

INTERIM RESULTS PRESENTATION

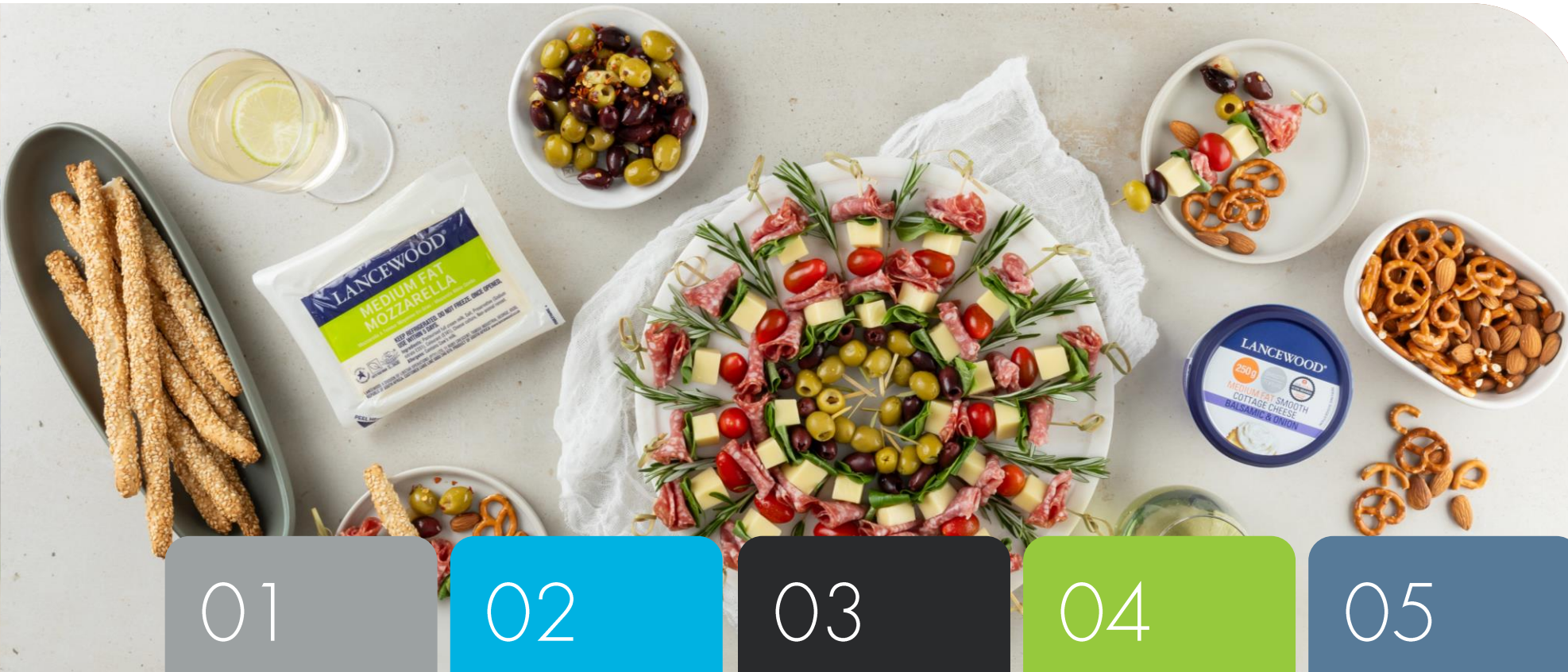
QUALITY
BRANDS

GREAT
FOOD

SPECIAL
MOMENTS

Six months ended
30 June 2024

PRESENTATION OVERVIEW



QUALITY
BRANDS

GREAT
FOOD

SPECIAL
MOMENTS

01

EXECUTIVE
SUMMARY

02

FINANCIAL
REVIEW

03

CATEGORY
PERFORMANCE

04

H2
STRATEGIC
PRIORITIES

05

OUTLOOK

01

EXECUTIVE
SUMMARY



QUALITY
BRANDS

GREAT
FOOD

SPECIAL
MOMENTS

HIGHLIGHTS

Continued progress in execution of simplification, growth and sustainability strategy:



SIMPLIFY

- Exit of beverage manufacturing
- Sale of Chet Chemicals
- New Perishable Category operating structure
- Ambient Product sub-category consolidation (dry and wet condiments)



GROW

- Volume recovery driven by dry condiment exports and contract manufacturing
- Sustained gross profit margin improvement
- Successful culture campaign launch



SUSTAIN

- Improved gearing ratio
- Solar installation completed at Amaro Foods

CHALLENGES

Retail channel volume pressures persisted

Food service channel volumes impacted by weak consumer demand and supplier diversification strategies

Improved performance of fresh mushrooms, but still detracting from Group performance

Operational challenges in Snacking

SUMMARISED RESULTS H1 2024

REVENUE GROWTH YOY

+5.2%

(Volume -0.2% Price/mix +5.4%)

GROSS PROFIT MARGIN*

21.5%

(H1 2023: 21.2%)

NORMALISED[^] EBIT GROWTH

+5.3%

NORMALISED[^] EBITDA GROWTH

+13.4%

NORMALISED[^] HEPS GROWTH

+11.4%

TOTAL DILUTED HEPS

+32.4%

GEARING RATIO

1.6x

(H1 2023: 2.1x)

