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21

TONGAAT HULETT

RESULTS PRESENTATION

FOR THE YEAR ENDED 31 MARCH 2021

PARTNERING IN GROWTH

Est. 1892

TongaatHulett®


TongaatHulett
#GROWING A SWEET FUTURE

AGENDA

01 Introduction and business overview
Gavin Hudson

02 Financial results
Rob Aitken

03 Divisional performance
Rob Aitken

04 Outlook
Gavin Hudson

05 Q & A
Gavin Hudson and Rob Aitken

WE ACKNOWLEDGE AND VALUE YOUR ONGOING SUPPORT

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OUR COMPREHENSIVE AND SUSTAINED RESPONSE TO COVID-19

R84 million invested on COVID-19 initiatives

Safely home everyday

HEALTHY PEOPLE

- **+18 000** employee medical assessments conducted
- COVID-19 safety protocols consistently applied
- Infections limited to 1 240* cases
- **+5 000** vaccines administered in Zimbabwe
- **+10 million** total employee daily screenings on site

HEALTHY COMMUNITY

- **+740 000** litres sanitiser donated
- Installation of bulk oxygen facilities in Zimbabwe and Mozambique
- Support provided through community feeding schemes

HEALTHY COMPANY

- WHO accredited PCR testing centre in Zimbabwe
- Controlled business interruption of sugar operations
- Accessible registered clinics for vaccination roll-out

*as at 23 June 2021

WE HAVE INTENSIFIED OUR COMMITMENT TO ESG*

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13% LTIFR** Improvement (0.093)

- ~78 million person hours worked
- Sadly, 1 fatality in Mozambique

R122 million (excl. COVID-19 spend)

- Spent on Socio-economic Development initiatives
  - Health care, education and basic services

Environmental

- Published the first ESG and Climate change report in 2021 (TCFD*** compliant)
- Maximised the use of alternative fuels to reduce carbon emissions

Governance

- Proactive risk management and compliance program implemented
- Fraud risk management strategy implemented
- Governance structures enhanced
- Stakeholder engagement improved
- PwC report findings being actioned

*ESG: Environmental, Social and Governance. **LTIFR: Lost Time Injury Frequency Rate. *** TCFD: Task Force on Climate-Related Financial Disclosures

OPERATIONAL PERFORMANCE OVERVIEW

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	MOZAMBIQUE	ZIMBABWE	SUGAR SA	PROPERTY
Key highlights	• 10-year record – local sugar sales • Refinery ramped up **+49%** • Mafambisse break-even • Zero-rated -VAT to **2024** • Rice pilot plant **100ha**	• Dividend of **R323m** • Ethanol **+10%** • Milling licenses granted to **2040** • Improved economic stability • Land usage – 99-year lease (Institutional offer letters granted)	• Refinery production **+39%** • Local market sales **+22%** • Sugar market share **+3.7%** • Animal feed sales **+15%** • Avg. Working Capital improvement **+44%** • Sustainable large-scale empowerment farming	• Sales **R215m** • Legacy infrastructure obligations reduced **R82m** • Implemented cost sharing agreement with local municipality
Related challenges	• Currency volatility • Regional unrest	• Hyperinflationary environment • Multiple currencies	• Lower milling output • Once-off refinery sugar loss	• Deeds office delays • R480m deals in progress delayed / cancelled

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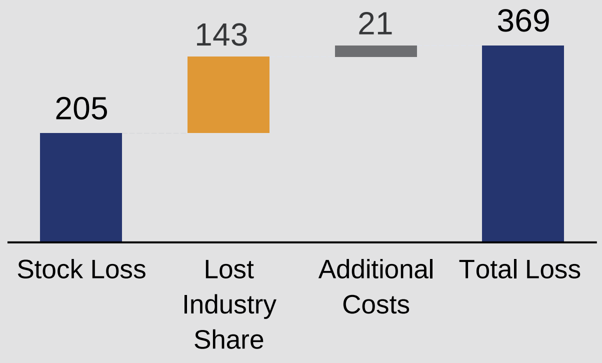
OPERATIONAL CHALLENGES RESOLVED – SA REFINERY SUGAR LOSS UNPACKED

Context

- A significant increase in local refined sugar demand
- Tongaat took a decision to increase refining throughput
- Protected local sugar industry from imports
- Increased throughput exposed plant inefficiencies leading to a reduction in yields

Financial Impact (Rm)



Refinery

Budget: 340k tons
Actual: 453k tons

Loss: 27k tons (6%)

Actions taken

- Refinery closed for annual maintenance (2 weeks)
- Root causes identified and corrected with online maintenance capability implemented
- Implemented automated process monitoring with additional layers of governance controls
- Refreshed management structure and implemented learnings
    - No bonuses paid in South Africa
- Staggered start-up, with performance to date in line with expectations and guidelines

DEBT REDUCTION UPDATE

We delivered 75% against our debt reduction target of R8.1bn

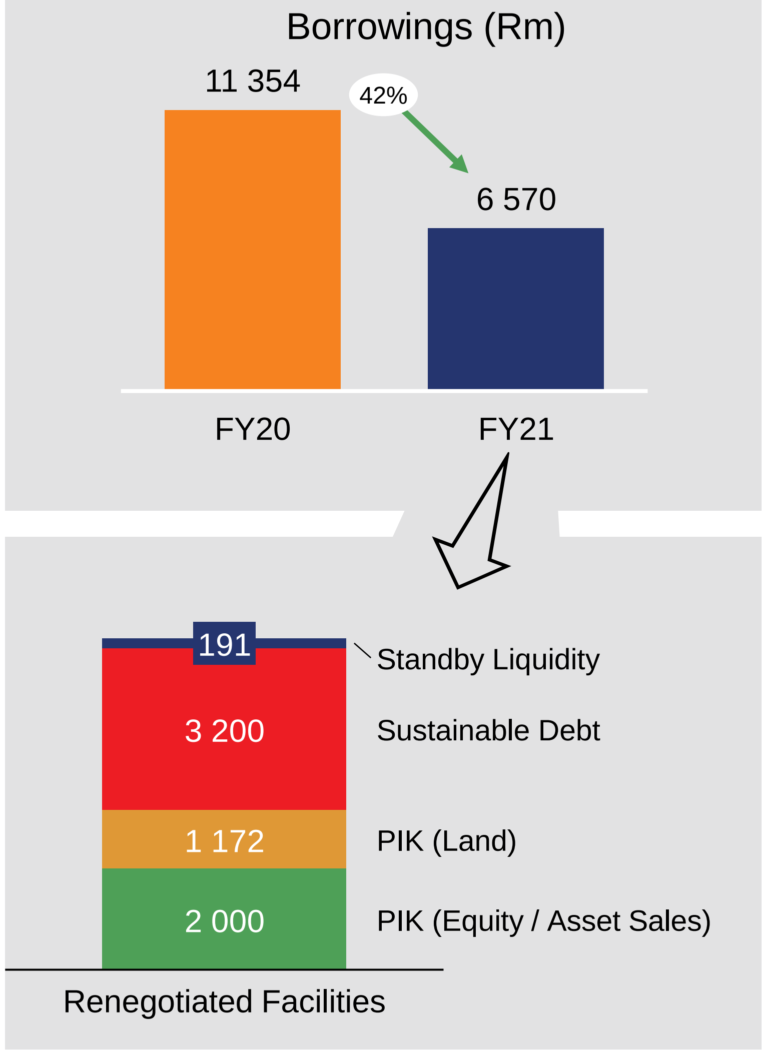
- R6.57bn in deals
- R6.1bn in cash (R450m in escrow)
- Concluded asset sales despite MAC dispute and COVID-19 headwinds
- Secured milestone waivers and extensions from lenders

Agreed on debt refinance for South Africa with lenders

- Sustainable portion over 3 years
- Ringfenced excess to provide certainty on PIK interest

Agreed on debt refinance for Mozambique with lenders

- Restructure of the current facilities



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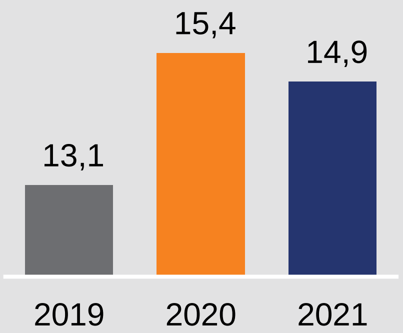
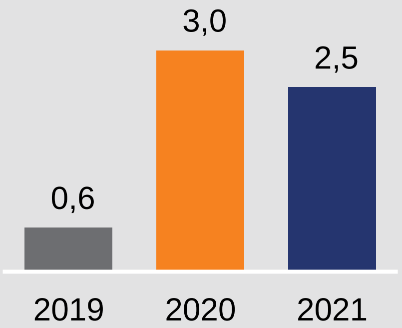
FINANCIAL OVERVIEW *

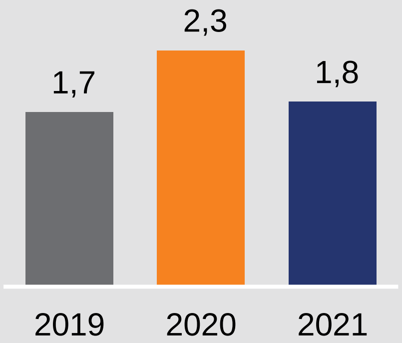
REVENUE (Rbn)



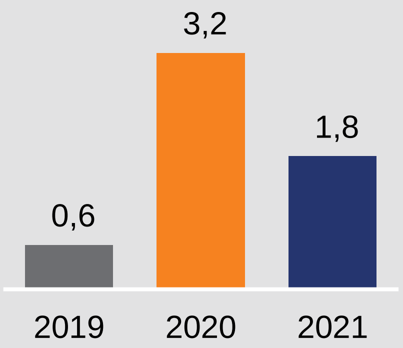
ADJUSTED EBITDA (Rbn)



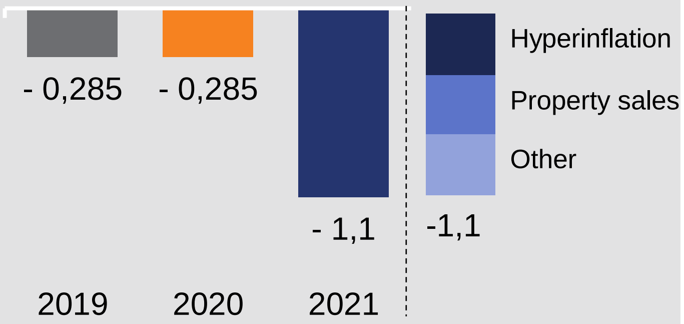
CASH FLOW FROM OPERATIONS (Rbn)



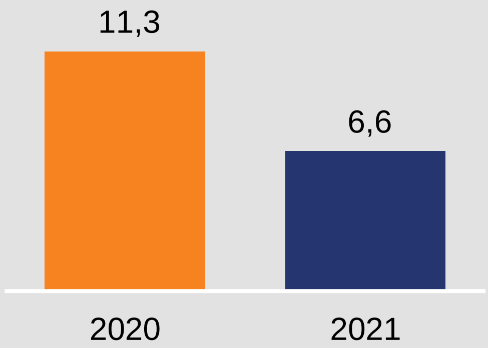
OPERATING PROFIT (Rbn)



HEADLINE LOSS (Rbn)



NET BORROWINGS (Rbn)



** * Continuing operations which excludes the starch operation, but includes Namibia and Eswatini up until the date of disposal.*

