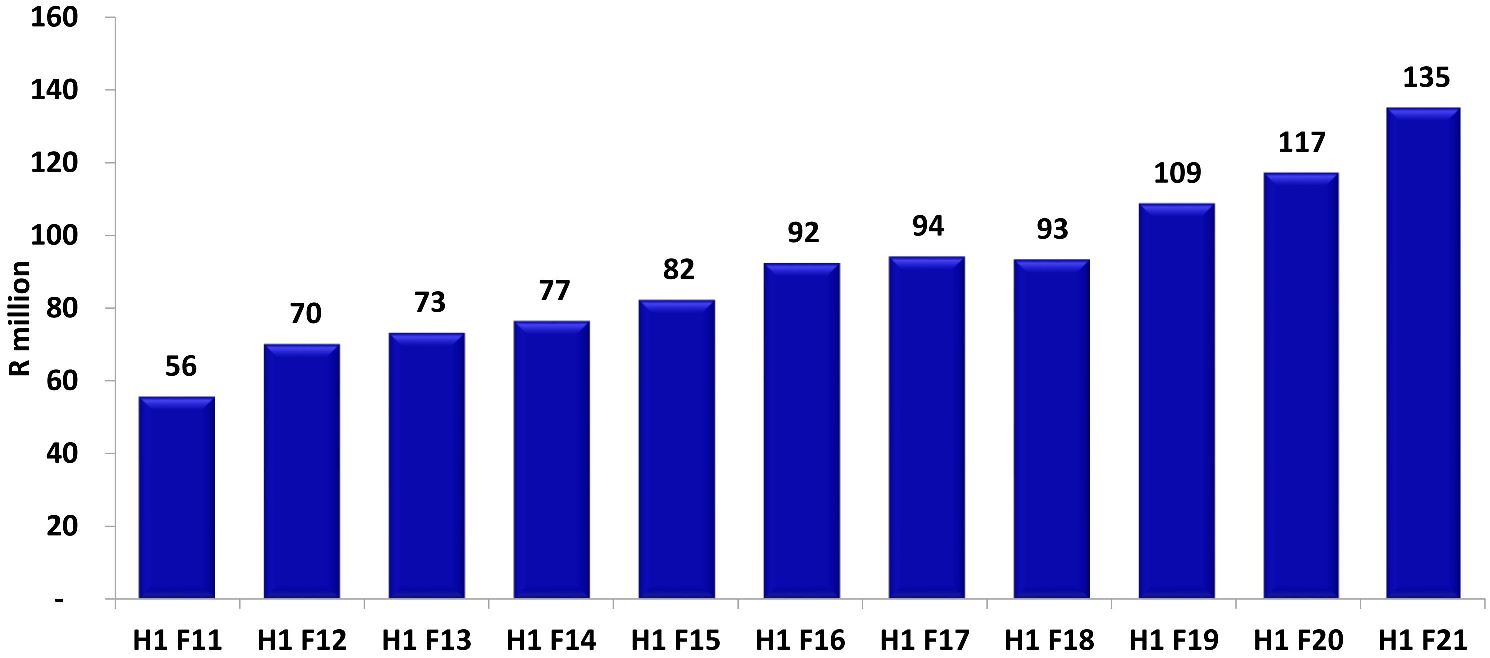
AVI International

Performance and Prospects

GROWING GREAT BRANDS

AVI INTERNATIONAL

Operating profit history



- Profit growth across all key export markets except Zambia
  - Sound demand with volume growth in most categories
  - Zambia negatively impacted by devaluation of Kwacha
  - RSA price increases passed on
  - Good cost control

AVI INTERNATIONAL

Entyce, Snackworks and Indigo – Non RSA sales

	H1 F21 Rm	H1 F20 Rm	%Δ
International Revenue	607,2	572,7	6,0
% of Grocery and Personal Care brands	12,2	11,7	4,7
International Operating Profit	135,2	117,3	15,2
% of Grocery and Personal Care brands	12,4	11,3	10,3
	%	%	
International Operating Profit Margin	22,3	20,5	8,7
Grocery and Personal Care brands Operating Margin	22,0	21,3	3,1

