



Full year results

FY2015

Presented by:
Norman Celliers
Chief executive officer

April 2015



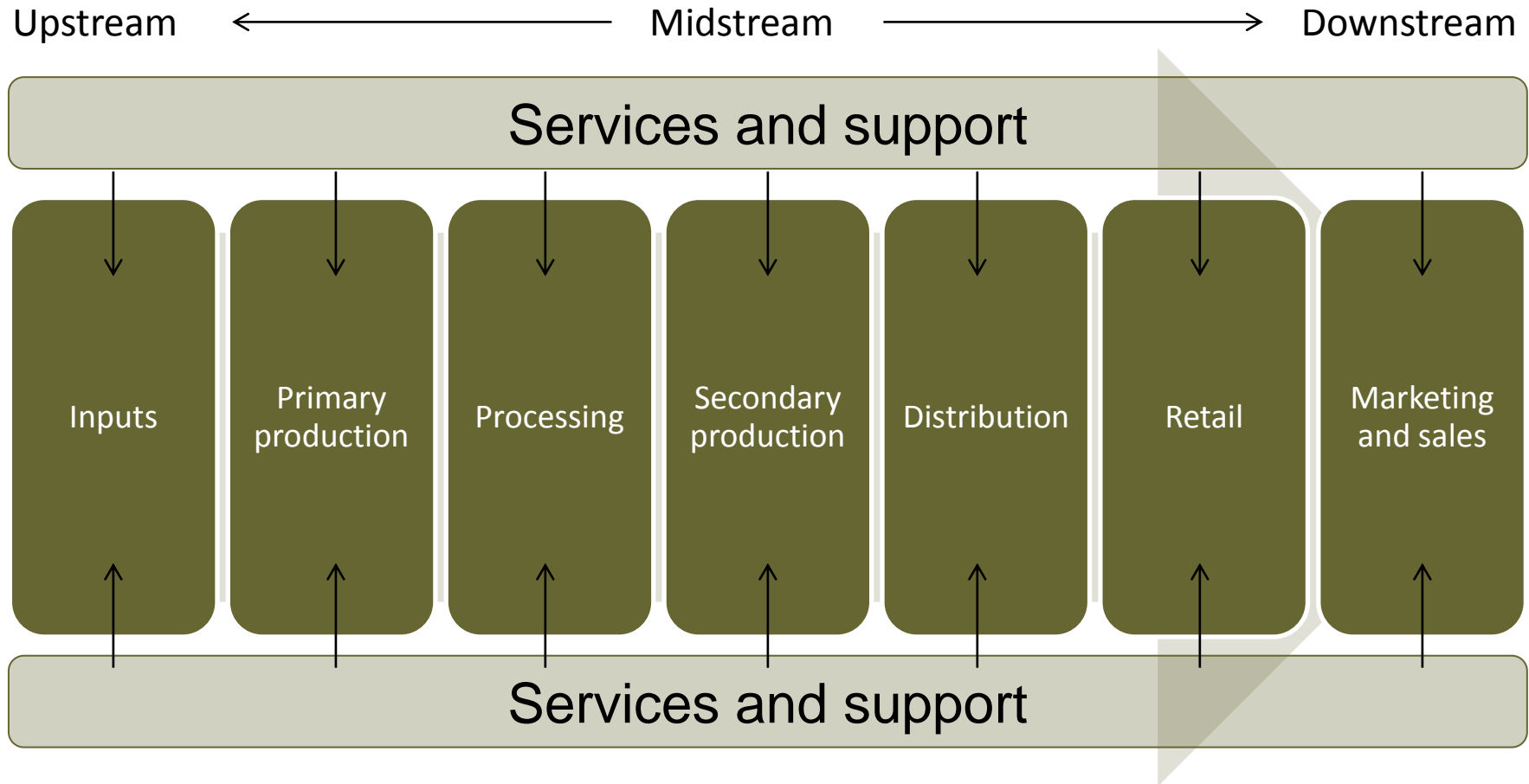
- Business overview
- Full year results
- Portfolio review



Our corporate strategy and business definition remains unchanged...

