LIBSTAR

From our Home to Yours

Interim Results Presentation

Six Months ended 30 June 2020

LIBSTAR

Presentation overview

01
Introduction

Andries van Rensburg, CEO

Salient features – H1 2020

Priorities

Protecting our people

- R44 million spent protecting workforce
  - R3.5 million donations
  - R18.5 million personnel-related benefits
  - R22.0 million operating expenses
- 1636 company funded Covid-19 tests
- 465 Covid-19 recoveries to date

Preserving financial stability

- Improved cash flow conversion from 62% to 64% and gearing ratio from 1.4x to 1.3x
- Resolved to pay FY19 dividend of 25 cps

Product availability & service levels

Revenue

- **Revenue up 1.9%**
  - Q1 2020 ▲ 9.7%
  - Q2 2020 ▼ 4.9%
- **GP margin improved 0.2 pp**
  - Additional service revenue - Pringles snacks
  - Continued focus on efficiencies

Channels

- Strong retail & wholesale growth
- Food service channel impacted by Q2 lockdown
- Exports impacted by port delays

Libstar H1 2020 Group results - summary

Strong retail & wholesale performance, offset by Covid-19 restrictions on QSR#/hospitality

Revenue **1.9%** ▲

GP margin **0.2 p.p.** ▲

Covid-19 extraordinary expenses, IFRS & normalisation* adjustments impacted bottom line

Norm. EBITDA (incl. Covid-19 costs^) **5.4%** ▼

Norm. EBITDA (excl. Covid-19 costs^) **3.7%** ▲

Norm. EBIT (incl. Covid-19 costs^) **16.4%** ▼

Norm. EBIT (excl. Covid-19 costs^) **3.9%** ▼

Normalised EPS **19.0%** ▼

Normalised HEPS **17.7%** ▼

 # QSR = Quick service restaurant

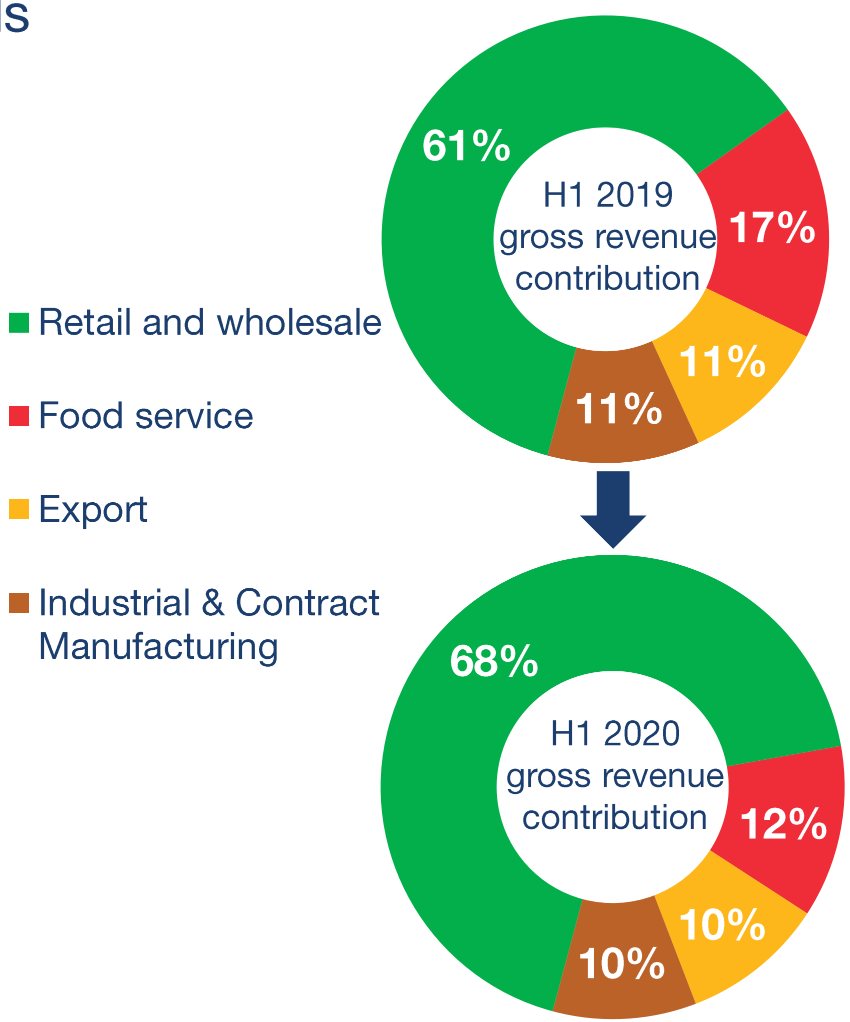
** Normalised for non-recurring, non-trading & non-cash items*

^ Extraordinary Covid-19 costs = R44m

Market conditions – change in sales channel mix

- Libstar operates 5 product categories sold in 4 sales channels
- H1 2020 effects of Covid-19 most apparent in sales channels

Gross revenue by sales channel	Group revenue growth / (decline)		
	Q1 2020 vs Q1 2019	**Q2 2020** vs Q2 2019	**Six months** ended 30 June 2020
Retail and Wholesale	+7.3%	+14.2%	+10.7%
Food service	-3.6%	-63.2%	-34.5%
Export	+12.3%	-26.3%	-8.0%
Industrial & Contract Manufacturing	+5.4%	-10.4%	-2.8%
Total Group net revenue	**+9.7%**	**-4.9%**	**+1.9%**



NOTE: The table above is for illustrative purposes. Libstar continues to report by Product Category (see slide 25 onwards)

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Food vs other performance

Food Categories

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

91% of Group revenue

93% of Group normalised EBITDA*

▲ **0.1%** Organic revenue growth

▼ **6.6%** Normalised EBITDA* (**Incl.** Covid-19 costs)

▲ **1.0%** Normalised EBITDA^ (**Excl.** Covid-19 costs)

Non-food Category

Household & Personal Care

9% of Group revenue

7% of Group normalised EBITDA*

▲ **11.5%** Organic revenue growth

▲ **46.8%** Normalised EBITDA* (**Incl.** Covid-19 costs)

▲ **64.6%** Normalised EBITDA^ (**Excl.** Covid-19 costs)

** Excluding allocation of corporate costs*

^ Excluding allocation of corporate costs as well as R44m of extraordinary Covid-related costs

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02

Financial Review

Charl de Villiers, CFO

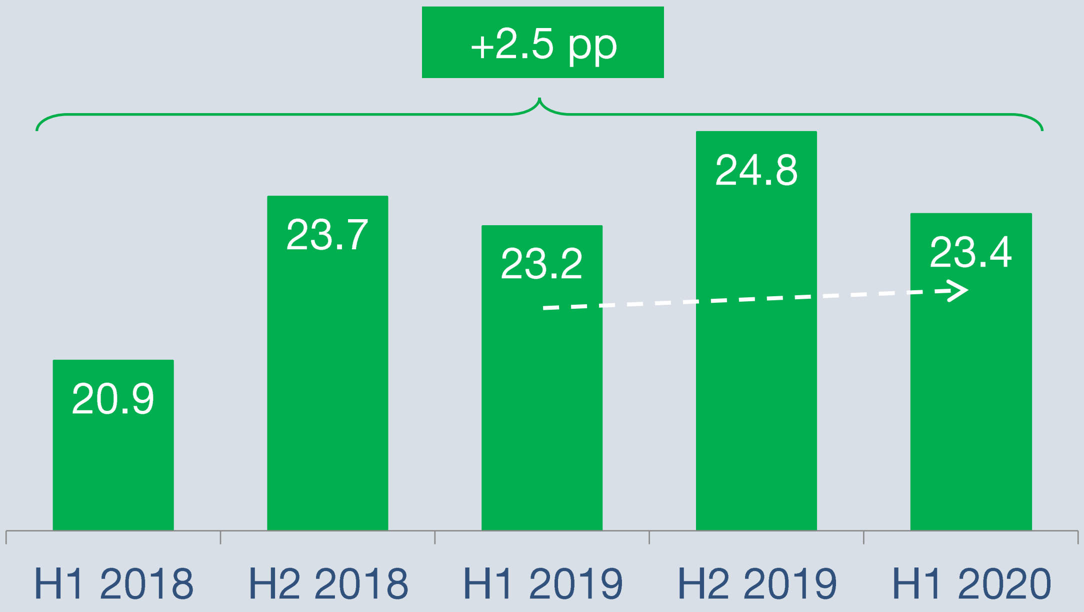
Income Statement – Revenue & Gross Profit

