

Introduction to Imperial Market Access

November 2022



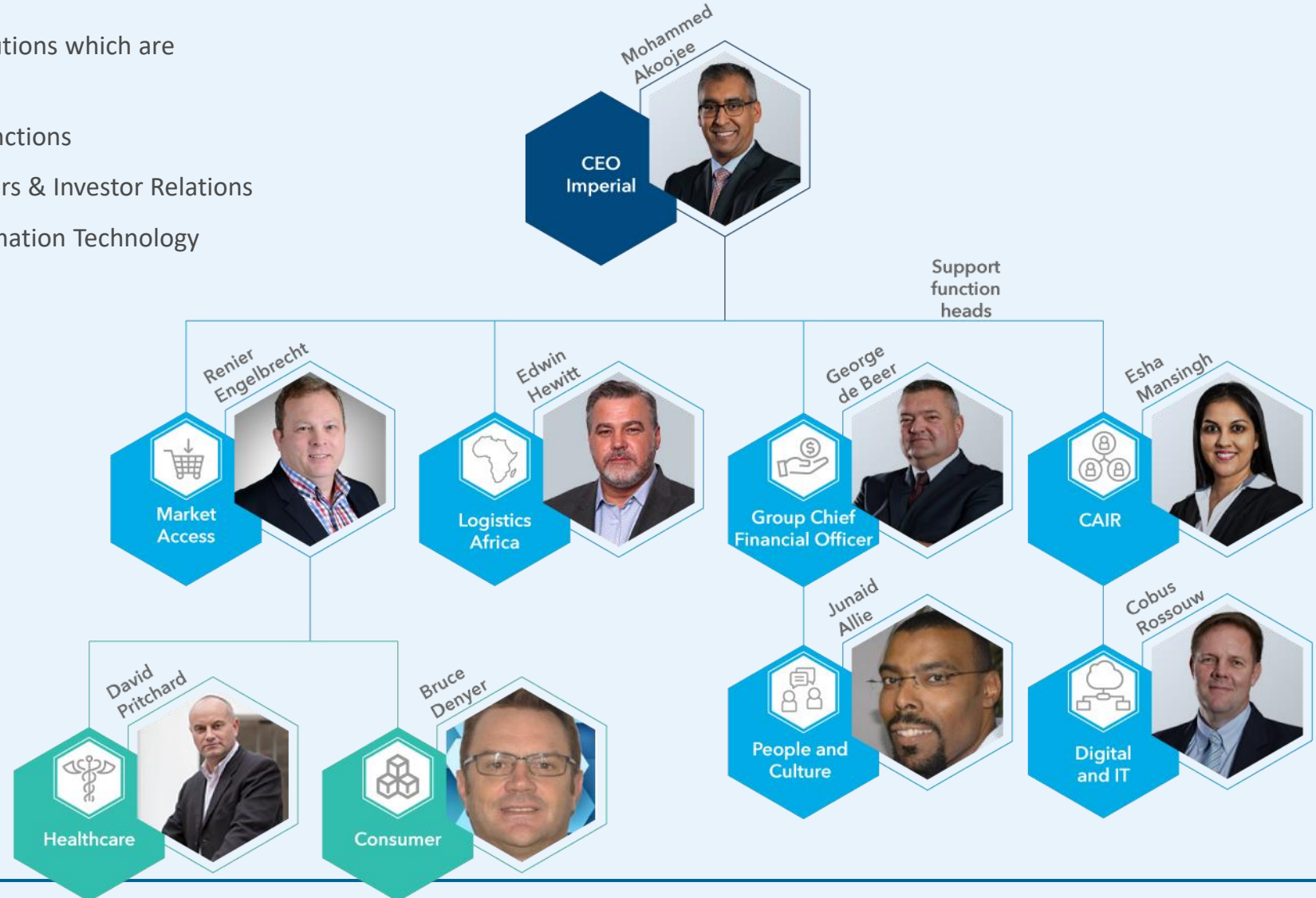
Imperial
A DP WORLD Company

A large, close-up photograph of a diverse group of African children, mostly of primary school age, smiling and looking towards the camera. The image is overlaid with a semi-transparent blue filter. The children are wearing various patterned and striped clothing. The text is centered over the middle of the image.

Connecting Africa and the world
and improving people's lives with access
to quality products and services

Organisational structure to support our strategy

- Imperial has one purpose and offers two solutions which are delivered through three core businesses
- The group is supported by four centre led functions
 - People & Culture
 - Finance
 - Corporate Affairs & Investor Relations
 - Digital & Information Technology



Our Client, Principal and Customer Proposition

- We offer a unique value proposition as the 'Gateway to Africa' through:
 - providing integrated market access and logistics solutions
 - five key industries: healthcare, consumer, chemicals, industrial and automotive
- We take our clients, principals and customers to some of the fastest growing and most challenging markets in the world
- We provide end-to-end access to markets with the flexibility to adjust to different needs, in a simple seamless way of working and engaging
- We provide end-to-end visibility and insights
- Being resilient and helping our clients, principals and customers to be resilient
- Based on our 'One Imperial' approach through delivering simplicity, flexibility and visibility to our clients, principals and customers



Who we are



African & European focused
provider of **market access**
and **logistics solutions**



Focus on five key industries
- **healthcare, consumer, automotive,**
chemicals and **industrial**



Listed on the
Johannesburg Stock Exchange in
South Africa



Employs over **25 000 people**
in **26 countries**



Annual **revenue**
of **€3.12bn**
Annual **operating profit**
of **€139m**



Provides access to
quality medical products,
consumer goods and
other products & services



Rated **66/150 most valuable and**
strongest African brands by
Brand Finance

Environmental, Social & Governance (ESG)

Imperial
A DP WORLD Company



Our ESG strategy contributes to the Sustainable Development Goals and is structured around four pillars



Sustainable ENVIRONMENT

- Reduce GHG emissions
- Improve fuel efficiency
- Increase waste recycling
- Conserve water



Diverse and healthy WORKFORCE

- Improve diversity & inclusion
- Zero harm to people
- Improve employee wellbeing
- Develop talent



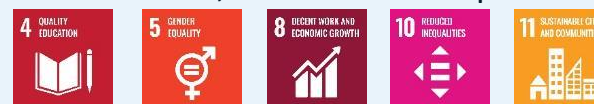
Develop our COMMUNITIES in countries of operation

- Enhance inclusive supply chain performance
- Improve employee localisation
- Strengthen CSI partnerships to leverage & increase impact in healthcare, education and sport



GOVERNANCE for ethical business

- Zero tolerance to bribery and corruption
- Privacy and data security
- Uphold high supply chain standards



Alignment with sustainability frameworks

Certifications, auditors & ratings / assessments



FTSE4Good



Deloitte.