- **Long term** value investor with a primary focus on Agribusiness, specifically the food and beverage sectors
- Listed on the JSE – ZED - **hybrid private equity** vehicle
- Key characteristics of investment considerations:
 - **Growth sectors or subsectors**
 - Management with proven track record
 - High barriers to entry
 - Unique and defendable products (brands)
 - Simple (easy to understand)
 - Scalable business models
 - Focused execution

... and we remain focused on the broad AGRIBUSINESS industry with a specific focus on the food and beverage sub-sectors...



... with an expanded active strategy aimed at investing and growing large businesses.

	Historically	Today
Industry:	<ul style="list-style-type: none">• Agribusiness	<ul style="list-style-type: none">• Agribusiness
Sub-sector:	<ul style="list-style-type: none">• Food and Beverages	<ul style="list-style-type: none">• Food and Beverages• Bio Fuels• Non-food (i.e. Rubber, timber)
Geography:	<ul style="list-style-type: none">• South Africa (Direct)• Rest of World (via portfolio)	<ul style="list-style-type: none">• South Africa (Direct)• Sub-Sahara Africa (Direct)• Rest of World (via portfolio)
Criteria:	<ul style="list-style-type: none">• Arbitrage• Undervalued	<ul style="list-style-type: none">• Arbitrage• Undervalued• Growth sectors• Consolidation
Influence:	<ul style="list-style-type: none">• Passive	<ul style="list-style-type: none">• Passive• Active

Invest in and build the businesses of tomorrow

- Business overview
- Full year results
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Full Year Results

Executive Summary

	28 Feb 2014	28 Feb 2015	Y-o-Y Change	31 Mar 2015
Sum of the parts value	R5,2b	R13,3b	+157,5%	R14,1b
Recurring headline earnings	R300m	R414m	+38,5%	
Shares in issue	980m	1 444m	+47,3%	1 444m
Sum of the parts value <u>per share</u>	R5.26	R9.18	+74,5%	R9.75