AVI GROUP

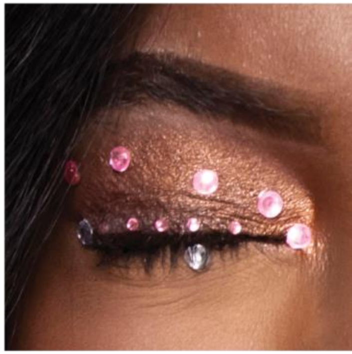
Prospects for H2

- Protect Entyce and Snackworks profits in a tough environment
  - Unlikely to annualise levels of demand from COVID-19 in Q4 F20
  - Price increases in biscuits and snacks to offset cost pressures
  - Careful price / volume management to defend market shares while protecting long-term profitability
  - Ciro volume recovery expected to be gradual
  - Potential for continued aggressive discounting by competitors
  - Ongoing focus on cost savings and structure
  - Steady building of branded positions in export markets
  - Continued project activity to improve efficiency and capacity
  - Volume risk from load shedding mitigated with back-up power

AVI GROUP

Prospects for H2 continued

- Target improvement in Indigo profit
  - Unlikely to repeat the demand disruption from COVID-19 seen in Q4 F20
  - Focus on discounts and trade promotions to improve price realisation
  - Product launches and packaging refresh focused on core brands
  - Potential for continued aggressive discounting by competitors
  - Ongoing review of structure and fixed costs



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Prospects for H2 continued

- I&J H2 fishing performance expected to be materially better than H2 F20
  - Limited COVID-19 impact anticipated
  - Processing throughput normalized
  - Exchange rates secured are at higher rates than F20
  - Fuel hedges secured are at lower prices than F20
  - Export and local retail demand stable, food service recovering
  - Ongoing focus on cost reduction
  - Sustained capex / maintenance to sustain fleet availability
  - Long term fishing rights application process not expected to impact results in H2
- I&J abalone result depends on recovery in market prices, risk of further write-down of live abalone fair value

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Prospects for H2 continued

- Footwear and Apparel
  - Unlikely to repeat the demand disruption from COVID-19 seen in Q4 F20
  - Demand pressure from constrained environment
  - Further Green Cross store closures to match retail space to brand opportunity
  - Target additional rent reductions on renewals
  - Ongoing focus on cost reduction
  - Limited capital expenditure for store refurbishments
  - Continued focus on growing Carvela Weekend range

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Investor proposition

- Continue adapting to changing macro environment
  - Ongoing review and simplification of business model
- Group initiatives keep focus on margin management, procurement, cost savings and efficiency
- 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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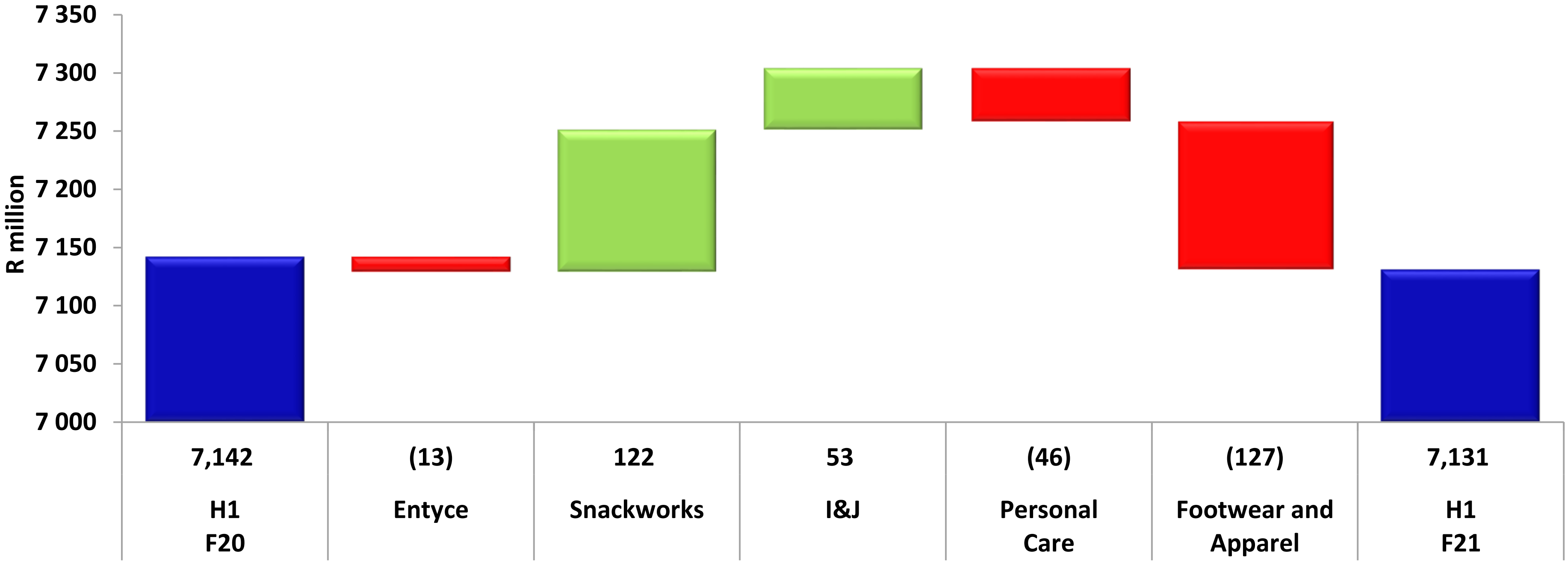
Questions