ROIC

9.6%

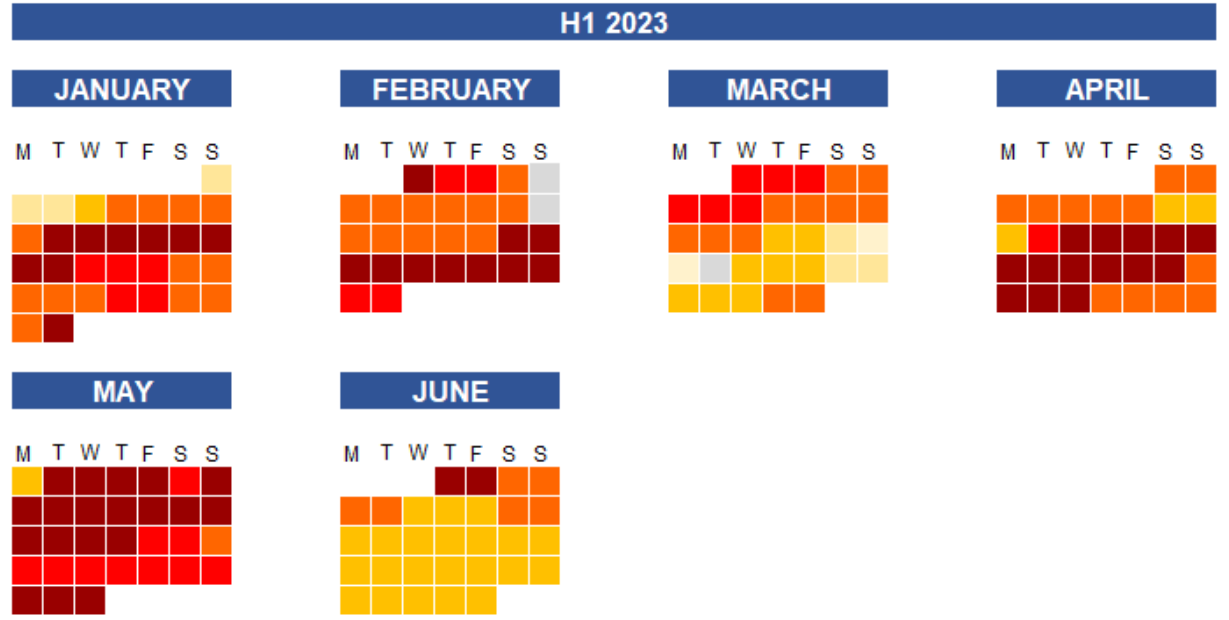
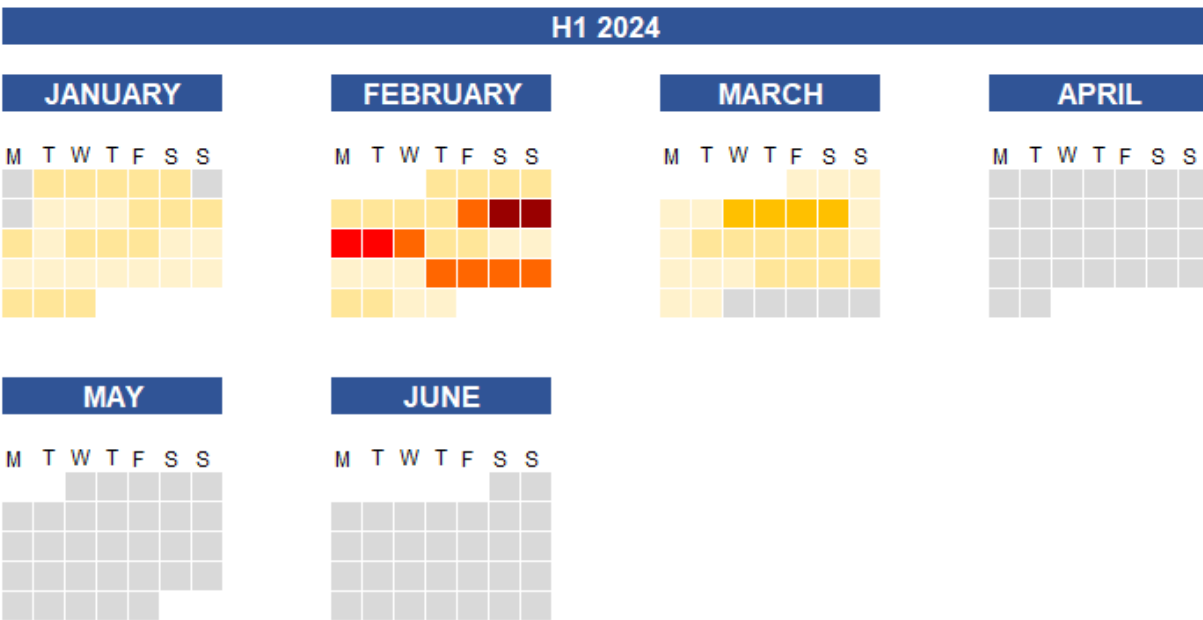
(H1 2023: 8.0%)

* Restated

[^] Normalised EBIT/EBITDA, Normalised EPS/HEPS, from continuing operations, excludes non-recurring, non-trading and non-cash items

DIRECT IMPACT OF LOAD-SHEDDING

Days with load-shedding:



Source: Eskom se Push

Libstar generator capacity



	2022	2023	H1 2024
kVA of generators	22 872	33 168	33 768
Capital cost of generators	R13.1m	R19.3m	R4.2m

Diesel and electricity spend in 2024



	H1 2023	H1 2024
Diesel for generators	R45.1m	R13.7m
Electricity	R78.1m	R92.1m

CHANNEL PERFORMANCE

Revenue by sales channel	YoY change			Revenue contribution	
	H1 2024	Volume	Price/mix	H1 2024	H1 2023*
Retail & Wholesale	+7.0%	-5.3%	+12.3%	59.2%	58.3%
Food Service	-5.8%	-4.3%	-1.5%	18.7%	20.8%
Export	+2.7%	+8.4%	-5.7%	10.5%	10.8%
Industrial & Contract Manufacturing	+20.4%	+14.6%	+5.8%	11.6%	10.1%
Total Group	+5.2%	-0.2%	+5.4%	100.0%	100.0%

* Restated

02

FINANCIAL
REVIEW



QUALITY
BRANDS

GREAT
FOOD

SPECIAL
MOMENTS

INCOME STATEMENT – SNAPSHOT

(R'm)	H1 2024	change	H1 2023*
Revenue	5 813.2	+5.2%	5 523.6
Gross profit margin (%)	21.5%	+0.3pp	21.2%
Other income	7.3		22.3
FX and P/L on disposal of PPE	11.8		-25.1
Operating expenses	-1 061.3	+8.2%	-980.9
<i>Margin</i>	18.3%		17.8%
Operating profit	208.0	+12.6%	184.8
<i>Margin</i>	3.6%		3.3%
Normalised operating profit	260.5	+5.3%	247.4
<i>Margin</i>	4.5%		4.5%
Normalised EBITDA	448.9	+13.4%	396.1
<i>Margin</i>	7.7%		7.2%
Net finance cost	-96.5	-11.1%	-108.6
Profit before tax	111.4	+46.2%	76.2
Income tax	-28.1		-12.6
<i>Effective tax rate</i>	-25.1%		-16.6%
Profit after tax	83.4		63.6

FINANCIAL POSITION – WORKING CAPITAL & CAPEX

Net working capital (NWC) days increased by 4 days to 67

	H1 2024	H1 2023	2023
NWC (days)	67	63	67
NWC (% of revenue*)	17.6%	16.6%	17.7%

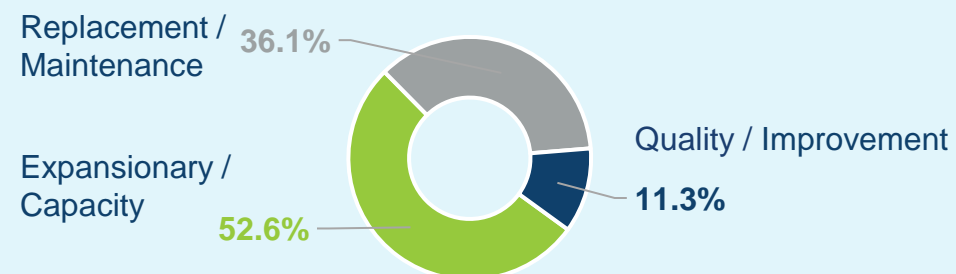
- The increased NWC was driven by higher inventory days in:
 - Dairy products
 - Dry Condiment export finished goods awaiting shipments
 - Increased imported raw materials and finished goods in transit

The Group target range is expected to increase to 15% - 17% of revenue (previously 14% - 16%) in the medium term given the continued shipment delays

* Restated

	H1 2024	% ch.	H1 2023
Total Capex	R80.4m	-35.7%	R125.1m
Capex % of revenue	1.4%		2.3%

Contribution to total Capex

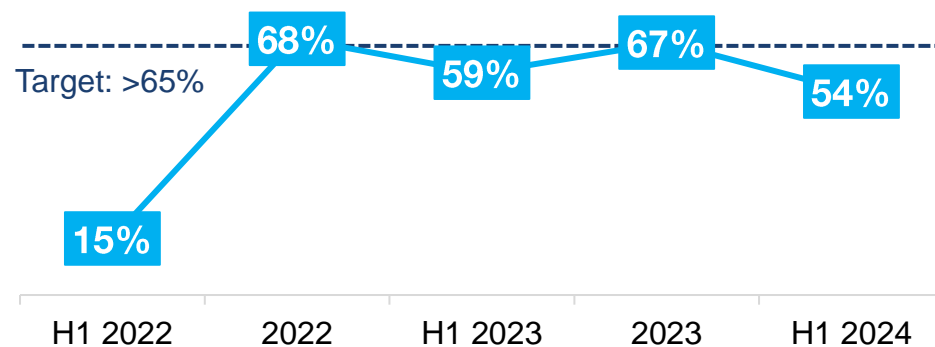


- A R36.0 million investment in capacity enhancing projects, including:
 - R10.6 million in the Dairy sub-category on an effluent treatment plant and a new natural cheese slicing line
 - R5.8 million in facility upgrades and new lines to increase capacity in the Value-added Meats sub-category
 - R5.1 million in facility upgrades for the Wet Condiments sub-category
- R36.2 million investment in replacement and maintenance projects as well as quality and improvement projects
- A further R8.2 million investment in energy and electricity generation projects to mitigate the impact of load-shedding and to maintain customer service levels