H1 2020 Organic Revenue

Group revenue R4.7bn	Group organic revenue R4.6bn
+1.9%	+1.0%
	Volume -2.3% / Price/mix +3.3%

Food categories' organic revenue	HPC organic revenue
+0.1%	+11.5%
Volume -2.1% / Price/mix +2.2%	Volume -2.1% / Price/mix +8.5%

H1 2020 Gross Profit %



H1 2020 GP% increase supported by:

- Increased service revenue (Pringles snacks)
- Baking aids & other product performance in retail channel
- Continued focus on procurement, production efficiencies & equipment effectiveness

** Excl. purchase or disposals*

Income Statement – R44m in extraordinary expenses

Covid-19 extraordinary expenses	% of Total Cost	R'000
Donations*	8%	3,459
Personnel-related benefits	42%	18,473
Covid-19 operating costs	50%	22,006
Total	**100%**	**43,938**

** In support of needy communities*

NOTE: Breakdown of Individual expense categories supplied in appendix

Income Statement – Operating expenses

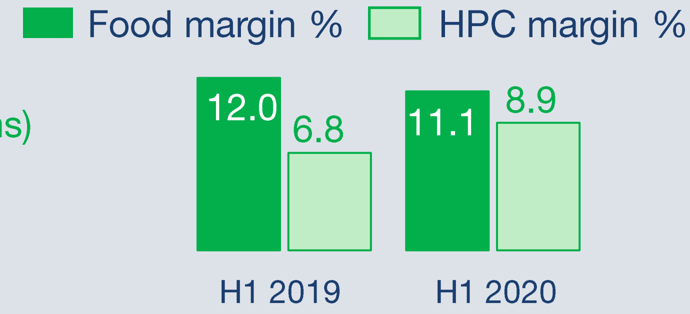
Operating expenses (R'000)	H1 2020	*% ch.*	H1 2019	Comment
Opex	**948 914**	***+16.3%***	**816 224**	
Long-term incentives	(9 137)		-	Provision for SARs*, LTIP* and GSP*
Retrenchment & restructuring costs	(5 215)		(4 545)	Predominantly corporate segment
Other non-operating or non-recurring items	(3 687)		(164)	Normalisation adjustments
Opex less all non-operating / non-recurring/non-cash items above	**930 875**	***+14.7%***	**811 515**	
Depreciation of PPE & Amortisation of software	(32 169)	*+6.9%*	(30 106)	H1 2020/H1 2019 capex
Depreciation IFRS 16 (leases)	(39 128)	*+16.8%*	(33 486)	New lease of the Pringles snacks facility
Employee costs – outsourced manufacturing	(31 238)	*+169.2%*	(11 602)	Kellogg's noodles & Pringles snacks
Covid-19 extraordinary expenses	(33 586)			Portion of previous slide cost recorded in G&A^
Opex excluding above 4 items	**794 754**	**+7.9%**	**736 321**	

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

^ General and Administration

Income Statement (contd.)

Rm	H1 2020	Ch (%)	H1 2019	
Other income* (forex gains/losses)	80.9	*>5x*	14.3	• Unrealised FX gains of R30.7m (H1 2019: R0.8m loss) • Realised FX gains of R20.1m (H1 2019: R9.5m gain) • Sundry income R25.8m (loan write-back)
Operating expenses *(margin)*	- 948.9 *(-20.2%)*	*+16.3%*	-816.2 *(-17.7%)*	• See previous slide
Operating Profit *(margin)*	231.1 *(4.9%)*	*-14.6%*	270.6 *(5.9%)*	
Normalised operating profit *(margin)*	293.6 *(6.2%)*	*-16.4%*	351.2 *(7.6%)*	R62m normalisation of operating profit • Intangibles amortisation (R75m); Retrenchment costs (R5m); Provision for share appreciation rights (R9m); Reversal of unrealised forex gains (R31m); other non-operating/non-recurring items (R4m)
Normalised EBITDA *(margin)*	456.9 *(9.7%)*	*-5.4%*	482.9 *(10.5%)*	R163m normalisation of EBITDA (over & above operating profit items) • Software amortisation R6m • PPE depreciation R97m • IFRS 16 depreciation R60m



* *See appendix for further details*

Underlying margin performance vs targets

Normalised EBITDA margin

		H1 2020 achieved	H1 2019 achieved	Near term target*	**H1 2020 Performance vs target**
Food Categories: 11.1%	Perishables	***7.8%***	*9.8%*	*10-13%*	**Below target**
	Groceries	***14.0%***	*14.0%*	*11-14%*	**At top end of target**
	Snacks & Confectionery	***19.1%***	*15.6%*	*14-17%*	**Well above target**
	Baking & Baking Aids	***12.7%***	*15.9%*	*12-15%*	**Within target**
Non-food Category: 8.9%	Household & Personal Care	**8.9%**	6.8%	5-8%	**Above target**

* *As stated in 2019*

Income Statement (contd)

Rm	H1 2020	Ch (%)	H1 2019	
Net interest paid	-98.8	*-4.0%*	-102.9	• Net facility interest expense R68.2m (H1:2019: R78.4m); reduction in JIBAR & slightly lower debt • IFRS 16 interest expense R30.7m (H1 2019: R24.6m)
Profit before tax	132.3	*-21.1%*	167.6	
Income tax *(effective rate)*	-33.3 *(25.2%)*		-49.0 *(29.2%)*	• Effective tax rate lower than 28%: mainly accelerated tax allowances on some 2019 capex & net R8m non-taxable income
Profit after tax	99.0	*-16.6%*	*118.6*	
Normalised earnings	142.0	*-19.5%*	176.4	**Post Tax Earnings normalised for R43m:** • Amortisation of intangibles (R54m), Expenses relating to long-term incentives (R7m), Retrenchment costs (R4m), reversal of unrealised forex gains (R22m)
Normalised headline earnings	144.2	*-18.1%*	176.2	**Post Tax Headline Earnings normalised for R-2.2m loss on disposal of PPE** (over and above Post Tax Earnings items)

Income Statement

Reconciliation between Normalised EBITDA and Normalised earnings and Normalised headline earnings

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Rm	H1 2020	Ch (%)	H1 2019
Normalised EBITDA	456.9	*-5.4%*	482.9
Depreciation of PPE and Amortisation of Software	-103.3	*+20.4%*	-85.8
Depreciation IFRS 16 (leases)	-60.1	*+30.9%*	-45.9
	-163.4		**-131.7**
Net interest expense	-98.8	*-4.0%*	-102.9
Income tax (Including tax effect of Normalised adjustments)	-52.8	*-25.8%*	-71.3
Outside shareholders' interest	0.1		-0.6
Normalised earnings	142.0	*-19.5%*	176.4
Loss/(profit) on disposal of PPE (after tax)	2.2		-0.2
Normalised headline earnings	144.2	*-18.1%*	176.2

