## Company Information Report

Contact Details

| Home Country: | Postal Address: | Postal Address: | City: | Area code: | Head Office Telephone: | Email: | Website: | Company Registration Date:: | Latest Annual Report: | Recording Currency: |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| South Africa | Box 20 | ugenot | Pa |  |  | ee | .pioneer | 996/01/01 | 2019/09/30 | AR |

GUF Information
CGUFin this sector:|signed an IFA:||-A signing Date:
lUF $\quad$ No $\quad 0$

Sector Information


Five Major Shareholders

| Zeder Investments Ltd |
| :---: | :---: |
| $\mathbf{7 \%}$ |
| Government Employees Pension Fund |
| $\mathbf{7 \%}$ |
| Pioneer Voedsel (Pty) Ltd |
| $\mathbf{4 \%}$ |
| Pioneer Foods Broad-BasedBEE Trust |
| $\mathbf{4 \%}$ |
| Dipeo Capita (RF) (Pty) Ltd |

## Company Performance Report

Company Performance in US Dollars - USD

| Year End: | Revenue: | Profit Before Tax: | Assets: | Liabilities: |
| :--- | :--- | :--- | :--- | :--- | :--- |
| 2009 | $1,929,373,697$ | $106,230,332$ | $959,893,365$ | $410,864,929$ |
| 2010 | $2,221,310,647$ | $87,498,588$ | $1,253,501,836$ | $581,671,844$ |
| 2011 | $2,435,422,688$ | $151,711,850$ | $1,425,291,185$ | $631,110,694$ |
| 2012 | $2,314,646,642$ | $114,676,617$ | $1,319,181,219$ | $548,890,423$ |
| 2013 | $2,209,784,946$ | $101,978,495$ | $1,276,422,043$ | $567,869,462$ |
| 2014 | $1,687,188,847$ | $90,383,222$ | $1,230,721,926$ | $647,991,992$ |
| 2015 | $1,562,333,333$ | $151,208,333$ | $1,014,250,000$ | $433,333,333$ |
| 2016 | $1,499,250,364$ | $168,791,849$ | $984,752,547$ | $412,168,850$ |
| 2017 | $1,448,926,72172,908,956$ | $960,199,852$ | $364,182,087$ |  |
| 2018 | $1,431,242,898$ | $104,836,648$ | $1,032,748,580$ | $435,092,330$ |
| 2019 | $1,499,032,77781,955,849$ | $986,916,812$ | $384,123,031$ |  |
| 2020 | $4,609,000,000-126,000,000$ | $5,455,000,000$ | $3,080,000,000$ |  |

## Company Performance in South African Rand - ZAR

| Year Ena: | Revenue: | ax: | Assets: | ties: |
| :---: | :---: | :---: | :---: | :---: |
| 2009 | 16,283,914,000 | 86,584,000 | 8,101,500,000 | 3,467,700,000 |
| 2010 | 15,731,322,00 | 19,665,000 | 8,877,300,000 | 4,119,400,000 |
| 2011 | 16,853,125,000 | ,049,846,000 | 9,863,015,000 | 4,367,286,000 |
| 2012 | 18,609,759,000 | 922,000,000 | 10,606,217,000 | 4,413,079,000 |
| 2013 | 20,551,000,000 | 948,400,000 | 11,870,725,00 | 5,281,186,000 |
| 2014 | 17,698,611,000 | 948,120,000 | 12,910,273,000 | 6,797,436,000 |
| 2015 | 18,748,000,000 | 1,814,500,000 | 12,171,000,000 | 5,200,000,000 |
| 2016 | 20,599,700,000 | 2,319,200,000 | 13,530,500,00 | 5,663,200,000 |
| 2017 | 19,575,000,000 | 985,000,000 | 12,972,300,000 | 4,920,100,000 |
| 2018 | 20,151,900,000 | 1,476,100,000 | 14,541,100,000 | 6,126,100,000 |
| 2019 | 22,272,629,000 | 1,217,700,000 | 14,663,610,000 | 5,707,300,000 |
|  |  |  |  |  |

## Company Performance Changes Report

Company Revenue - ZAR


## Company Revenue - USD



## Company Profit Before Tax - ZAR



Company Profit Before Tax - USD


## Company Directors Report

CEO Biography - USD:

| Year End: | Director Surname: | Director Name: | Director Gender: | Full Year on Board?: | Full year in position?: |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 2009 | Hanekom | WA (Andre) | Male | Yes | Yes |
| 2010 | Hanekom | WA (Andre) | Male | Yes | Yes |
| 2011 | Hanekom | WA (Andre) | Male | Yes | Yes |
| 2012 | Hanekom | WA (Andre) | Male | Yes | Yes |
| 2013 | Hanekom | WA (Andre) | Male | No | No |
| 2013 | Roux | Phil | Male | No | No |
| 2014 | Roux | Phil | Male | Yes | Yes |
| 2015 | Roux | Phil | Male | Yes | Yes |
| 2016 | Roux | Phil | Male | Yes | Yes |
| 2017 | Roux | Phil | Male | Yes | Yes |
| 2018 | Carstens | Tertius A | Male | Yes | Yes |
| 2019 | Carstens | Tertius A | Male | Yes | Yes |

