


From our Home to Yours

Results Presentation

Year ended 31 December 2020



- 01 Introduction
 - 02 Financial Review
 - 03 Category Review
 - 04 Group Outlook
 - 05 Questions and Answers
- 

01

Introduction

Andries van Rensburg, CEO



Weak economic growth

Food retailers showed price growth, but volumes under pressure

Consumer pressure

- Lower disposable income & high unemployment; consumer exercising caution
- Poorest consumers hit hardest; middle class somewhat more resilient

Libstar showed resilience in this climate:

- Decentralised model (agility)
- Entrepreneurship & innovation
- Diversified portfolio (multi-channel)
- Growing PL/DOB* market share
- Portfolio geared to:
 - Value-added products
 - Meeting evolving consumer lifestyle & dietary changes

* Private Label/ Dealer-Own Brand

Priorities

Protecting our people

- R65 million spent protecting workforce
- Private COVID testing (more than 2000)
- Over 700 recoveries

Preserving financial stability

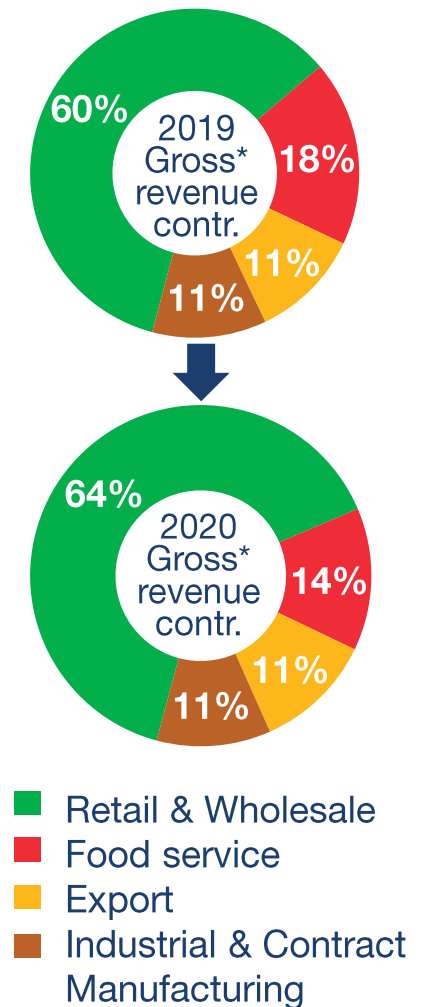
- Improved cash flow conversion from 91% to 94%
- Gearing remained at 1.3x EBITDA
- F20 dividend of 25 cps

Product availability & service levels

- Leveraging systems

- 5 product categories sold in 4 sales channels
- Effects of COVID-19 most apparent in sales channels

Libstar Gross revenue by sales channel*	Group y-o-y % revenue growth			Change in sales mix
	H1 2020	H2 2020	F2020	
Retail & Wholesale	+10.7%	+14.5%	+12.3%	<ul style="list-style-type: none"> • Q3 robust retail demand • ▲ imported ingredient sales after port delays
Food service	-34.5%	-14.2%	-23.8%	<ul style="list-style-type: none"> • Impacted by COVID restrictions
Export	-8.0%	+15.0%	+6.0%	<ul style="list-style-type: none"> • H1 supply chain disruptions; H2 strong growth
Industrial & Contract Manufacturing	-2.8%	+0.9%	-0.9%	<ul style="list-style-type: none"> • Muted demand; rationalised cost base
Total Group net revenue	+1.9%	+5.8%	+4.0%	



NOTE: The table above is for illustrative purposes. Libstar continues to report by Product Category (see slide 26 onwards)

* Before allowances & rebates

Revenue **4.0%** ▲GP Margin **0.4%** ▼

Strong Retail & Wholesale performance, offset by COVID-19 restrictions on QSR#/hospitality

Norm. EBITDA*(incl. COVID-19 costs^)**5.0%** ▼Norm. EBIT*(incl. COVID-19 costs^)**13.1%** ▼

Mainly due to depreciation incurred on completed 2019 capital projects

Normalised EPS **55.3%** ▼Normalised HEPS **13.8%** ▼

COVID-19 extraordinary expenses,
R198m Denny impairment & increased depreciation impacted bottom line

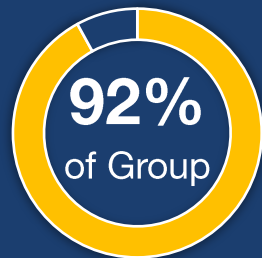
Food Categories

Perishables, Groceries, Snacks & Confectionery
and Baking & Baking Aids

Other

Household & Personal Care

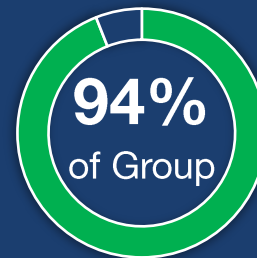
Revenue



▲ 3.1%

Organic[^]
growth

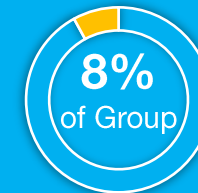
Normalised EBITDA*



▼ 8.1%

Incl. COVID-19
costs of R60m

Revenue



▲ 7.9%

Organic[^]
growth

Normalised EBITDA*



▲ 37.5%

Incl. COVID-19
costs of R5m

(Reflects benefits of
the 2019 restructuring
& strong Retail channel
demand)

* Excluding allocation of corporate costs

[^] Excluding Healthwise, K Snacks & Elvin

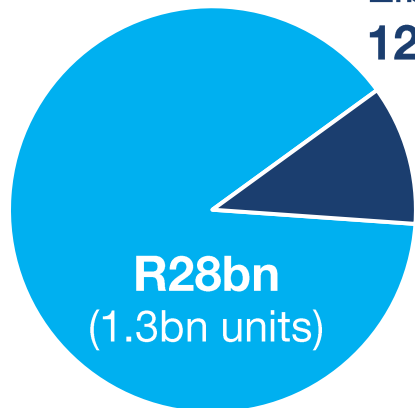
02

Financial Review

Charl de Villiers, CFO



Libstar continues to outperform the market

Defined basket
(Retail)

Libstar:
12.6% value share
 • R3.5bn
 • 141m units

- Total FMCG basket
- Libstar defined basket

Growth

Defined basket growth

▲ **11.9%**

Libstar growth

▲ **15.1%**

Libstar value share up from
 12.2% to 12.6% **(+40bp)**

Categories

Products used in-home
 outperformed the market
 (Perishables, Groceries, HPC)

Snacking products tracked
 slightly behind market
 performance

2020 Organic Revenue

Group revenue
R10.3bn

+4.0%

Group
organic* revenue
R10.2bn

+3.5%

Volume
-4.6%Price/mix
+8.1%Food categories'
Organic revenue

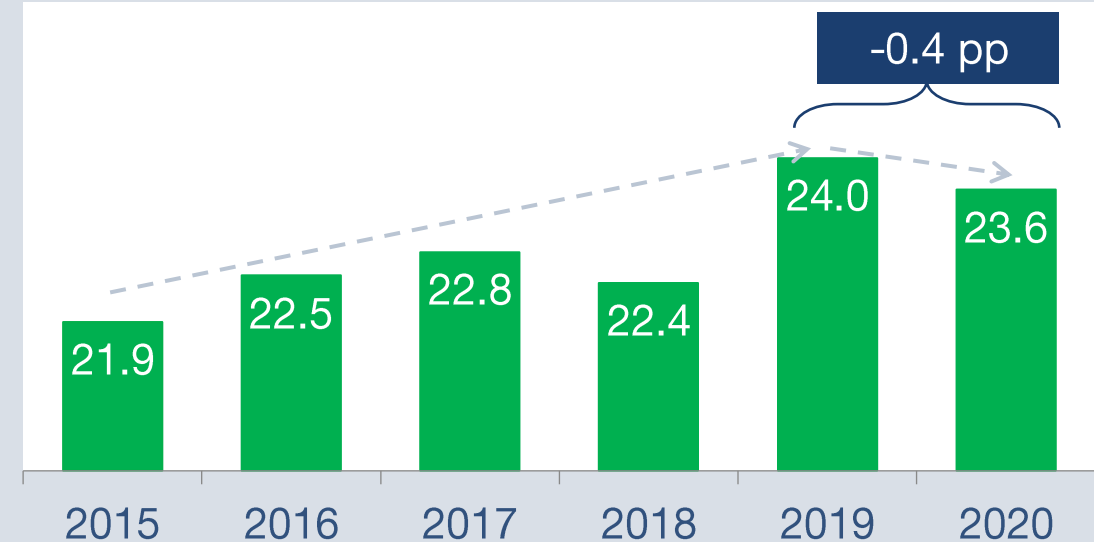
+3.1%

Volume
-5.1%Price/mix
+8.2%HPC
Organic revenue

+7.9%

Volume
-1.9%Price/mix
+9.8%

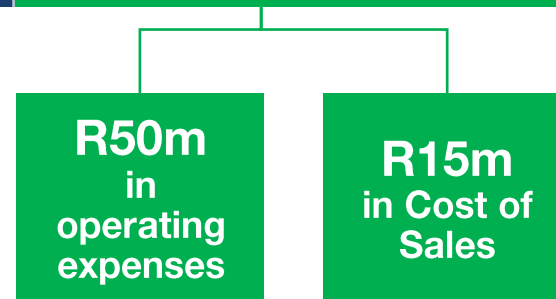
2020 Gross Profit %



- Change in Retail/Food service mix
- Lower plant utilisation
- Extraordinary operating costs
- Input cost inflation (dairy, currency, freight, utilities)
- HPC gross profit margins increased by 1.6 p.p. (ongoing cost-rationalisation efforts & strong Retail sales channel demand)

