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09:00 - 09:15: Welcome and Introductions

09:15 - 09:45: Imperial Logistics - significant developments

09:45 - 10:15: Africa Update

10:15 - 10:45: Resolve

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Half-year Results: Logistics

Revenue = R20 bn
- 26%

Operating profit = R1,1 bn
- 50%

Revenue contribution:
- Africa Logistics: 21%
- International Logistics: 17%
- Distribution, Retail and Allied Services: 25%
- Automotive Retail: 8%
- Other Segments: 4%
- Financial Services: 25%

Operating profit contribution:
- Africa Logistics: 17%
- International Logistics: 28%
- Distribution, Retail and Allied Services: 17%
- Automotive Retail: 11%
- Other Segments: 13%
- Financial Services: 20%

Revenue (R bn)
H1 2010: 8.4
H2 2010: 8.3
H1 2011: 9.7
H2 2011: 10.9
H1 2012: 12.5
H2 2012: 15.2
H1 2013: 15.9
H2 2013: 17.7
H1 2014: 20.0

4 yr CAGR = 24%

Operating profit (R m)
H1 2010: 498
H2 2010: 563
H1 2011: 592
H2 2011: 544
H1 2012: 715
H2 2012: 793
H1 2013: 708
H2 2013: 971
H1 2014: 1,062

4 yr CAGR = 21%
Project Hidrovía Paraná Paraguay (HPP)

- **Scope**: Transport of Iron ore from Corumbá, Brazil to steel mill in Argentina
- **Operations started in February 2014**
- **Distance**: 2,400 km (10x Rotterdam-Duisburg)
- **Equipment**
  - HPP fleet: 2 push boats and 24 barges
  - Transfer of 2 push boats and 12 barges from European fleet
  - 12 barges built in Paraguay

The Paraná-Paraguay waterway system

- **Foothold in South America**
- **Will contribute from H2 F2014**
Continued Success of CIC

Our service offering includes a **fully integrated end-to-end** Route To Market solution:

- **Joint Planning**
  - Place orders on the Principal
- **Primary transportation**
- **Warehousing in-country**
- **National Sales**

- **In-trade & telesales order taking & processing**
- **Secondary distribution into the trade**
- **In store Merchandising and product / brand activations**
- **Invoicing and debt collection**
- **Customisable reporting and market intelligence**

- Revenue growth of 20%+
- Various contract gains
- Collaboration between countries
- Expansion of Brand Activation Services
- Engagement with multi-nationals
Discussion

- **South Africa Contract Gains**
  - R1 billion of new business contributed to a pleasing set of interim results.
  - This includes contracts with a number of blue chip clients representing sectors ranging from FMCG and petrochemical to automotive.
  - The business continues to gain market share – both from new clients and from growth within existing clients.

- **Successful Consolidation Process**
  - Through last year’s consolidation process, Imperial Logistics rationalised some contracts and services and this had a positive impact on the quality of revenue.
  - In simplifying the business and honing in on our capabilities, we are now better able to meet customers’ requirements.

- **Scope of Service Offering**
  - Our diverse experience and expansive capabilities extend from procurement to brand activation, and include all the logistics services in between.
  - As a result, Imperial Logistics is the only company that can take materials and products from their original source - via manufacturing - to the end-consumer point of sale. “Get me there; sell my product; build my brand” is the way we describe our integrated, end-to-end value proposition.

- **Leverage, Partner & Acquire**
  - We aim to grow and refine our offering in order to offer our clients the benefits of new services and capabilities.
  - The three dimensions of our growth strategy are new geographies, new industries and new capabilities.
  - We will achieve this by effectively leveraging our existing skills and expertise; by partnering with other players where necessary; and through acquisitions.
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Imperial’s footprint in the rest of Africa

- Infrastructure in 11 countries
- Cross border transportation into 18 countries
- Over 75 regional, local and general freight and distributor warehouses
- R2.8 bn logistics and distribution turnover in the rest of Africa
OUR CLIENT’S NEEDS IN THE REST OF AFRICA