Key financial ratios

	H1 2024	H1 2023	2023	Targets
Gearing ratio	1.6	2.1	1.6	<2.0
Interest cover	5.6	5.2	4.9	>3.5
ROIC	9.6%	8.0%	9.8%	WACC plus 2%

Cash conversion ratio decreased to 54%



Cash flow analysis

H1 2024 (R'm)		H1 2023 * (R'm)	
397	Opening cash balance	449	
444	Cash generated from ops	403	
- 163	Working capital changes	-123	
- 96	Net finance charges	-109	
- 51	Tax paid	-62	
134	Cash generated from operating activities	109	
- 45	Investment activities	-105	
- 196	Finance activities	-105	
5	Effects of exchange rate changes	-10	
295	Closing cash balance	338	
Available facilities: R1.2bn			

* Restated

03

CATEGORY
PERFORMANCE

QUALITY
BRANDS

GREAT
FOOD

SPECIAL
MOMENTS





AMBIENT PRODUCTS

FOODS

Cape Herb & Spice™



RIALTO

Dry Condiments

Meal Ingredients



Snacking

Spreads



Wet Condiments



Baking

Beverages



PERISHABLE PRODUCTS

FOODS

LANCEWOOD®



Dairy

Value-added Meats

DENNY®

Millennium Foods

Umatie

Fresh Mushrooms

Convenience Meals



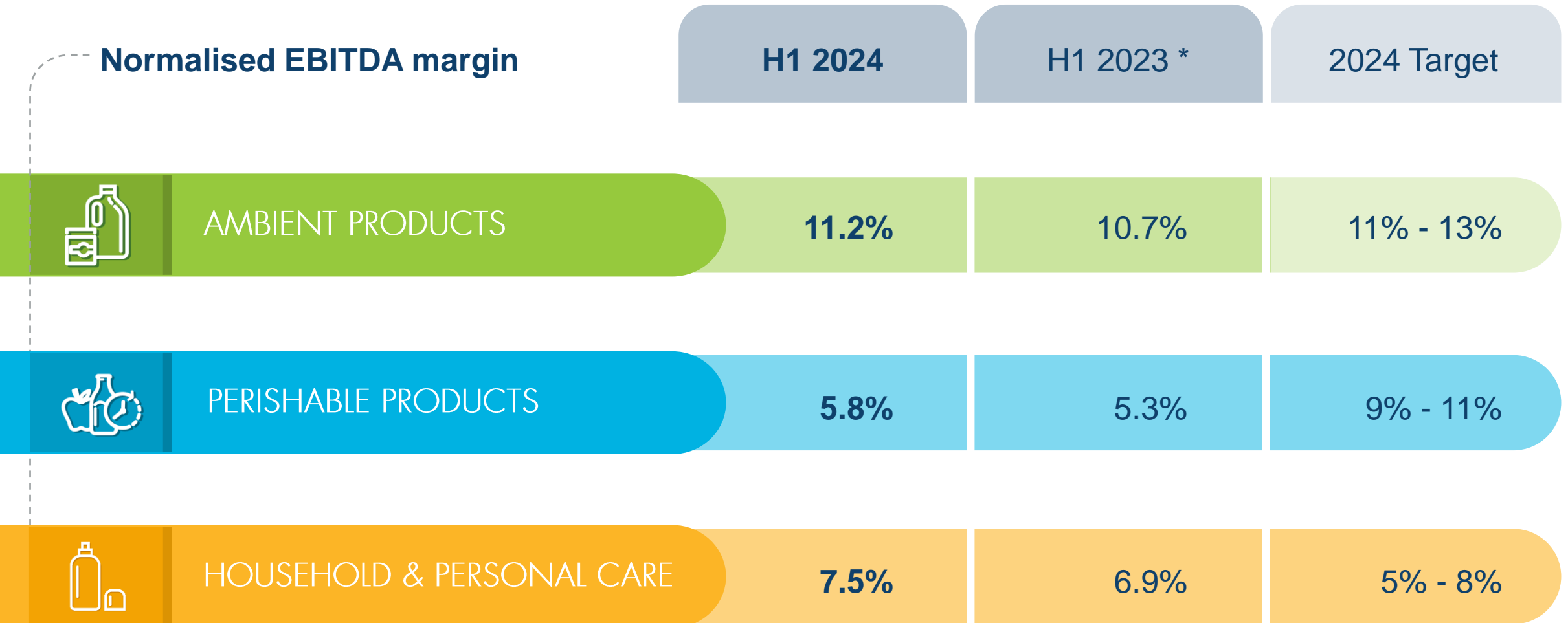
HOUSEHOLD & PERSONAL CARE

OTHER

LIBSTAR
Household & Personal Care

UNDERLYING MARGIN PERFORMANCE VS TARGETS

Normalised EBITDA margin



* Restated

H1 2024 PERFORMANCE BY CATEGORY



AMBIENT PRODUCTS

48% of Group revenue

Revenue by channel	H1 2024	Contribution
Retail & Wholesale	+5.0%	56.1%
Exports	+8.7%	17.1%
Industrial & Contract Manufacturing	+33.3%	14.8%
Food Service	+5.3%	12.0%
Category revenue	+9.1%	100.0%