* Excludes revenue from Elvin, K Snacks and Healthwise

COVID-19 extraordinary expenses	% of Total Cost	R'000
Donations*	8%	5 304
Personnel-related benefits (transport, COVID-19 testing)	44%	28 473
COVID-19 operating costs	48%	30 918
Total	100%	64 695



* In support of needy communities

NOTE: Breakdown of Individual expense categories supplied in appendix

Operating expenses (R'000)	2020	% ch.	2019	Comment
Opex	2 111 168	22.0%	1 729 857	
Long-term incentives	(13 990)		(6 948)	Provision for SARs*, LTIP* and GSP*
Retrenchment & settlement costs	(16 758)		(16 646)	Corporate/Perishables/Groceries/HPC
Other non-operating or non-recurring items	(2 130)		(3 777)	Normalisation adjustments
Impairment losses on assets	(203 820)		-	Impairment of goodwill
Opex less all non-operating / non-recurring/non-cash items above	1 874 470	10.1%	1 702 486	
Depreciation of assets & amortisation of software	(74 779)	23.5%	(60 547)	2020/ 2019 capex
Employee costs – contract manufacturing	(65 093)	63.8%	(39 743)	First full year – K Snacks
COVID-19 extraordinary expenses	(50 398)		-	Portion of COVID expenses recorded in G&A^
Opex excluding above 3 items	1 684 200	5.1%	1 602 196	

* SARs = Share Appreciation Rights; LTIP = Long Term Incentive Plan; GSP = Group Share Plan

^ General and Administration

▼ from 7.9% in H1 - reflects improved cost management

R198m Denny impairment (downward revision of 5-year growth forecasts)

2020 headwinds

- Competitive SA market (capacity ↑)
- Substantial ↓ in Food service channel offtake
- Some product shifted to Retail & Wholesale channel (but not all)
- Profitability severely affected
 - 3% ↓ in Denny annual volume sales
 - 2% price realisation in 2020 well below internal cost inflation
 - 7-year Rand-per-kg inflation of 4.6% against conversion cost CAGR of 7.2%
 - High fixed-cost operating structure
 - Lower production yields at 2 facilities - operational challenges (peat moss quality, composting methods)
- Slow recovery expected from Food service channel

Corrective actions

- Significant Retail channel market share recovery
- Launch of value-added meat alternatives
- Improvement of production yields through composting methods
- Significant restructuring underway to reduce costs

R5.8m Lancewood building impairment

Total Group goodwill ↓ from R2.5bn to R2.3bn



Income Statement (contd.)

Rm	2020	Ch (%)	2019	
Other income* (forex gains/losses)	47.2	-10.5%	52.7	<ul style="list-style-type: none"> Unrealised FX loss of R22m (2019: R11m) Realised FX gains of R25m (2019: R38m) Sundry income R29.7m (loan write-back)
Operating expenses (margin)	-2 111.2 (-20.5%)	22.0%	-1 729.9 (-17.5%)	<ul style="list-style-type: none"> See slide 13
Operating profit (margin)	365.4 (3.6%)	-47.9%	701.8 (7.1%)	
Normalised operating profit (margin)	774.1 (7.5%)	-13.1%	890.3 (9.0%)	<p>R409m normalisation of operating profit</p> <ul style="list-style-type: none"> Intangible assets amortisation (R150m); Impairments (R204m); Other (R55m)
Normalised EBITDA (margin)	1 115.3 (10.8%)	-5.0%	1 173.7 (11.9%)	<p>R341m normalisation of EBITDA (over & above operating profit items)</p> <ul style="list-style-type: none"> Software amortisation R12m Asset depreciation R205m IFRS 16 depreciation R124m

* See appendix for further details

Normalised EBITDA margin

		2020 achieved	2019 achieved	Near term target*	2020 Performance vs target
Food Categories: 12.0%	Perishables	8.7%	11.7%	10 - 13%	Below target
	Groceries	15.8%	15.4%	11 - 14%	Above target, increasing target to 13-16% from FY21
	Snacks & Confectionery	15.6%	16.8%	14 - 17%	On target
	Baking & Baking Aids	12.8%	14.8%	12 - 15%	On target
Other Category: 9.0%	Household & Personal Care	9.0%	7.0%	5 - 8%	Above target

* As stated in March 2019

Rm	2020	Ch (%)	2019	
Net interest paid	-185.4	-11.2%	-208.8	<ul style="list-style-type: none"> Net facility interest expense R121.5m (2019: R153.7m); IFRS 16 interest expense R63.9m (2019: R55.1m)
Profit before tax	180.0	-63.5%	493.0	
Income tax (effective rate)	-106.5 (59.2%)	-21.9%	-136.3 (27.7%)	<ul style="list-style-type: none"> Effective tax rate is 28%, excluding R204m impairments
Profit after tax	73.5	-79.4%	356.9	
Normalised earnings	219.1	-55.4%	491.8	<p>Post tax earnings normalised for R145m:</p> <ul style="list-style-type: none"> Amortisation of intangibles (R108m); Other (R37m)
Normalised headline earnings	425.0	-14.0%	494.1	<p>Post tax headline earnings normalised* for:</p> <ul style="list-style-type: none"> Impairments R204m Loss on disposal of assets R2m

* Over and above post tax earnings items

Reconciliation between Normalised EBITDA, Normalised earnings & Normalised headline earnings

Rm	2020	Ch (%)	2019
Normalised EBITDA	1 115.3	-5.0%	1 173.7
Depreciation of assets and amortisation of software	-341.2	20.4%	-283.3
Net interest expense	-185.4	-11.2%	-208.7
Impairments	-203.8	-	-
Income tax (Including tax effect of Normalised adjustments)	-166.0	-12.0%	-188.7
Plus: Non controlling interest	0.2		-1.2
Normalised earnings incl. impairments	219.1	-55.4%	491.8
Impairments	203.8		-
Loss on disposal of assets (after tax)	2.1		2.3
Normalised headline earnings	425.0	-14.0%	494.1

	2020	Ch (%)	2019
Normalised earnings (R million)	219.1	-55.4%	491.8
WANOS* (million)	595.8	-0.3%	597.5
Normalised EPS (cps)	36.8	-55.3%	82.3
Normalised HEPS (cps)	71.3	-13.8%	82.7
DPS (cps) <ul style="list-style-type: none"> • Dividend policy unchanged <ul style="list-style-type: none"> - Declared once p.a. at final results - Covered 3-4x by HEPS • F20 = 2.9x covered due to improved cash conversion 	25.0	-	25.0