Reporting frameworks



CFO Forum

2021 ESG performance snapshot

Environmental



Fuel efficiency of **36.1 litres/100 km** across all vehicle fleets of Logistics International, Logistics Africa and Market Access respectively



5 800 000 litres fuel savings in SA (estimated savings of ~15 000 tons of CO₂e emissions)



1 359 559 kilowatt hours of renewable electricity generated (estimated savings of ~1 041 tons of CO₂e emissions)



701 tons of waste recycled, representing 68% of general waste generated



24% of water demand sourced from boreholes, rainwater harvesting and recycled water



0 significant spills

Social



25 432 jobs supported



R11.4 billion paid in salaries, wages and other benefits – ~22% of revenue (group)



R246 million training spend (including learnership salaries)



16% of top management, **23%** of senior management and **29%** of middle management across the Group are women



361 million km travelled in Africa and Europe, with **2.9 accidents per million km** in SA



34%, 15% and 25% of SA procurement spend was with 51% black-owned, 30% black women-owned and EME/QSE businesses, respectively



R24.2 million CSI spend; 4.5% of group NPAT, including more than 2 million patients and 62 000 scholars as beneficiaries

Governance



40% of the Board is female



6 044 training interventions on anti-bribery and corruption, Code of Conduct and anti-trust law



Zero material financial or data losses from cyberattacks



Zero material incidents of non-compliance with laws and regulations concerning HSE impacts of products and services; zero legal actions on corruption or anti-trust law