Margin drivers

- Volume improvement in Industrial Wet Condiments
- Exports driven by strong Private Label performance
- Operational challenges in Snacking
- Retail meal ingredient volumes impacted by direct model

Category performance	Volume	Price/mix	H1 2024	Change	H1 2023*
Revenue (R'm)	+1.6%	+7.5%	2 782.7	+9.1%	2 550.5
Gross profit margin %			25.3%	-0.4pp	25.7%
Normalised EBITDA (R'm)			311.0	+14.2%	272.3
<i>EBITDA margin %</i>			11.2%	+0.5pp	10.7%
<i>RONA %**</i>			16.6%	-0.2pp	16.8%

* Restated

** Normalised EBIT x (1-27%)/(NWC + Lease Assets + PPE)

H1 2024 PERFORMANCE BY CATEGORY



PERISHABLE PRODUCTS

47% of Group revenue

Revenue by channel	H1 2024	Contribution
Retail & Wholesale	+10.1%	58.8%
Food Service	-10.0%	27.5%
Industrial & Contract Manufacturing	+4.8%	9.0%
Exports	-14.2%	4.7%
Category revenue	+2.0%	100.0%

Margin drivers

- Retail performance driven by dairy and value-added chicken
- Fresh Mushrooms volumes increased
- Food Service channel consumer demand and supply diversification strategies

Category performance	Volume	Price/mix	H1 2024	Change	H1 2023*
Revenue (R'm)	-2.2%	+4.2%	2 726.4	+2.0%	2 673.1
Gross profit margin %			17.3%	+0.6pp	16.7%
Normalised EBITDA (R'm)			159.3	+11.8%	142.6
EBITDA margin %			5.8%	+0.5pp	5.3%
RONA %**			10.1%	+1.1pp	9.0%

* Restated

** Normalised EBIT x (1-27%)/(NWC + Lease Assets + PPE)

H1 2024 PERFORMANCE BY CATEGORY



HOUSEHOLD & PERSONAL CARE

5% of Group revenue

Revenue by channel

H1 2024

Contribution

Retail & Wholesale

+1.5%

91.6%

Industrial & Contract Manufacturing

+3.3%

6.1%

Exports

-6.9%

2.3%

Category revenue

+1.3%

100.0%

Margin drivers

- Continued procurement savings and production efficiencies

Category performance

Volume

Price/mix

H1 2024

Change

H1 2023*

Revenue (R'm)

-0.9%

+2.2%

304.0

+1.3%

300.0

Gross profit margin %

22.9%

+2.4pp

20.5%

Normalised EBITDA (R'm)

22.8

+9.8%

20.8

EBITDA margin %

7.5%

+0.6pp

6.9%

RONA %**

5.5%

+10.7pp

-5.2%

* Restated

** Normalised EBIT x (1-27%)/(NWC + Lease Assets + PPE)

04

H2
STRATEGIC
PRIORITIES



QUALITY
BRANDS

GREAT
FOOD

SPECIAL
MOMENTS



SIMPLIFY

PORTFOLIO COMPOSITION:

- Divestment from remaining HPC division, Contactim
- Value unlocking initiatives in Fresh Mushrooms

OPERATING STRUCTURE:

- Implement Perishable Category operating model
- Scope further simplification of Ambient Product category operating model



GROW

- Support retail growth with innovation and promotional activity
- Invest in food service front-end capabilities
- New value-added meat contract manufacturing
- Execute strong pipeline of export orders
- Embed company culture and talent programmes



SUSTAIN

- Improve gearing ratio
- Execute procurement and ESG initiatives

05

OUTLOOK

QUALITY
BRANDS

GREAT
FOOD

SPECIAL
MOMENTS



2024 GROUP OUTLOOK

Macro factors

- Consumer pressure to remain
- Interest rate relief and two-pot system to potentially stimulate demand
- Port efficiency continues to impact shipments

Post-period trading

Subdued trade across retail and food service channels resulted in revenue growth moderation during the 8-week period post reporting date

Opportunities

- Portfolio and operating structures simplified by year-end
- On track to lower gearing below 1.5x
- Sufficient inventory holding to participate in H2 promotional activity
- Benefits from:
 - strong export order pipeline (dry condiments)
 - new product launches (dairy)
 - new contract manufacturing customers (value-added meat)

THANK YOU

QUALITY
BRANDS

—
GREAT
FOOD

—
SPECIAL
MOMENTS

SUPPORTING DATA

- > **Income statement**
- > Balance sheet and cash
- > Category contributions



QUALITY
BRANDS

GREAT
FOOD

SPECIAL
MOMENTS

INCOME STATEMENT RECONCILIATION

Reconciliation between Normalised EBITDA, Normalised earnings & Normalised headline earnings

(R'm)	H1 2024	% Ch.	H1 2023*
Normalised EBITDA	448.9	+13.4%	396.1
Less:			
Depreciation and amortisation	-188.4		-148.7
Net finance cost	-96.5		-108.6
Taxation and the tax effect of normalisation adjustments	-41.3		-28.5
Plus: non-controlling interest loss	0.1		0.1
Normalised earnings	122.8	+11.2%	110.4
Gain on disposal of plant and equipment (after tax)	-0.6		-1.0
Normalised headline earnings	122.2	+11.7%	109.4