Income Statement - Normalised EPS, HEPS & DPS

	H1 2020	Ch (%)	H1 2019
Normalised earnings (R million)	142.0	*-19.5%*	176.4
WANOS* (million)	595.8	-0.6%	599.3
Normalised EPS (cps)	23.8	*-19.0%*	29.4
Normalised HEPS (cps)	24.2	*-17.7%*	29.4
DPS (cps)	*25.0*	-	-

** Weighted average number of shares*

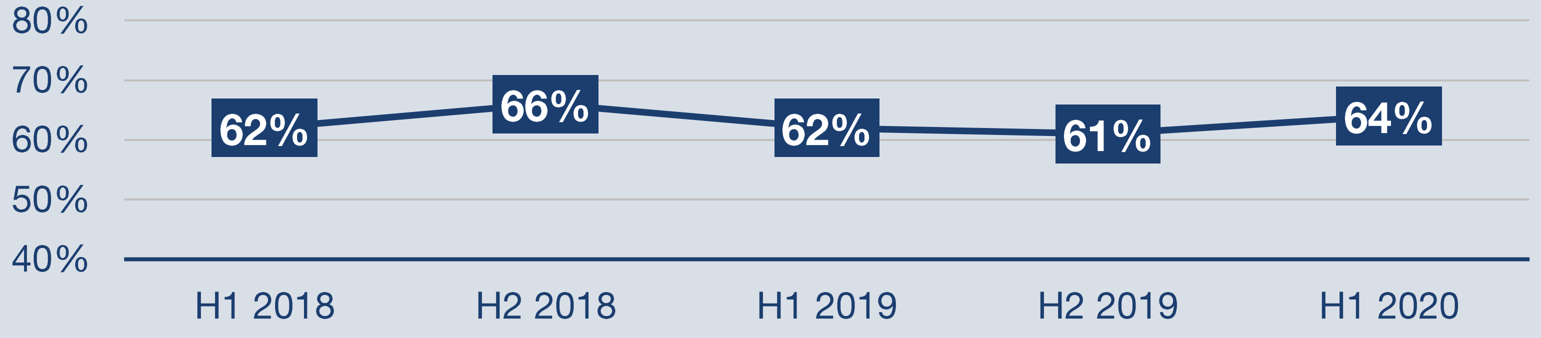
- Payment of 31 December 2019 dividend
- Dividend policy unchanged - declared once p.a. at final results, covered 3-4x by HEPS

Cash Flow summary

H1 2020 (Rm)		H1 2019 (Rm)
855	Opening cash balance	
468	Cash generated from ops	461
-94	Working capital changes	-97
-68	Net finance charges	-78
-81	Tax paid	-108
225	Cash generated from operating activities	178
-143	Investment activities*	-160
20	Finance activities*	-236
957	Closing cash balance	

** Breakdown of Investment activities & Finance activities supplied in appendix*

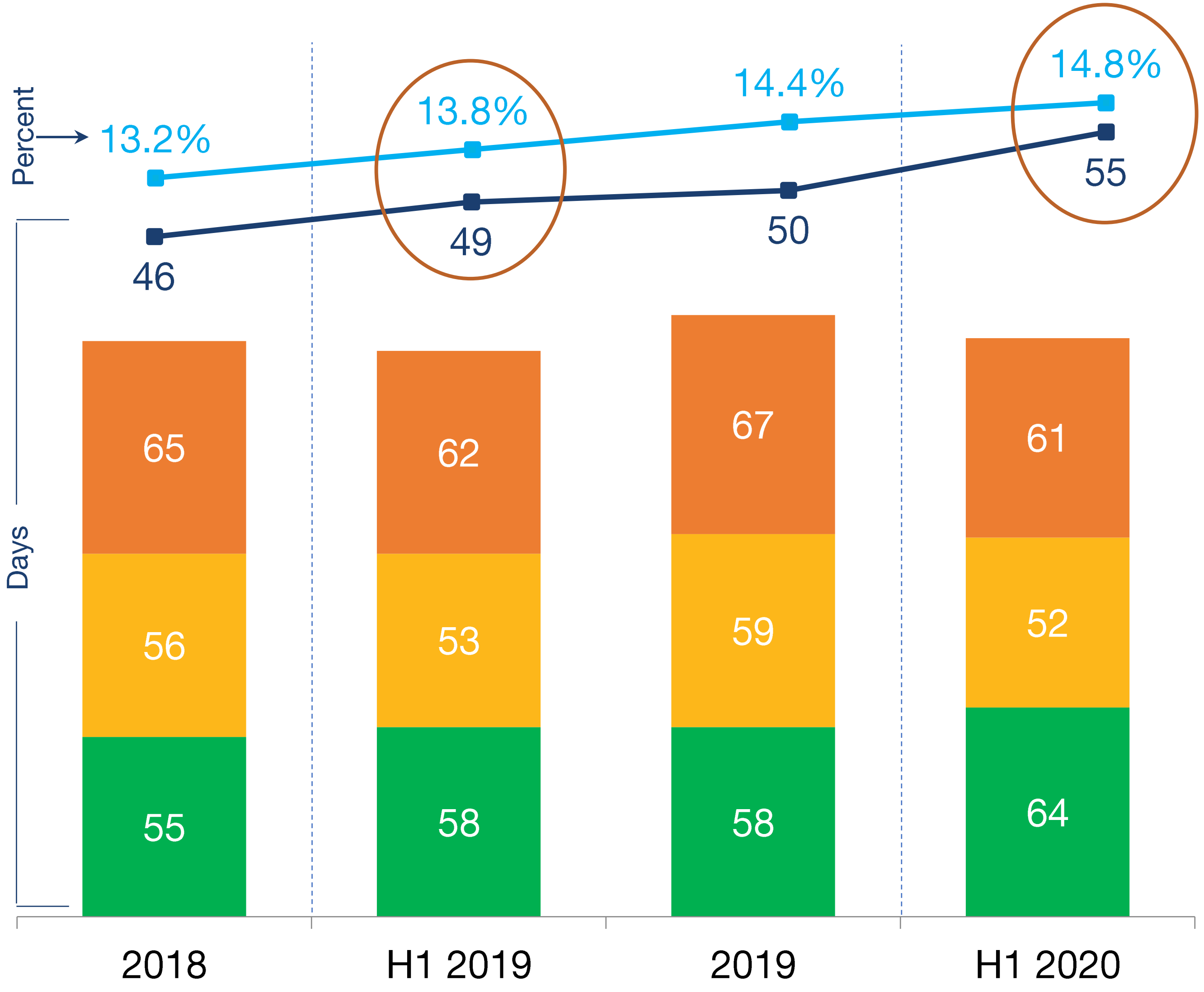
Cash flow conversion remains strong



% CASH CONVERSION:

$$\frac{\text{Normalised EBITDA less CAPEX}}{\text{Normalised EBITDA}}$$

Cash Flow – Working capital days



Net working capital (12-month rolling) : Revenue

Net working capital days remain within target of 13-15% of revenue

Creditors days
- In line with H1 2019

Debtors days
- In line with H1 2019

Inventory days
- Higher than usual inventory of imported groceries & nuts to ensure availability