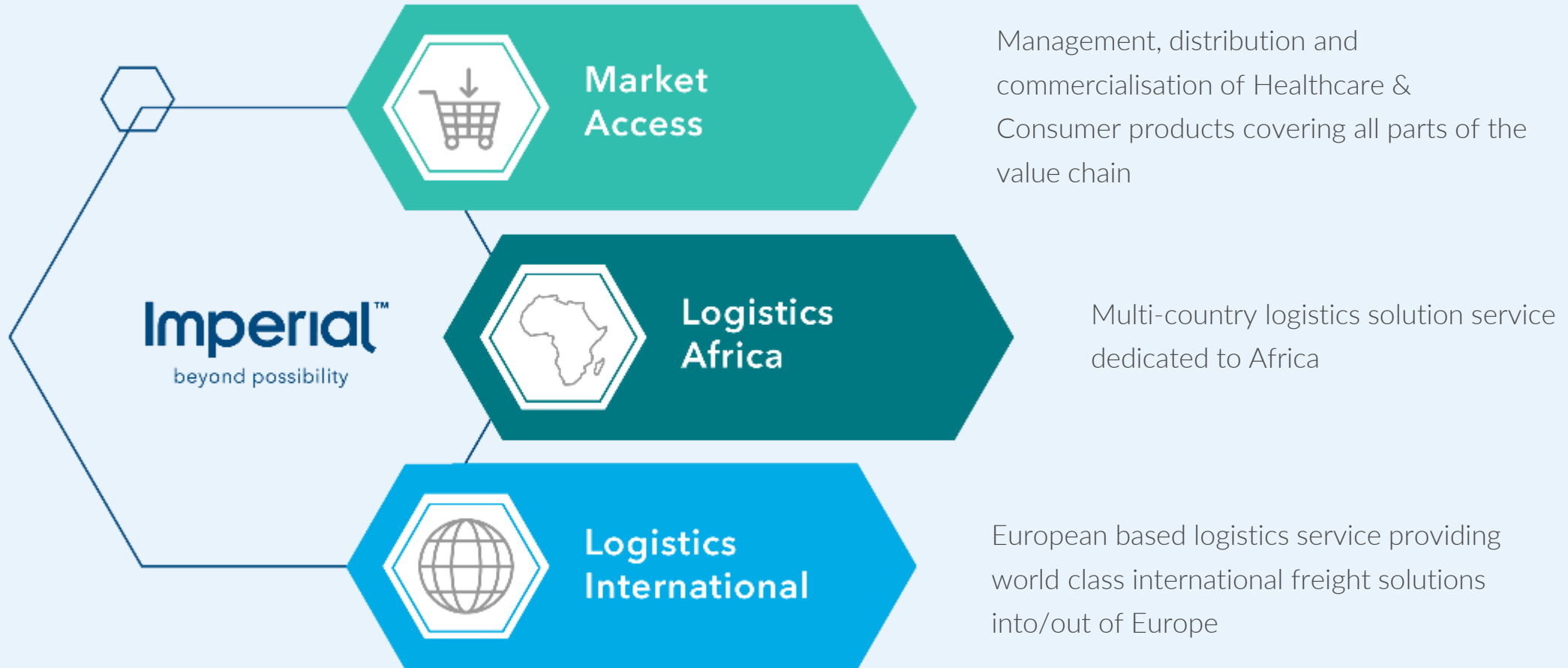


25% of SA transport sub-contractors underwent SHE audits

Introduction to Imperial's Market Access Consumer



Imperial
A DP WORLD Company



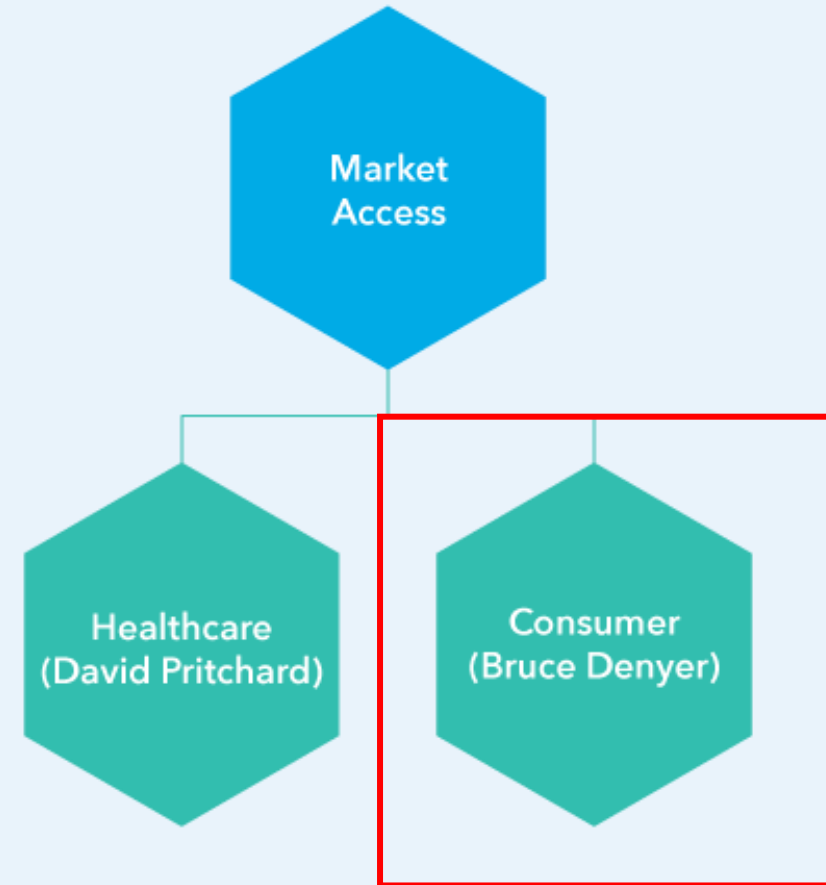
◆ 1 purpose - led by Market Access CEO

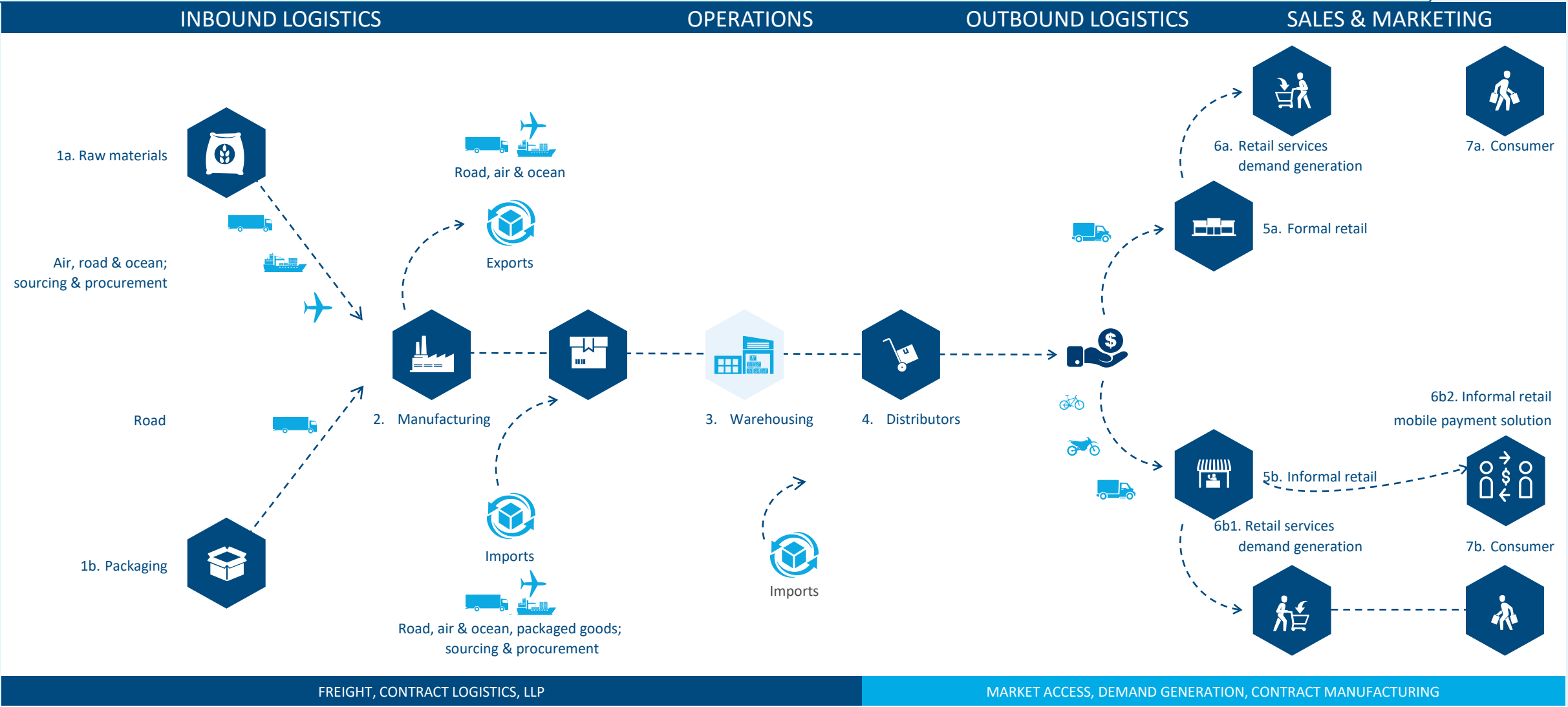
◆ 2 key industries

- Healthcare - Led by David Pritchard
- Consumer – Led by Bruce Denyer

◆ Key insights:

- Both Healthcare and Consumer are important and growing categories on the African continent
- Ensuring access to quality Healthcare and Consumer products on the African continent is essential for the patients and consumers living here.
- These industries are resilient too and Africa offers a great opportunity for growth for our Principals





Geographic expansion

Multi-market Aggregation

Capability expansion

Category expansion

Strategic Partner

One Imperial



Imperial™
beyond possibility

- Expand presence into new key and strategic markets
- Meet principal cluster needs through coverage of economic markets

- Provide a single partner for delivery of products and services into multiple markets
- Reduce principal risk and streamline management control

- Expand capabilities to include contract packaging, brand activation & promotion, sourcing & procurement and brand partnerships.

- Expanding our source of growth through Category optimization and expansion to ensure a balanced portfolio.

- Focused principal engagement to become the best-in-class distributor & strategic partner – enabling technology & assessing market intelligence by investing in the transition from a transactional relationship to a strategic partnership.

- Develop into an integrated marketing, sales & distribution market access business under One Imperial brand ensuring standardisation across businesses and territories.

- ◆ We take ownership of inventory & responsibility for the full order to cash function
- ◆ Build complex route to market solutions that provide our principals' access to consumers through comprehensive channel strategies that integrate sourcing, sales, distribution & marketing
- ◆ Our solutions leverage our freight & contract logistics capabilities
- ◆ Operate to the highest quality & compliance standards
- ◆ We have access to multiple African markets
- ◆ Minimise the risk of trading in Africa
- ◆ As early adopters of new technology, we deliver end-to-end solutions that enable customer transparency & improve operational efficiency