* Weighted average number of shares

Cash flow conversion remains strong



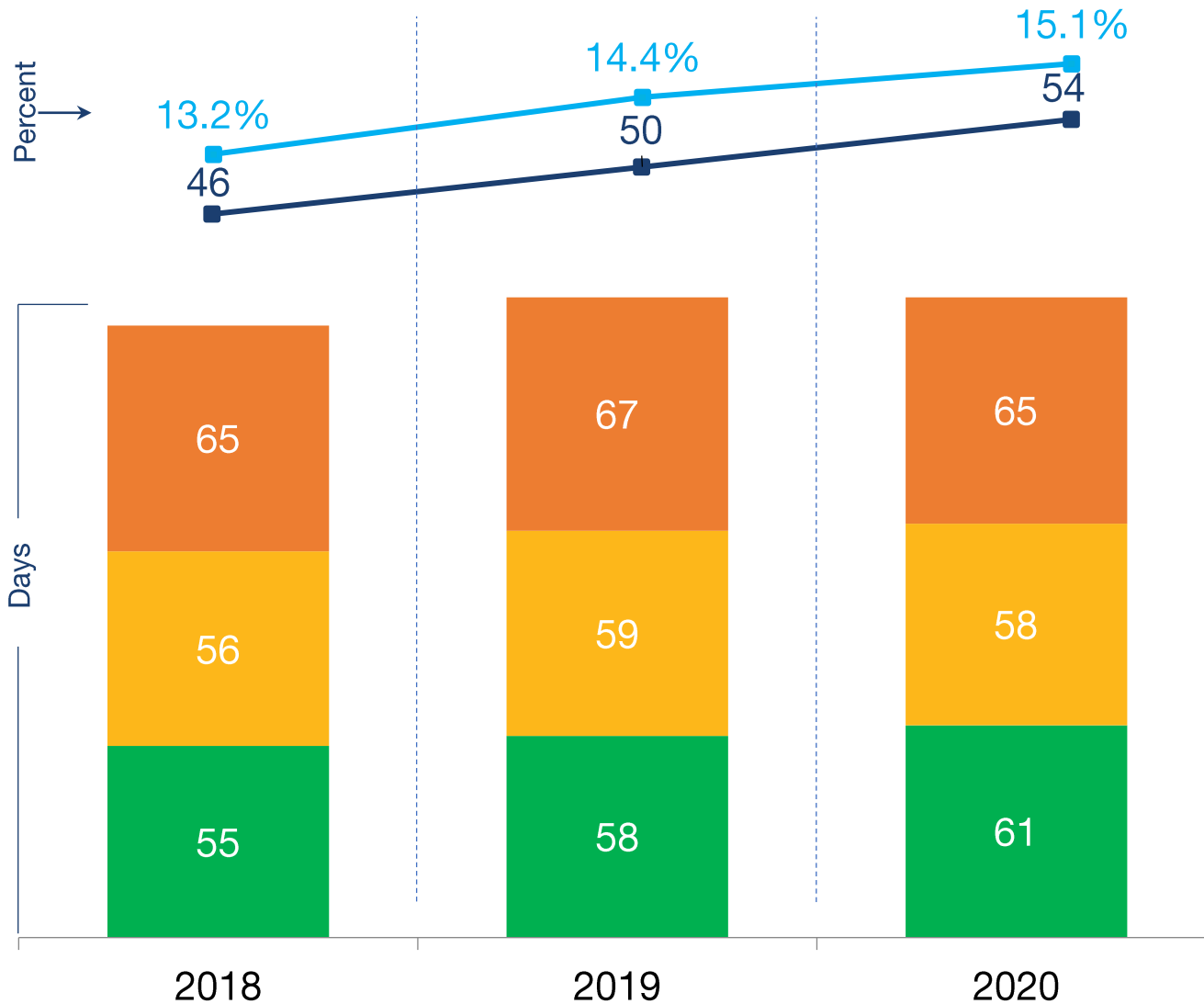
Cash generated from ops
(after NWC changes)
Normalised EBITDA excl. IFRS 16

2020 (Rm)			2019 (Rm)	
855		Opening cash balance	829	
1 027		Cash generated from ops	1 115	
-118		Working capital changes	-190	
-121		Net finance charges	-154	
-150		Tax paid	-191	
637		Cash generated from operating activities	580	
-322		Investment activities*	-394	
-234		Finance activities*	-160	
936		Closing cash balance	855	

* Breakdown of Investment activities & Finance activities supplied in appendix

% of net revenue	Category & business	Project description	Rm	H1 2019	H2 2019	H1 2020	H2 2020	H1 2021	H2 2021
2019: 4.1%	Perishables		201						
2020: 3.4%	Millennium Foods	Convenience meal plant upgrade & frozen capabilities	37						Geographic exp.
	Lancewood	Milk reception upgrade	30						
		Distribution centre upgrade	23						
		Hard-cheese manuf. (Swellendam)	33						
		Hard-cheese packing (George)	72						COVID-19 delay
		Bel manufacturing	6						
	Groceries		47						
	Cape Herb & Spice	Tea plant upgrades	13						
	Cecil Vinegar	Strand plant upgrade	12						
	Montagu Foods	Line improvements	22						
	Baking & Baking Aids		37						
	Amaro Foods	Par-bake facility	37						New channels
	Snacks & Confectionery		46						
	Ambassador Foods	Bar-line upgrade	22						
		Facility upgrades & relocation of confectionery operations	24						
	HPC		43						
	Chet Chemicals	Plant integration	43						COVID-19 delay

Project in progress
 Project performing below expectation
 Positive contribution
 Project performing at expectation



Net working capital days increased from 50 days to 54 days

Net working capital : Revenue above target of 13-15% of revenue

Creditor days

- Change in dairy & groceries logistics arrangements (late 2019)

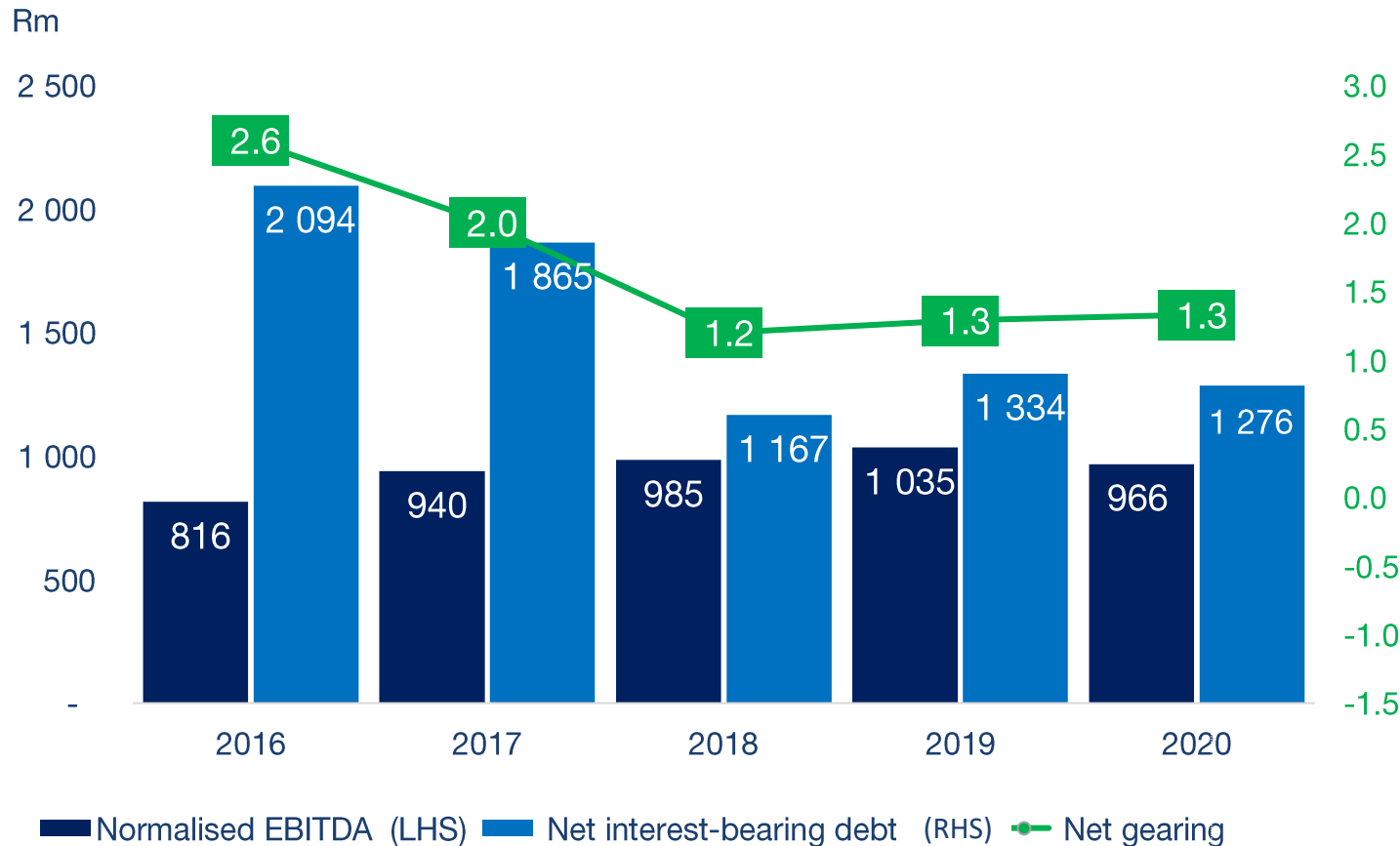
Debtor days

- Slight improvement

Inventory days

- Higher inventory levels (raw & finished goods) to ensure product availability amid ongoing supply chain disruptions (COVID)

Net Gearing calculation = Net debt : Normalised EBITDA (Excluding IFRS 16)



Sufficient headroom for bolt-on or stand-alone acquisition opportunities providing further category/sub-category diversification &/or new channels & markets. But opportunities limited & value expectations high.