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FINANCIAL OVERVIEW *

REVENUE

R14.9bn

down 3%

from R15.4bn

ADJUSTED EBITDA

R2.5bn

down 17%

from R3.0bn

CASH FLOW FROM OPERATIONS

R1.8bn

down 22%

from R2.3bn

OPERATING PROFIT

R1.8bn

down 44%

from R3.2bn

HEADLINE LOSS

R1.1bn

down

from R285m

NET BORROWINGS

R6.6bn

42% improvement

from R11.3bn

** Continuing operations which excludes the starch operation, but includes Namibia and Eswatini up until the date of disposal.*

TANGIBLE PROGRESS IN A CHALLENGING ENVIRONMENT

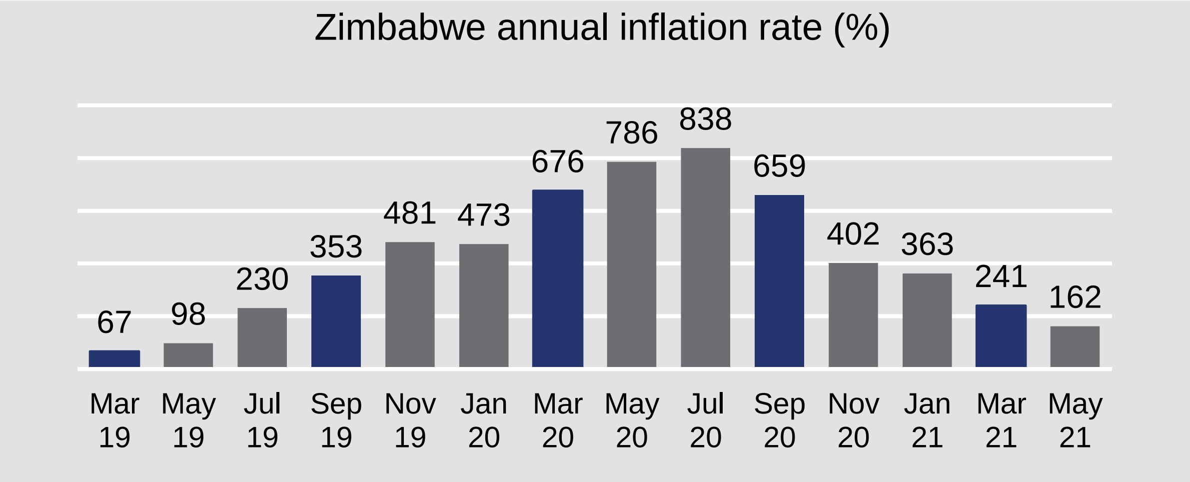
Strong performance in Mozambique operations	Steady results in Zimbabwe, with dividends of R323m paid to South Africa	A step change in debt levels, after the successful defence of the starch 'MAC' dispute
H1 progress in South Africa offset by lower sugar production and refinery loss in H2	COVID-19 inhibited property sales and transformational partnerships	Operational recovery further countered by finance costs, forex loss and hyperinflation impact
Earnings Per Share **1 794 cents** 2020: 89 cents	**Headline Loss Per Share** **631 cents** 2020: earnings of 90 cents	**No dividend declared**

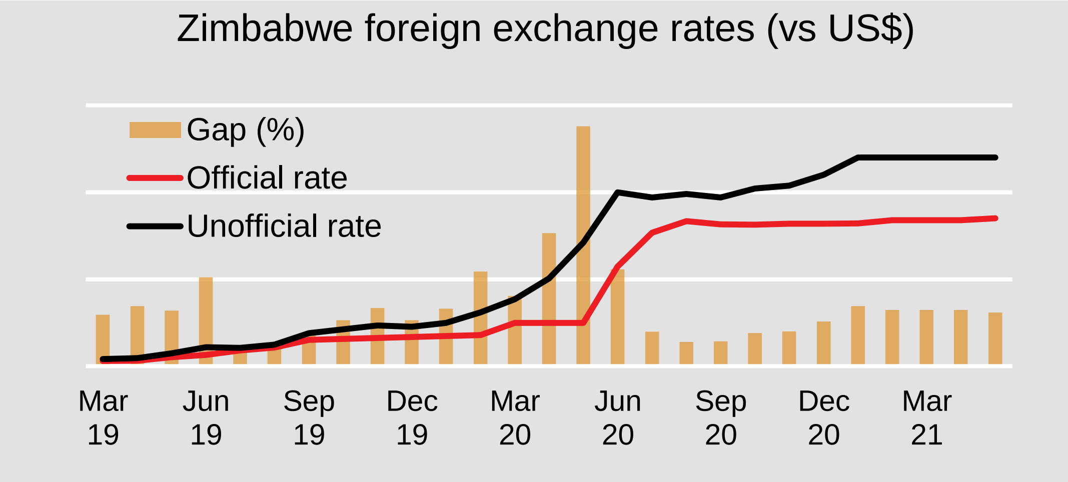
Our focus remains firmly on re-establishing a sustainable capital structure to provide stability to the business

ZIMBABWE HYPERINFLATION IMPACT ON RESULTS

- IAS 29 *Financial Reporting in Hyperinflationary Economies*
- Significantly improvement in inflation rate from 676% to 241%
- Foreign currency auction system introduced in June 2020 provides stability, closing the gap between the official and unofficial rates
- Hyperinflation and currency dynamics resulted in:
  - Estimated 'uplift' in reported Rand profits of c.30%
  - Adverse swing on fair value of biological assets of R1.2bn
  - A net monetary loss on financial assets of R626m (2020: R1.3bn)

Rm	As reported (Official FX rate)	Sensitivity (Unofficial FX rate)	Difference
Exchange rate (vs US$)	**ZWL 87:1**	ZWL 114:1	
Revenue	**6 162**	4 698	(1 464)
Operating profit	**1 578**	1 205	(373)
Profit for the year	**513**	390	(123)
Net asset value	**3 140**	2 394	(746)
Total assets	**4 776**	3 640	(1 136)





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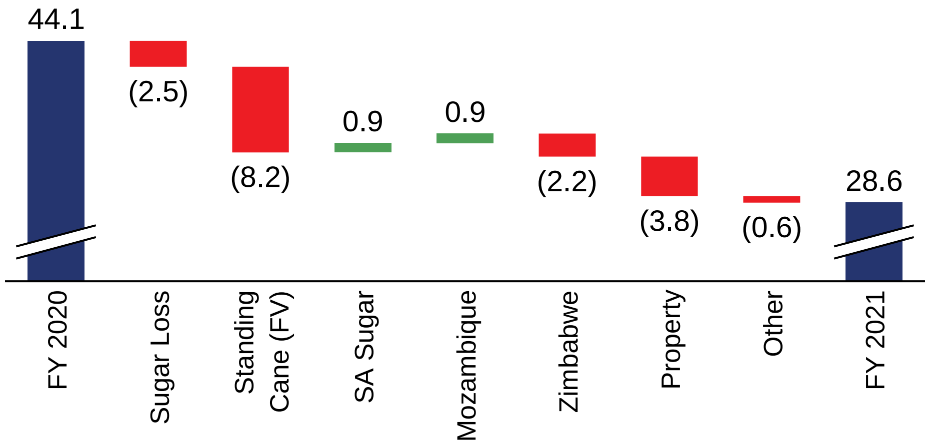
STATEMENT OF PROFIT AND LOSS *

Rm	FY 2021 (Audited)	FY 2020 (Audited)
Revenue	**14 918**	**15 382**
Cost of sales	(10 649)	(8 591)
Gross profit	**4 269**	**6 791**
Operating profit	**1 818**	**3 257**
Net finance costs	(1 583)	(1 620)
Finance costs (net)	(1 338)	(1 451)
Foreign exchange loss (net)	(245)	(169)
Net monetary loss	(626)	(1 296)
Share of associates	22	24
(Loss) / profit before taxation	**(369)**	**365**
Taxation	(259)	(228)
(Loss) / profit from continuing operations	**(628)**	**137**
Profit from discontinued operations	3 348	393
Profit for the year	**2 720**	**530**
Basic loss per share from continuing operations (cents)	**(689)**	**(212)**

Commentary

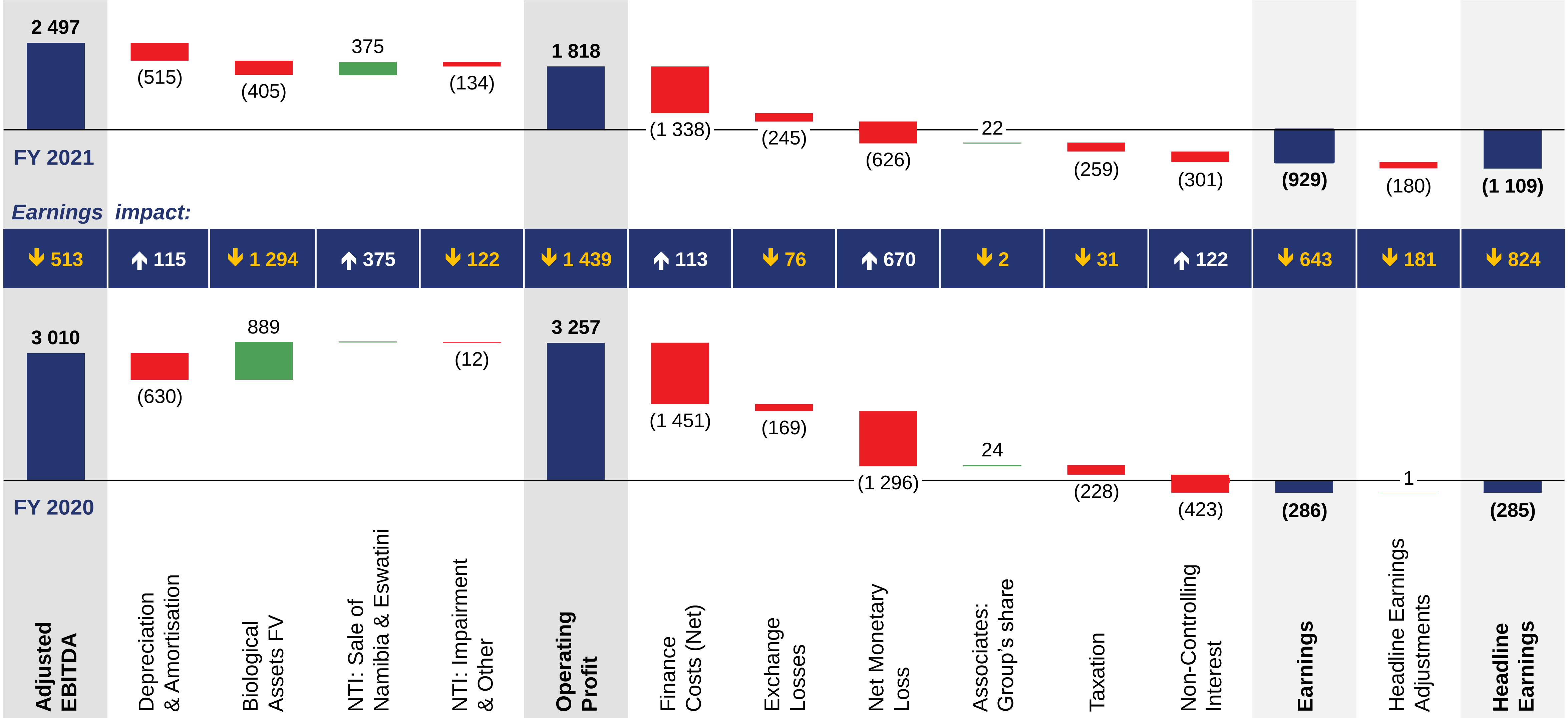
- Gross profit margin reduced from 44% to 29%:



- Benefit of lower borrowings and base interest rates, offset by higher cost of debt facilities and FX losses
- Zimbabwe inflation declined reducing net monetary loss
- Taxation impacted by non-recognition of deferred tax assets in South Africa
- Discontinued operation comprises the starch business:
  - Profit (after tax) of R258m for the 7 months of trading
  - Profit (after tax) on disposal of business of R3.1bn

** Continuing operations which excludes the starch operation, but includes Namibia and Eswatini up until the date of disposal.*

HEADLINE EARNINGS RECONCILIATION *



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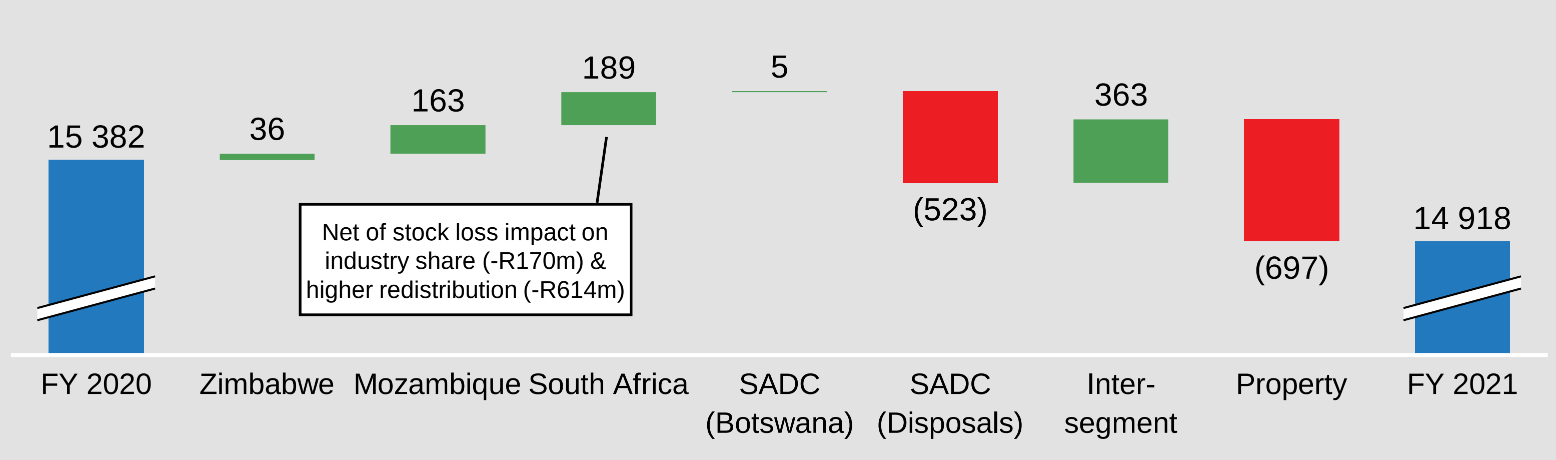
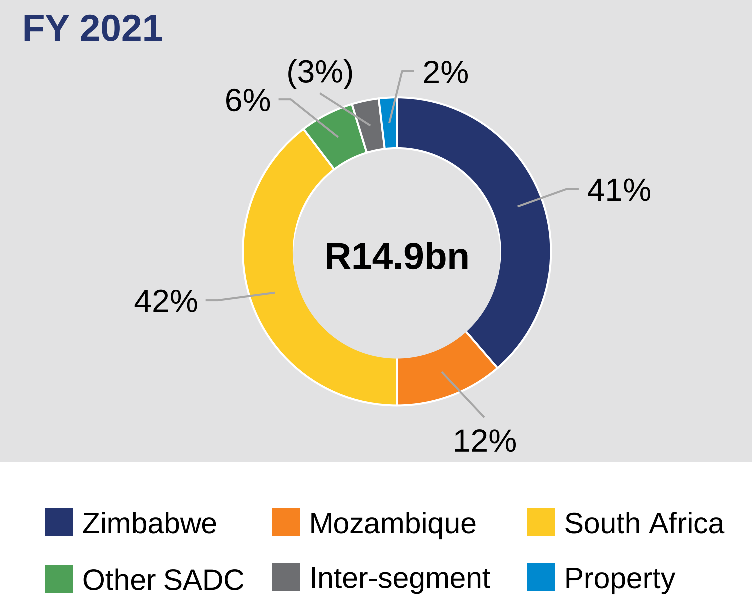
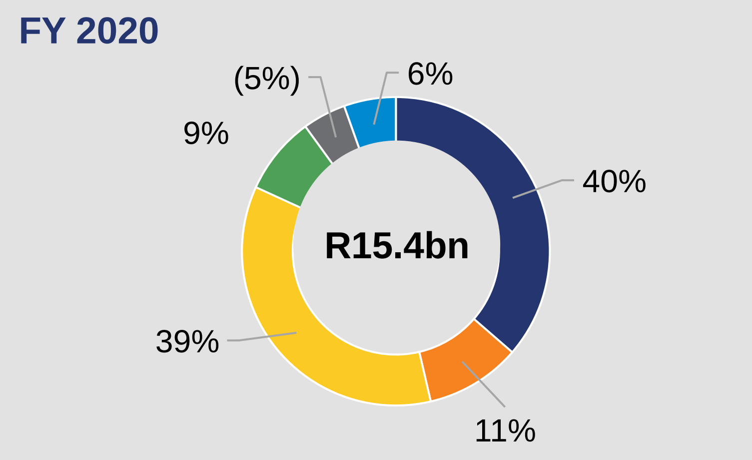
REVENUE BY SEGMENT *

Rm	FY 2021	FY 2020	% change
Revenue	**14 918**	**15 382**	**(3%)**
Sugar	**14 670**	14 437	2%
Zimbabwe	**6 162**	6 126	1%
Mozambique	**1 845**	1 682	10%
South Africa	**6 212**	6 023	3%
Other SADC	**933**	1 451	(36%)
Inter-segment	**(482)**	(845)	43%
Property	**248**	945	(74%)







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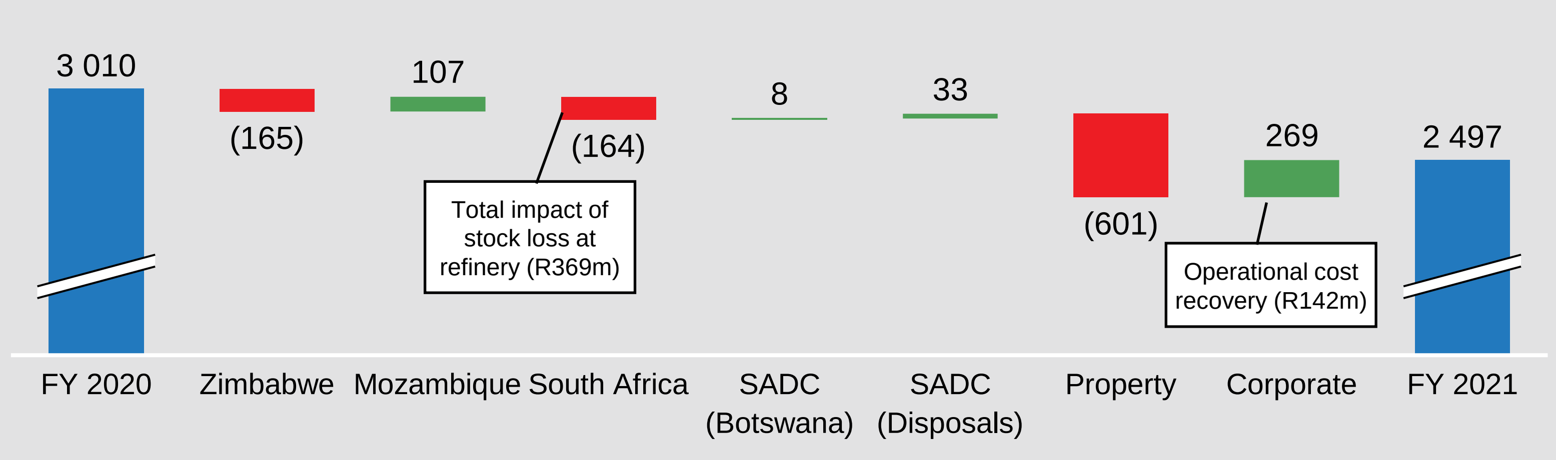
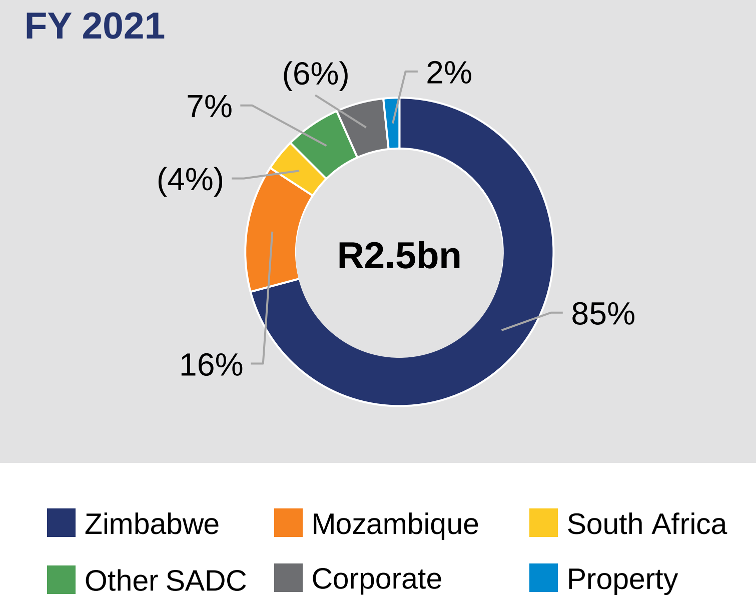
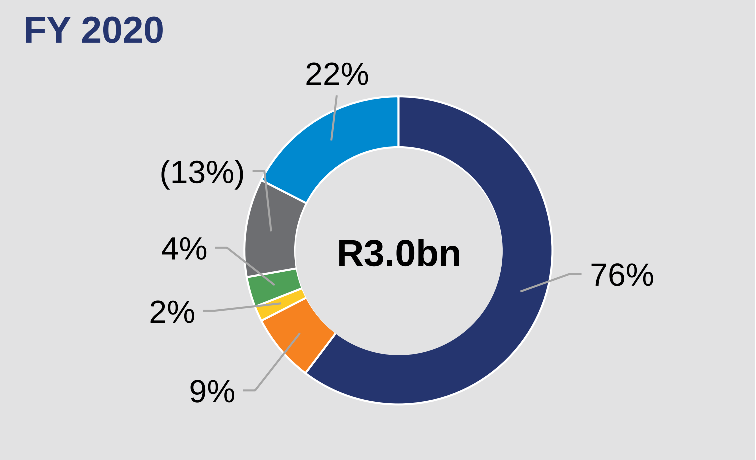
‘ADJUSTED EBITDA’ BY SEGMENT *

Rm	FY 2021	FY 2020	% change
Adjusted EBITDA	**2 497**	**3 010**	**(17%)**
Sugar	**2 579**	2 760	(7%)
Zimbabwe	**2 116**	2 281	(7%)
Mozambique	**392**	285	38%
South Africa	**(100)**	64	(256%)
Other SADC	**171**	130	32%
Property	**59**	660	(91%)
Corporate	**(141)**	(410)	66%