Get me there…
- Warehouse
- Transport
- Supply chain management

Sell my product
- Sales
- Marketing
- Distribution

Build my brand
- Market intelligence and understanding
- Promotion
- Brand activation

We are fast becoming the undisputed leader in consumer product distribution in sub-Saharan Africa
EcoHealth Acquisition

EcoHealth

Pharmacies
Retailers
Hospitals
Clinics

Consumer

Roche
Novartis
AstraZeneca
GlaxoSmithKline
Pfizer
Discussion

- **EcoHealth Growth Potential**
  - Eco Health handles around 30% of all of the pharmaceuticals sold and distributed throughout Nigeria, and has an 80% market share of the ethicals (branded products) market.
  - The business has an excellent distribution network and footprint - supplying 4,200 hospitals, 8,000 pharmacies, 2,000 clinics and 40,000 patent medicine vendors with ethical and over-the-counter pharmaceuticals.
  - Through Eco Health we can enter the generics market and grow the OTC business, which holds good potential.
  - The large blue chip customer base of Eco Health will also benefit from the cross selling opportunities that exist between territories of the current Imperial Africa footprint (11 countries).

- **Performance of MDS and IHS Acquisitions**
  - MDS Logistics Nigeria made a positive contribution to earnings, in line with expectations. The acquisition gives us a full transport and warehousing capability and footprint in the FMCG, pharmaceutical and telecommunications industries in Nigeria.
  - The Consumer Products business performed well. The business realised benefits from the consolidation of retail logistics operations, including the successful integration of Imperial Health Sciences.
  - Significant new contracts were gained and the business continues to grow.
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What is Resolve about?

Resolve is more than just a name; it’s a reflection of the way in which we handle all of our business and provide sustainable end-to-end solutions. We are about

making business better

We find practical and innovative solutions to business problems

We plan the most advantageous course of action and we execute it

We have a determination that drives us to make business better
Improving our Client’s Business

By understanding the dynamics, challenges and opportunities of our clients’ industries and value networks, we complement their strategy and drive it through to operations, improving key elements of business performance.

We help our Clients to transform their

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Our **Products and Services**

### Advisory
1. Supply Chain Management
2. Physical Asset Management
3. Business Process and Systems
4. Mobile and Digital

### Technology
1. ONE Network RTVN
2. Point Applications
3. Enterprise Systems
4. Software Development
5. Application Management

### People Enablement
1. Process and Organisational Design
2. Competence Development
3. Instructional Design and Training
4. Change Management

### Process Outsourcing
1. Distribution Management
2. Fresh Produce Traceability
3. Synchronised Storage and Assembly
4. Procurement and Inbound Supply
5. Asset Lifecycle Management
Differentiators

We use a hands-on mentality **from design to implementation and operation**

We have **no restrictions** when it comes to solutions, thanks to our **vast reliable resources**

We are **focused on integrating** process, technology, assets and people with full consideration of the bigger picture.
Resolve by the **Numbers**

The extent of our solutions…

**People**

Clients include **65%** of the **TOP 40** companies listed on the **JSE**

**We are able to connect Africa to the Global Supply Chains**

**IT applications supporting more than 10,000 Users**, exceeding **1,000,000 business transactions** per month

**Transformed Supply Chains delivering >R100m returns over the last year.**
Resolve by the **Numbers**

Our clients entrust us to:

- Support procurement processes in excess of **R1bn** per annum
- Syncronised picking of more than **17,000** items and assembling **6,000** kits daily
- Manage distribution of more than **3,500 deliveries** per day
- Supporting the management of more than **5 million physical assets**
Discussion

- **Resolve clients**
  - The client list represents a range of sectors, including Transport & Infrastructure; Consumer Products; Resources and Industrial Service.

- **Resolve collaboration with other Imperial Logistics OpsCos**
  - The business works closely with the OpsCos within the Group – seeking out opportunities to build special capabilities and further reduce costs in client value chains.
  - Numerous projects bear testimony to such collaboration.