NOTES:

1. Despite expansionary capex, gearing remains low
2. R1.3bn in unutilised funding facilities
3. Maximum net gearing aligned with facility covenants
4. Gearing: 1.3x normalised EBITDA; optimal range: 1.0-2.0x normalised EBITDA
5. Net senior borrowings to EBITDA: 1.3x (target: <2.5x)
6. Net interest cover to EBITDA: 8.0x (target: >3.5x)
7. Details of the Group's debt structure can be found in the appendix.

	2020	2019	Targets
Gearing ratio (net debt to normalised EBITDA)	1.3x	1.3x	Below 2.0x
Cash from operations before working capital changes	R1 027m	R1 115m	Cash generative
Cash generated from operations	R909m	R945m	Cash generative
Cash conversion ratio	94%	91%	Above 90% minimum
Net working capital (as percentage of revenue)	15.1%	14.4%	13.0%-15.0%
Return on Tangible Invested Capital*	13.0%	15.6%	Above 12.2% WACC

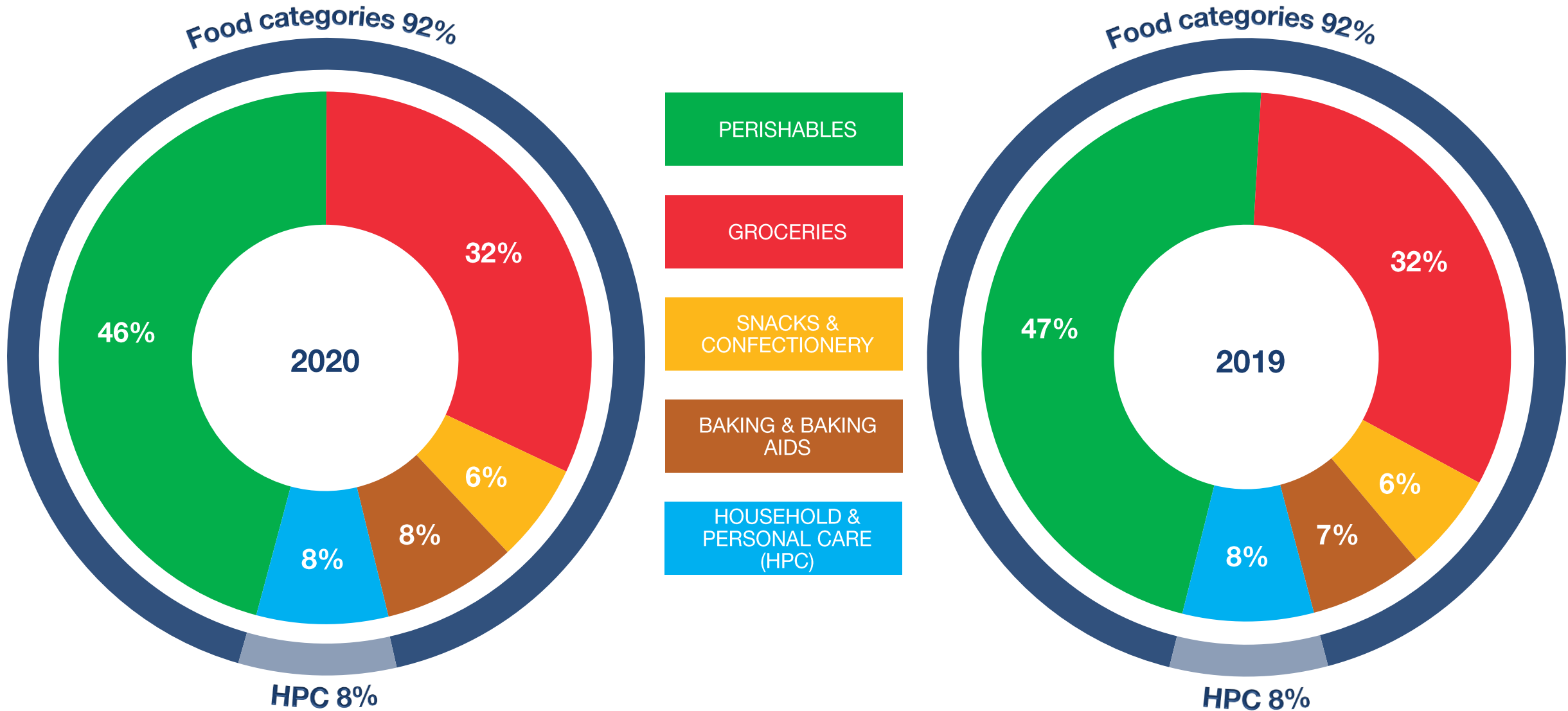
* Excluding only those intangible assets created during the 2014 restructuring of the Group prior to listing. The 2019 ratio excluded all intangible assets. The return for 2019 shown on this slide has been restated accordingly.

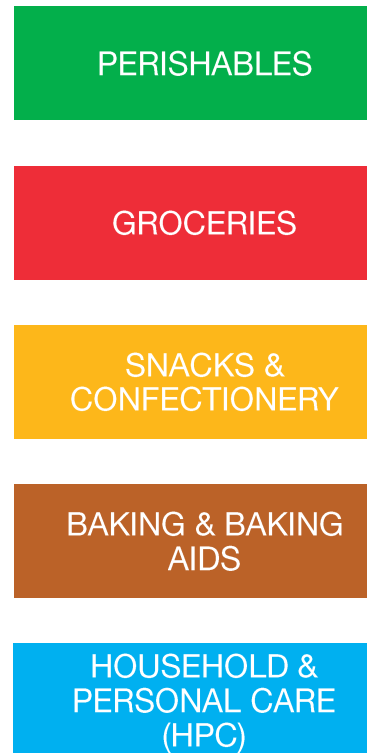
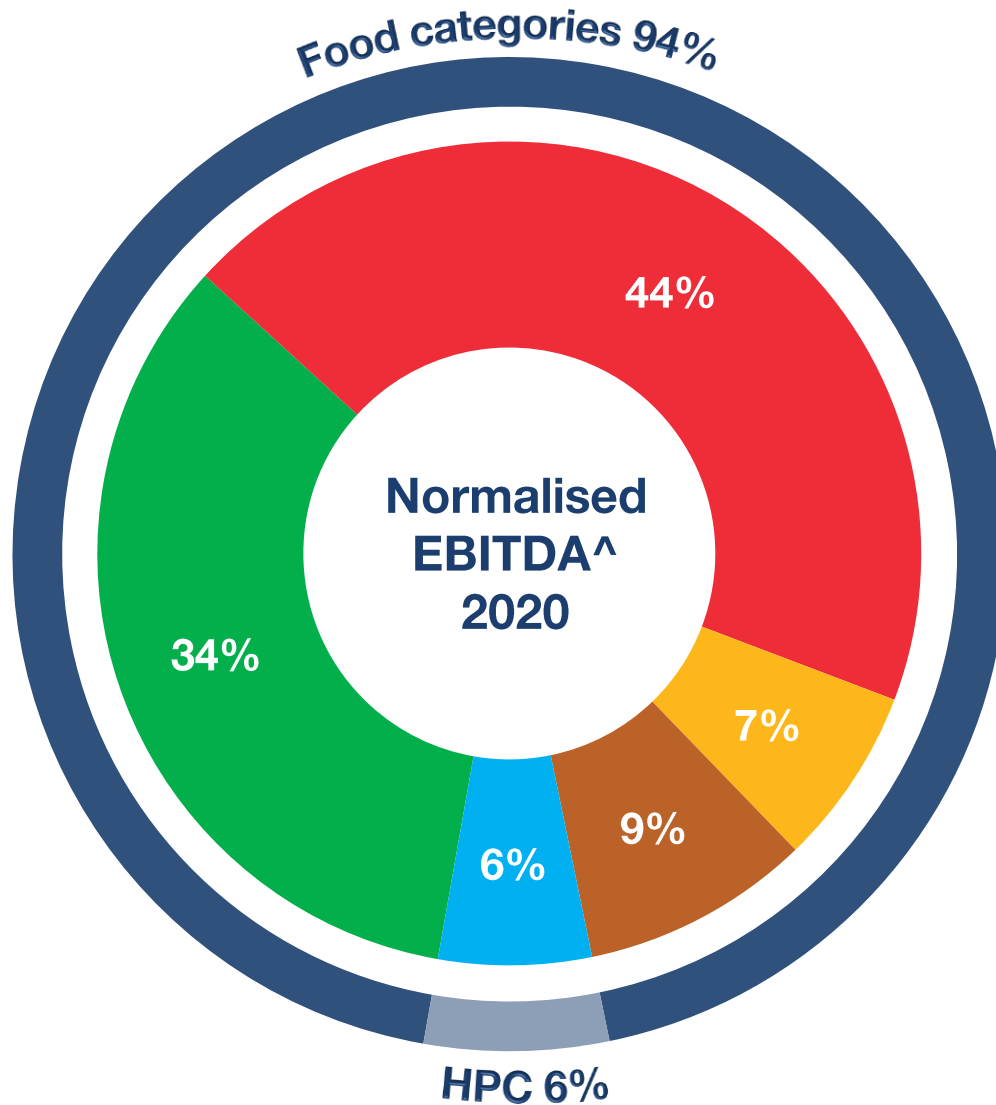
03 Category Review