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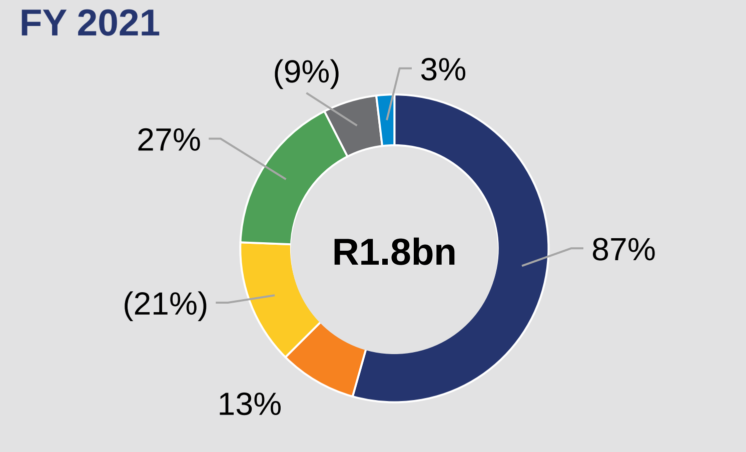
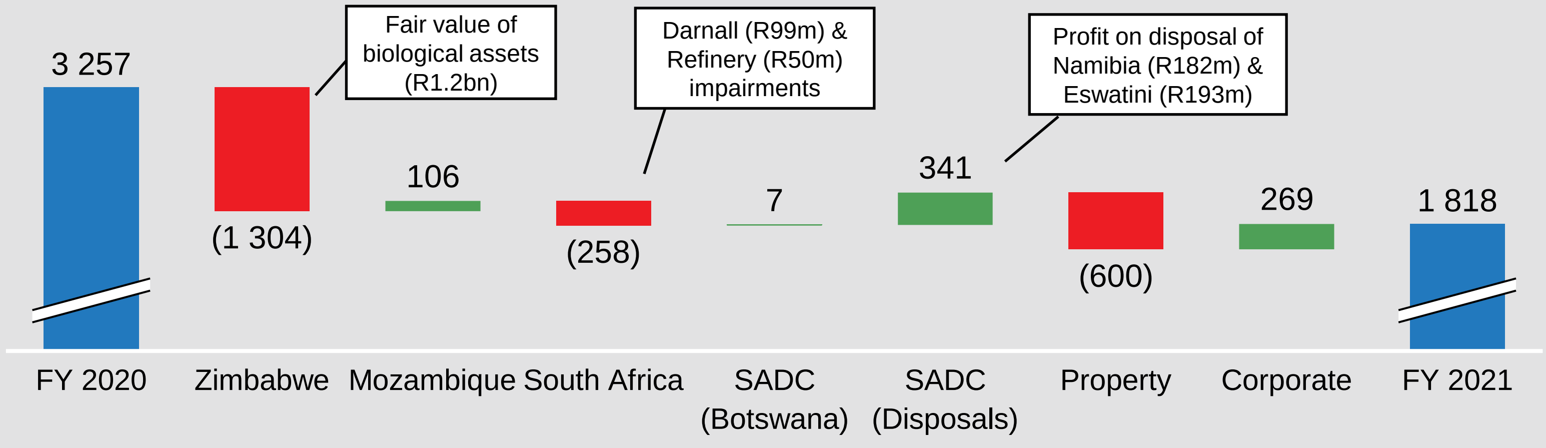
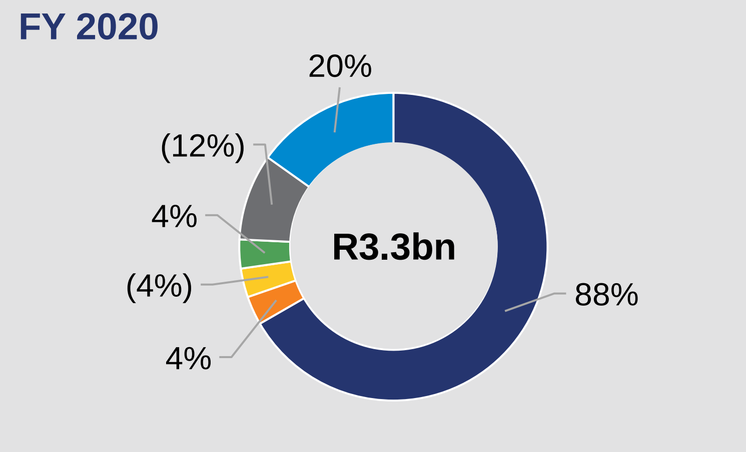
OPERATING PROFIT BY SEGMENT *

Rm	FY 2021	FY 2020	% change
Operating profit	**1 818**	**3 257**	**(44%)**
Sugar	**1 902**	3 010	(37%)
Zimbabwe	**1 578**	2 882	(45%)
Mozambique	**230**	124	85%
South Africa	**(388)**	(130)	(198%)
Other SADC	**482**	134	260%
Property	**58**	658	(91%)
Corporate	**(142)**	(411)	65%



Zimbabwe Mozambique South Africa Other SADC Corporate Property





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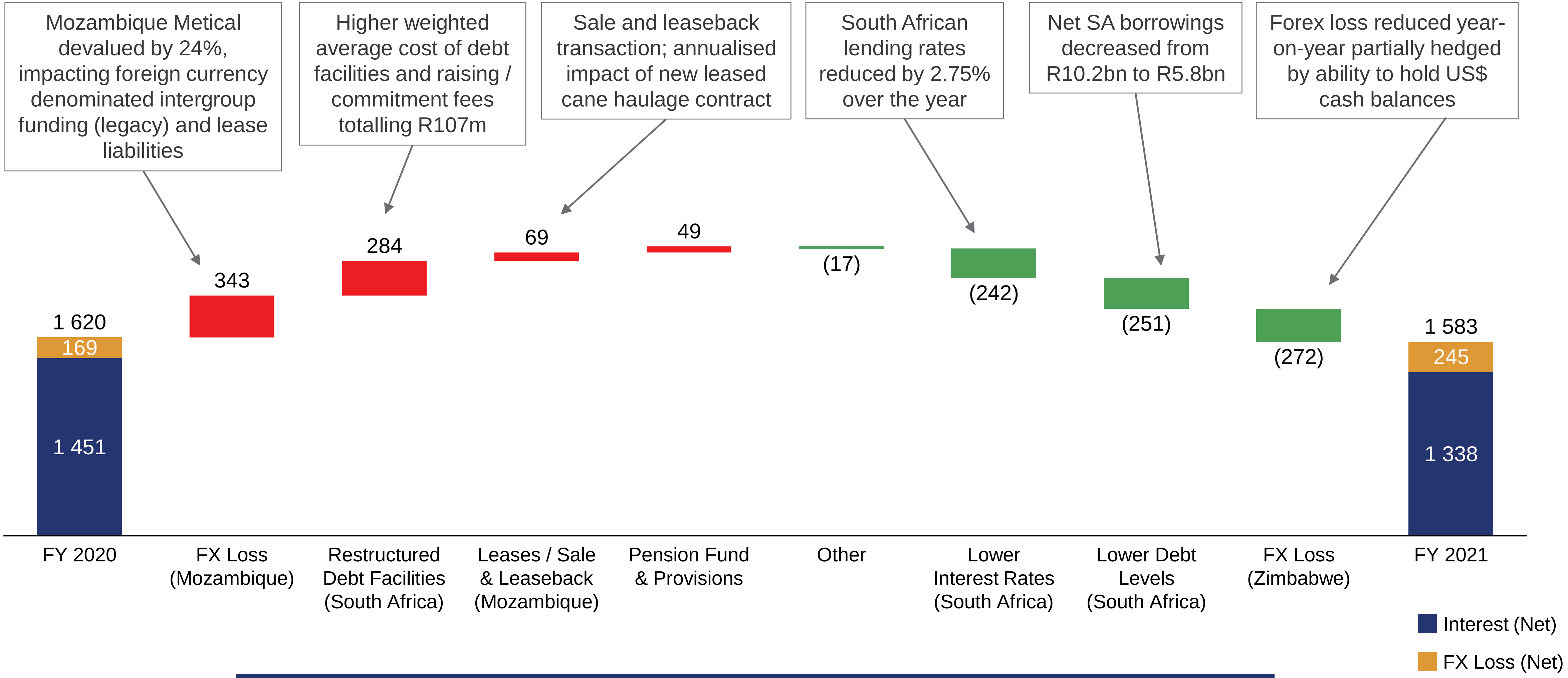
FINANCE COSTS IMPACTED BY DEBT RESTRUCTURE AND FX LOSSES



Average borrowings in South Africa were R2.6bn lower than the prior year – debt reduction transactions and improved working capital cycle

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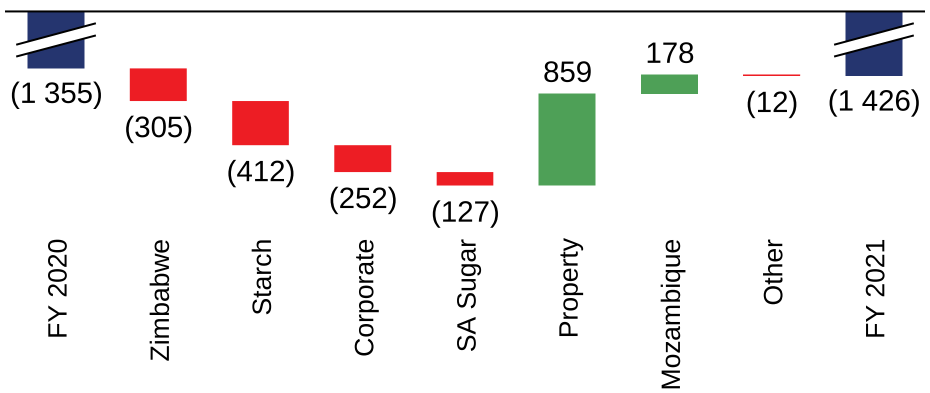
CASH FLOWS

Rm	2021	2020
Operating cash flows before working capital	**3 245**	**3 692**
Working capital movements	(1 426)	(1 355)
Cash generated from operations	**1 820**	**2 337**
Replacement of PPE and intangible assets	(505)	(195)
Other (proceeds on disposal of PPE, etc)	40	56
Segmental cash flow	**1 355**	**2 198**
Expansion capital expenditure (PPE)	-	(353)
Taxation paid	(368)	(239)
Proceeds on disposal of businesses	5 240	-
Proceeds on liquidation of pension fund	151	538
Net finance costs	(1 183)	(1 287)
Borrowings (repaid) / raised	(4 865)	1 312
Other financing activities (lease liabilities, dividends)	(222)	(140)
Movement in cash balances for the year	**106**	**2 029**
Hyperinflation effect	(719)	(1 919)
Movement in cash balances – post hyperinflation	**(611)**	**110**

Commentary

- The investment in working capital was similar to FY 2020:



  - Higher inventory and prepayments in Zimbabwe to preserve currency value
  - Disposal of starch business during the build-up of maize stocks
  - Non-repeat of overdue supplier payments in FY 2020 for Property and Mozambique (post normalisation efforts)
- Increased root replanting in Mozambique and the rehabilitation of the milling tandem at the Maidstone mill (SA)
- No further investment in Project Kilimanjaro while funding structures secured