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Capital expenditure

Main capex items

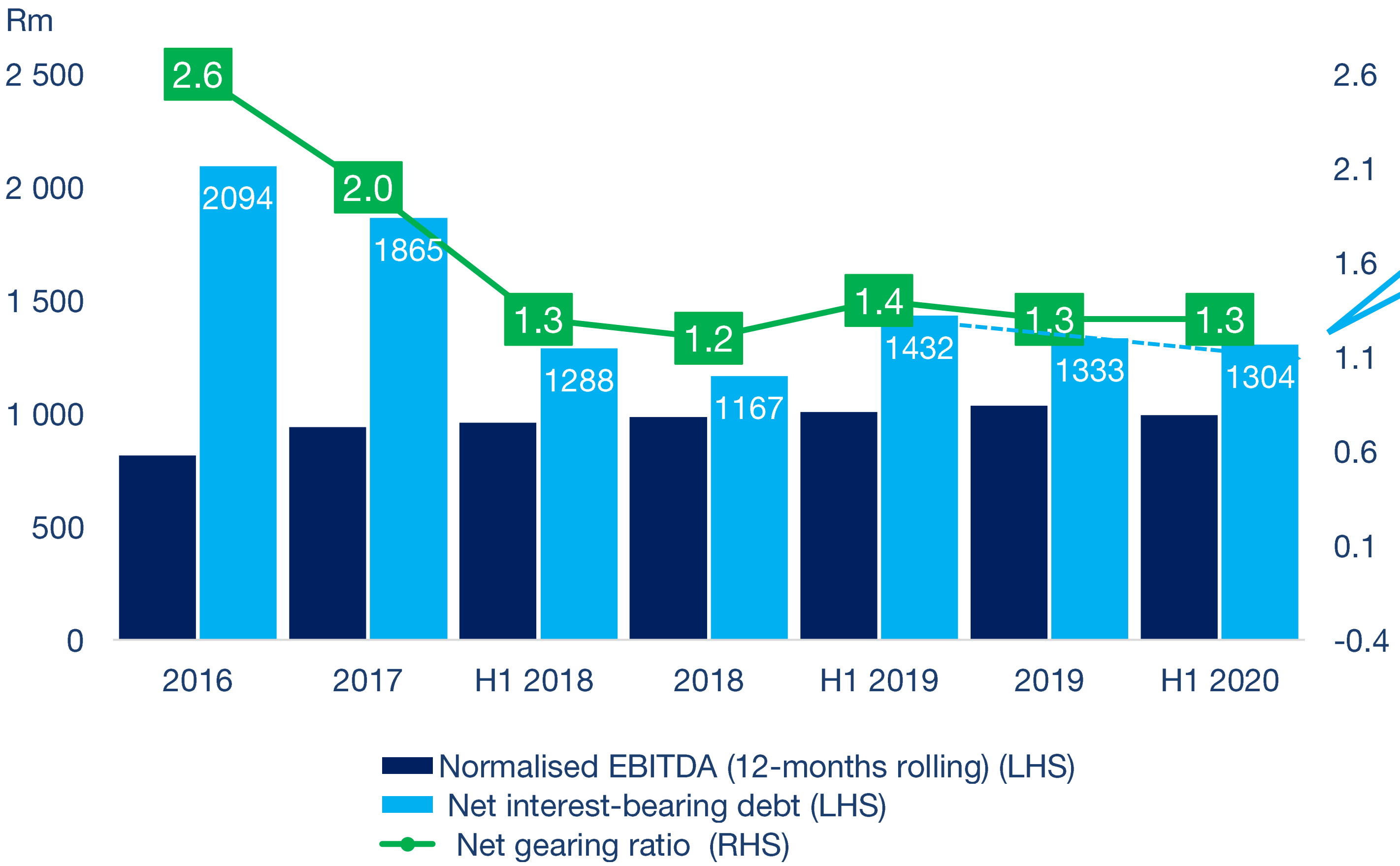
H1 2020 Capex	Rm	Covid-19 related delay	New Est. earnings impact
• **Expansion & operating efficiencies**	**139**		
– Milk-receiving area & BEL facility (Lancewood)	34	Yes	H1 2021
– Facility move (HPC)	12	No	Q4 2020
– Artisanal facility & generators (Amaro Foods)	11	No	H2 2020
– New facilities (Ambassador Foods)	7	No	H2 2020
– Strand plant facility upgrade (Cecil Vinegar)	2	No	Complete

NOTE: Capex = 3.0% of net revenue (H1 2019: 3.5%)

Capital expenditure reprioritised in each division

5-year net debt trend

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



Sufficient headroom for bolt-on or stand alone acquisition opportunities which can provide further category/sub-category diversification and/or new channels & markets.

R128m net debt decrease mainly due to:

- Improved cash generated from operations
- Postponed H1 2020 dividend payment vs H1 2019

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: 1-2x normalised EBITDA
5. Net senior borrowings to EBITDA: 1.3x (target: <2.5x)
6. Net interest cover to EBITDA: 6.9x (target: >3.5x)
7. Details of the group's debt structure can be found in the appendix.

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Summary of key financial ratios

	H1 2020	H1 2019	Targets
Gearing ratio (net debt to normalised EBITDA)	1.3x	1.4x	Below 2.0x
Cash from operations before working capital changes	R468m	R461m	Cash generative
Cash generated from operations	R225m	R178m	Cash generative
Cash conversion	64%	62%	Above 60% minimum, supported by reduced expansion capex
Net working capital (as percentage of revenue)	14.8%	13.8%	13.0%-15.0%
Return on Tangible Invested Capital*	14.3%	15.8%	Above 12.5% WACC

** Excluding only those intangible assets created during the 2014 restructuring of the Group prior to listing. The previous comparable ratio, included in the March 2020 presentation, excluded all intangible assets.*