- **Resolve involvement in Africa**
  - Resolve is working with numerous clients - on varied projects - throughout Africa. This include work for major players in the FMCG space, encompassing multinationals expanding into Africa.
  - Many opportunities also exist within the mobile and digital technology arenas. Opportunities that can now be leveraged by Resolve Mobile.
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Perspective

272 Personnel

220 000 Loads

350 Dedicated Sub-Contractor Fleet

900 Contracted Ad Hoc Sub-Contractors

Value of Product Transported

R 154 bn

Offices
Stellenbosch
Jetpark
Durban
Walvis Bay

Industries
FMCG
Industrial
Agricultural
Mining

9 African Countries
Core service offering and value added services

- Primary Freight Transport
- Container Management Solution
- Despatch Management
- Inbound Scheduling
- Road to Rail Solution
- Export Management Service
- Planning & Optimization
- Technology (Reporting & Business Intelligence)
- Vendor Collections, Factory Gate Pricing, Pallet Management, Reverse Logistics
Integrated Planning: Creating a single version of the truth

Customers

Loading Sites

Sales Orders, Stock Transfer Orders, Return Loads

Plan  Allocate  Execute  Report
Aligned Business Structure

- Rest of Africa
  - EcoHealth
  - IMPERIAL
  - IMPERIAL COLD LOGISTICS
  - IMPERIAL DISTRIBUTION SERVICES
  - IMPERIAL HEALTH SCIENCES
  - IMPERIAL MANAGED LOGISTICS
  - IMPERIAL RETAIL LOGISTICS
  - IMPERIAL RETAIL SOLUTIONS
  - IMPERIAL TRUCK RENTAL
  - IMPERIAL CARGO
  - IMPERIAL CARGO SOLUTIONS
  - IMPERIAL DEDICATED CONTRACTS
  - GOLDFIELDS LOGISTICS
  - TANKER SERVICES
  - LSC
  - VUNANI SECURITIES
  - and others

- Consumer Products
- Transport & Warehousing
- Business Development
  - Marketing
  - Client Relationships
  - Strategic Analysis

- Shared Services
  - Finance & Admin
  - Risk
  - Commercial
  - Group IT
  - Training
  - Sustainability
  - Technical
Discussion

- **Competitive Advantage**
  - **Scale**
  - A thorough understanding of the clients’ logistics needs enables Managed Logistics to use a combination of assets to service these in an optimal way, for example, by using road and/or rail transport, cross-border transportation and the like.
  - One of the biggest advantages for our clients is that the IML model serves as a single point of contact which engages directly with the customer, assessing transport requirements, designing the best possible solution and ensuring that it sources relevant capacity to move freight to the end destination.

- **Imperial fleet**
  - We currently operate a dedicated fleet of 350 vehicles around South Africa that are sourced from Imperial Logistics itself as well as from independent transporters who offer the right trucks with the right drivers and who can meet our criteria in terms of delivering high levels of service.
  - Most vehicles in the Imperial Logistics fleet offer full telematics and GPS support. Consequently, should regular updates be required, we are able to confidently inform customers with regard to the exact locations of their goods, as well as the anticipated time of delivery.
  - Should we require more capacity, there are up to 1 000 registered transporters on our database that we could call on and Managed Logistics holds formal contracts with suppliers of transport to ensure that, on the customer side, capacity is guaranteed. Similarly, our transporters know that we are supplying them with sustainable levels of work.

- **Involvement in Africa**
  - We deal with a number of FMCG manufacturing companies that have identified certain areas in Africa that offer huge potential for growth for their brands but lack a cost-effective logistics plan in terms of getting their products to market – hence our involvement.

- **Road to Rail Partnership**
  - The IML team assesses all facets of the customer’s transport needs and then combines these with knowledge of national transport routes, the geographical layout of South Africa and the available transport in the area to ensure that goods are delivered on time exactly where they need to be.
  - Likewise, we are constantly looking to promote railway transport through our relationship with Transnet – which is resulting increasingly in rail solutions for clients.
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