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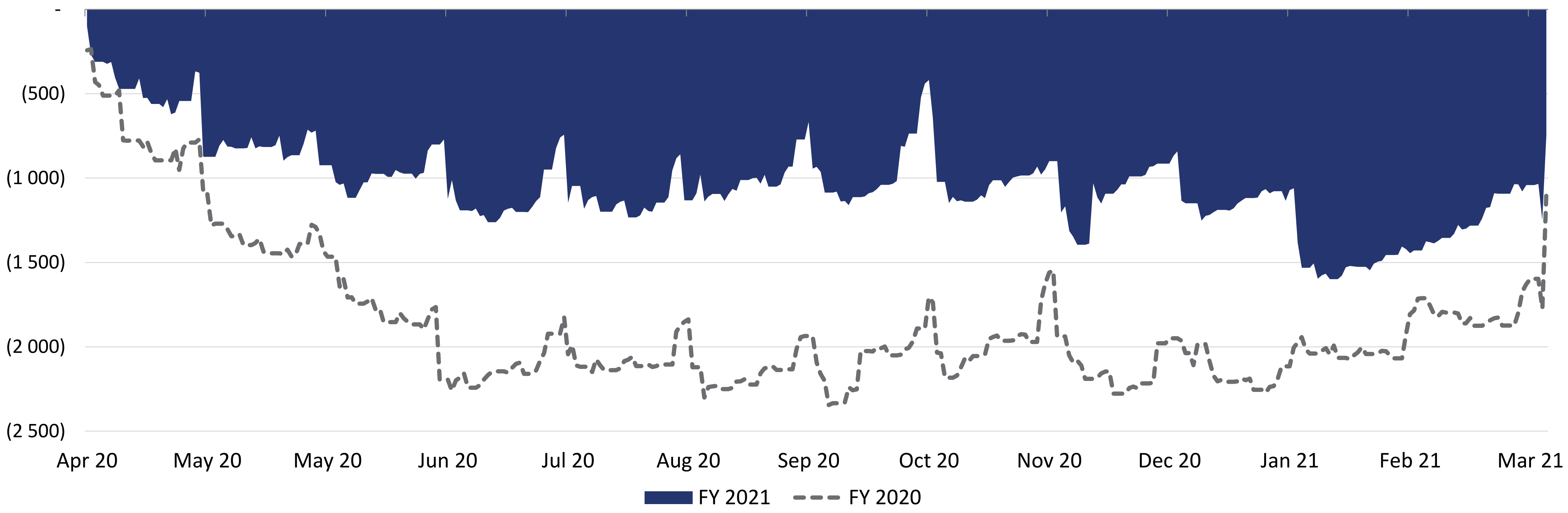
CASH FLOWS – IMPROVEMENT IN SA WORKING CAPITAL CYCLE

South Africa – Working Capital Funding (Rm)



Commentary

- Average working capital funding requirements in the South African businesses (comprising South African sugar operations, Property and Corporate Office) improved from R1.9bn in FY 2020 to R1.0bn in FY 2021.
- Peak funding requirement reduced from R2.3bn to R1.6bn

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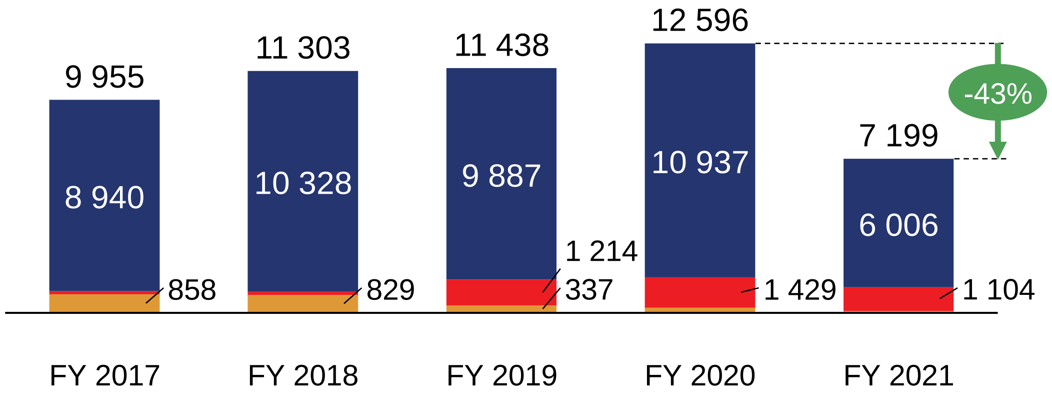
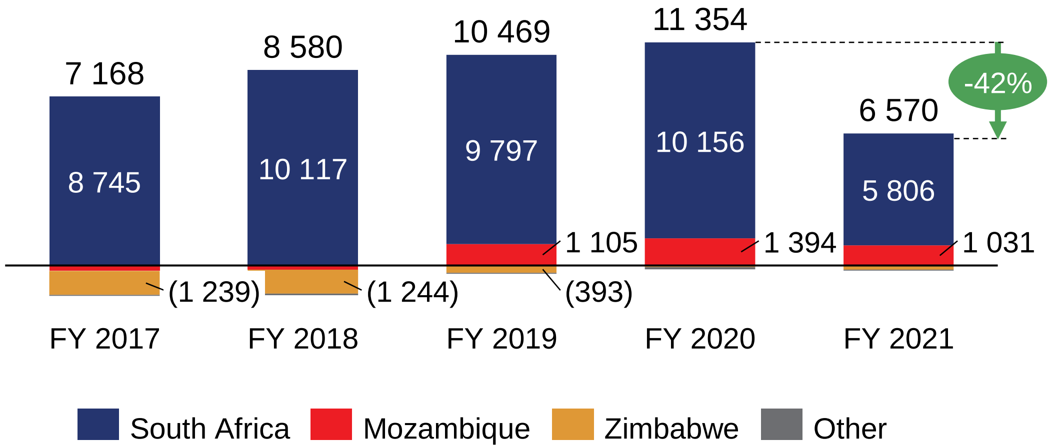
A SIGNIFICANT REDUCTION IN DEBT LEVELS

Gross Borrowings (Rm)



Net Borrowings (Rm)



Commentary

- Net borrowings at 31 March 2021 were R6.6bn, compared to R11.4bn at 31 March 2020, a reduction of R4.8bn
- Debt reduction transaction agreements totalling R6.6bn had been signed at 31 March 2021 with proceeds of R6.0bn paid to lenders.
- Proceeds of R450m are held in an escrow account for any warranty claims that might arise in respect of the sale of the starch business.
- At 30 June 2021, the status of the debt reduction transactions was:

Rm	Signed agreements	Proceeds received
Disposal of Starch operation	**5 159**	4 709
Liquidation of legacy pension funds	**663**	663
Disposal of Eswatini agricultural operation	**413**	413
Disposal of Namibian packaging operation	**111**	111
Disposal of various landholdings	**227**	168
Total achieved to date	**6 573**	6 064

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PROGRESS WITH DEBT REDUCTION MILESTONES

Pricing Milestones

Pricing	R500m	R500m	R4.0bn	R4.0bn	R6.0bn	R6.0bn	R8.1bn	R8.1bn
Signed Agreements	Nov 19		Mar 20		Jun 20		Sep 20	
Proceeds		Jun 20		Sep 20		Dec 20		Mar 21
Milestone Status	✓	✓	✓	✓ (initially missed but subsequently achieved)	✓	✓ (initially missed but subsequently achieved)	×	×

Default Milestones

Default	R500m	R500m	R4.0bn	R5.5bn	R6bn	R6.0bn	R6.4bn ~~R8.1bn~~	R6.0bn	R6.4bn ~~R8.1bn~~	R8.1bn
Signed Agreements	Nov 19		Mar 20		Jun 20		Apr 21 ~~Mar 21~~		Jul 21 ~~Jun 21~~	
Proceeds		Jun 20		Dec 20		Mar 21		Jun 21		Sep 21
Milestone Status	✓	✓	✓	✓	✓	✓	✓	✓	✓	Refinance

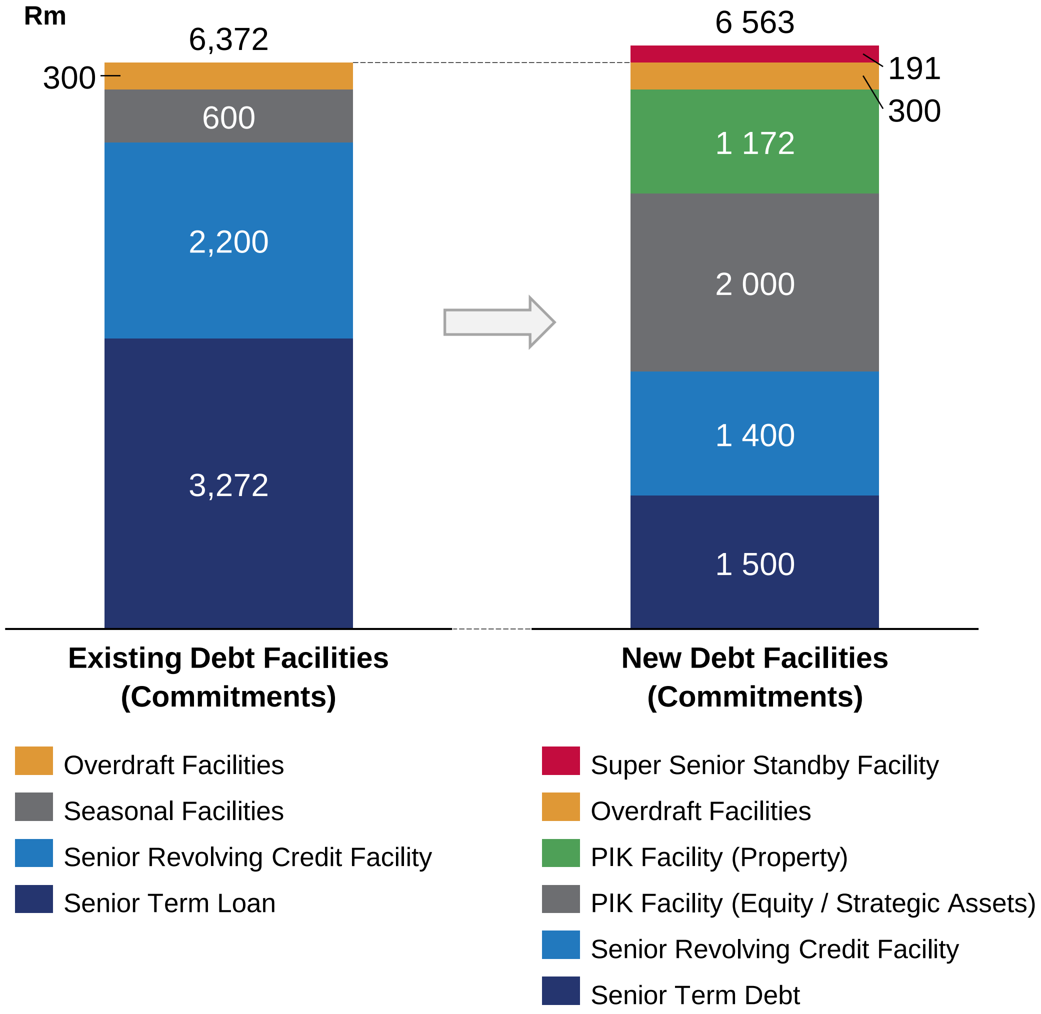
Debt Reduction Initiatives
COVID-19 and uncertain economic conditions paused MillCo & PropCo

Lender Support
Amendment of April 2021 and July 2021 milestones to avoid default; wavier of March 2021 covenants

Debt Refinance
Majority of facilities mature on 30 September 2021 and lenders have supported a refinance

✓ *Achieved*
× *Missed*
✓ *Initially missed but subsequently achieved*

SOUTH AFRICAN DEBT REFINANCE



Tongaat Hulett and its lenders have signed a credit approved term sheet to refinance its existing debt facilities of R6.4bn