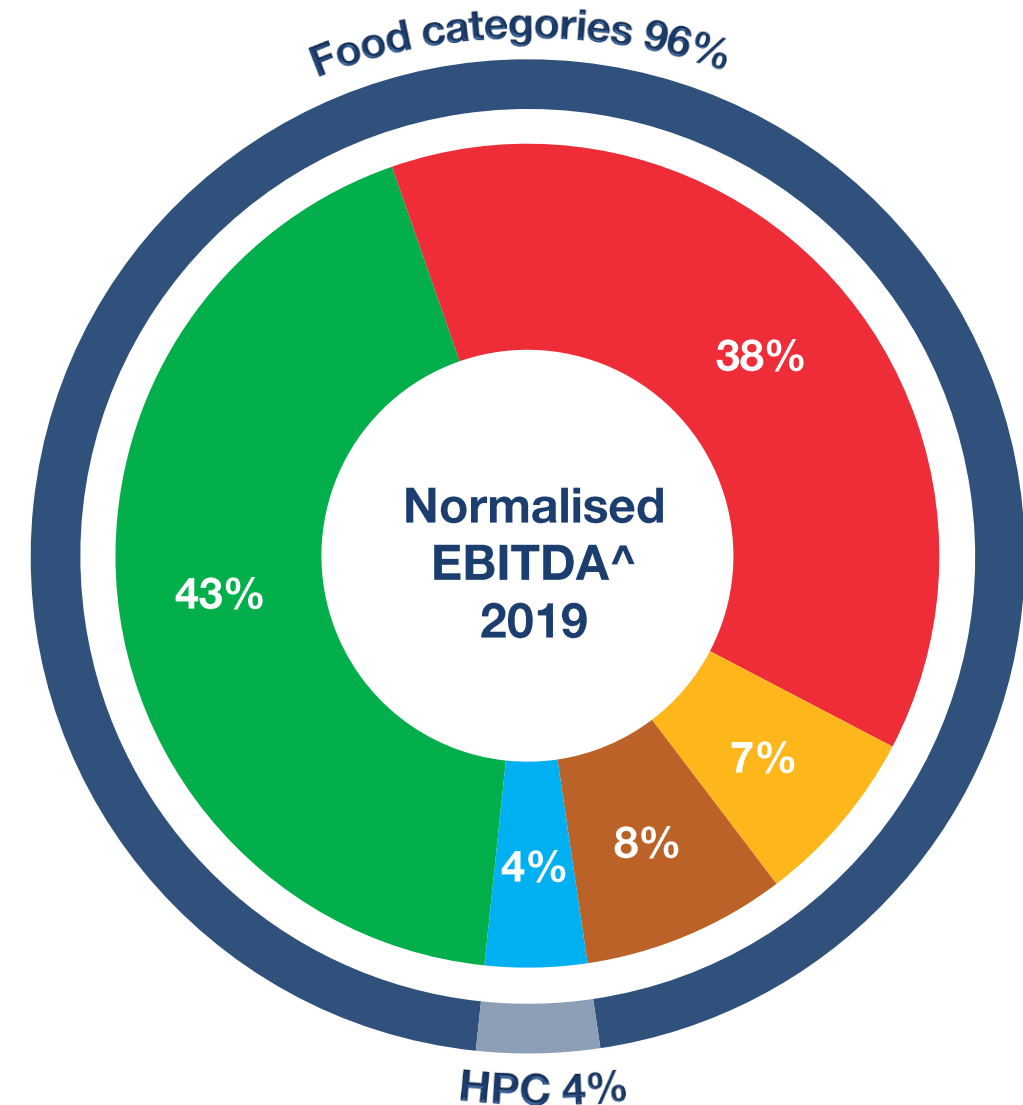
Food Categories				Other
1	2	3	4	5
Perishables	Groceries	Snacks & Confectionery	Baking & Baking Aids	HPC
    	        	 	  	

Consolidation within HPC since listing. Further consolidation ongoing within Perishables & Groceries.



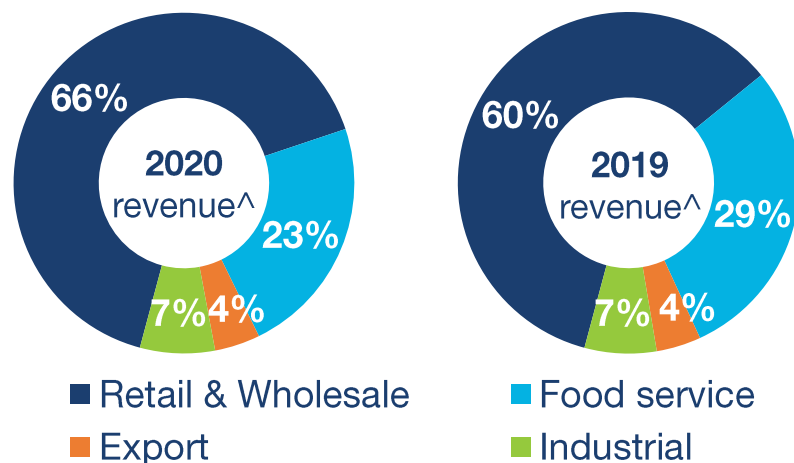


[^] Before allocation of corporate costs



2020 Performance by Category & Channel

Channel contribution



Perishables revenue by channel[^]

2020

Retail & Wholesale	+9.4%
Food service	-21.4%
Exports	+2.6%
Industrial & Contract Manufacturing	+4.8%
Perishables category net revenue	+0.2%

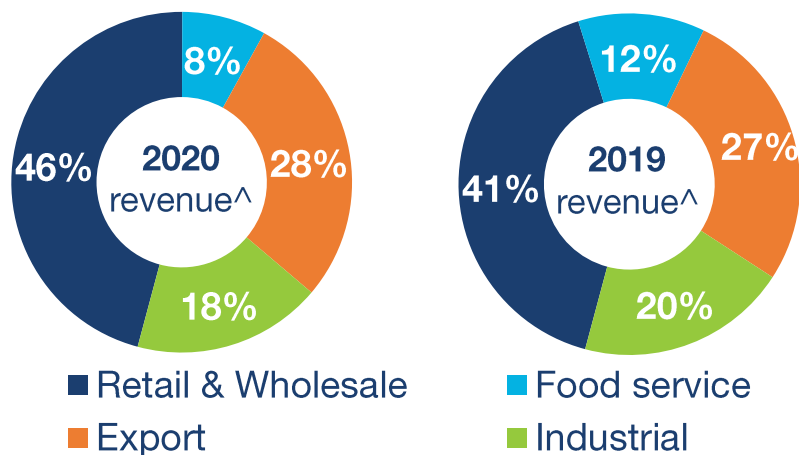
[^] Gross revenue

Category performance	Volume	Price/mix	2020	% ch.	2019
Organic Revenue (Rm)	-4.7%	4.9%	4 699.0	0.2%	4 688.1
Gross profit margin %			20.1%	-1.9pp	22.0%
Normalised EBITDA* (Rm)			408.9	-25.4%	547.9
EBITDA margin %			8.7%	-3.0pp	11.7%