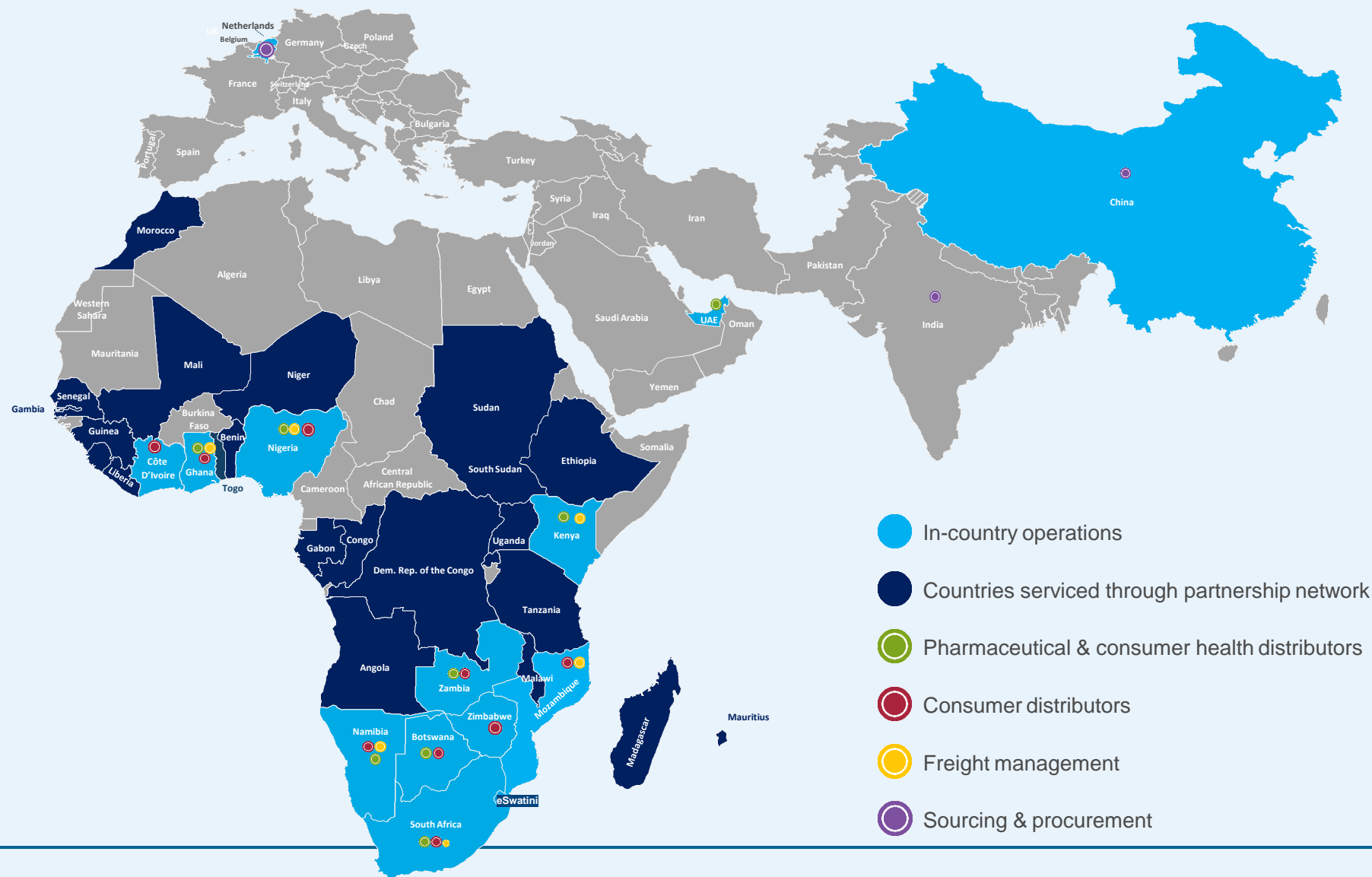
Our core offerings:

- ◆ Integrated market access services & logistics solutions
- ◆ Healthcare & consumer distributorships
- ◆ Multi-market aggregation
- ◆ Sourcing & procurement
- ◆ Emergency relief & kitting
- ◆ Marketing & promotion services

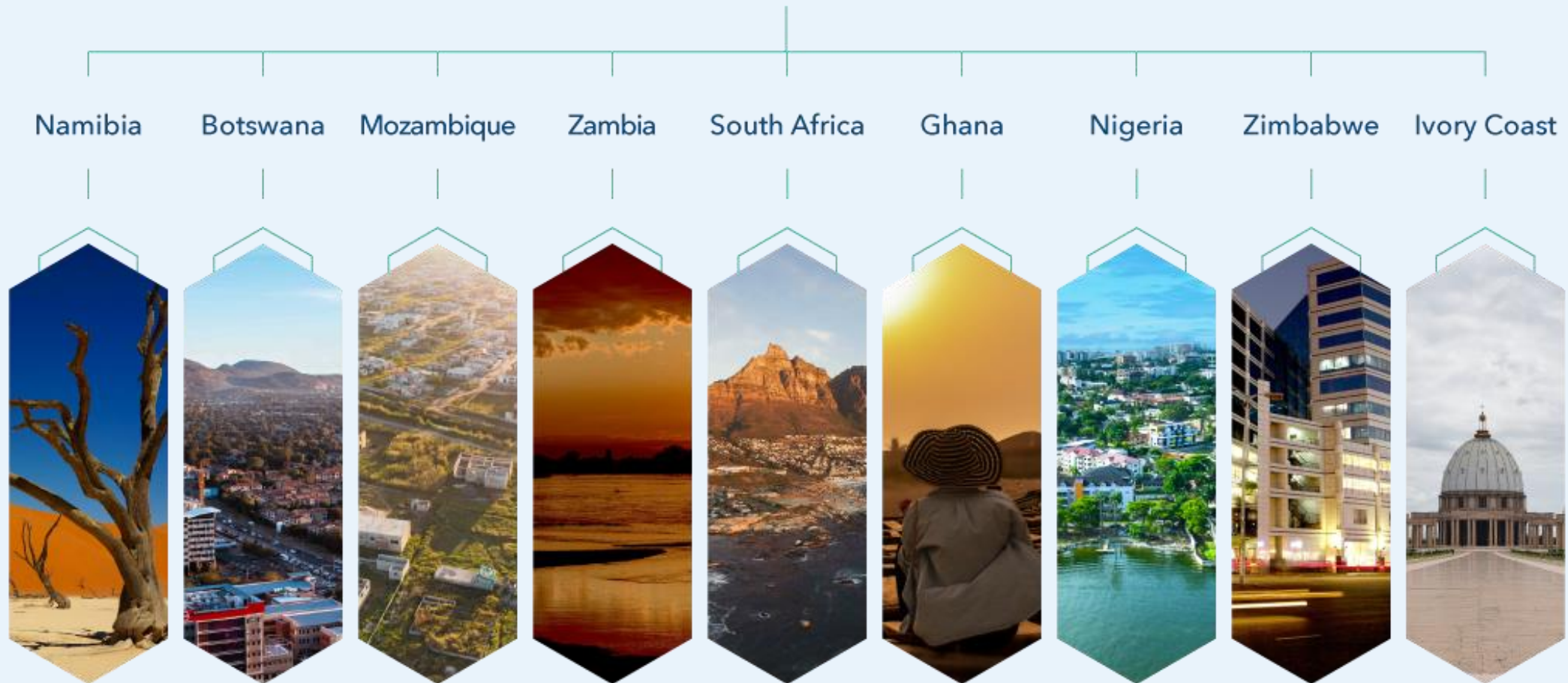
What services do we offer?



Where do we operate today?