GROWING GREAT BRANDS

INFORMATION SLIDES

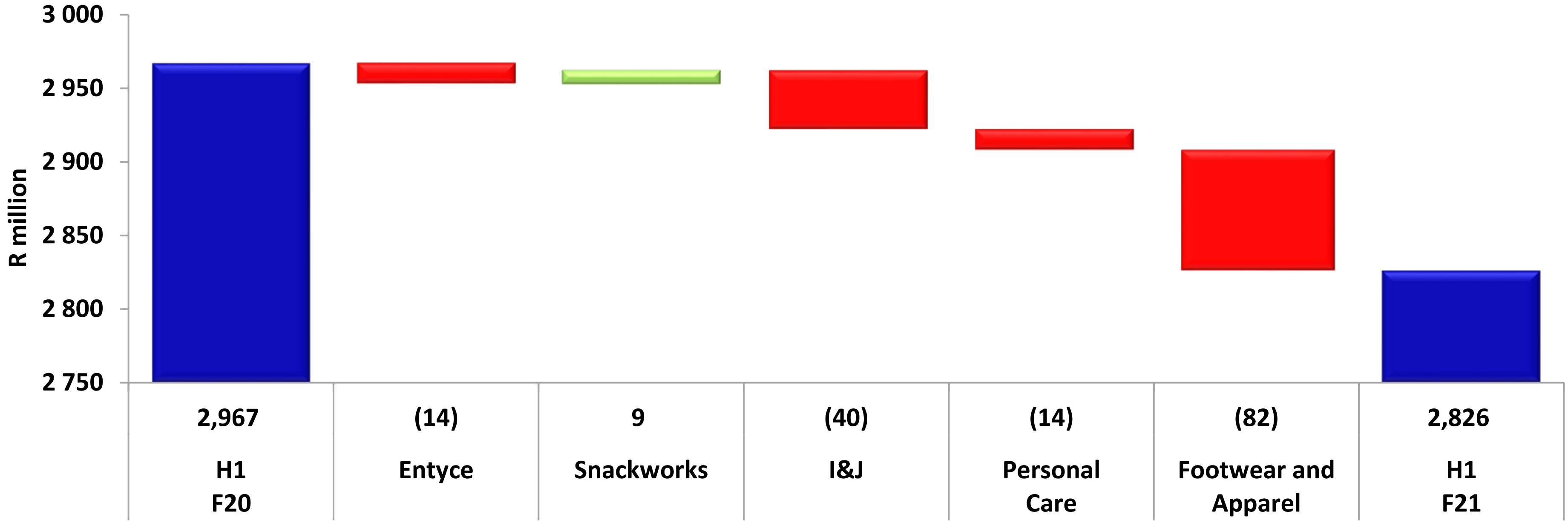
Revenue 0,1% down



- Entyce: Decline due to Ciro, offset by growth in all other categories
- Snackworks: Selling price inflation in response to cost pressure and snacks volume growth
- I&J: Higher Rand exchange rate on exports and price increases in local market
- Personal Care: Lower volumes due to the negative impact of COVID-19 on demand
- Footwear and Apparel: Lower volumes due to the negative impact of COVID-19 on demand, constrained environment and store closures