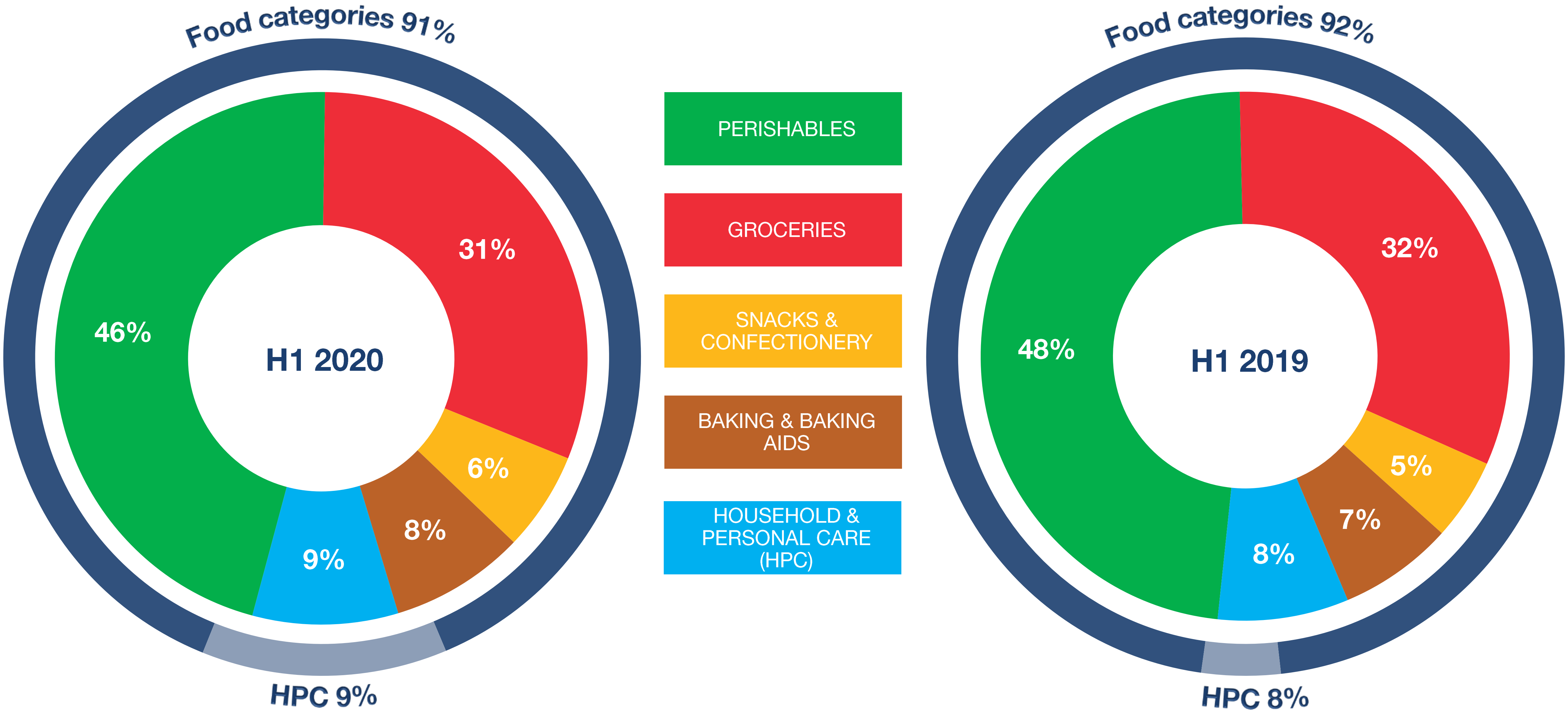
03
Category Review

Andries van Rensburg, CEO

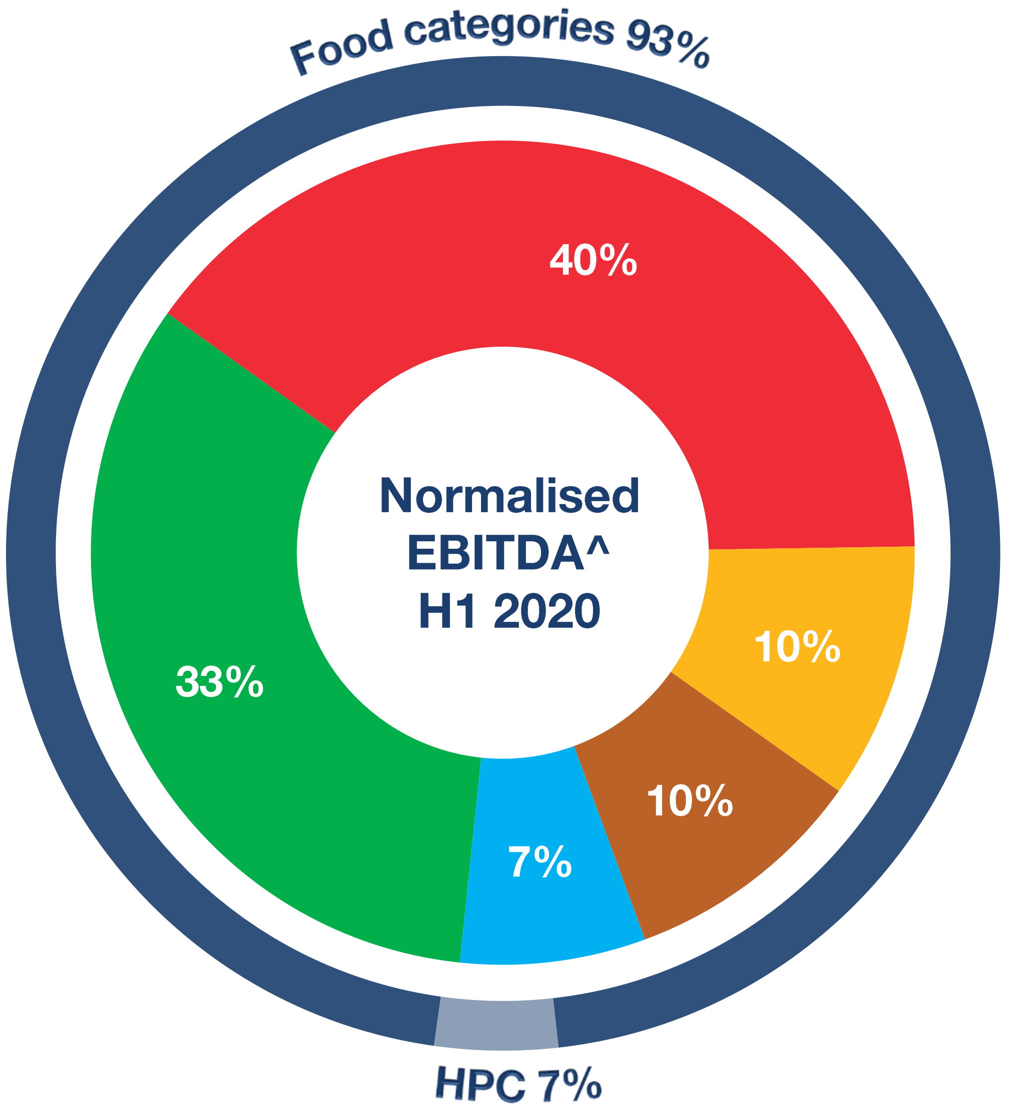
Our category focused approach

Food Categories				Non-Food
1	2	3	4	5
Perishables	**Groceries**	**Snacks & Confectionery**	**Baking & Baking Aids**	**HPC**
Lancewood, Finlar Fine Foods, Rialto, Denny, Millennium Foods	Cape Herb & Spice, Dickon Hall Foods, Rialto, Cecil Vinegar Works, Khoisan Gourmet, Hurters Honey, Montagu Foods, Multi-cup, Chamonix	Ambassador Foods, K Snacks	Cani, Amaro Foods, Retailer Brands	Libstar Household & Personal Care