* Restated

INCOME STATEMENT – NORMALISED EPS & HEPS

	H1 2024	% Ch.	H1 2023*
Normalised earnings (R'm)	122.8	+11.2%	110.4
Normalised headline earnings (R'm)	122.2	+11.7%	109.3
WANOS (million)	595.8		595.8
Normalised EPS (cps)	20.6	+11.4%	18.5
Normalised HEPS (cps)	20.5	+11.4%	18.4

* Restated

SUPPORTING DATA

- > Income statement
- > **Balance sheet and cash**
- > Category contributions



QUALITY
BRANDS

GREAT
FOOD

SPECIAL
MOMENTS

FINANCIAL POSITION – SNAPSHOT

R'm	H1 2024	H1 2023*
Non-current assets	5 480.0	5 807.0
Property, plant and equipment	1 686.1	1 765.4
Right-of-use-assets	466.4	477.8
Other non-current assets	3 327.5	3 563.8
Current assets	4 278.1	3 983.3
Total assets	9 758.1	9 790.3
Equity	5 285.6	5 119.3
Non-current liabilities	2 306.5	2 668.3
Other financial liabilities	1 269.5	1 604.2
Lease liabilities	528.0	537.4
Other non-current liabilities	509.0	526.7
Current liabilities	2 166.0	2 002.7
Total equity and liabilities	9 758.1	9 790.3

* Restated

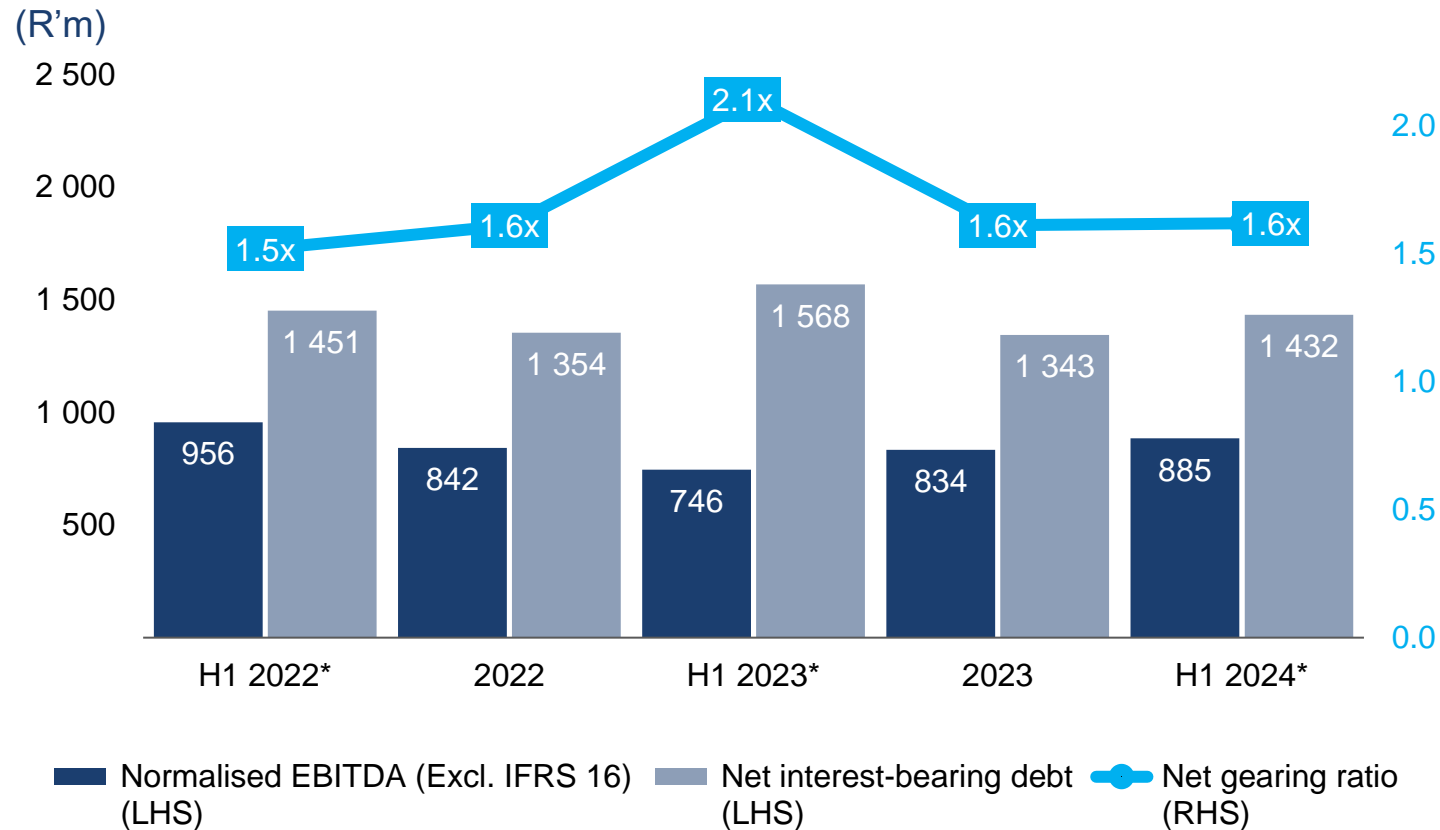
BREAKDOWN OF CASH FLOW INVESTING & FINANCING ACTIVITIES