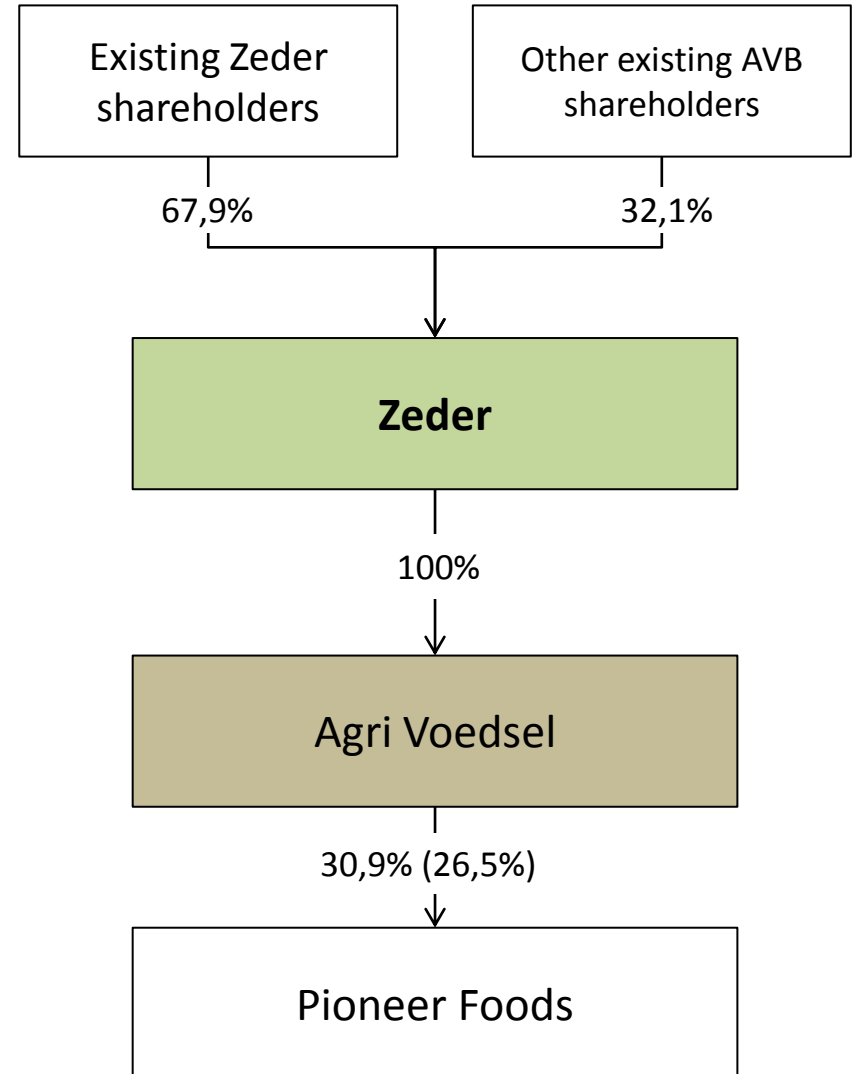
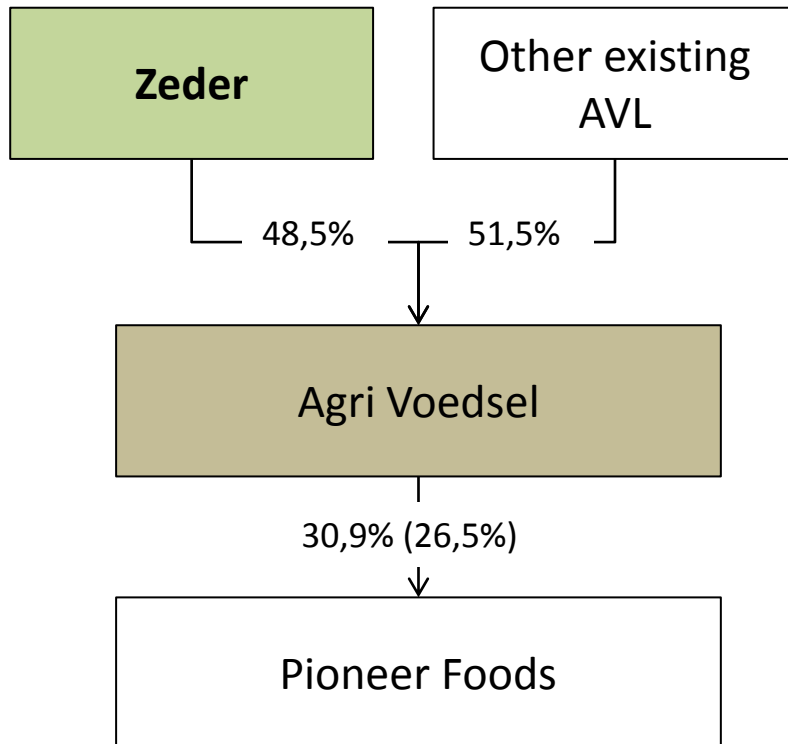
Full Year Results

The value of the underlying portfolio reached R14,1b on 31 March 2015.