Market Access Consumer



Imperial Market Access Consumer footprint

West Africa - Nigeria, Ghana and Ivory Coast with reach via MMA into smaller markets

Mozambique full RTM with extensive reach



Ghana

- Leading RTM Consumer distributor
- Full mkt coverage
- 480 staff
- 27 991m2 warehousing space
- Over 55 500 customers serviced
- Export hub to drive further Market expansion



Ivory Coast

- Established business with proven track record
- Strong distributor in a growing economy – covering the full territory
- Full channel coverage with DTR model



West Africa MMA

- Trade out of the free zone in Accra
- Offer load consolidation in surrounding West Africa markets.
- Offers entry point into smaller West African markets without risk of overstocking.
- Togo, Benin, Sierra Leone, Senegal, Ivory Coast, Gambia & Liberia



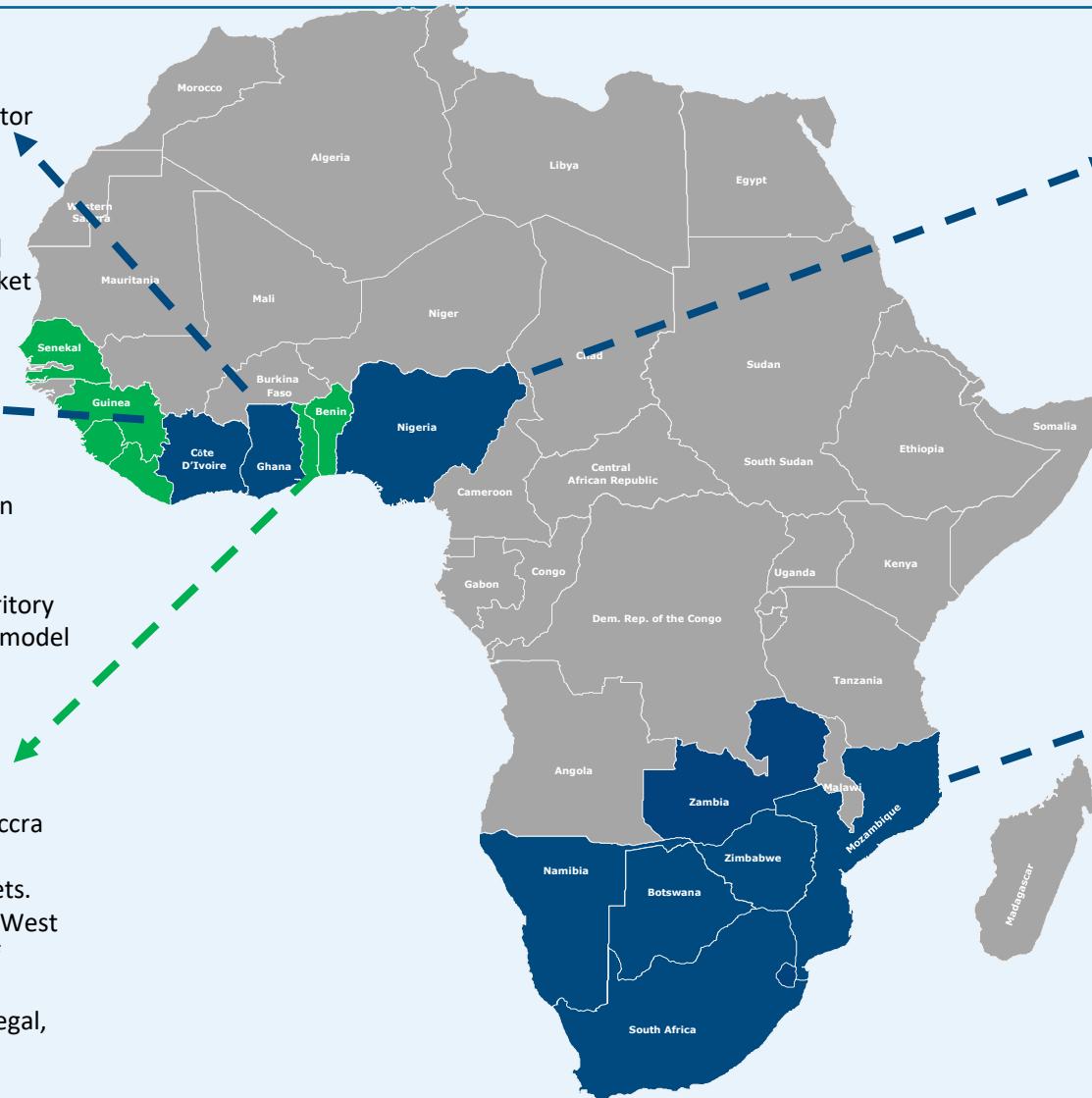
Nigeria

- The leading distributor in Nigeria through our partnership with the Chanrai Group.
- Full RTM with extensive coverage of the full territory.
- 1500 staff on the ground
- Reach 113 000 points of sale directly
- 335 000 direct and indirect touch points
- Over 300 cash vans on the road
- Extensive reach across the trade channels
- In Country co-packing offered across several sites in country.
- Ability to customise a dedicated solution to meet principals needs.



Mozambique

- Full RTM model covering full country
- Reach to over 7,000 stores called on
- 23 149m2 warehousing space
- Employ 470 people on ground
- Multiple stockholding facilities to ensure full mkt coverage incl. Centre and North
- Cash van model



Imperial Market Access has a strong footprint in Southern Africa – Namibia, Botswana, Zambia, Zimbabwe and South Africa. We also offer a Multi-market Aggregation solution to reach some further markets

Southern Africa MMA

- Trade out of the bonded warehouse in JHB
- Offer load consolidation in surrounding Southern African Markets
- Namibia, Botswana, Zambia, Malawi, Zimbabwe, Mozambique, Angola, DRC, Tanzania and Mauritius

Botswana

- Established RTM Consumer distributor
- 24 700m2 warehouse space
- Over 900 staff members
- Full market coverage with over 500 customers
- Full cold chain capability

Namibia

- Exclusive Market Access Consumer
- Full RTM model covering full country
- 729 staff
- 3500 stores
- All channels covered including HORECA
- Expanded capabilities with the acquisition of Deep Catch