R'm	H1 2024	H1 2023*
Net investing activities	-44.7	-104.7
Purchase of PPE	-51.0	-109.4
Sale of PPE	+6.0	+4.7
Insurance proceeds	+0.3	-
Net financing activities	-195.5	-104.7
Lease payments	-56.7	-58.2
Net movement from term loans and asset-based financing	-49.4	+85.2
Dividend paid	-89.4	-131.7

* Restated

5-YEAR NET DEBT TREND

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



Notes:

1. R1.2bn in unutilised funding facilities
2. Gearing: 1.6x (Debt covenant <2.5)
3. Interest cover to EBITDA: 5.6x (Debt covenant >3.5x)

*12-month rolling

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

NET DEBT STRUCTURE

	Facility (R'm)	Maturity date	Rate 3M JIBAR margin	H1 2024 Utilised	H1 2023* Utilised
Debt structure					
Facility A	1000	Dec-26	1.70%	1000	1000
Facility B	150	Dec-24	1.60%	150	150
Facility C	200	Dec-25	1.65%	80	120
Facility D	350	Dec-26	1.70%	-	50
Bank Overdraft	650		Prime less 2.0%	200	200
Total	2 350			1 430	1 600
Vehicle and Asset finance facility	650	N/A	Prime less 1.4%	297	306
Total debt	3 000			1 727	1 906
Less cash				-295	-338
Net debt				1 432	1 568

* Restated

- Renegotiated debt package implemented Dec 2021
- Debt maturity dates were extended by between 3 and 5 years from 1 January 2022 at a slightly improved average interest rate
- 74% (R1.3bn) in long term borrowings

SUPPORTING DATA

- > Income statement
- > Balance sheet and cash
- > **Category contributions**



CATEGORY REVENUE CONTRIBUTIONS

H1 2024

H1 2023*



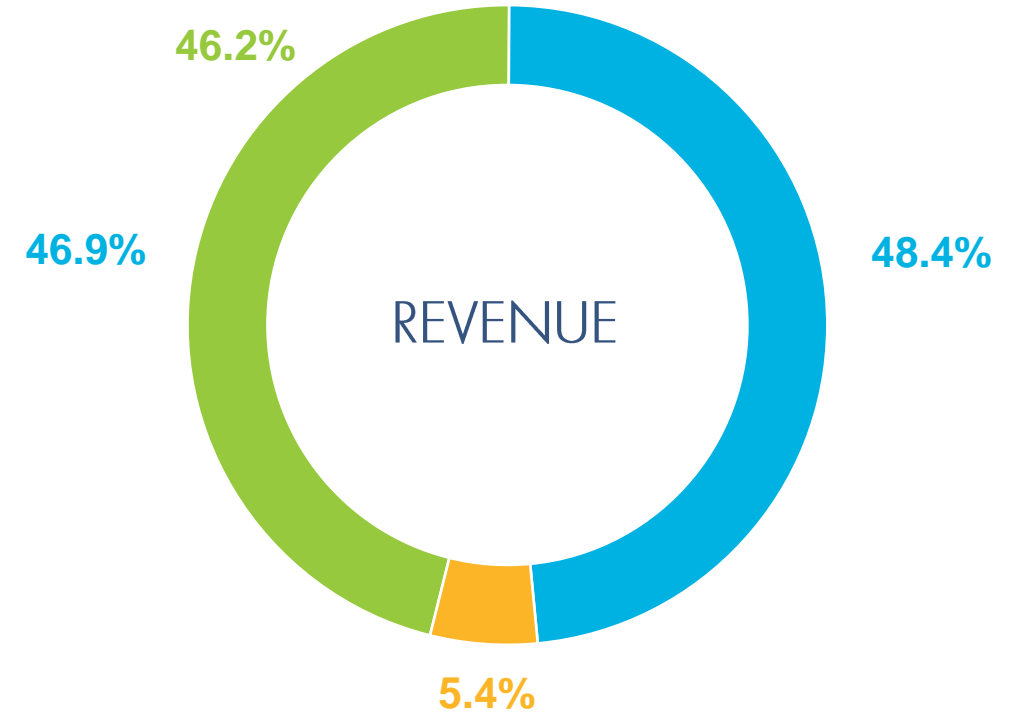
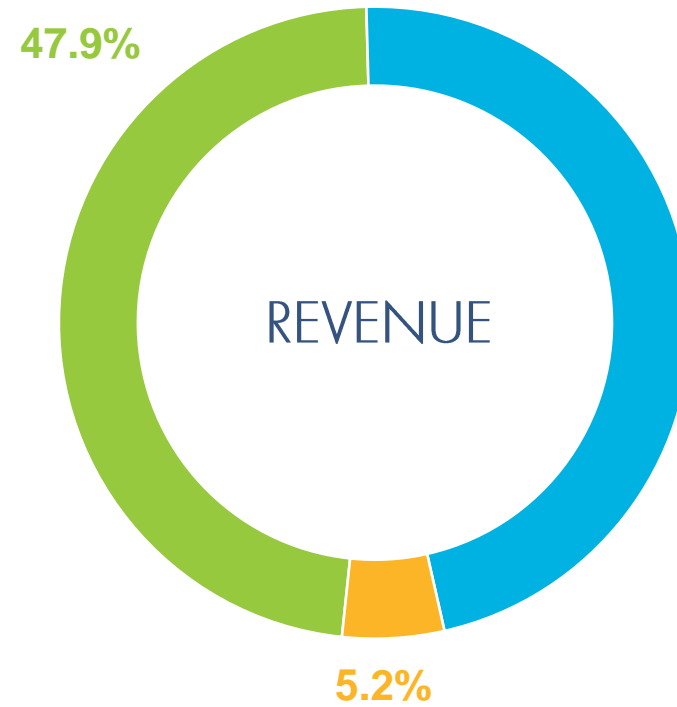
AMBIENT PRODUCTS