Salient terms of the new facilities

Facility	Purpose	Termination Date	Facility Amount
Senior Facility A (Term Loan)	To partially refinance amounts outstanding under the existing facilities that are considered to be sustainable	30 June 2024	R1 500m
Senior Facility B (Revolving Credit Facility)	To partially refinance amounts outstanding under the existing facilities and to fund general corporate and working capital	30 June 2024	* R1 400m
Senior Facility C (PIK Facility)	To partially refinance amounts outstanding under the existing facilities	30 June 2024	R2 000m
Senior Facility D (PIK Facility)	To partially refinance amounts outstanding under the existing facilities	30 June 2024	** R1 172m
Overdraft Facilities	To fund general corporate and working capital requirements	30 June 2024	R300m
Super Senior Standby Facility	To fund general corporate and working capital requirements.	Annually Renewable	R191m
		Total Facilities	**R6 563m**

* Subject to a step down in commitment from 31 March 2023
** Estimated and will be based on exposure at the financial close

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SOUTH AFRICAN DEBT REFINANCE – SALIENT TERMS

Term	Detail
PIK Settlement Initiatives	• PIK Facility C is required to be repaid through an equity capital raise, the sale of strategic assets, or a combination thereof • An asset sell-down is triggered if the equity capital raise conditions are not met, an event of default occurs, or the enterprise value of the Group is less than 1.5x the outstanding debt facilities • PIK Facility D is require to be repaid from the proceeds of land portfolio disposals and subject to a maximum loan to value ratio of 25%
Applicable Margin and Rachets	• Interest rate margins are to be determined by way of a competitive market clearing process (which is still to take place) • PIK Facilities will be subject to a step-up percentage to the extent at the equity capital raise conditions are not met
Financial Covenants	• Financial covenants are to be measured at 31 March and 30 September each year • Failure to meet a forecast financial covenant triggers discussion to agree remedial action, and is not an automatic event of default
Events of Default	• Failure to meet a historical financial covenant (other than at 30 September 2021 and 31 March 2022) or implement remedial action in relation to a forecast financial covenant • Failure to comply with the PIK settlement initiatives or obtain requisite resolutions to support an equity capital raise or debt reduction transaction
Other Terms	• Cash sweep mechanism (triggered by a cumulative debt service cover ratio in excess of 1.5 times) • Annual thresholds (80%) have been placed on the capital expenditure for the South African sugar operation, and infrastructure expenditure for the property business, after which written content will be required from the South African lenders prior to the incurring of expenditure

Financial Covenants ratios:

Ratio *	30 September 2021	31 March 2022	30 September 2022	Subsequent Dates
Leverage Ratio	n/a	3.6x	3.0x	2.5x
Interest Cover Ratio	4.5x	2.5x	2.5x	2.5x
Debt Service Cover Ratio	12.0x	7.5x	1.0x	1.0x

** All ratios are calculated on a historic and forecast basis*

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SOUTH AFRICAN DEBT REFINANCE – PIK FACILITIES

Senior Facility C (PIK Facility)

Equity raise:

31 Dec 21 — Announcement

31 Jan 22 — EGM Notices

28 Feb 22 — Share Placing / Underwriting Agreement

31 Mar 22 — Required Closure

Timeline accelerates if the above default milestones are not met, or if the requisite amount of capital is not raised

Strategic asset sell-down:

31 Mar 23 — Binding Term Sheet Signed

30 Sep 23 — Required Closure

- The equity raise quantum required is the higher of R2bn or the aggregate amounts owing on Senior Facility C at 31 March 2022 (including accrued interest)
- If the equity raise is less than the required amount or if the above milestones are not met, then strategic asset sale of non-SA sugar businesses is to be progressed
- If the above two processes do not raise the requisite amount to repay Senior Facility C, then an event of default occurs

Senior Facility D (PIK Facility)

Property disposals:

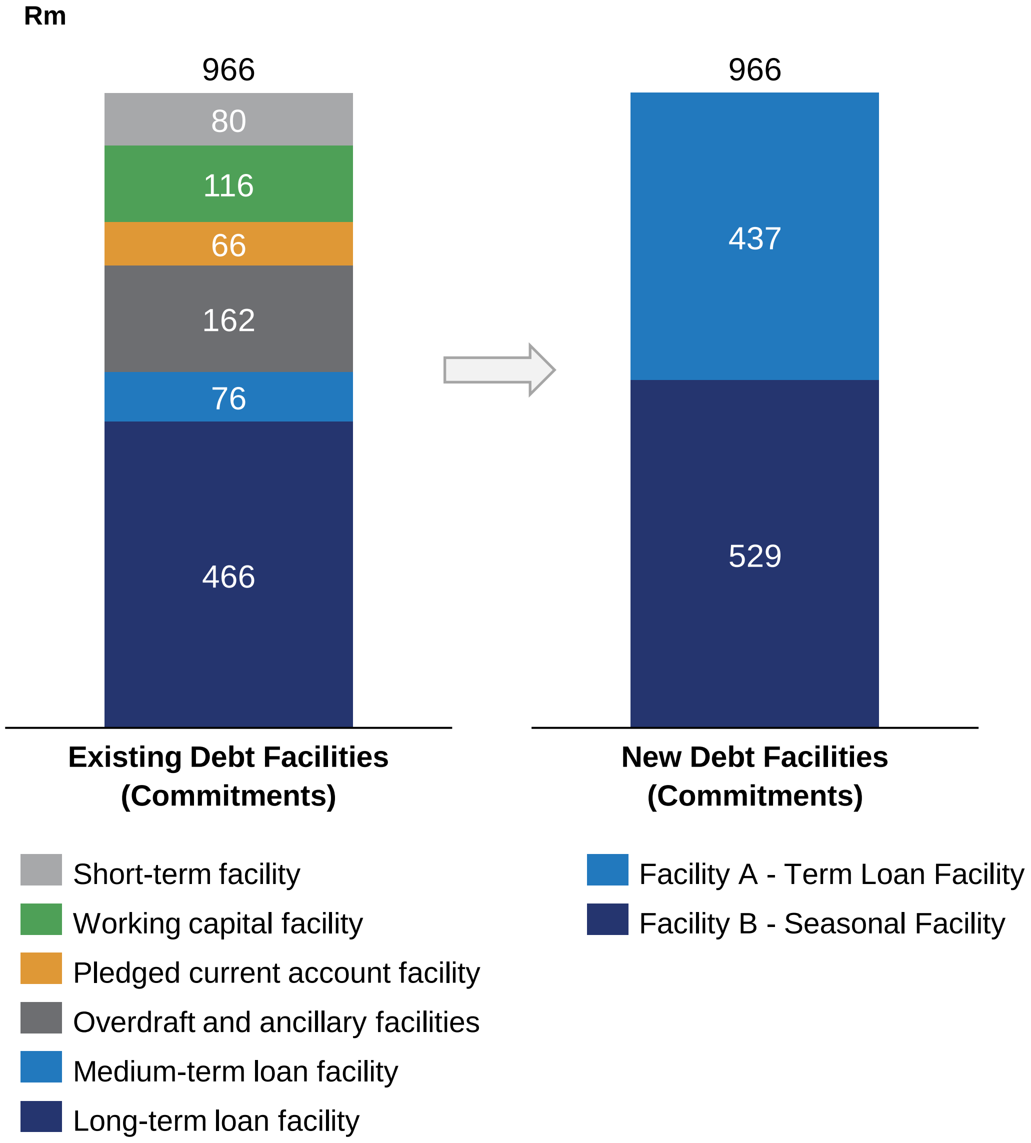
31 Jun 23 — Binding Term Sheet Signed

31 Jun 24 — Required Closure

- If binding term sheets or cash proceeds are less than the aggregate amounts owing under Senior Facility D (including accrued interest) then an event of default occurs
- The maximum loan to value ratio (based on the market value of non-trading stock property) shall not exceed 25%

Trigger dates | Applicable asset sale key date | Process required closure

MOZAMBIQUE DEBT REFINANCE



Commentary

- The debt standstill agreement concluded on 18 December 2019, was extended to 31 July 2021 to allow for the refinancing to be concluded
- Improved performance of the Mozambique operations has increased earnings and reduced the leverage multiple to an acceptable level
- Proceeds from the sale and leaseback of the operations' vehicle fleet and Cyclone Idai insurance claim were used to reduce existing facilities (R48m)
- The disposal of other non-core assets continues to be explored
- Facilities are denominated in local currency and provide certainty of funding for 24 months:

	Facility A Term Loan Facility	**Facility B Seasonal Facility**
Purpose	Refinance the amount outstanding under the existing facilities	Partially refinance any residual amounts of the existing facilities and may be used for general corporate and working capital
Tenor	24 months	24 months
Interest	Interest payable in cash at the end of each interest period	Interest payable in cash at the end of each interest period

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MOZAMBIQUE DEBT REFINANCE – SALIENT TERMS

Term	Detail
Capital Repayment	• Facility A will be prepaid by way of a cash sweep whereby cash on hand after taking Facility B and c.R22m (MZN 100m) of headroom into account • Facility B will be repaid with certain proceeds received from the sugar industry, and of net export receivables • Amounts outstanding under both facilities at the end of the tenor to be repaid in full

Applicable Margin and Rachets	• The interest rate for each Facility is the Mozambique prime lending rate less the Applicable Margin
	  • The Applicable Margin for Facility A is -0.25% per annum
	  • The Applicable Margin for Facility B is -0.50% per annum
	• Applicable Margin for Facility A will be reduced by 0.50% to -0.75% from the applicable measurement date when the Senior Interest Cover Ratio (financial covenant) is greater than or equal to 2.65x

Financial Covenants	Financial covenants are measured quarterly as detailed below:

Measurement Date *	Senior Interest Cover Ratio	Senior Cash Interest Cover Ratio	Senior Leverage Ratio
30 June 2021	> 2.85x	> 2.1x	< 3.0x
30 September 2021	> 3.0x	> 2.2x	< 3.0x
31 December 2021	> 3.0x	> 2.2x	< 3.0x
31 March 2022	> 3.0x	> 2.4x	< 3.0x

** Measurement Date is calculated on a rolling 12 month basis as appropriate*

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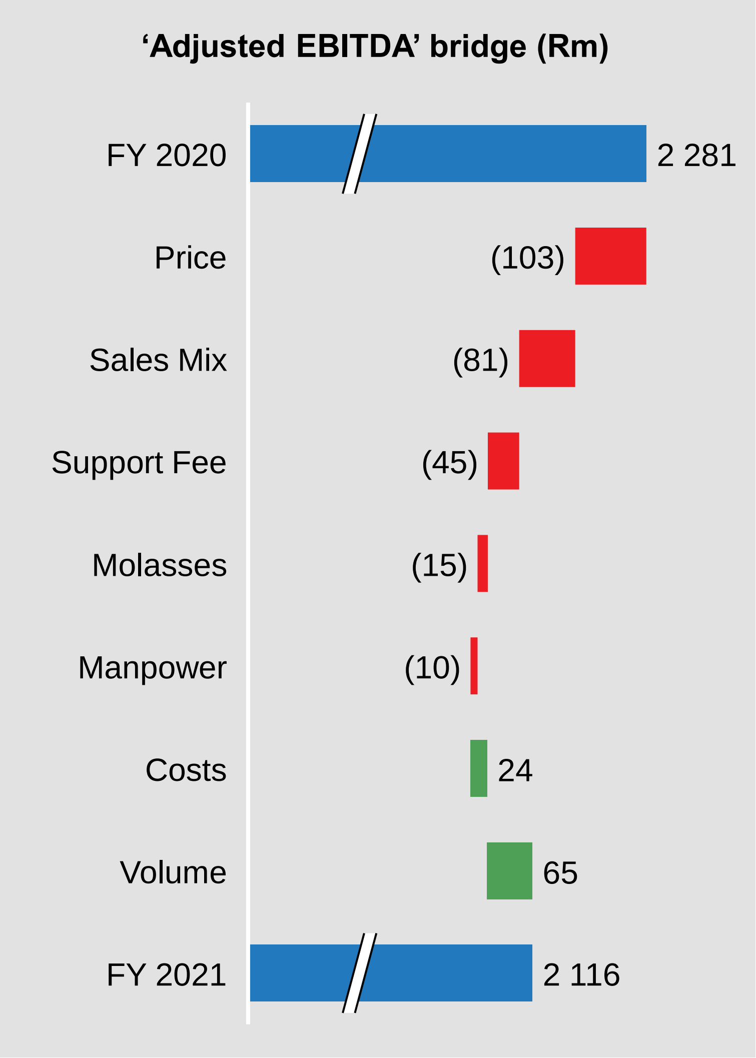
DIVISIONAL PERFORMANCE