INFORMATION SLIDES

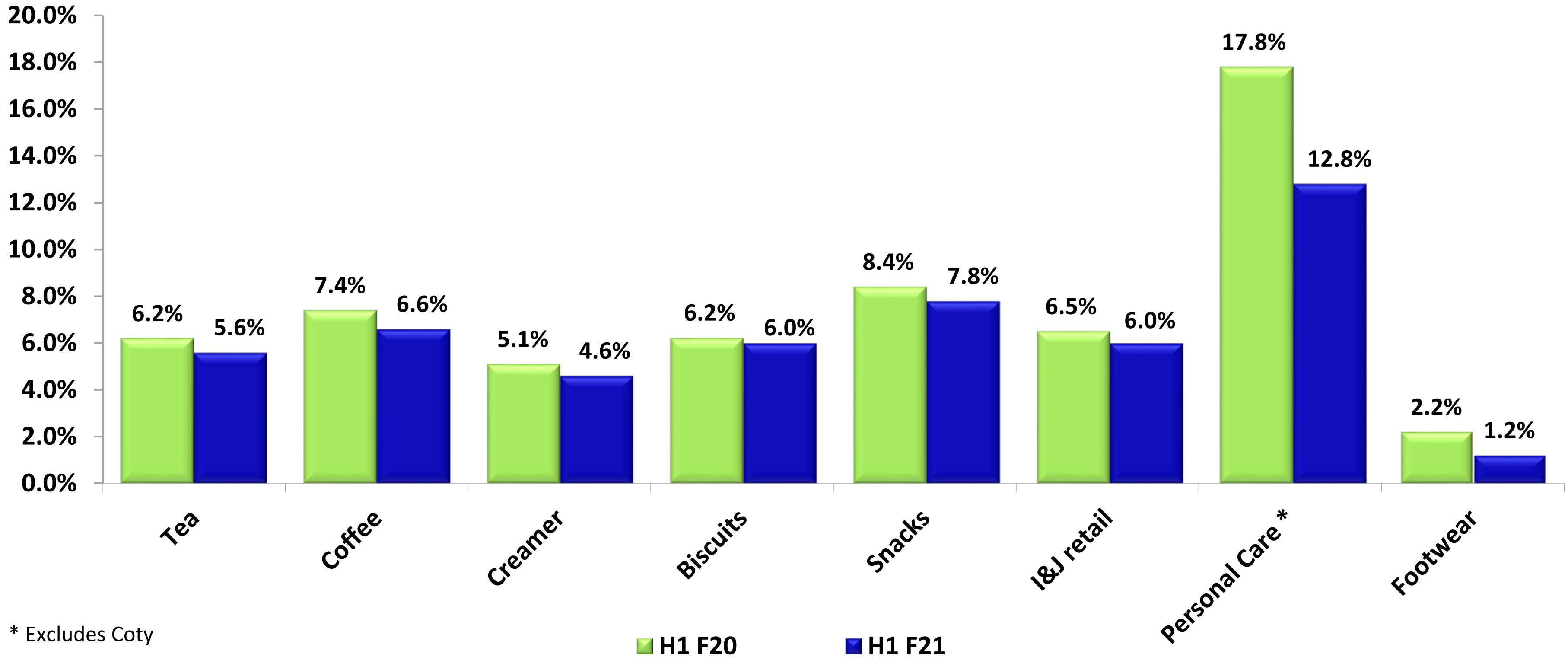
Gross profit 4,8% down



- Entyce: Decline in Ciro offset by growth in all other categories
- Snackworks: Price increases and snacks volume growth offset by cost pressure from weaker Rand
- I&J: Losses from abalone operation
- Personal Care: Negative impact of COVID-19 on sales volumes
- Footwear and Apparel: Lower volumes because of COVID-19, constrained environment and store closures