Zambia

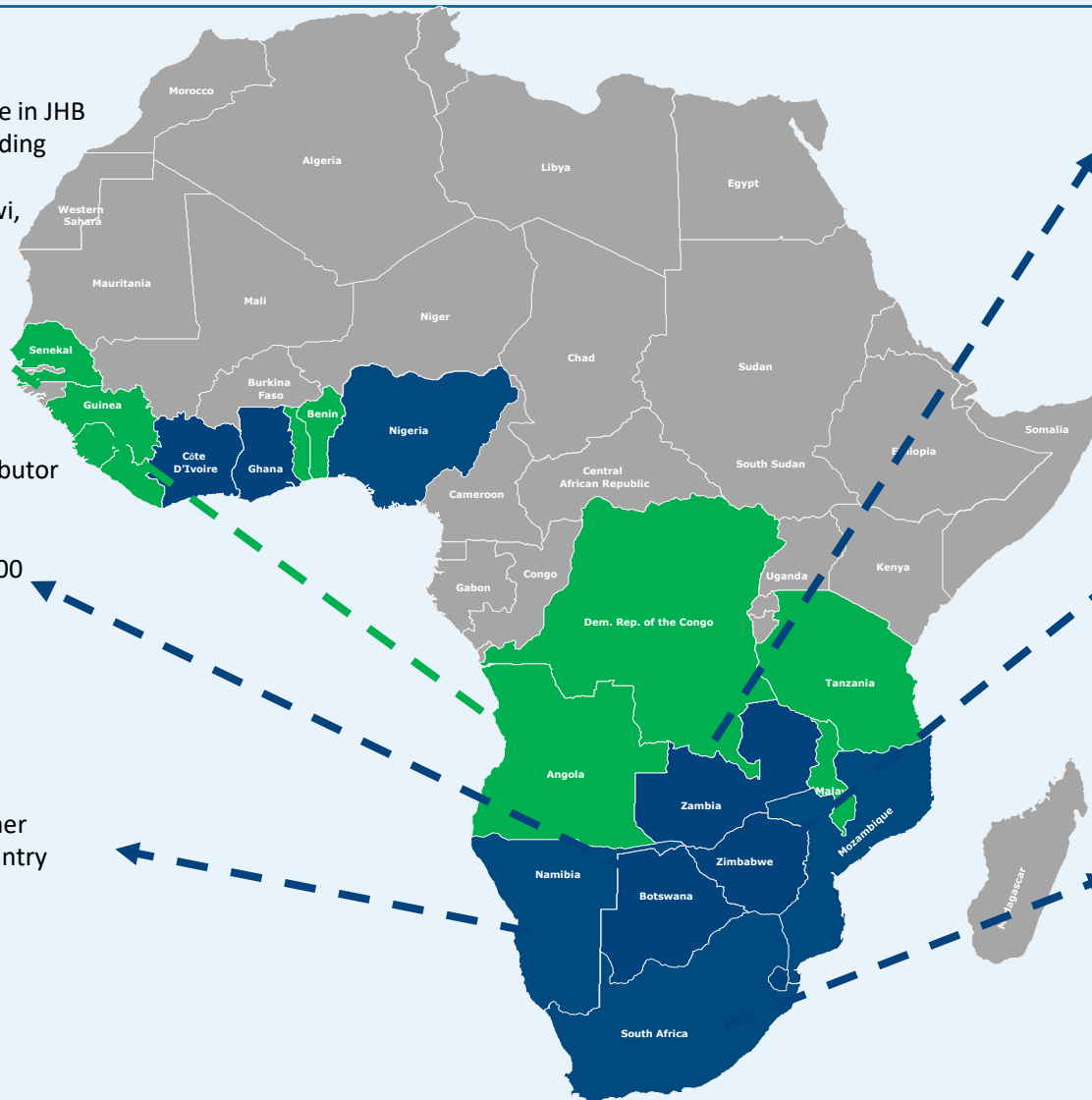
- Full Market Consumer RTM business
- Over 1800 customers reached
- Ambient and cold chain capability

Zimbabwe

- Consumer RTM distributor
- Full ambient & cold chain capability
- Full market coverage
- 65 full time staff
- 1800m2 warehouse space

South Africa

- 334 000m2 of warehouse space through Imperial network
- Full market coverage
- Full order to cash management
- Continually expanding offering – target forecourts and informal market expansion



Imperial Market Access Consumer is continually looking to expand our footprint on the African continent, with Kenya identified as a strategic entry point into East Africa.





Urbanisation

- Urbanisation will bring huge social, economic & environmental transformations
- Urban population in Africa will increase to 56% in 2050 from 35% in 2010



Population & Demographics

- Africa's young population is expected to drive consumption & economic growth in the coming decades
- Median age is expected to increase to 25.4 years in 2050



Growth of middle & upper classes

- In the next few years, more than half of all African households are expected to have discretionary income
- Creation of an "upper class" is emerging in certain African countries



ICTs and formal markets

- Two out of three Africans now have internet access & its the fastest-growing mobile telecom market in the world
- The spread of mobile phones has increased the usage of bank accounts



E-commerce

- The digital age is increasingly disrupting the retail industry globally
- Online shopping may offer even greater value for those living outside the big cities where the choice of goods available may be limited



Brand recognition and importance

- Brand recognition is highly important to African buyers, who often refer to products by an associated brand name
- Multinationals providing recognisable international brands continue to report strong profitability in their African investments

Key Clients and Principals in Market Access Consumer



Employees & Locations



38 Employees



Stockholding in
4 cities & 5
depots

Tailored Solutions



Customised RTM solutions
suited to the clients needs



Broad relevant product
portfolio to suit local market
needs



Value-adding
technology solutions

Operations



123 Vehicles



4'200 m²
Warehouse
Space



228 towns & 16
districts



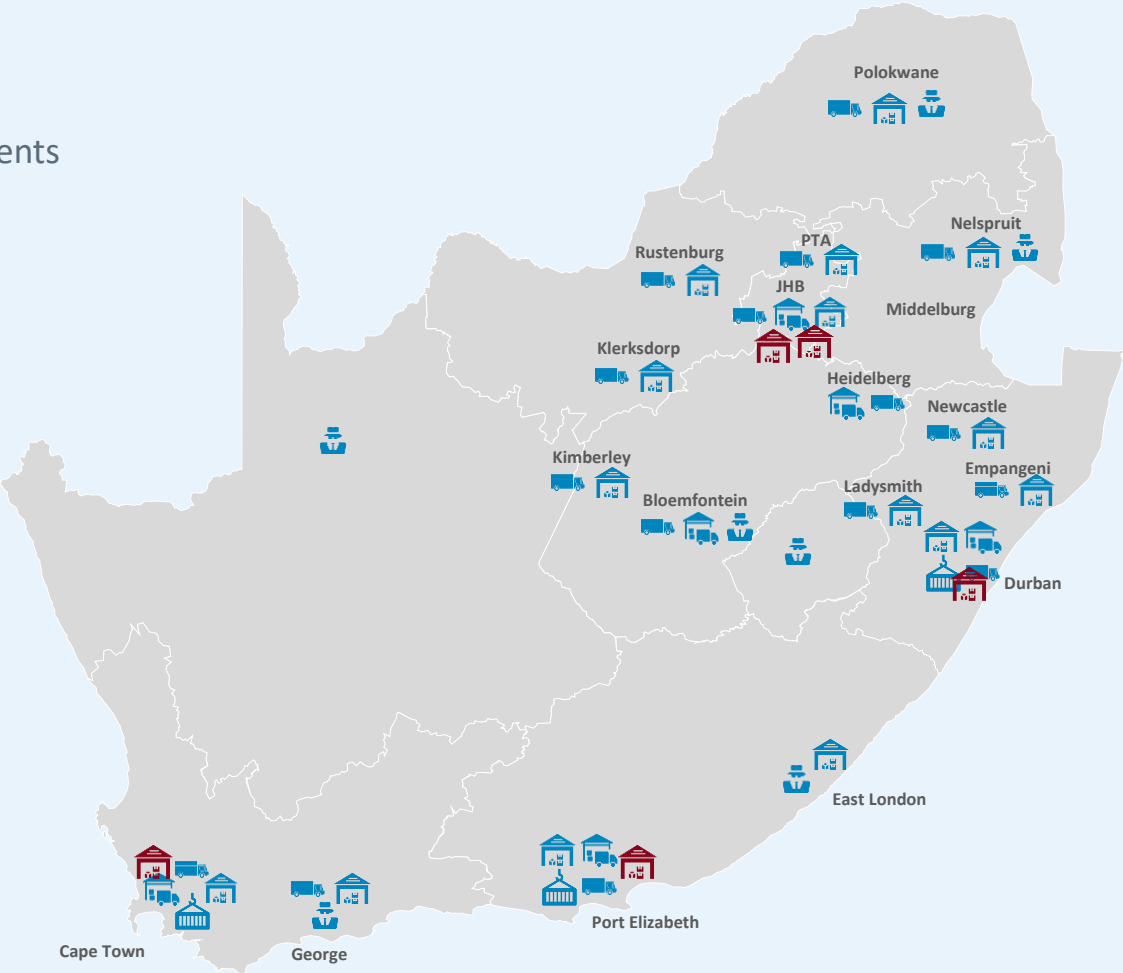
Distribution
agreements
with 11 suppliers