CEO Remuneration - USD:

| -Inancial Year: | Saary: \|Benetts: | \|Cash Bonus | Other: | \|rotal Annual | Lil Payment: | Otal |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 2009 | 460,615 42,764 | 377,767 | 0 | 881,147 | 0 | 881,147 |
| 2010 | 582,969 82,333 | 52,394 | 0 | 717,695 | 444,852 | 1,162,548 |
| 2011 | 570,231 123,844 | 347,110 | 0 | 1,041,185 | 0 | 1,041,185 |
| 2012 | 490,547 140,547 | 29,104 | 0 | 660,199 | 0 | 660,199 |
| 2013 | 453,871 129,140 | 193,333 | 1,264,731 | 2,041,075 | 0 | 2,041,075 |
| 2014 | 420,624 122,044 | 828,193 | 0 | 1,370,861 | 0 | 1,370,861 |
| 2015 | 397,667 2,434,833 | 34,000 | 82,083 | 2,948,583 | 0 | 2,948,583 |
| 2016 | 386,317 60,189 | 0 | 29,694 | 476,201 | 147,988 | 624,189 |
| 2017 | 428,571 83,420 | 0 | 605,255 | 1,117,246 | 1,314,360 | 2,431,606 |
| 2018 | 347,443 68,182 | 107,386 | 10,511 | 533,523 | 182,955 | 716,477 |
| 2019 | 347,490 68,044 | 0 | 9,961 | 425,495 | 0 | 425,495 |

## Executive Director Remuneration - USD:

| Financial Year:\|No. of ElDs:|ctal Salary: Cash Bonus | Other: Iotal Annual |  |  |  |
| :--- | :--- | :--- | :--- | :--- |
| 2009 | 4 | $1,073,876$ | $2,237,124$ | $268,469559,281$ |
| 2010 | 4 | $1,255,755$ | $1,604,858$ | $313,939401,215$ |
| 2011 | 3 | $1,153,902$ | $2,150,867$ | $384,634716,956$ |
| 2012 | 3 | $1,092,537$ | $1,390,920$ | $364,179463,640$ |
| 2013 | 4 | 920,000 | $2,713,118$ | $230,000678,280$ |
| 2014 | 2 | 689,404 | $1,999,527$ | $344,702999,763$ |
| 2015 | 3 | 625,500 | $3,489,583$ | $208,5001,163,194$ |
| 2016 | 2 | 585,444 | 697,598 | $292,722348,799$ |
| 2017 | 3 | 526,573 | $1,226,055$ | $175,524408,685$ |
| 2018 | 2 | 661,435 | 953,977 | $330,717476,989$ |
| 2019 | 2 | 662,269 | 774,936 | $331,135387,468$ |

## Non-Executive Director Remuneration - USD:

| \|Financia | Year:\|No. of | Nas. |  |
| :--- | :--- | :--- | :--- |
| 2009 | 14 | 252,622 | 18,044 |
| 2010 | 16 | 294,732 | 18,421 |
| 2011 | 9 | 730,925 | 81,214 |
| 2012 | 11 | 296,020 | 26,911 |
| 2013 | 9 | 305,269 | 33,919 |
| 2014 | 9 | 266,414 | 29,602 |
| 2015 | 8 | 250,250 | 31,281 |
| 2016 | 11 | 249,927 | 22,721 |
| 2017 | 10 | 368,542 | 36,854 |
| 2018 | 10 | 420,526 | 42,053 |
| 2019 | 11 | 471,059 | 42,824 |

## CEO Remuneration - ZAR

| rinancal Year. | Salary: | Beneris. | Casi borus | -rier | rotar annua | Lirayment | , |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 2009 | 3,953,000 | 367,000 | 3,242,000 | 0 | 7,562,000 | 0 | 7,562,000 |
| 2010 | 4,128,000 | 583,000 | 371,000 | 0 | 5,082,000 | 3,150,000 | 8,232,000 |
| 2011 | 3,946,000 | 857,000 | 2,402,000 | 0 | 7,205,000 | 0 | 7,205,000 |
| 2012 | 3,944,000 | 1,130,000 | 234,000 | 0 | 5,308,000 | 0 | 5,308,000 |
| 2013 | 4,221,000 | 1,201,000 | 1,798,000 | 11,762,000 | 18,982,000 | 0 | 18,982,000 |
| 2014 | 4,446,000 | 1,290,000 | 8,754,000 | 0 | 14,490,000 | 0 | 14,490,000 |
| 2015 | 4,772,000 | 29,218,000 | 408,000 | 985,000 | 35,383,000 | 0 | 35,383,000 |
| 2016 | 5,308,000 | 827,000 | 0 | 408,000 | 6,543,000 | 2,033,358 | 8,576,358 |
| 2017 | 5,790,000 | 1,127,000 | 0 | 8,177,000 | 15,094,000 | 17,757,000 | 32,851,000 |
| 2018 | 4,892,000 | 960,000 | 1,512,000 | 148,000 | 7,512,000 | 2,576,000 | 10,088,000 |
| 2019 | 5,163,000 | 1,011,000 | 0 | 148,000 | 6,322,000 | 0 | 6,322,000 |