Company	28-Feb-14		31-Mar-15	
	% interest	Rm	% interest	Rm
Pioneer	1.1%	164	27.3%	10 360
Capespan	72.1%	777	71.1%	1 463
Zaad	92.0%	679	92.0%	885
Kaap Agri	37.9%	528	37.9%	629
Agrivision	76.7%	560	76.5%	563
Quantum Foods			26.4%	240
Other		76		50
Agri Voedsel	47.4%	2 187		
Capevin Holdings	2.7%	177		
Subtotal		5 148		14 190
Cash		376		160
Other net liabilities		(365)		(266)
Total		5 159		14 084
Shares in issue (million)		980		1 444
SOTP value per share (R)		5.26		9.75

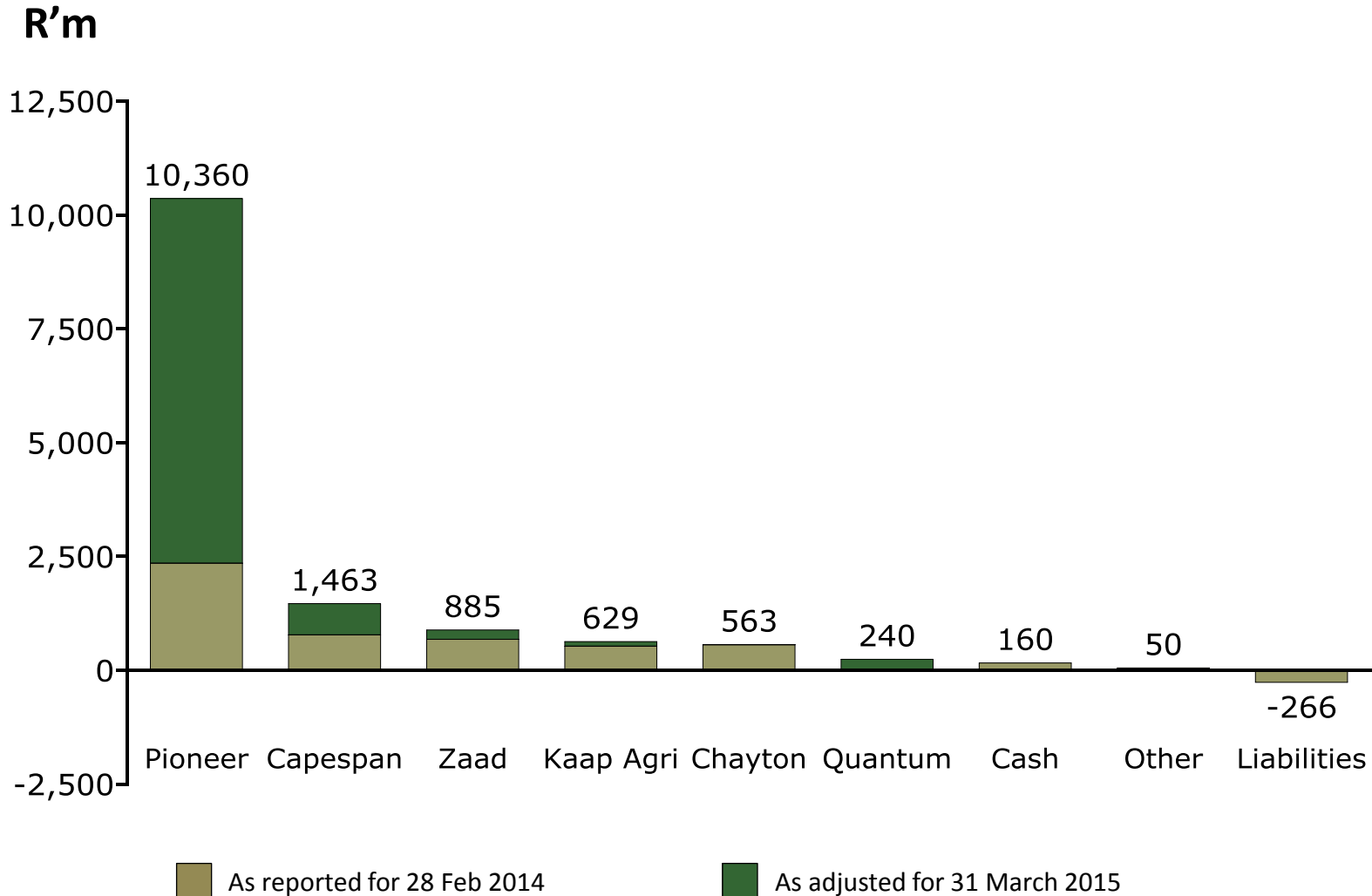
Full Year Results

Zeder successfully acquired an additional 13% in Pioneer through a transaction valued at R3,35b...