INFORMATION SLIDES

Marketing expenditure

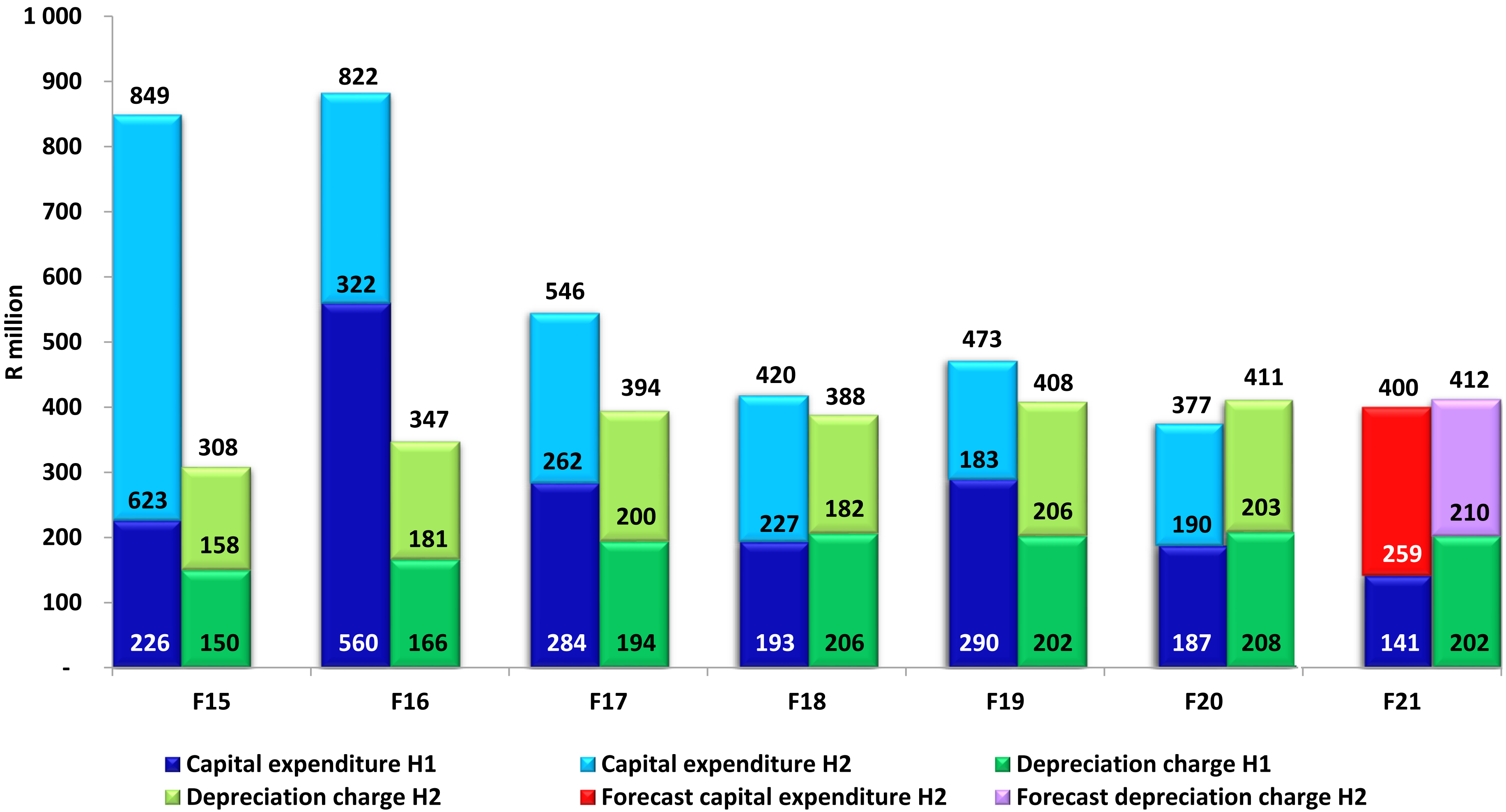


* Excludes Coty

- Total expenditure for H1 F21 of R359,1 million compared to R405,2 million in H1 F20
  - Deferred activity that was not effective in COVID-19 environment
  - R15 million launch activity in Indigo in F20 not repeated
- Includes advertising and promotions, co-operative expenditure with customers and marketing department costs