* Detailed divisional contribution to EBITDA provided in appendix

GROCERIES

Channel contribution

Groceries revenue by channel[^]

2020

Retail & Wholesale	+16.4%
Food service	-34.7%
Exports	+7.0%
Industrial & Contract Manufacturing	-2.9%
Groceries category net revenue	+4.7%

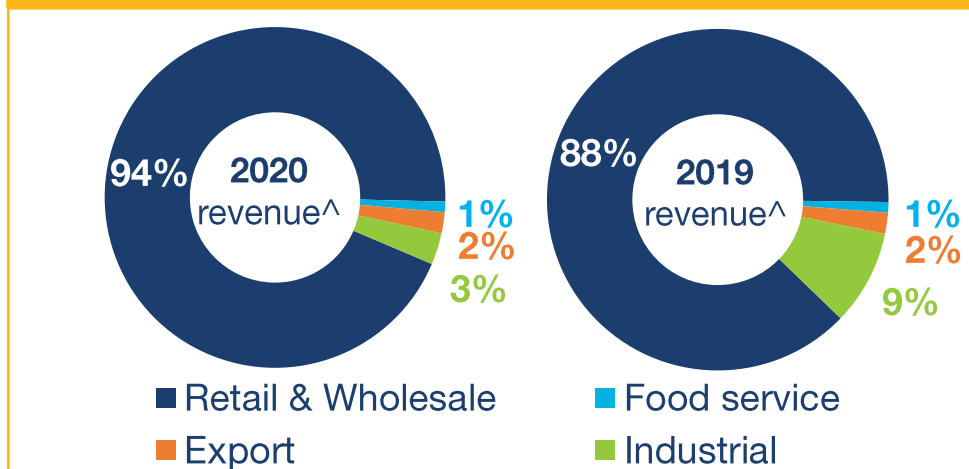
[^] Gross revenue

Category performance	Volume	Price/mix	2020	% ch.	2019
Organic Revenue (Rm)	-7.3%	12.0%	3 292.9	4.7%	3 144.0
Gross profit margin %			27.7%	1.0pp	26.7%
Normalised EBITDA* (Rm)			528.9	8.1%	489.4
EBITDA margin %			15.8%	0.4pp	15.4%

* Detailed divisional contribution to EBITDA provided in appendix

2020 Performance by Category & Channel

Channel contribution

Snacks & Confectionery revenue by channel[^] 2020

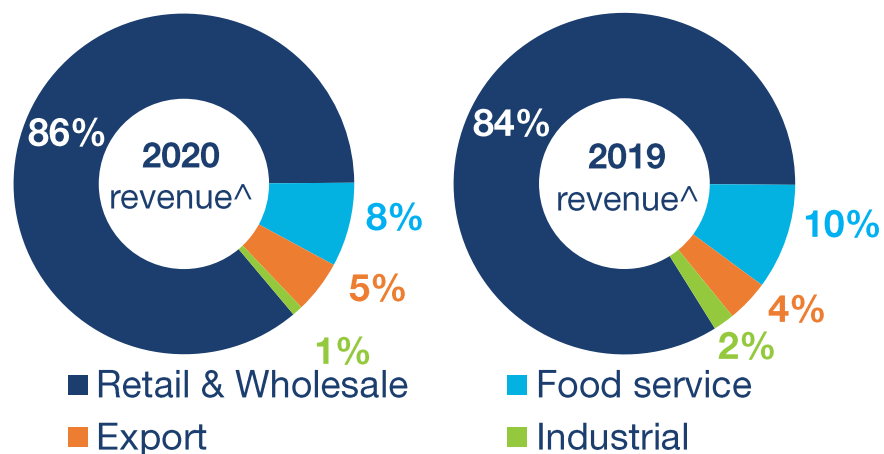
Retail & Wholesale	+8.9%
Food service	-22.8%
Exports	-19.6%
Industrial & Contract Manufacturing	-69.2%
Snacks & Confectionery category net revenue	+0.2%

[^] Gross revenue

Category performance	Volume	Price/mix	2020	% ch.	2019
Organic Revenue (Rm)	9.0%	-8.8%	495.3	0.2%	494.1
Gross profit margin %			30.6%	2.2pp	28.4%
Normalised EBITDA* (Rm)			89.7	-0.8%	90.3
EBITDA margin %			15.6%	-1.2pp	16.8%

* Detailed divisional contribution to EBITDA provided in appendix

Channel contribution

Baking & Baking Aids revenue by channel[^]

2020

Retail & Wholesale	+16.4%
Food service	-11.9%
Exports	+22.3%
Industrial & Contract Manufacturing	-6.7%
Baking & Baking Aids category net revenue	+16.5%

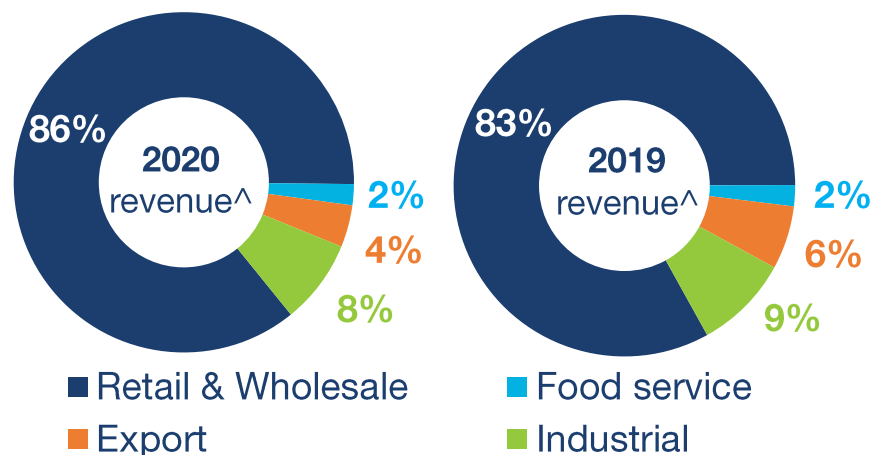
[^] Gross revenue

Category performance	Volume	Price/mix	2020	% ch.	2019
Organic Revenue (Rm)	7.4%	9.1%	815.6	16.5%	699.8
Gross profit margin %			26.9%	-2.9pp	29.8%
Normalised EBITDA* (Rm)			104.0	0.2%	103.8
EBITDA margin %			12.8%	-2.0pp	14.8%

* Detailed divisional contribution to EBITDA provided in appendix

HPC

Channel contribution

HPC revenue by channel[^]

2020

Retail & Wholesale	+11.8%
Food service	-4.3%
Exports	-24.4%
Industrial & Contract Manufacturing	+0.3%
HPC category net revenue	+7.9%

[^] Gross revenue

Category performance	Volume	Price/mix	2020	% ch.	2019
Organic Revenue (Rm)	-1.9%	9.8%	851.4	7.9%	788.8
Gross profit margin %			19.1%	1.6pp	17.5%
Normalised EBITDA* (Rm)			76.3	37.5%	55.5
<i>EBITDA margin %</i>			9.0%	2.0pp	7.0%

* Detailed divisional contribution to EBITDA provided in appendix

04 Group Outlook

Andries van Rensburg, CEO



B-BBEE transaction

- Current share price remains a challenge
- Engaging interested parties & advisors on re-priced transaction
- Est. 10% equity deal envisaged

Acquisitions

- Remain acquisitive
- Bolt-on & synergistic acquisitions remain preferable
- Progress
 - LBR share price & seller valuation expectations
 - Sufficient funding headroom to execute

Succession planning

- Dynamic succession plan with an emphasis on talent development in place
- Oversight from the Board Nomination committee in conjunction with Libstar Exec team
- Divisional succession & development plans prioritised in 2020

Culture of innovation

Protect

- Our people
- Our customers and other stakeholders
- Our cash

Markets & Channels

- Food service showing signs of increased demand
- Strong demand in Export markets esp. spices and tea
- Retail & Wholesale strong performance

Product availability & service levels

- Buying behaviour signals shift in upper, middle and lower end of market
- Private Label and DOB continues to grow at faster rate than branded products
- Snacks & Treats remain under pressure

Consumer behaviour shift towards more convenient in-home dining

- E.g. Pasta, Pasta Sauces, Tomatoes, Condiments, Robertson Baking & Baking Aids, Frozen convenience meals (Millennium)

Libstar focus on Private label (PL) / Dealer own Brands

- Consumers spending pressure driving growth ahead of branded products
- Libstar value share up from 12.2% to 12.6% (12 months ended November 2020)

