

AT A GLANCE

Agriculture and agri-processing (sugarcane/sugar and maize/starch) with renewable energy prospects (electricity generation and ethanol production)

Portfolio of land for conversion (unique portfolio and well-established development platform in the fastest growing area of KwaZulu-Natal)

Operations located in six countries in sub-Saharan Africa

Largest private sector employer in both Mozambique and Zimbabwe

Approximately one million people in South Africa are directly impacted by the South African sugar industry - Tongaat Hulett is the major player north of Durban



AGRICULTURE AND AGRI-PROCESSING IS A FUNDAMENTAL ELEMENT OF SOCIO-ECONOMIC DEVELOPMENT IN AFRICA - PARTICULARLY IN THE DEVELOPMENT OF RURAL COMMUNITIES, FARMING ACTIVITIES, FOOD SECURITY AND WATER MANAGEMENT, HOUSING AND LAND CONVERSION TO DEVELOPMENT AS URBAN AREAS EXPAND. THIS IS ALSO LINKED TO THE SOCIO-POLITICAL DYNAMICS OF THE REGION. TONGAAT HULETT IS WELL POSITIONED IN THE NEXUS OF THESE DYNAMICS.

TONGAAT HULETT CREATES VALUE FOR ALL STAKEHOLDERS THROUGH AN ALL-INCLUSIVE APPROACH TO GROWTH AND DEVELOPMENT, WHICH FOLLOWS THE INTERCONNECTED NATURE OF ITS ACTIVITIES.

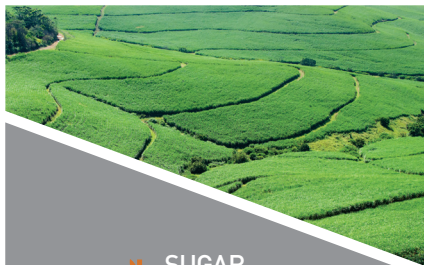


STARCH OPERATIONS

Growing starch and glucose production

Available wet-milling capacity and enhanced product mix

Only wet miller of maize in Africa south of Egypt



SUGAR OPERATIONS

Increasing returns from existing sugar asset base

Realigning market positions

Low-cost incremental sugar production from existing milling capacity

Reducing costs



LAND CONVERSION AND DEVELOPMENT

Momentum established and increasing

Substantial value realisation

CONSTRUCTIVE INTERFACE WITH GOVERNMENTS AND SOCIETY