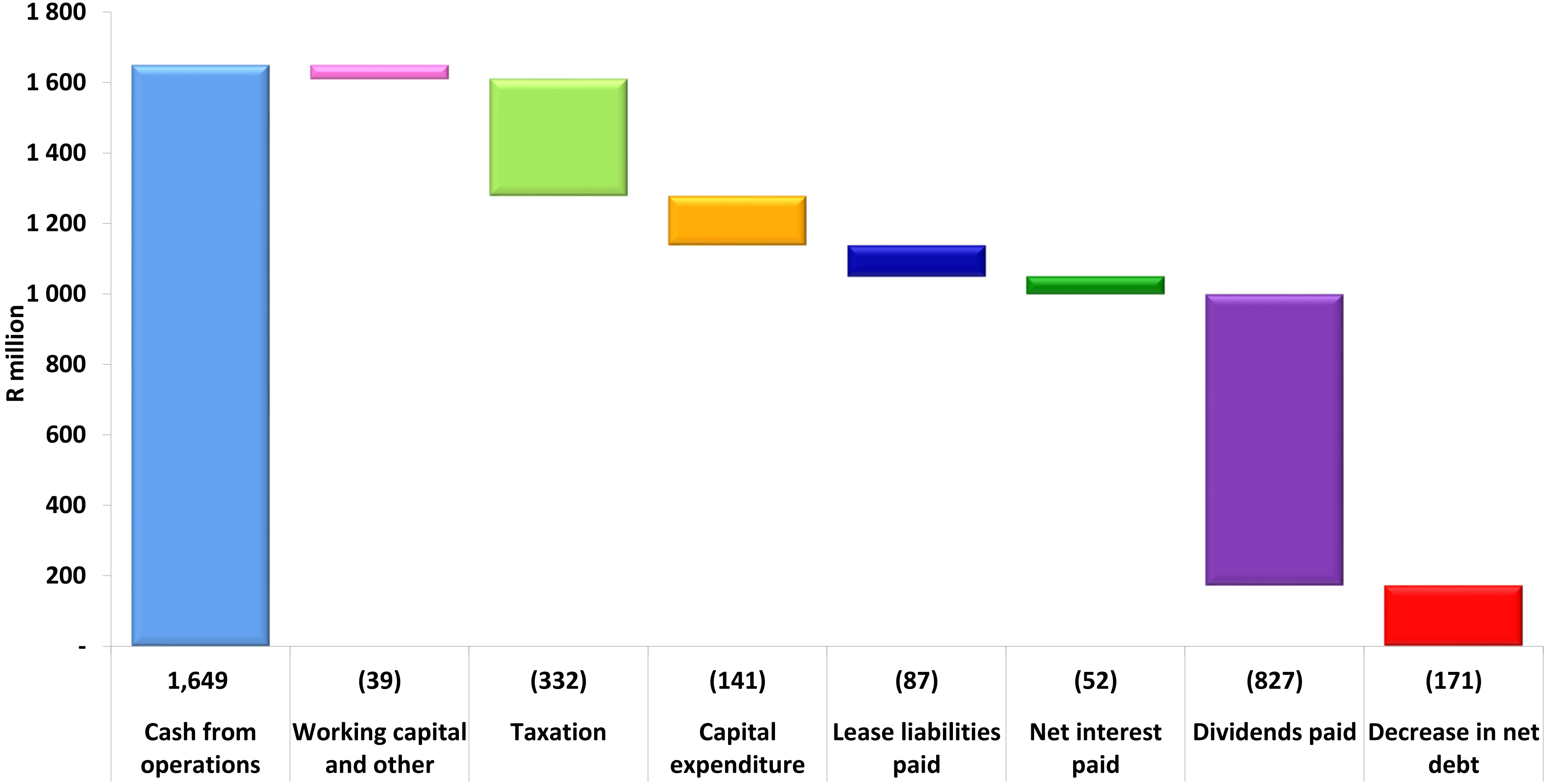
INFORMATION SLIDES

Capital expenditure and depreciation (excluding depreciation on right-of-use assets)



INFORMATION SLIDES

Cash flows



INFORMATION SLIDES

Foreign exchange hedges

	February 2021 to June 2021	July 2021 to December 2021	January 2022 to June 2022
	% Cover	% Cover	% Cover
USD imports	74%	46%	1%
EUR imports	67%	28%	0%
EUR exports	85%	46%	2%

- Consistent hedging philosophy provides stability to manage gross profit margins

INFORMATION SLIDES

I&J period end fair value adjustments

	H1 F21 Actual Rm	H1 F20 Actual Rm	Δ Rm
Fuel hedge unrealised loss / (gain)	(10,2)	1,2	(11,4)
Opening mark-to-market asset / (liability)	(10,6)	(1,4)	
Closing mark-to-market asset / (liability)	(0,4)	(2,6)	
Abalone – decrease in unrealised profit in stock	11,3	24,3	(13,0)

- Fuel mark-to-market determined by oil price and exchange rate at reporting date
- Abalone fair value determined by market prices and exchange rate at reporting date
- Abalone fair value at reporting date impacted by suppressed market due to COVID-19 and stronger Rand at period end

INFORMATION SLIDES

I&J fishing quota

Quota (tons)	CY15	CY16	CY17	CY18	CY19	CY20	CY21
South African Total Allowable Catch (TAC)	147 500	147 500	140 216	133 120	146 430	146 430	139 109
% change in TAC	(5,0)	-	(5,0)	(5,0)	10,0	0,0	(5,0)
I&J	41 223	41 245	37 901	36 013	39 517	39 517	37 543
%	27,9	28,0	27,1	27,1	27,0	27,0	27,0