Category revenue contributions



Category Normalised EBITDA^ contributions



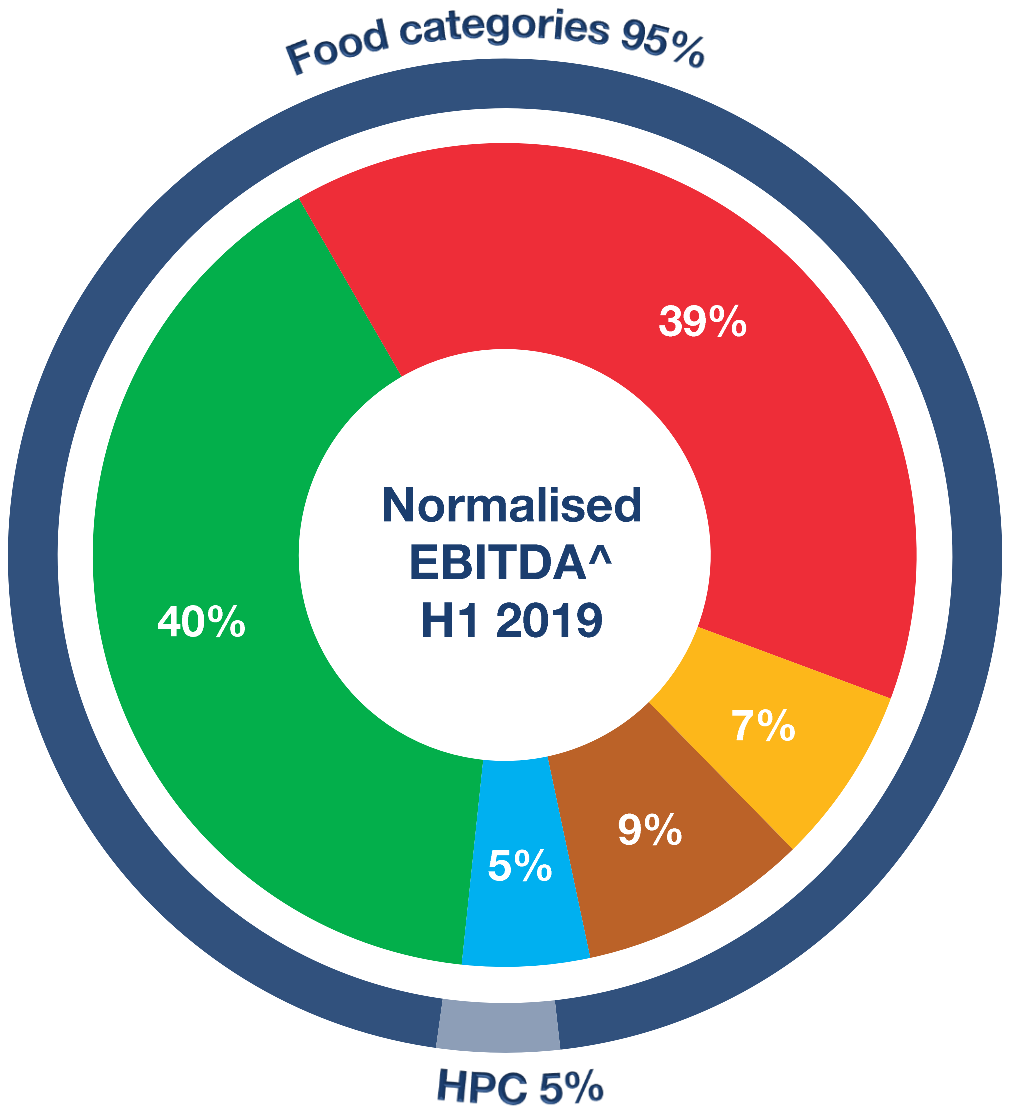
PERISHABLES

GROCERIES

SNACKS & CONFECTIONERY

BAKING & BAKING AIDS

HOUSEHOLD & PERSONAL CARE (HPC)



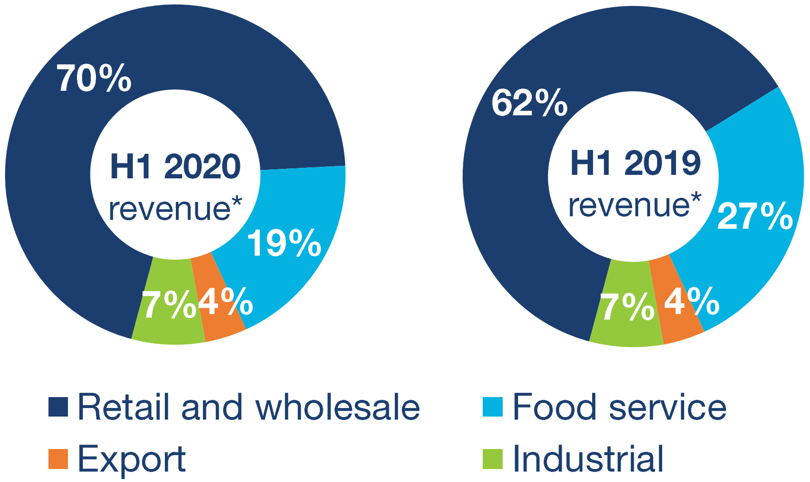
^ Before allocation of corporate costs

H1 2020 Performance by Category & Channel

Category performance	Volume	Price/mix	H1 2020	% ch.	H1 2019
Organic Revenue (Rm)	-4.0%	+2.3%	2 167.8	*-1.7%*	2 205.3
Gross profit margin %			*20.4%*	*-0.5 pp*	*20.9%*
Normalised EBITDA* (Rm)			169.9	*-21.0%*	215.2
EBITDA margin %			*7.8%*	*-2.0 pp*	*9.8%*

** Detailed divisional contribution to EBITDA provided in appendix*

Channel contribution



Perishables revenue by channel^	Six months to 30 June 2020
Retail & Wholesale	+8.1%
Food service	-34.0%
Export	+2.4%
Industrial & Contract Manufacturing	-0.9%
Perishables category net revenue	**-1.7%**

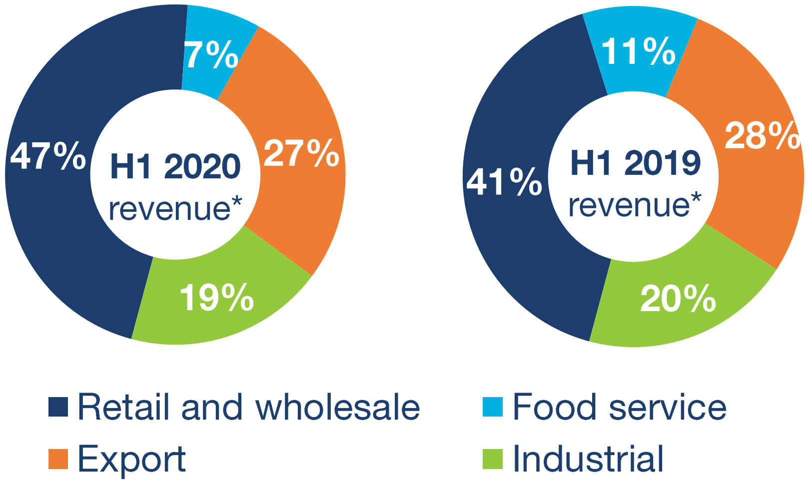
^ Gross revenue

H1 2020 Performance by Category & Channel

Category performance	Volume	Price/mix	H1 2020	% ch.	H1 2019
Organic Revenue (Rm)	-2.5%	+0.1%	1 428.0	-2.4%	1 462.5
Gross profit margin %			26.4%	-1.2pp	27.6%
Normalised EBITDA* (Rm)			203.3	-2.0%	207.5
EBITDA margin %			14.0%	0.0pp	14.0%

** Detailed divisional contribution to EBITDA provided in appendix*

Channel contribution



Groceries revenue by channel^	Six months to 30 June 2020
Retail & Wholesale	+6.3%
Food service	-42.0%
Export	-9.8%
Industrial & Contract Manufacturing	-11.1%
Groceries category net revenue	**-2.4%**

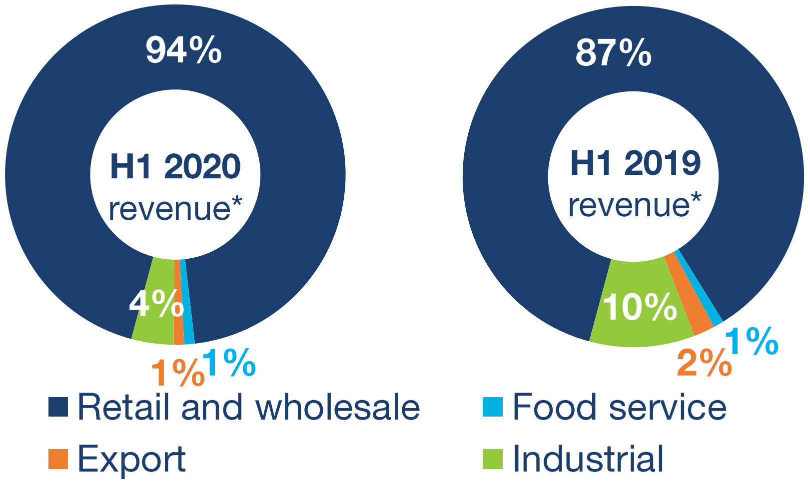
^ Gross revenue

H1 2020 Performance by Category & Channel

Category performance	Volume	Price/mix	H1 2020	% ch.	H1 2019
Organic Revenue (Rm)	+33.6%	-32.4%	237.6	*+1.2%*	234.8
Gross profit margin %			*31.7%*	*+6.9pp*	*24.8%*
Normalised EBITDA* (Rm)			53.9	*+44.4%*	37.3
EBITDA margin %			*19.1%*	*+3.5 pp*	*15.6%*

** Detailed divisional contribution to EBITDA provided in appendix*

Channel contribution



Snacks & Confectionery revenue by channel^	Six months to 30 June 2020
Retail & Wholesale	+9.2%
Food service	+6.8%
Export	-27.7%
Industrial & contract Manufacturing	-56.9%
Snacks & Confectionery category net revenue	**+1.2%**