ZIMBABWE

Commentary

- 'Adjusted EBITDA' profit of R2.12bn (FY 2020: R2.28bn)
- Sugar production down 7% to 408 000 tons – unseasonal rainfall impeded ripening, while a wet spell ended the season early
- Overall cane yields declined – low dam levels resulted in limited irrigation
- Excellent rainfall of late has secured irrigation requirements for at least 3 seasons
- Local market sales carefully balanced and demand remained firm
- Local market pricing negatively impacted by inflation protection measures, particular when reported in Rands (hyperinflation and currency dynamics)
- Export volumes up 28% resulting in an adverse mix variance as local pricing exceeds export pricing
- Ethanol production of 30.6 million litres (up 10%), although lower sales as stock levels normalised
- Milling licences secured to 2040 and good progress on securing 99-year leases
- Improved foreign currency liquidity – R323m in dividends paid to South Africa
- Corporate Office support fee of R45m



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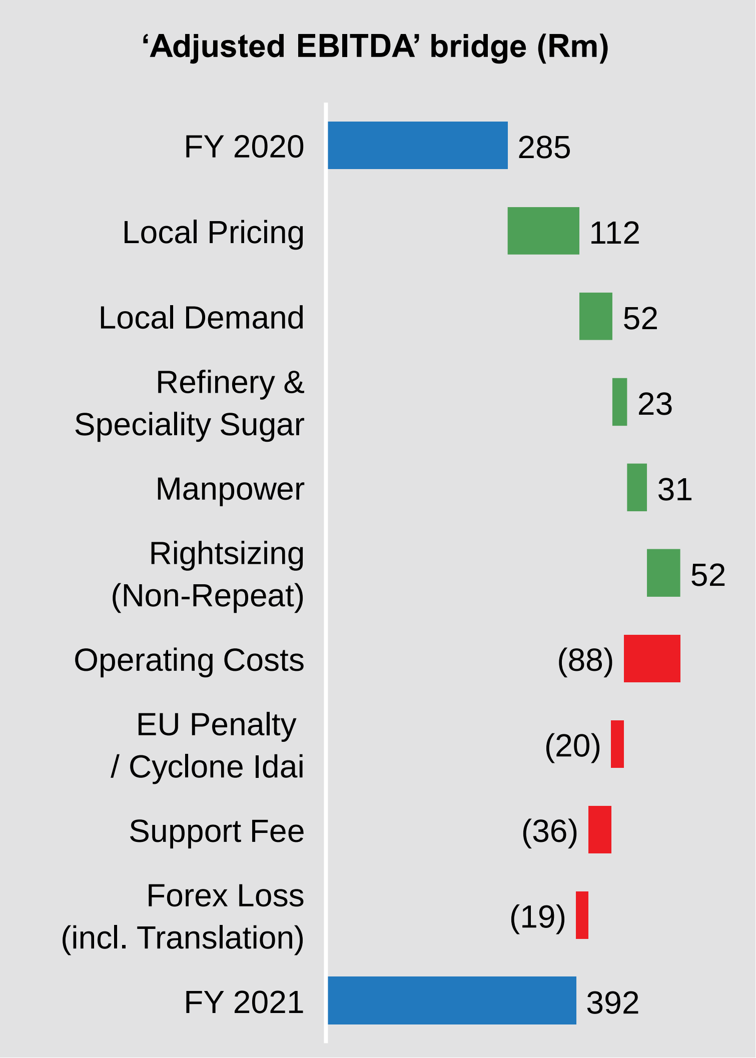
MOZAMBIQUE

Commentary

- ‘Adjusted EBITDA’ profit up 38% to R392m (FY 2020: R285m)
- Sugar production down 5% to 195 300 tons, limited by cane supply caused by lower cane yields at Xinavane
- Revitalised sugarcane assets through enlarged root replant programme
- Excellent reliability and efficiency at Xinavane mill
- Refined sugar output up 49% to 58 000 tons
- Mafambisse achieved break even at ‘Adjusted EBITDA’ level
- Local market sales up 3% to 190 000 tons (best industry performance in 10 years)
- Sugar pricing up 28%, driven by the higher domestic sales, a weaker exchange rate and improved export pricing
- Non-repeat of various rightsizing costs and annualised manpower savings
- Corporate Office support fee of R36m
- Once-off costs of R20m – EU penalty and self-insured portion of Cyclone Idai damage



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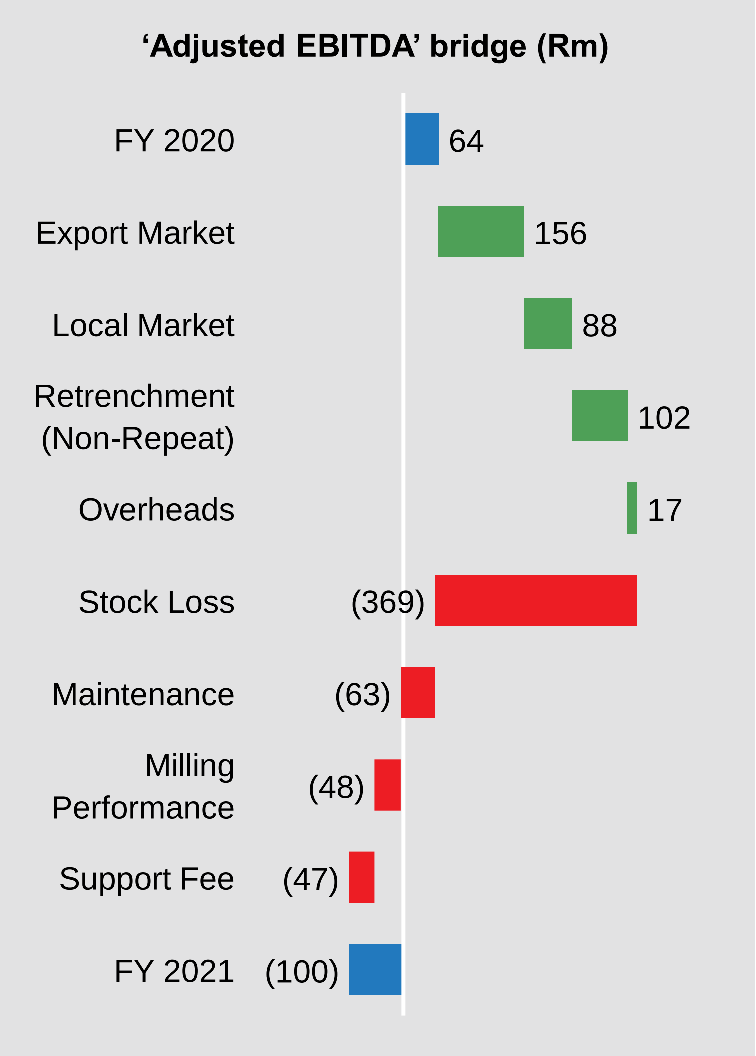
PARTNERING IN GROWTH

SOUTH AFRICA

Commentary

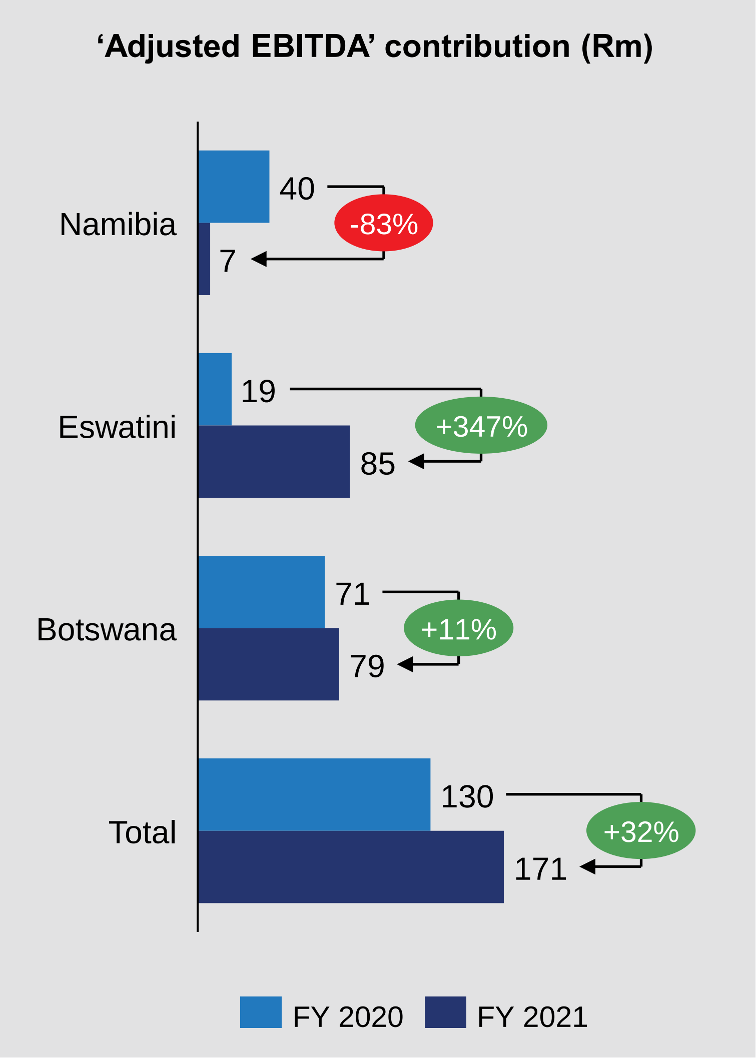
- 'Adjusted EBITDA' loss of R100m (FY 2020: R64m profit)
- Strong first half of the year, followed by a challenging second half
- Sugar production down 10% to 535 000 tons as the lockdown delayed the start-up during lockdown and the commissioning of the second milling line at Maidstone
- High demand forced refined sugar production up 39% to 453 000 tons
- Operational challenges at the refinery resulted in a 27 400 ton stock loss – R369m financial impact (stock write-off, higher processing costs, lower share of industry)
- Local demand at an industry level increased from 1.25 million tons 1.47 million tons
- Tongaat Hulett's local market sales up 22% in a buoyant market, to 497 000 tons – robust market share gains
- Exports realisations up 16% benefitting from exchange rate and higher world prices
- Inflation linked price increase from September 2020 in line with Sugar Masterplan
- Animal feeds sales volumes up 15% to 270 995 tons
- Cost reduction initiatives improved margins on sales, offset by Corporate Office support fee of R47m



OTHER SADC

Commentary

- 'Adjusted EBITDA' of R171m (FY 2020: R130m profit)
- ***Namibia***
  - The Namibian operation was disposed of with effect from 1 July 2020 and consequently the profit in FY 2021 represents 3 months of trading
- ***Eswatini***
  - The Eswatini operation was disposed of with effect from 1 December 2020
  - Profits benefitted from completion of the full 2020/21 sugarcane harvesting campaign – related farming costs were incurred across FY 2020 and FY 2021
  - Costs to be incurred farming the 2021/22 sugarcane crop were avoided after the transaction was closed
- ***Botswana***
  - Sales volumes in Botswana were negatively affected by COVID-19 lockdown, particularly the sales to the bottling industry and stock-outs from disrupted supply
  - Benefit of a stronger Botswana Pula on the import of bulk sugar for packing