Healthier alternatives

- Shoppers supporting healthy food products; more of a consumer focus than taste or price[^]
- Eg. Olive oil, Honey, Healthy snacks, yoghurt (Lancewood's health-focused yoghurt range, Lancewood No Sugar Added)

Gluten-free

- Eg. Cape Herb & Spice pioneering gluten-free; Amaro Foods gluten-free bakery products (almost 10 tons in 2020)

Wholesome ingredients

- Increasing "clean eating" diet trend in younger consumers - based on more whole foods & fewer processed foods
- Eg. Cape Herb & Spice products free of any artificial ingredients/ preservatives; led the local industry in non-irradiated spice products suitable for vegans, sugar-free, no bulking agents or artificial ingredients

Meat & Dairy Replacement

- Eg. Ambassador Foods Lactose Free products, dairy replacement milk & cheeses
- Denny Mushroom meat replacements & snacks (Meat alternative patties, sausages & Mushroom biltong)

Eco-Friendly

- Growing need for eco-friendly packaging driven by moral conscience & necessity
- Eg. Denny - compostable punnets; Multi-Cup - Precious Planet range; HPC earth-friendly range

[^] 2020 Food & Health Survey

- **Resilient, adaptable & diversified portfolio crucial in weak environment**
 - Culture of entrepreneurship & innovation
- **Portfolio well-positioned**
 - For evolving consumer lifestyle & dietary changes
 - More geared to value-added products
- **Consumer profile relatively resilient**
- **Strong customer relationships in niche product categories**
 - Strong category management insight & capabilities
- **Exposure to fast-growing PL/DOB market**
 - Growing ahead of branded products
 - Driven by changing demand, consumer behaviour & rising supply
 - Libstar's growing market share
 - Launching new products & driving overall category demand

Product diversity & innovation

2020

485	New products
139	Renovated products
624	Total

Greater flexibility to weather negative market conditions

Libstar brands



Private Label/ Dealer-Owned Brand



Principal brands



Continued benefit from stronger Retail & Wholesale channel demand vs other channels, but effect of weak economy on consumer unknown

Outlook by Sales Channel

Continued **Retail & Wholesale**

- Q4 demand largely normalised

- **Food Service**

- Slow recovery
- Past months showing signs of increased demand

- **Exports**

- Strong demand expected to continue

- **Industrial & Contract Manufacturing**

- New customers from Q3
- Exiting outsource manufacturing of noodles

Outlook by Category

- **Perishables** to benefit most from faster improving Food service demand, but cost-inflation evident
- **Groceries** to benefit from strong momentum in exports, meal-ingredients & wet-condiments sold in retail
- **Snacks & Confectionery** experiencing weaker demand for high-value products
- **Baking & Baking Aids** to benefit from improving Food service in particular QSR return & in-home dining demand
- **HPC** will benefit from consolidated premises leased & operated from Q3 2021

Protection Strategy

- Protect Libstar's people
- Preserve financial stability & cash flows

Grow our Categories

- Operational Excellence
 - Maintain high service levels to customers
 - Production efficiencies
- Commercial Excellence
- Manage margin (input costs & pricing)

Enhance our competencies (Invest)

- Fully implement & commission strategic capital projects
- Consolidation within categories & functions
 - Food service (Multi-cup & Rialto)
 - Perishables (Lancewood & Millennium)
 - Groceries (Khoisan & Cape Herb & Spice)

Strategic Acquisitions (Acquire)

- Proactively look for bolt-on acquisitions in line with our strategy



HEADWINDS
& COVID-19

- COVID-19
 - Slow recovery to pre-pandemic levels, especially within Food service
 - Possible supply chain disruptions & weakening consumer confidence
 - Direct COVID-19 expenses
- Increasing consumer price sensitivity & growing input cost inflation
- R1m per month continued LBR COVID extraordinary expenditure in H1 2021

TAILWINDS

- Retail sales channel underpinned by sustained in-home consumption, although consumers under pressure
- Food service channel recovery
- Margins underpinned by
 - Value-added product portfolio
 - Limited exposure to volatile commodity products
 - World class, low-cost manufacturing & portfolio optimisation
 - Cost saving initiatives & return on investment key
- Stable cash flows & balance sheet
- Post period-end
 - Further positive impact from rationalised HPC

SEASONALITY

- Full-year 2021 → Seasonally stronger H2:H1 weighting to continue

05 Questions and Answers



Certain matters discussed in this document regarding Libstar's future performance, that are neither reported financial results nor other historical information but involve known and unknown risks based on assumptions regarding the group's present and future business strategies and the environments in which it operates now and in the future and uncertainties which relate to events and depend on circumstances that will occur in the future. These matters are regarded as 'forward-looking statements'. They involve and include initiatives and the pace of execution thereon and any number of economic or geopolitical conditions, including factors which are in some cases beyond management's control and which may cause the actual results, performance or achievements of the group, or its industry, to be materially different from any results, performance or achievement expressed or implied by such forward-looking statements. They furthermore involve and include, without limitation, the group's ability to successfully control costs and execute on and achieve the expected benefits from operational and strategic initiatives, the availability of necessary skilled staff, disruptions impacting the execution of the group's strategy and business, including regional instability, violence (including terrorist activities), cybersecurity events and related costs and impact of any disruption in business, political activities or events, weather conditions that may affect the group's ability to execute on its contracts, adverse publicity regarding the group, initiatives of competitors, objectives to compete in the market and to improve financial performance, all forward-looking financial numbers and statements, currency translation, macroeconomic conditions, growth opportunities, contributions to pension plans, ongoing or planned real estate, ongoing or planned contracts and investments and future capital expenditures, acquisitions, divestitures, financial conditions, dividend policy and prospects, the effects of regulation of the group's businesses by governments in the countries in which it operates and all other statements that are not purely historical. These forward-looking statements have not been reviewed or reported on by the group's auditors. Such statements are based on management's beliefs as well as assumptions made by, and information currently available to, management. Forward-looking statements made in this document apply only as of the date of this document.

Forward-looking statements are sometimes, but not always, identified by their use of a date in the future or such words as 'will', 'may', 'anticipates', 'aims', 'could', 'should', 'expects', 'believes', 'intends', 'plans', 'targets', 'estimate', 'project', 'potential', 'goal', 'strategy', 'seek', 'endeavour', 'forecast', 'assume', 'positioned', 'risk' and similar expressions and variations of such words and similar expressions.

Forward-looking statements are inherently predictive, speculative, are not guarantees of future performance and are based on assumptions regarding the group's present and future business strategies and the environments in which it operates now and in the future. All of the forward-looking statements made in this document are qualified by these cautionary statements and the group cannot assure the reader that the results or developments anticipated by management will be realized or, even if realized, will have the expected consequences to, or effects on, the group and its business, prospects, financial condition, results of operations or cash flows.

Readers are cautioned not to place undue reliance on these forward-looking statements in making any investment decision. Neither Libstar nor any of its respective affiliates, advisors or representatives shall have any liability whatsoever (based on negligence or otherwise) for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection with this presentation. While the group may elect to update forward-looking statements from time to time, it specifically disclaims any obligation to do so, even in light of new information or future events, unless otherwise required by applicable laws. The list of factors discussed herein is not exhaustive. This should be carefully considered when relying on forward-looking statements to make investment decisions.