- 5% reduction in TAC for 2021

INFORMATION SLIDES

Trading space and trading density

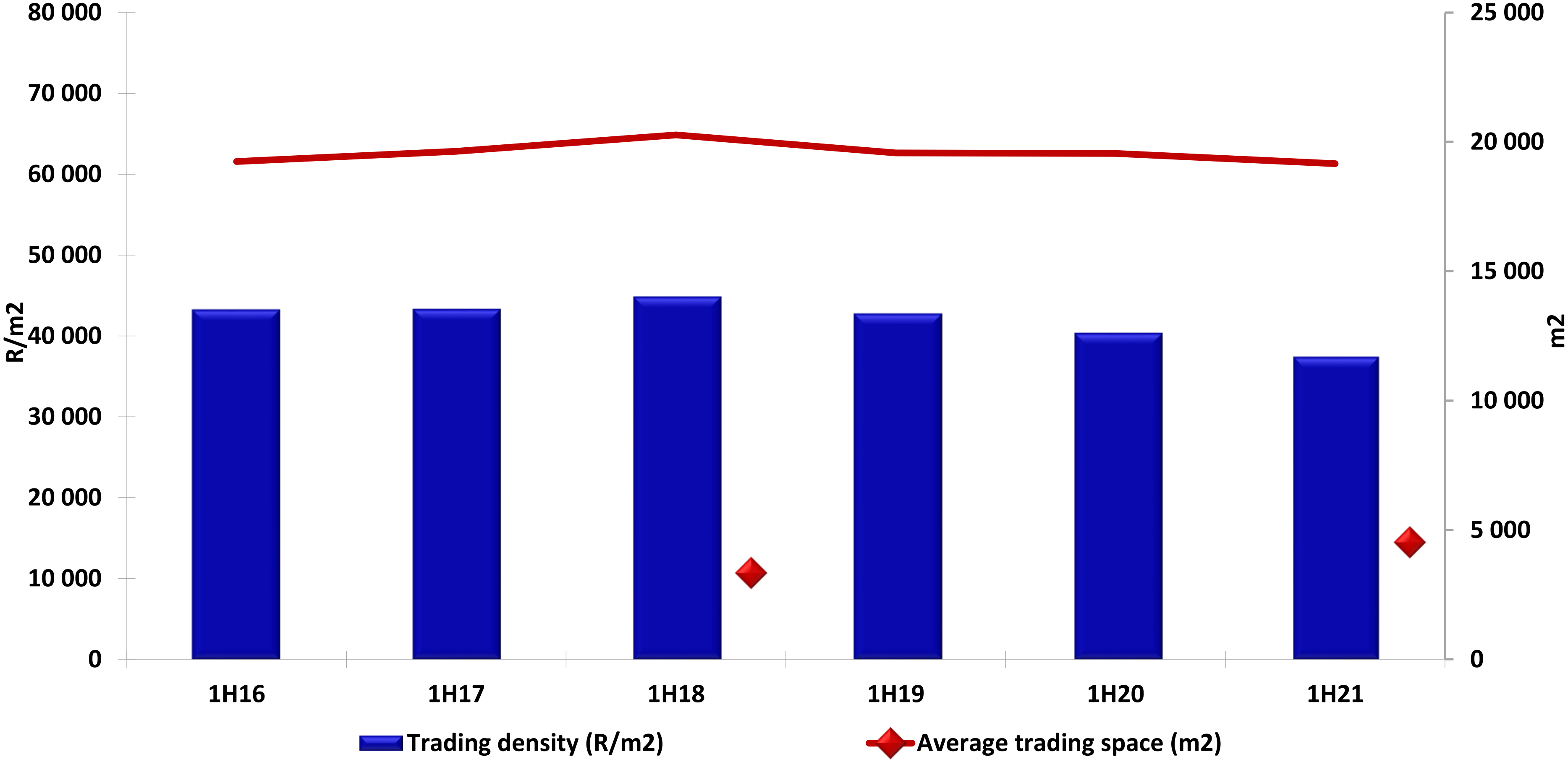
Spitz	H1 F21	H1 F20
Number of stores	72	75
Turnover (Rm)	725,7	789,6
Average m²	19 130	19 551
Trading Density (R/m²)	37 938	40 388
Closing m²	18 865	19 645

Like-for-like metrics*	H1 F21	H1 F20
Number of stores	71	71
Turnover (Rm)	717,5	770,9
Average and closing m²	18 583	18 583
Trading Density (R/m²)	38 612	41 482