>1600 active
independent traders
/ retailers

Imperial Market Access SA / distribution footprint – full coverage of SA market through partnership with Imperial Distribution

- 75 Contract and Ad Hoc Clients
- 3 030 Permanent Employees
- 350 Fleet
- +20 Facility Locations
- 330 000 SQM Under Roof
- 246 000 SQM Yard Space




 Agent Distribution  Cross Dock Facility  Container Handling  Dedicated Fleet  WH / Yard Management  Imperial Market Access SA Stockholding



SA Distribution

DIAGEO




FERRERO

MMA

COTY


Duty Free / Trading


DIAGEO




EDWARD SNELL & CO. (PTY) LTD
Wholesale Wine & Spirit Merchants
ESTABLISHED 1848

TRUMAN & ORANGE
FINE LIQUOR MERCHANTS







Cerebos



OFFICES AND EMPLOYEES



567 Employees
+ **230** Outsourced
workers



Based in **7** offices
across the country

TAILORED SOLUTIONS



Customized supply
chain solution suited to
the clients needs



Cold Storage
supply chain



FSI Solution




Value Added
Solutions

OPERATIONS



>**6480** FTL (36ton)
received annually




41 000 m2
under
management




>**21 500 000**
cases picked in
the last 12 months



69 Towns
spanning **14**
regions serviced
regularly



Partnership
agreements
with > **90**
suppliers



>**900** active
Independent
traders



800
active
Retail
Clients

Characteristics



Channel Universe

Wholesale, Retail

Warehouse Infrastructure

Depot	Type	Size	Location
1. CIC Main	Storage, Cross-Doc	14 559 m2	Windhoek
2. CIC Dobra	Storage	16 945 m2	Windhoek
3. CIC Kallie-Roodt	Storage	1 700 m2	Windhoek
4. CIC Tsumeb	Storage	1 000 m2	Tsumeb
5. CIC Keetmanshoop	Storage, Cross-Doc	891 m2	Keetmanshoop
6. CIC Walvisbay	Storage	2 643 m2	Walvisbay
7. CIC Ondangwa	Storage, Cross-Doc	3 225 m2	Ondangwa



7 strategically located facilities
~ 41 000 sqm

Logistics & Infrastructure



35 outsourced > 30t



39 Owned Heavy Trucks



8 Medium Trucks



11 Light Commercial Trucks



5 Trailers



22 Forklifts



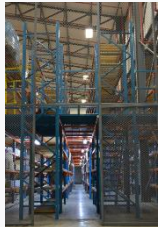
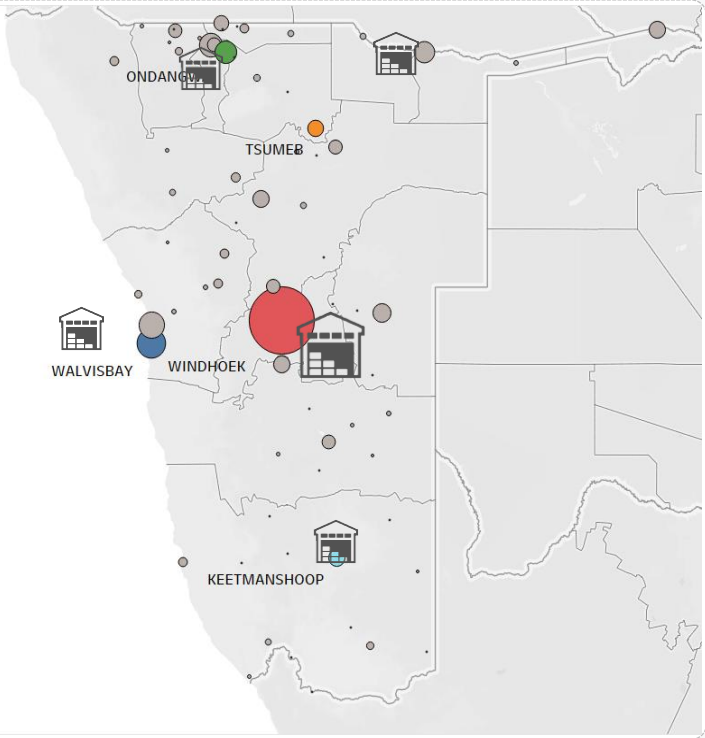
10 Reach Trucks