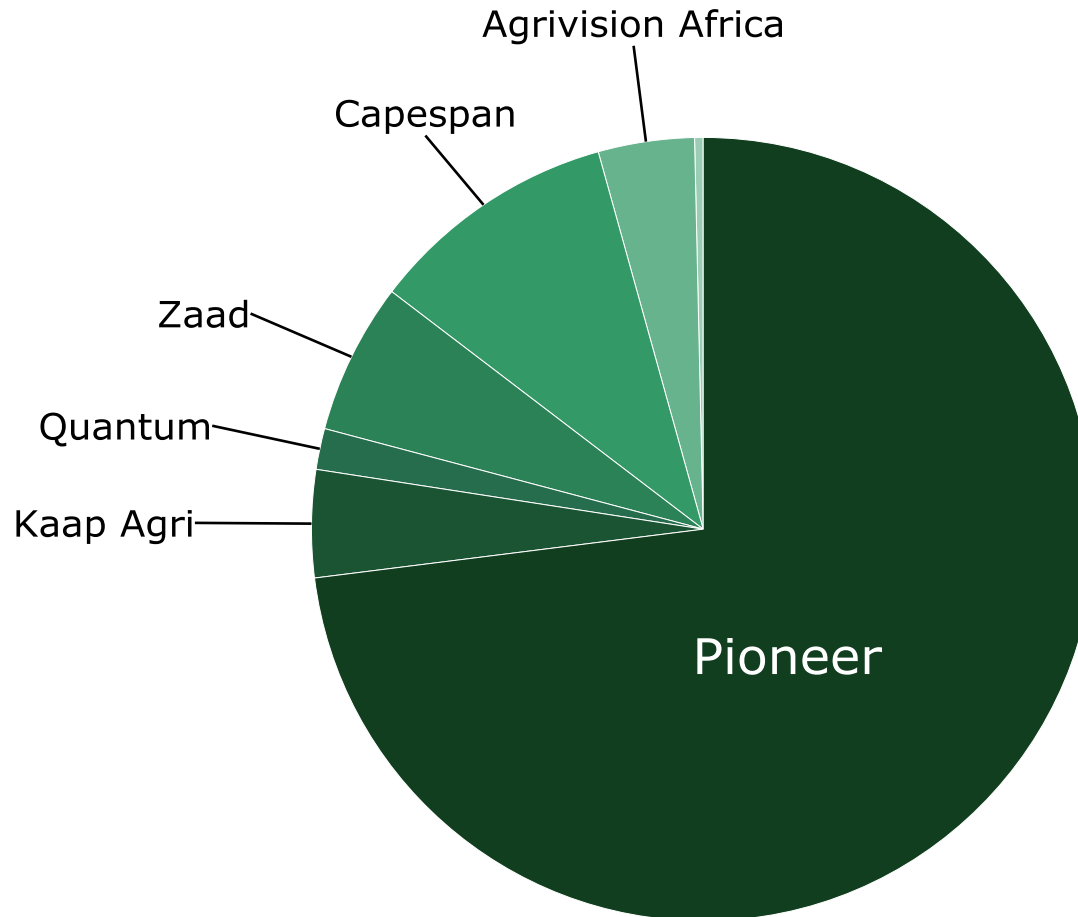
Full Year Results

... this, combined with the strong performance of Pioneer, was the main contributor of the R8,9b increase in SOTP value...



Full Year Results

... resulting in Pioneer now representing 71.1% of the portfolio value.



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Pioneer delivered strong results for the year ended 30 September 2014 and remains a strategic investment.