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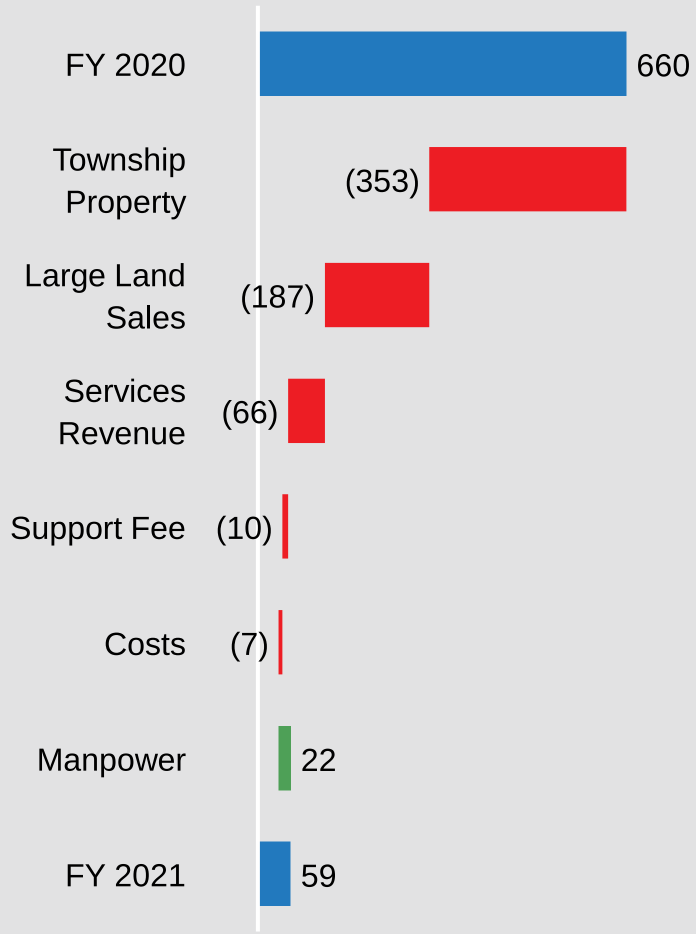
PARTNERING IN GROWTH

PROPERTY

Commentary

- 'Adjusted EBITDA' profit of R59m (FY 2020: R660m)
- Township property sales reduced from 239 000m^2 new floor area to 67 000m^2 new floor area as COVID-19 saw deals in progress delayed or cancelled
- Large land sales totalling 80 hectares were concluded in lower margin development areas, relative to 274 hectares of largely prime land concluded in the prior year
- Revenue from services declined as the lockdown delayed infrastructure programmes
- Corporate office support fees of R10m
- Higher consulting and project costs were incurred to review, revise and project manage the infrastructure programme
- Savings in manpower costs arose as a result of the retrenchment process
- Memorandum of Understanding signed for R110m in infrastructure recoveries from municipalities, with R64m received to date, post year-end
- Four legacy sale agreements with revenue totalling c.R300m are yet to be transferred to the purchaser while various approvals remain outstanding

'Adjusted EBITDA' bridge (Rm)



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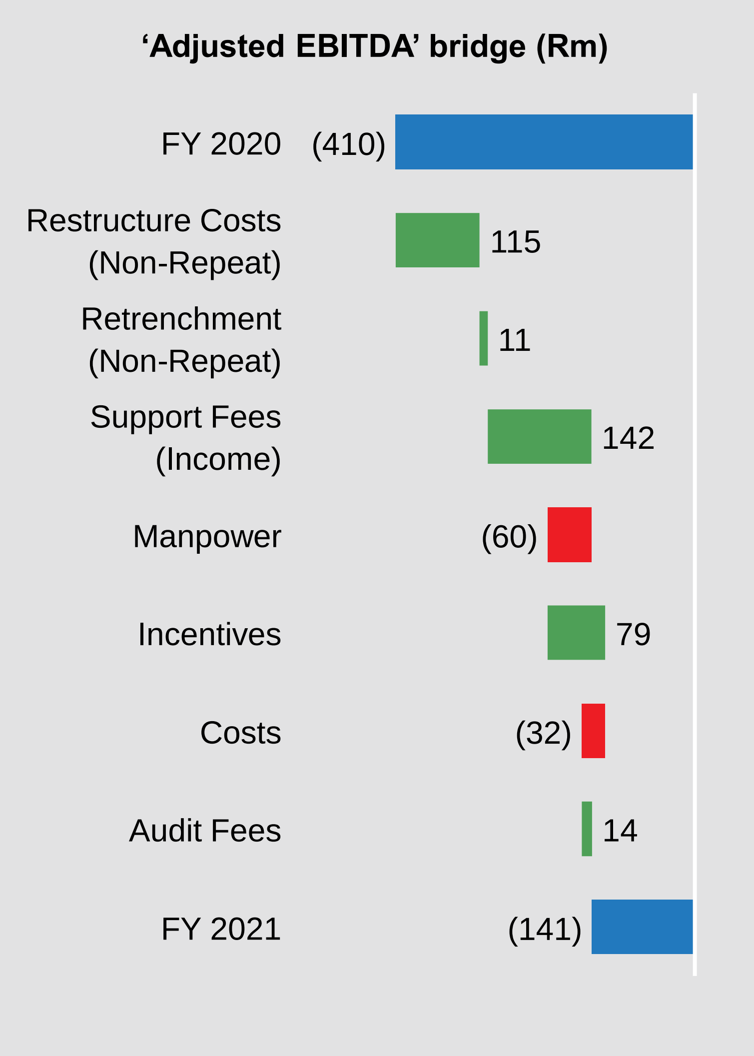
CORPORATE

Commentary

- Significantly reduced adjusted EBITDA loss at R141m (FY 2020: R410m loss)
- Restructure costs reduced by R115m to R24m (excluding costs directly attributable to the disposal of the starch, Namibian and Eswatini operations)
- Operational support service agreements concluded to recover costs incurred centrally for the benefit of the operations
- Higher manpower costs as key vacancies were filled
- Lower incentives due to reversal of all short-term and turnaround incentive accruals for the South African businesses
- Savings in audit fees and non-repeat of retrenchment costs offset by costs on consultants and projects and new processes and policies
- Approximately R10m of legal fees linked to various civil and criminal cases

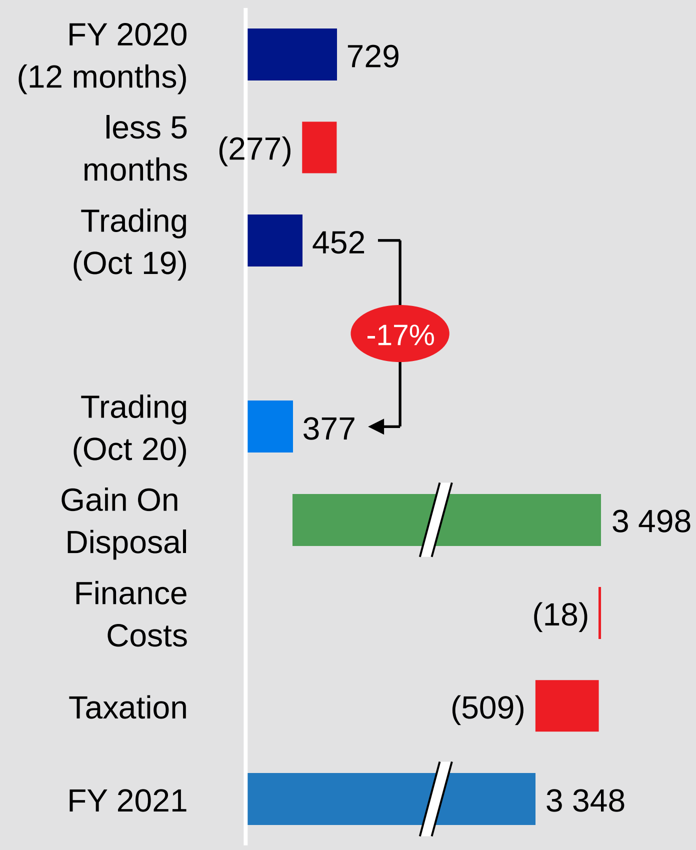


STARCH

Commentary

- ‘Adjusted EBITDA’ reduced by R352m from R729m at March 2020 to R377m at March 2021
- The starch operation contributed to profits for 7 months of the year
- Trading profits at October 2020 were 17% lower than October 2019
- Impact of the COVID-19 lockdown and subsequent alcohol bans reduced sales volumes
- A gain of R3.5bn (after tax) was realised on the disposal of the business

‘Adjusted EBITDA’ bridge (Rm)



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Outlook

TONGAAT HAS A SIGNIFICANT ASSET BASE AND FOOTPRINT

SUGAR

Leading agri-business in sugar, ethanol, animal feeds & cattle

14

Production facilities

South Africa
- 4 mills
- 1 sugar refinery
- 1 animal feeds mill

Zimbabwe
- 2 mills
- 1 sugar refinery
- 1 ethanol refinery
- >5000 cattle

Mozambique
- 2 mills
- 1 sugar refinery

Botswana
- 1 packaging plant

59k

Hectares farmed by Tongaat
177k ha
total feedstock

1.5m

Tons p/a in sugar production capacity

40m

Litres p/a in ethanol capacity

400k

Tons p/a in animal feed capacity

28 900
Employees

PROPERTY

One of the largest portfolios of premier commercial land in KZN and SA

9.6k

Hectares of prime commercial land

16.4k ha in total

R8.3bn*

Developable value

R30bn*

Developed value

GROWTH POTENTIAL

*Indicative fair value for developable land

TongaatHulett

OUR STRATEGY REMAINS FIT FOR PURPOSE

Vision

To be the most trusted partner in all we do

Mission

Build our future by creating sustainable value for all our stakeholders

1. **Rightsize and fix** the fundamentals of our business
2. **Drive efficiencies** within our business
3. **Create a platform** for sustainable and profitable growth
4. **Build capability in our people** in our people and processes

We succeed through excellence and innovation	We grow and win in teams	We take accountability	Integrity and ethics guide our way	We care and do our best	Safely home every day

OUR KEY FOCUS AREAS

GROWTH
- Improve yield & feedstock expansion
- Leverage brand & route to market opportunities
- Extract value from repositioned property portfolio
- Consider diversification opportunities

ASSETS
- Entrench asset care programs
- Improve capability & reliability
- Leverage scale in procurement
- Implement bespoke business intelligence & optimised systems

PEOPLE
- Embed a high-performance culture
- Build skills & capabilities
- Expand performance management

ESG
- Renew focus on reputation management
- Ensure ongoing compliance with changing environmental legislation
- Improve water, energy, carbon and waste efficiency
- Step-up empowerment

CAPITAL STRUCTURE
- Pursue optimal capital structure
- Strategic asset sale/equity raise to pay down debt

OUTLOOK

- Continued demand for sugar
- Ongoing dividend from Zimbabwe
- Progressing both delayed and additional property sales
- Lower interest burden
- Debt reduction ~R2bn (Equity /Asset sales)
- Challenging start to the crushing season, mainly in South Africa
- Lower sugar inventory
- Slightly lower yields in Zimbabwe and Mozambique – Climatic change
- Liquidity remains a focus area
- COVID-19 – we remain cautious


THANK YOU!