## Executive Director Remuneration - ZAR

| Year | No. of =us: | ry: |  | , | erage Remuneration |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 2009 | 4 | 9,216,000 | 19,199,000 | 2,304,000 | 4,799,750 |
| 2010 | 4 | 8,892,000 | 11,364,000 | 2,223,000 | 2,841,000 |
| 2011 | 3 | 7,985,000 | 14,884,000 | 2,661,667 | 4,961,333 |
| 2012 | 3 | 8,784,000 | 11,183,000 | 2,928,000 | 3,727,667 |
| 2013 | 4 | 8,556,000 | 25,232,000 | 2,139,000 | 6,308,000 |
| 2014 | 2 | 7,287,000 | 21,135,000 | 3,643,500 | 10,567,500 |
| 2015 | 3 | 7,506,000 | 41,875,000 | 2,502,000 | 13,958,333 |
| 2016 | 2 | 8,044,000 | 9,585,000 | 4,022,000 | 4,792,500 |
| 2017 | 3 | 7,114,000 | 16,564,000 | 2,371,333 | 5,521,333 |
| 2018 | 2 | 9,313,000 | 13,432,000 | 4,656,500 | 6,716,000 |
| 2019 | 2 | 9,840,000 | 11,514,000 | 4,920,000 | 5,757,000 |

## Company Directors Fee Changes

CEO Salary - ZAR


## CEO Salary - USD



## CEO Remuneration - ZAR



## CEO Remuneration - USD



Average Executive Director Salary


Average Non-Executive Director


## Company Employees Report

Total Employee Count:

| Year End: | No. Employees: | No. Contractors | Total Workforce |
| :--- | :--- | :--- | :--- |
| 2009 | 8600 | 0 | 8775 |
| 2010 | 0 | 0 | 12530 |
| 2011 | 0 | 0 | 12812 |
| 2012 | 0 | 0 | 12984 |
| 2013 | 0 | 0 | 11058 |
| 2014 | 0 | 0 | 9724 |
| 2015 | 0 | 0 | 7782 |
| 2016 | 8348 | 0 | 8348 |
| 2017 | 7020 | 2665 | 9685 |
| 2018 | 0 | 0 | 8531 |
| 2019 | 9504 | 0 | 0 |
| 2020 | 12805 | 0 | 12805 |

## Countries of Operation:

| Country of Operation: | Is this the Home Country? | Is there a Recognition Agreement? | Country notes |
| :---: | :---: | :---: | :---: |
| South <br> Africa | Yes | Yes | For the year under review, 11314 people were permanent ly employed by the Group's wholly owned South African operations and 302 people were employed by the South African-based joint ventures, being Heinz Foods (SA) and Bowman Ingredients (SA). A total of 3208 people were employed in the dedicated sales and merchandising structure, Pioneer Foods In -Store and a further 1185 people were temporarily employed in both fixed-term and seasonal contract employment. 2012: The group employed 12984. |
| Zambia | No | No | 2012: Total employees across all operations $=12984$ |
| Uganda | No | No | 2012: Total employees across all operations $=12984$. |
| Namibia | No | No | 2012: Total employees across all operations $=12984$ |
| Botswana | No | No | 2012: Total employees across all operations $=12984$ |
| United Kingdom | No | No | Bokomo Foods (UK). 2012: Total employees across all operations = 12984. |

Total Employee Count:

| Country: | Year <br> End: | No. Operations | No. Employees: | No. Contractors: | Iotal <br> Workforce: | Union(s): | Degree of Unionisation: |  | Min Wage (Local) Per Month: |  | Min Wage USD (Per Annum): |  | Min Wage USD (Per Annum): |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| South Africa | 2012 | 0 | 0 | 0 | 11365 | 0 | 0.535 | 0 |  | 0 |  | No |  |
| United Kingdom | 2012 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |  | 0 |  | No |  |
| Botswana | 2012 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |  | 0 |  | No |  |
| Namibia | 2012 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |  | 0 |  | No |  |
| Uganda | 2012 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |  | 0 |  | No |  |
| Zambia | 2012 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |  | 0 |  | No |  |