	Continuing operations	Group (Quantum Foods included)
Revenue	↑ 9% to R17.7 bn	↑ 7.5% to R21.3 bn
Adjusted operating profit *	↑ 46% to R1 680 m	↑ 53% to R1 771 m
Adjusted operating margin *	↑ from 7.1% to 9.5%	↑ 5.8% to 8.3%
Adjusted total HEPS *	↑ 37% to 637 cents	↑ 44% to 678 cents
* Adjusted for the Phase 1 B-BBEE charge		
Final dividend declared	↑ 81% to 156 cents	
Total dividend declared for the year	↑ 67% to 221 cents	

For detailed information visit www.pioneerfoods.co.za

Execution is focused around a clear vision and strategy that should deliver sustainable results.

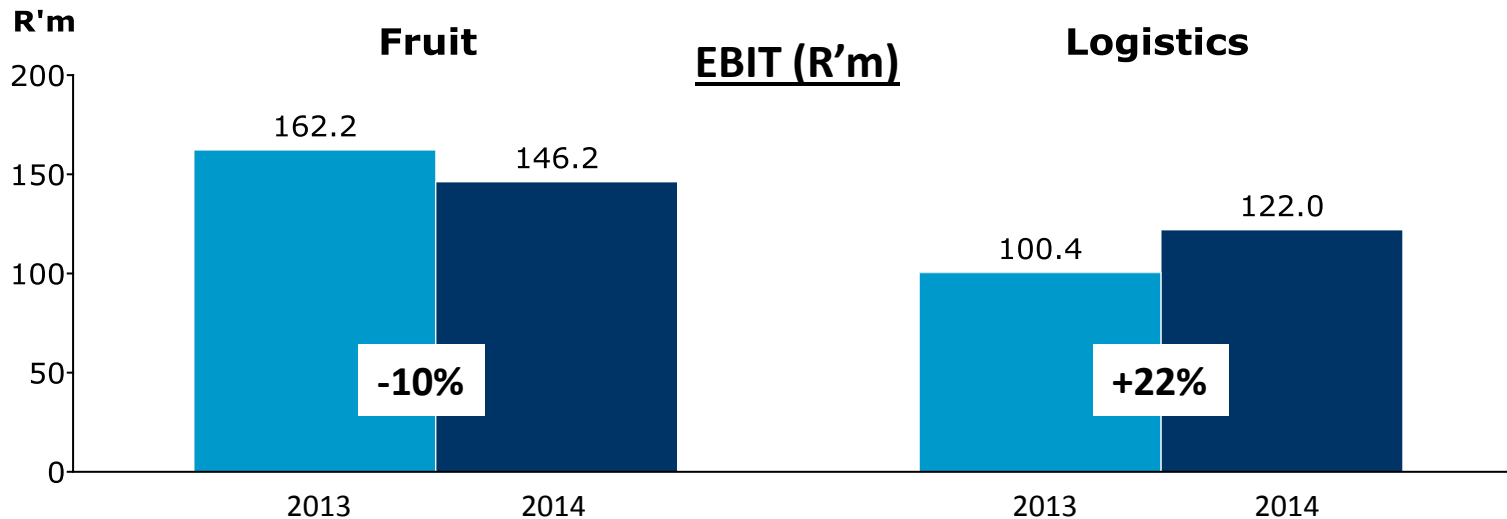


Our Vision and Goal		Our Strategy				
Our Vision						
 		Drive above market growth			Enhance competitiveness	
		1 Shape a winning corporate portfolio	2 Focus on power brands	3 Embed strategic customer management	4 Reset the cost base and step up productivity	5 Build a high performing team
		Sustainability - Adopt sustainability best practices in all we do				

After an upward restatement of its 2013 figures, Capespan reported an increase in RHE of 14.3%.