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

INFORMATION SLIDES

Trading density – Spitz stores



- Closed 2 Spitz stores in the semester

INFORMATION SLIDES

Trading space and trading density

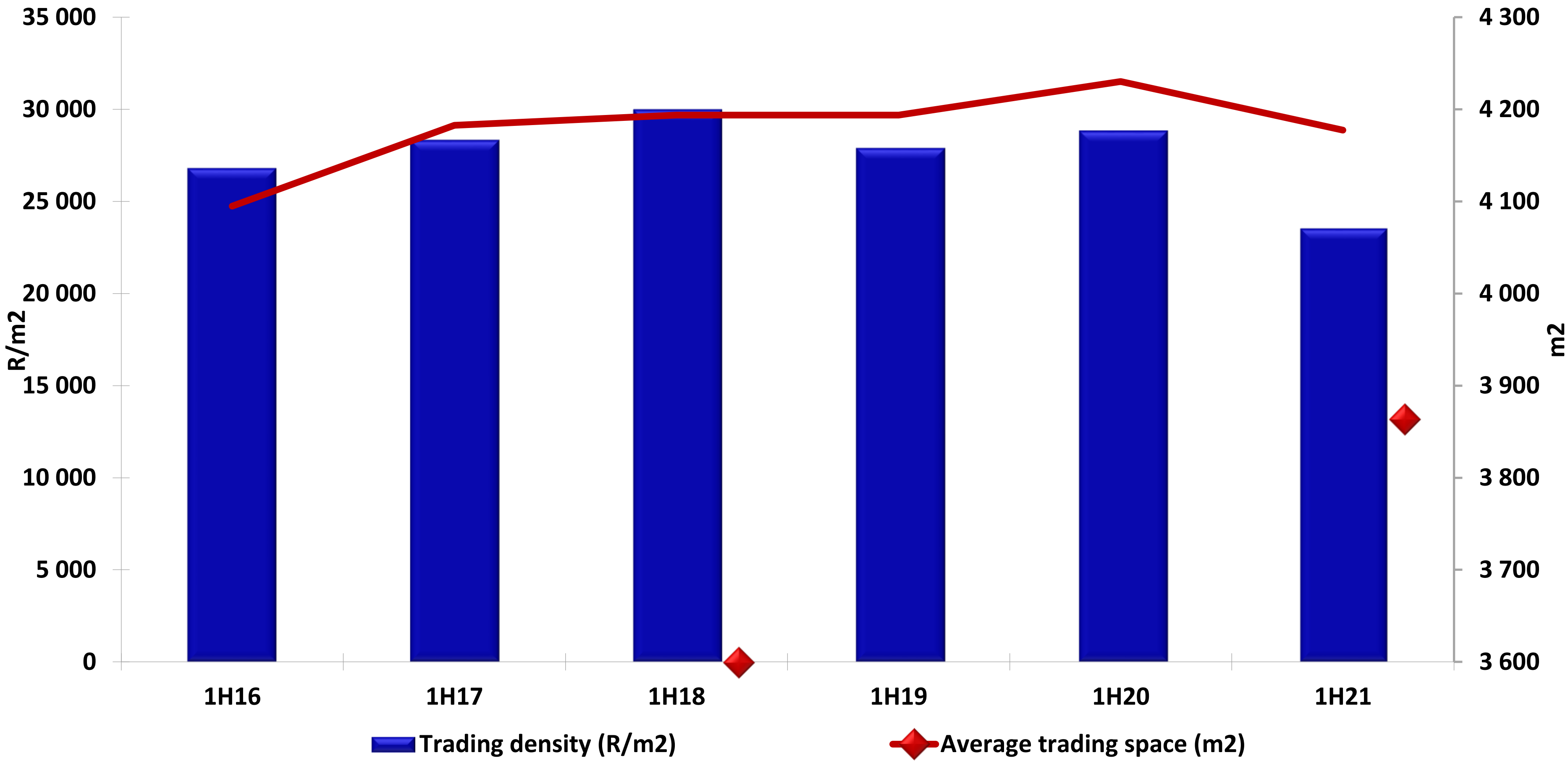
Kurt Geiger	H1 F21	H1 F20
Number of stores	33	34
Turnover (Rm)	101,0	122,1
Average m^2	4 224	4 230
Trading Density (R/m^2)	23 907	28 854
Closing m^2	4 178	4 289

Like-for-like metrics*	H1 F21	H1 F20
Number of stores	31	31
Turnover (Rm)	97,1	116,4
Average and closing m^2	3 948	3 948
Trading Density (R/m^2)	24 595	29 479

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

INFORMATION SLIDES

Trading density – Kurt Geiger stores



- Closed 1 Kurt Geiger store in the semester

INFORMATION SLIDES

Trading space and trading density

Green Cross	H1 F21	H1 F20
Number of stores #	29	41
Turnover (Rm)	50,2	90,5
Average m^2	3 851	4 901
Trading Density (R/m^2)	13 548	18 473
Closing m^2	3 482	4 896

Like-for-like metrics*	H1 F21	H1 F20
Number of stores	29	29
Turnover (Rm)	49,4	72,1
Average and closing m^2	3 482	3 482
Trading Density (R/m^2)	14 185	20 708

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

INFORMATION SLIDES

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 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
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
December 2018	76	19,745	33	4,194	44	5,410
June 2019	74	19,363	33	4,191	41	4,936
December 2019	75	19,645	34	4,289	41	4,896
June 2020	74	19,384	34	4,289	37	4,471
December 2020	72	18,865	33	4,178	29	3,482

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