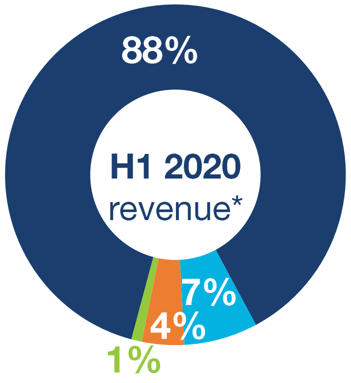
^ Gross revenue

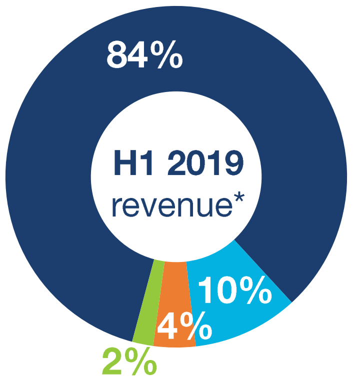
H1 2020 Performance by Category & Channel

Category performance	Volume	Price/mix	H1 2020	% ch.	H1 2019
Organic Revenue (Rm)	+5.3%	+17.5%	385.7	+22.9%	313.9
Gross profit margin %			*27.2%*	*+3.0pp*	*24.2%*
Normalised EBITDA* (Rm)			48.8	*-2.0%*	49.8
EBITDA margin %			*12.7%*	*-3.2pp*	*15.9%*

** Detailed divisional contribution to EBITDA provided in appendix*

Channel contribution





■ Retail and wholesale ■ Food service
■ Export ■ Industrial

Baking & Baking Aids revenue by channel^	Six months to 30 June 2020
Retail & Wholesale	+23.8%
Food service	-19.3%
Export	+22.7%
Industrial & Contract Manufacturing	-18.1%
Baking & Baking Aids category net revenue	**+22.9%**

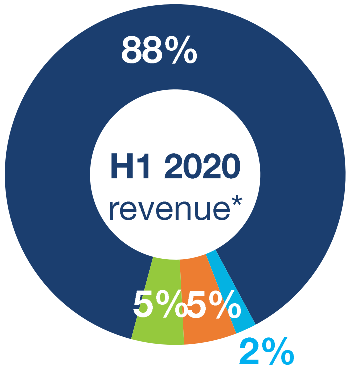
^ Gross revenue

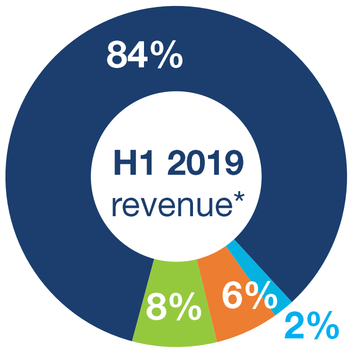
H1 2020 Performance by Category & Channel

Category performance	Volume	Price/mix	H1 2020	% ch.	H1 2019
Organic Revenue (Rm)	+2.9%	+8.5%	415.9	*+11.5%*	373.1
Gross profit margin %			*19.2%*	*+1.1pp*	*18.1%*
Normalised EBITDA* (Rm)			37.1	*+46.8%*	25.3
EBITDA margin %			*8.9%*	*+2.1pp*	*6.8%*

** Detailed divisional contribution to EBITDA provided in appendix*

Channel contribution





■ Retail and wholesale ■ Food service
■ Export ■ Industrial

HPC revenue by channel^	Six months to 30 June 2020
Retail & Wholesale	+8.0%
Food service	-26.3%
Export	-6.7%
Industrial & Contract Manufacturing	-30.1%
HPC category net revenue	**+11.5%**

^ Gross revenue

04
Outlook

Andries van Rensburg, CEO

Short term outlook by Category & Channel

Outlook by Sales Channel

Retail & Wholesale

- Strong demand for in-home dining & sanitisation products

Food service

- Improved demand since level 3 lockdown
- Return to pre-Covid-19 levels expected to be slow

Exports

- Strong demand expected to continue
- Improved order fulfilment rates

Industrial & Contract Manufacturing

- Improved demand for retail market products
- New food service products and customers
- Cost-saving restructuring

Outlook by Category

- **All categories** to benefit from strong retail & wholesale channel demand, but economic effect on consumer spending unknown
- **Perishables** to benefit most from improved food service demand, but unlikely to match 2019
- **Groceries** to benefit from improved food service demand & improved export shipment completion rates
- **Snacks & Confectionery** will continue to benefit from the contract manufacturing of Pringles snacks
- **Baking & Baking Aids** to benefit from improved food service and in-home dining demand
- **HPC** will benefit from consolidated premises leased & operated from Q4 2020

Key priorities & strategies

Key priorities in a Covid-19 environment

- Protect Libstar's people
- Preservation of financial stability & cash flows
- Maintain high service levels to customers
- Further restructuring where necessary – contain costs & improve performance
- Continuation of pre-Covid-19 divisional consolidation around Group categories & capabilities
  - Reducing sales & merchandising duplication
  - Rationalising resources
  - Yielding collaboration, efficiency & growth opportunities

Main strategic thrusts for H2 2020

- Continue to:
  - Invest in expansionary & replacement capex, albeit at a lower rate vs 2019
    - Lower capex was already part of 2020 plan prior to Covid-19
  - Pursue innovation strategy

Consistently meeting consumers' needs with product innovation

Innovation	H1 2020	
	88	New products
	36	Renovated products
	124	**Total**

Libstar's competitive advantages

Strong culture of innovation, differentiation	Positioned for private label growth	A portfolio capitalising on key health, wellness, eco-friendly & convenience trends
Strong category management insight & capabilities	Deep customer relationships in niche product categories	Growing market share
Low exposure to volatile commodity products	World class, low-cost manufacturing & portfolio optimisation	Strong cash generation & balance sheet

Strong market positioning

Libstar well-positioned to meet changing consumer needs & behaviours through its focus on:

Private label (PL) / Dealer own Brands (DOB)

- DOB/PL growing ahead of branded products; Libstar's basket growing market share (↑ from 12.4% to 12.7% of R27.3bn Defined Basket* on 12 month rolling basis to June 2020)

Health & wellness

- Health conscious shoppers supporting vitamin & supplement sales plus food products (eg. yoghurt, olive oil, fresh fruit & vegetables)

Environmentally-friendly

- Libstar established paper-straw manufacturing capability
- Launch of Precious Planet brand (new range of PL/DOB HPC products)
- Denny compostable punnets

Basket size & shopper behaviour

- Fewer trips to retailers & increased shopping basket size, larger pack sizes
- Online retail / click & collect / delivery

** "Defined Basket" includes the following retailers: Shoprite Group, PNP Group and Spar Group. In addition, we are only able to measure our read in categories for which we receive a full data set. This is therefore not a full read of all the Libstar businesses & categories but gives a good indication of our performance in top end retail.*

F2020 Group Outlook

HEADWINDS & Covid-19	• Effects of pandemic not yet fully manifest in SA economy; extreme unemployment & spending pressure • Slow food service recovery • Supply chain disruption due to Covid-19 • Some benefits from higher capex over last 2 years delayed by Covid-19 • c. R800k - R1m per week Covid-19 extraordinary expenditure
TAILWINDS	• Strong retail sales channel demand although consumers under pressure • Stable cash flows & balance sheet • Post period-end – Improved shipment fulfilment rates of exported dry condiments – Further positive effects of Pringles snacks contract manufacturing – Cost-rationalisation & higher demand in HPC
SEASONALITY	• Although H2 performance traditionally stronger (seasonal), the historic 40:60 ratio could be affected by further impact of Covid-19 on customers & consumers