PERISHABLE PRODUCTS



HOUSEHOLD & PERSONAL CARE



* Restated

CATEGORY NORMALISED EBITDA** CONTRIBUTIONS

H1 2024

H1 2023*



AMBIENT PRODUCTS

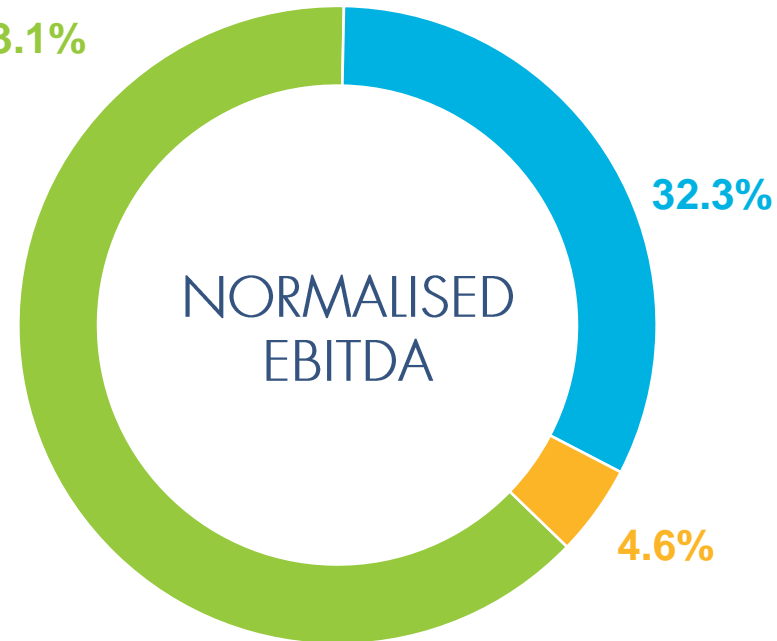


PERISHABLE PRODUCTS

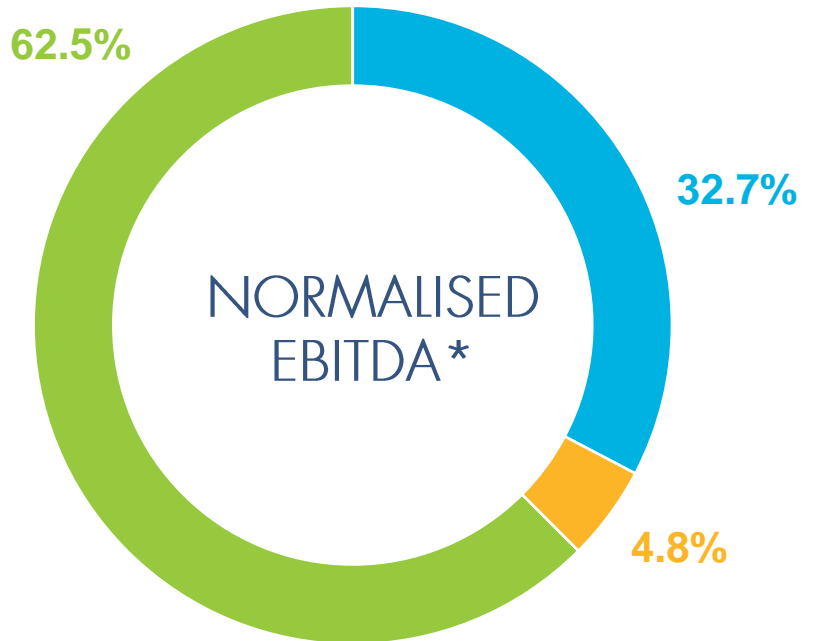


HOUSEHOLD & PERSONAL CARE

63.1%



62.5%



* Restated

** Before allocation of corporate costs

BUSINESS UNIT CONTRIBUTION TO EBITDA

Weighted contribution to change in Normalised EBITDA

Meal Ingredients	+5.9%
Dry Condiments	+4.7%
Baking	+2.4%
Wet Condiments	+7.2%
Snacking	-7.0%
Spreads	+0.3%
Beverages	+0.6%
Total	+14.2%

89% of
category
EBITDA

LIBSTAR
AMBIENT
PRODUCTS



BUSINESS UNIT CONTRIBUTION TO EBITDA

LIBSTAR
PERISHABLE
PRODUCTS

Weighted contribution to change in Normalised EBITDA

Dairy	+9.0%	122% of category EBITDA
Value-added Meats	-14.4%	
Convenience Meals	+0.1%	
Fresh Mushrooms	+17.1	
Total	+11.8%	

BUSINESS UNIT CONTRIBUTION TO EBITDA

HOUSEHOLD &
PERSONAL CARE

Weighted contribution to change in Normalised EBITDA

HPC	+9.8%
Total	+9.8%

100% of
category
EBITDA

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.