Appendices



COVID-19 extraordinary expenses	% of Total Cost	R'000
Donations*	8%	5 304
Charitable giving to parties external to the Group	8%	5 304
Personnel related benefits	44%	18 473
Special transport benefits*	31%	20 364
Bonuses or other incentives to ensure high attendance and service levels	7%	4 302
Sanitisation packs (not protective gear)*	1%	583
Food packs*	2%	972
Vouchers*	0%	182
Personnel COVID-19 tests*	2%	1 397
Any other assistance to personnel (internal)*	1%	673
COVID-19 operating costs	48%	30 918
Cleaning expenses*	7%	4 385
Protective clothing and cleaning material*	15%	9 791
Transport expenses*	1%	790
Overtime worked	11%	6 813
Temporary Staff hired	2%	994
Cost of COVID-19 Monitoring*	3%	2 237
Any other unusual cost to operate*	9%	5 909
Total	100%	64 695

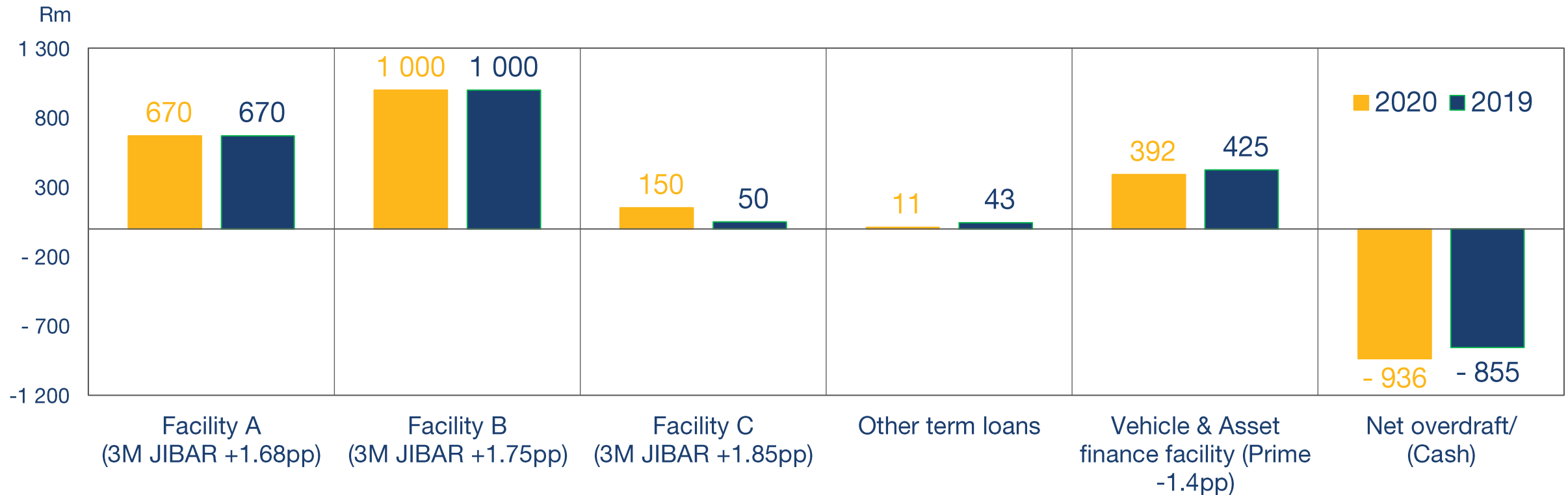
* Expenses accounted in General and Administrative (G&A)

Breakdown of open FEC exposure

Quarter	Dealt Amount - Millions	Forward Rate	FEC Cover Rm	FEC spot rate on 31 December 2020	FEC revalued at 31 December 2020 Rm
Buy (Imports)					
2021-Q1			151		141
+EUR	4	19.0	80	18.1	77
+USD	4	16.3	71	14.7	64
2021-Q2			127		120
+EUR	3	18.9	63	18.3	61
+USD	4	16.1	64	14.9	59
2021-Q3			76		73
+EUR	2	18.6	39	18.5	39
+USD	2	16.2	37	15.0	35
2021-Q4			21		20
+EUR	0	19.2	2	18.7	2
+USD	1	16.0	19	15.1	18
Total open FEC's			376		355
Sell (Exports)					
2021-Q1			-150		-136
+AUD	-2	11.3	-22	11.4	-23
+EUR	-1	19.8	-29	18.2	-27
+GBP	-0	22.6	-8	20.1	-7
+USD	-5	16.7	-91	14.7	-80
2021-Q2			-120		-110
+AUD	-2	12.1	-23	11.5	-22
+EUR	-1	19.0	-14	18.3	-14
+GBP	-1	22.3	-17	20.4	-15
+USD	-4	16.8	-66	14.9	-58
2021-Q3			-195		-187
+AUD	-1	11.7	-17	11.6	-17
+EUR	-3	18.9	-60	18.6	-59
+GBP	-1	22.0	-13	20.6	-12
+USD	-7	15.9	-105	15.1	-99
2021-Q4			-110		-107
+AUD	-0	11.7	-6	11.7	-6
+EUR	-0	19.1	-5	18.7	-5
+GBP	-0	21.3	-3	20.7	-3
+USD	-6	15.7	-96	15.2	-93
Total open FEC's			-575		-539
Grand Total:			-198		-185

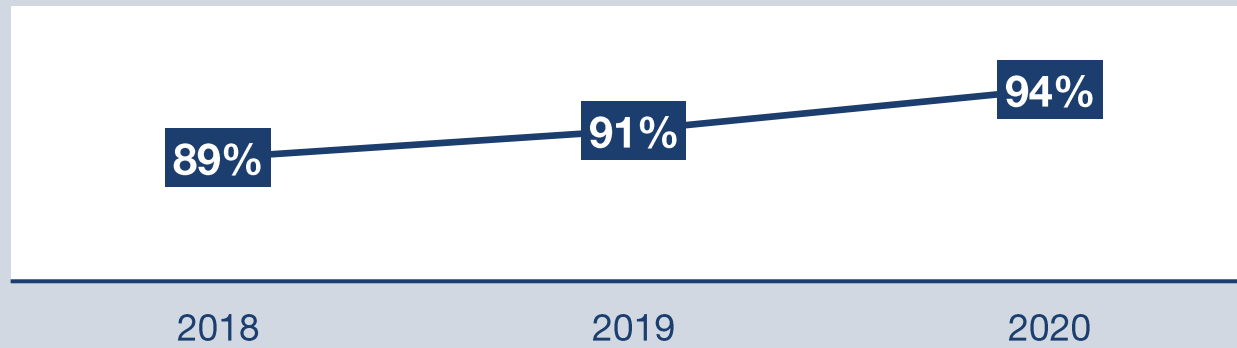
Breakdown of net investing & net financing activities

Rm	2020
Net investing activities	-322
Capital expenditure	-328
Sale of PPE	8
Other loans repaid	-2
Net financing activities	-234
Principal elements of lease payments	-149
Net movement from term loans and asset-based financing	67
Net movement of other loans payable	-2
Dividend paid	-150



- Renegotiated debt package implemented Nov 2018 - achieved 0.9% reduction in weighted average cost of debt
- 94% (R2.2bn) in long term borrowings (R139m due in next 12 months)
- 100% floating rates

New cash conversion calculation



$$\frac{\text{Cash generated from ops (after NWC changes)}}{\text{Normalised EBITDA excl. IFRS 16}}$$

Old cash conversion calculation



$$\frac{\text{Normalised EBITDA excl. IFRS 16 less CAPEX}}{\text{Normalised EBITDA excl. IFRS 16}}$$

Divisional contribution to EBITDA

	Weighted contribution to change in Normalised EBITDA	<i>Incl.</i> <i>IFRS 16</i>	<i>Excl.</i> <i>IFRS 16</i>
90% of category EBITDA	Lancewood (Dairy)	-11.8%	-13.9%
	Finlar (Meat)	-8.7%	-9.5%
	Rialto (Value-added perishables)	-1.3%	-1.2%
	Denny (Mushrooms)	-2.8%	-3.0%
	Millennium Foods (Pre-packaged meals)	-0.8%	-0.9%
	Total	-25.4%	-28.5%

Divisional contribution to EBITDA

81% of
category
EBITDA

Weighted contribution to change in Normalised EBITDA	<i>Incl.</i> <i>IFRS 16</i>	<i>Excl.</i> <i>IFRS16</i>
Dry condiments (Cape Herb & Spice)	+10.4%	+11.5%
Meal ingredients (Rialto Foods; NMC)	-1.4%	+2.4%
Wet condiments (Dickon Hall Foods)	+0.5%	-1.3%
Spreads (Cape Coastal Honey)	-	-
Wet condiments (Cecil Vinegar; Montagu Foods)	+3.8%	+3.8%
Teas (Khoisan Gourmet)	-1.9%	-2.1%
Multi-Cup (Specialised food packaging)	-2.2%	-3.0%
Chamonix (Niche Beverages)	-1.1%	-1.3%
Total	+8.1%	+10.0%

Divisional contribution to EBITDA

	Weighted contribution to change in Normalised EBITDA	<i>Incl.</i> <i>IFRS 16</i>	<i>Excl.</i> <i>IFRS16</i>
100% of category EBITDA	Ambassador Foods	-3.6%	-4.8%
	K Snacks	+2.8%	-2.1%
	Total	-0.8%	-6.9%

	Weighted contribution to change in Normalised EBITDA	<i>Incl.</i> <i>IFRS 16</i>	<i>Excl.</i> <i>IFRS16</i>
100% of category EBITDA	Amaro Foods	-4.1%	-3.9%
	Retailer Brands	+7.6%	+8.8%
	Cani Artisan Bakers	-3.2%	-4.4%
	Total	+0.2%	+0.5%