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Questions and Answers

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Disclaimer

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 f 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


CapeHerb&Spice
CapeHerb&Spice
EXOTIC SPICES
THAI 7 SPICE
50 g / 1.76 oz

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Income Statement – R44m in extraordinary expenses

Covid-19 extraordinary expenses	% of Total Cost	Rm
Donations*	**8%**	3 459 275
Charitable giving to parties external to the Group	8%	3 459 275
Personnel related benefits	**42%**	18 472 720
Special transport benefits*	28%	12 357 878
Bonusses or other incentives to ensure high attendance and service levels	8%	3 641 539
Sanitisation packs (not protective gear)*	1%	559 298
Food packs*	1%	580 379
Vouchers*	0%	70 600
Personnel Covid-19 Tests*	1%	631 624
Any other assistance to personnel (internal)*	1%	631 402
Covid-19 operating costs	**50%**	22 006 281
Cleaning expenses*	5%	2 241 941
Protective clothing and cleaning material*	17%	7 466 151
Transport expenses*	1%	614 191
Overtime worked	14%	6 066 122
Temporary Staff hired	1%	644 422
Cost of Covid-19 Monitoring*	2%	758 951
Any other unusual cost to operate*	10%	4 214 503
Total	**100%**	**43 938 276**

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

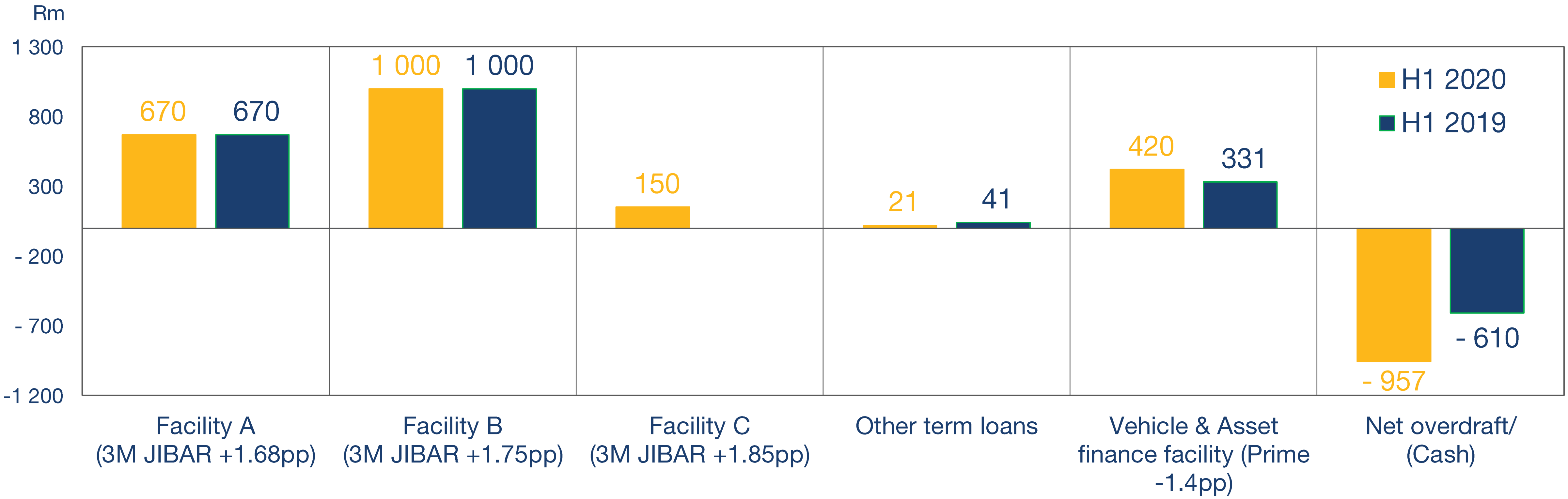
Breakdown of open FEC exposure

Quarter	Dealt Amount - Millions	Forward Rate	FEC Cover Rm	Forward rate on 30 June 20	FEC revalued at 30 June 20 Rm
Buy (Imports)					
2020-Q3			**122**		**125**
+EUR	4	19.3	73	19.6	74
+SGD	0	12.4	1	12.5	1
+THB	2	0.6	1	0.6	1
+USD	3	16.7	47	17.4	49
2020-Q4			**11**		**11**
+USD	1	17.6	11	17.6	11
Total open FEC's			**132**		**136**
-Sell (Exports)					
2020-Q3			**-242**		**-260**
+AUD	-2	10.6	-21	12.0	-24
+EUR	-4	18.9	-72	19.7	-75
+GBP	-1	19.8	-13	21.6	-14
+NZD	-0	11.2	-1	11.2	-1
+USD	-8	16.1	-134	17.5	-146
2020-Q4			**-226**		**-244**
+AUD	-2	10.9	-24	12.1	-27
+EUR	-4	19.0	-67	19.9	-70
+GBP	-0	19.7	-9	21.7	-10
+USD	-8	16.1	-126	17.6	-138
2021-Q1			**-90**		**-96**
+AUD	-2	11.2	-17	12.2	-19
+EUR	-0	19.5	-5	20.1	-5
+GBP	-0	22.5	-5	22.0	-5
+USD	-4	16.5	-63	17.7	-68
2021-Q2			**-20**		**-20**
+AUD	-0	12.2	-5	12.3	-5
+EUR	-0	20.2	-1	20.2	-1
+USD	-1	18.0	-14	17.9	-14
Total open FEC's			**-577**		**-620**
Grand Total:			**-445**		**-484**

Breakdown of net investing & net financing activities

Rm	H1 2020
Net investing activities	-143
Capital expenditure	-144
Sale of PPE	5
Other financial assets acquired	-3
Acquisition of business	-1
Net financing activities	20
Principal elements of lease payments	-73
Net movement from term loans and asset-based financing	93

Net debt structure



- Renegotiated debt package implemented Nov 2018 - achieved 0.9% reduction in weighted average cost of debt
- 94% (R2.3bn) in long term borrowings (R138m due in next 12 months)
- 100% floating rates

Divisional contribution to EBITDA

	Weighted contribution to 21.0% normalised EBITDA decrease	
92% of category EBITDA*	Lancewood (Dairy)	-8.0%
	Finlar (Meat)	-8.2%
	Rialto (Value-added perishables)	-1.4%
	Denny (Mushrooms)	-2.8%
	Millennium Foods (Pre-packaged meals)	-0.6%
	Total	-21.0%

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GROCERIES

Divisional contribution to EBITDA

	Weighted contribution to 2.0% normalised EBITDA decrease	
83% of category EBITDA	Dry condiments (Cape Herb & Spice)	+8.8%
	Meal ingredients (Rialto Foods; NMC)	+0.2%
	Wet condiments (Dickon Hall Foods)	-9.4%
	Spreads (Hurters Honey)	-0.1%
	Wet condiments (Cecil Vinegar; Montagu Foods)	+5.6%
	Teas (Khoisan Gourmet)	-3.4%
	Multi-Cup (Specialised food packaging)	-3.2%
	Chamonix (Niche Beverages)	-0.5%
	Total	-2.0%

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SNACKS & CONFECTIONERY

Divisional contribution to EBITDA

	Weighted contribution to 44.4% normalised EBITDA increase	
100% of category EBITDA	Ambassador Foods	+9.8%
	K Snacks (1 month in H1 2019)	+34.6%
	Total	+44.4%

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BAKING & BAKING AIDS

Divisional contribution to EBITDA

	Weighted contribution to 2.0% normalised EBITDA decrease	
100% of category EBITDA	Amaro Foods	-10.7%
	Retailer Brands	+9.3%
	Cani Artisan Bakers	-0.5%
	Total	**-2.0%**