	2013	2014	Δ (%)
Revenue (R'm)	7 149	7 392	3.4
Operating profit (R'm)	191	169	(11.4)
Recurring headline earnings (R'm)	139	159	14.3

Despite tough challenges for fruit division, the group remains on track to deliver on growth targets.



- Rationalising exporting operations
- Positive farming performance
- Negative pricing on grape exports
- Significant disruption in EU markets
- Encouraging growth from China
- Adjacency investments in distribution

- Cape Town remains constrained but options emerging
- Successfully expanded into general cargo
- Positive contributions from Durban, Mozambique
- Refurbishing and expanding Durban
- Completed the KM4 terminal
- Exploring expansion opportunities in Africa

Zeder announced an offer to minority shareholders of Capespan:

85 Zeder Shares for every 100 Capespan shares offered

Zaad doubled revenues while also investing significantly in new opportunities, both locally and internationally.



	2014	2015	Δ (%)
Revenue (R'm)	465	947	104
Operating profit (R'm)	74	121	63
Recurring headline earnings (R'm)	54	77	42

Note: on a per share basis RHEPS increased by 9%

Portfolio review

With a strong product portfolio, proprietary IP and established market presence, growth is underway.



Invest, expand and grow in South Africa, Africa, Europe and Middle East

Kaap Agri continued to deliver strong results supported by non-agri growth.



	2013	2014	Δ (%)
Revenue (R'm)	4 009	4 875	21.6
Operating profit (R'm)	202	243	20.2
Recurring headline earnings (R'm)	129	158	22.6

Portfolio review

With a strong footprint and historical base, opportunities exist to continue growing.

KAAP  **AGRI**

KAAP AGRI

is a retail services group that supplies a variety of products and services mainly to the agricultural sector, but also to the general public.

Kaap Agri has 183 operating points that stretch over 97 cities, towns and places, and include areas such as the Swartland, Boland, Winelands, Overberg, Langkloof, Namaqualand, Orange River, Sundays River Valley, Namibia and adjacent areas, as well as Limpopo, Mpumalanga and Gauteng.


AGRIMARK


**LIQUOR
MARK**


EXPRESS MARK


agriplas


AGRILOG


PAKMARK

KAAP  **AGRI**
MECHANISATION

KAAP  **AGRI**
COMMODITIES

Continue to invest and expand in Core-Agri offering while simultaneously investing in higher growth adjacencies

Agrivision Africa has increased revenues but remains in the loss-making J-curve phase.



Agrivision Africa

	2013	2014	Δ (%)
Revenue (R'm)	138	353	156
Operating (loss)/profit (R'm)	(2.4)	5.1	n/a
Recurring headline loss (R'm)	(10.9)	(11.7)	(7.3)

Farm expansions has continued while major investments were made down stream in Zambia.



Agrivision Africa

Farming & Development



- 4,500 ha (irrigated)
- 1,800 ha (dry-land)

Milling & Processing



- 50,000 tons (Maize)
- 24,000 tons (Wheat)

Brands & Distribution



- Formal retail
- Distribution depots

Portfolio review

Following a period of extreme challenges in the industry, Quantum delivered improved results.







	2013	2014	Δ (%)
Revenue (R'bn)	3.5	3.6	3.1
Operating loss (R'm)	(252)	(21)	n/a
Recurring headline (loss)/earnings (R'm)	(80)	26	n/a

Note: Recent trading update estimates 1st half profit at ~R58m

Quantum Foods aims to be the leading feed and animal protein business in Africa.



Strategic intent per business area

Business area		Strategic intent
Animal feeds		Organic growth of the feeds business Acquisitive growth as opportunities arise
Eggs		Remain the leading fully integrated national egg business Ensure lowest cost of production Grow sales of layer livestock
Broilers		Extract value from Gauteng broiler business Exit the broiler meat market in the Western Cape
Related businesses in Africa		Further expansion on the African continent Zambia Grow the table egg and layer breeder business Uganda Invest in the table egg business Further African opportunities Explore other geographies