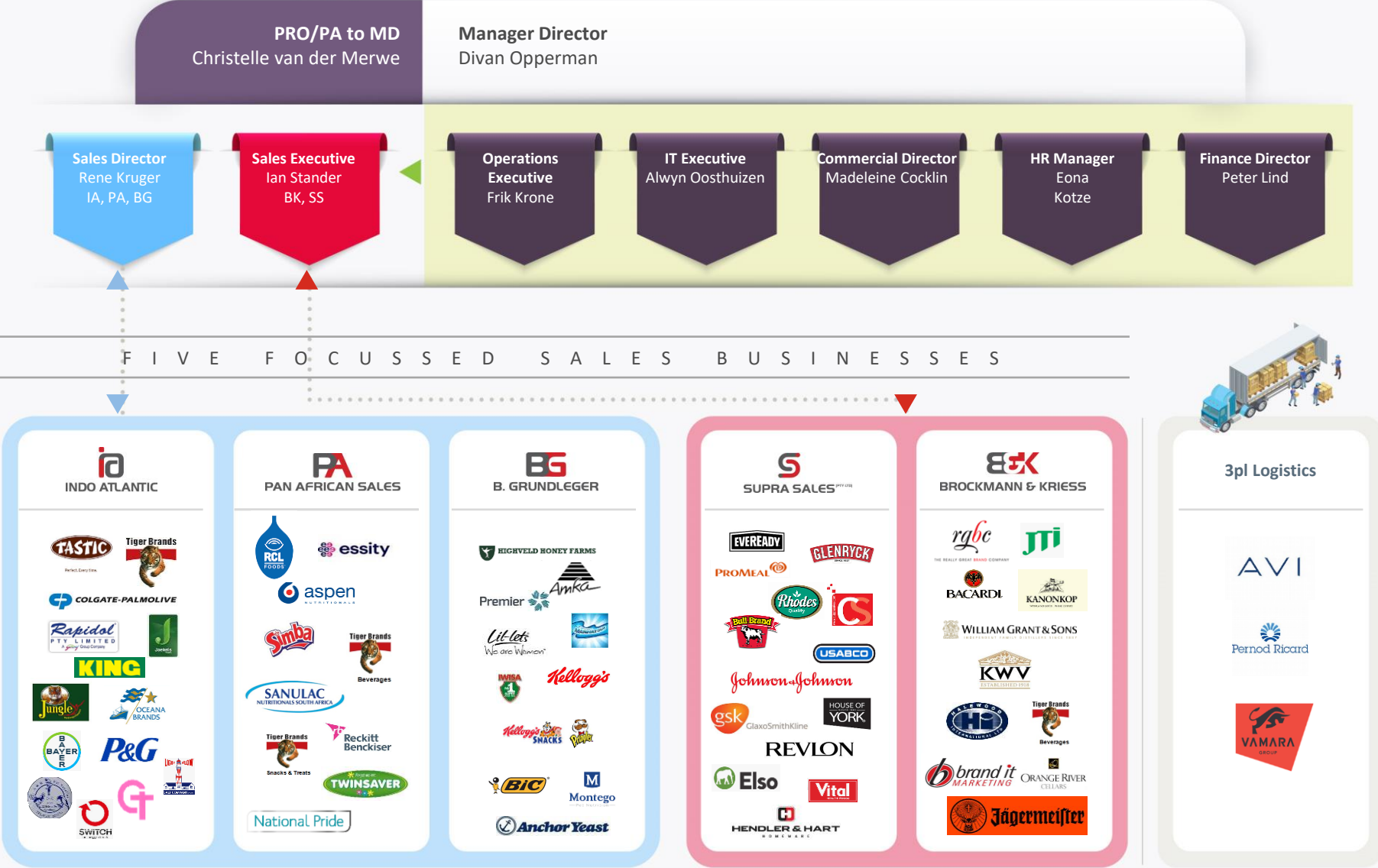
Own Vehicles

Outsourced Vehicles

Ondangwa Cross Dock

Delivery Frequency
weekly national deliveries
Up to 5x a week





Employees & Locations



463
Employees



Based in 8
locations

Tailored Solutions



Customised RTM solutions
suited to the clients needs



Multiple warehouses
locations for improved
service levels



Value-adding
technology solutions

Operations



Fleet of >150
vehicle's incl
cash vans



23,149 m²
Warehouse
Space



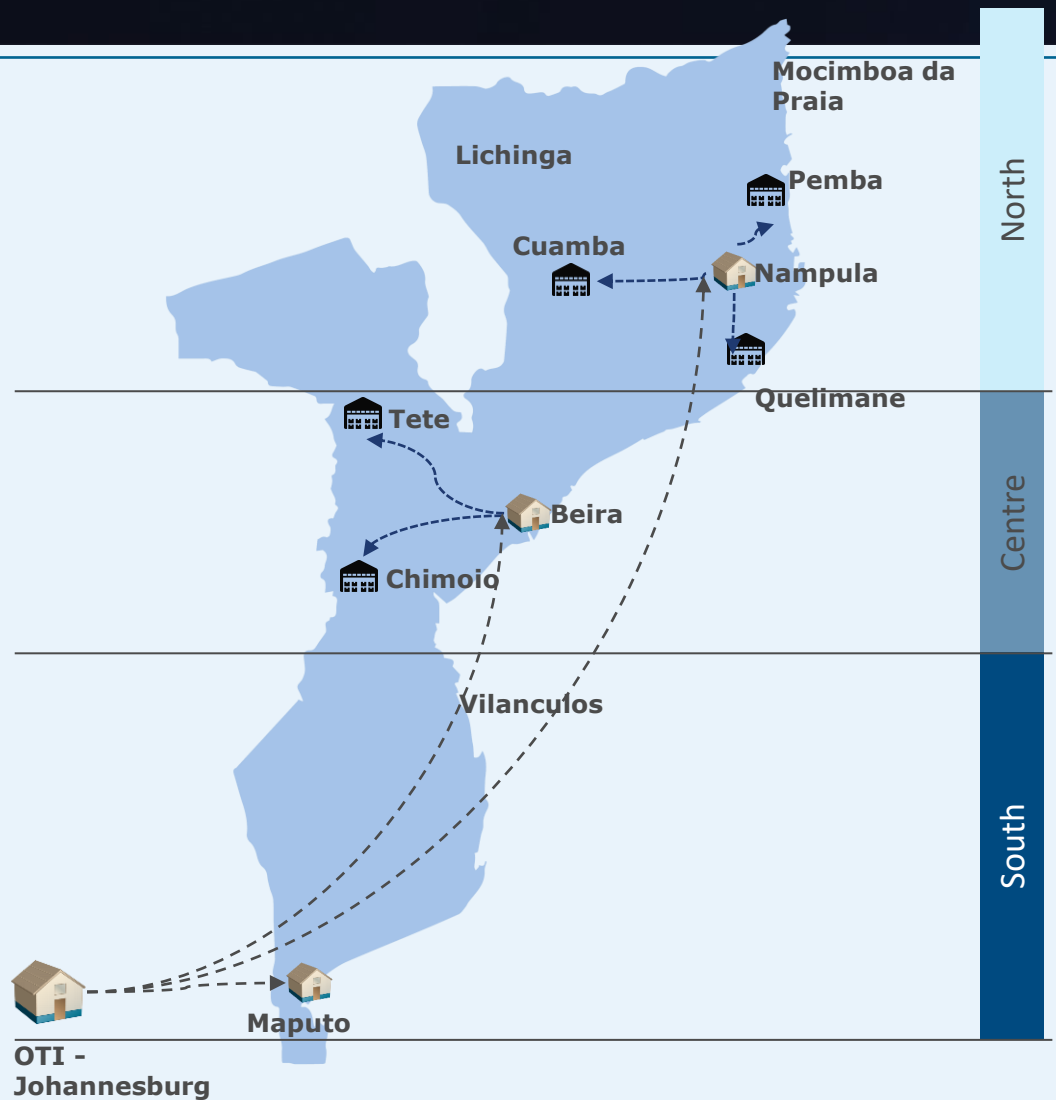
36 towns spanning
10 provinces serviced
regularly



Distribution
agreements
with 23 suppliers



>12,000 active
independent traders
/ retailers



- Opportunity to do Centralised Procurement and Consolidation through OTI's Johannesburg centre of excellence.
- Three strategically placed warehouses in Maputo, Beira and Nampula.
- Four regional depots across the country to ensure stock pressure closer to the customer.
- Market Intelligence and data analysis to Identify and react to consumer trends.

Comprehensive Principal portfolio that is well established.

FMCG



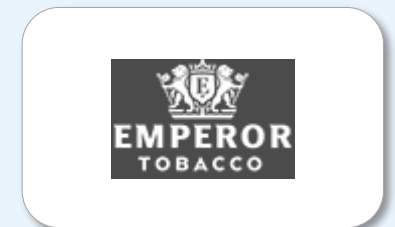
Personal care



Liquor



Tobacco



Employees & Locations



727
Permanent
Employees
And 103 drivers and
41 escorts
outsourced staff.



Based in 8
locations

Tailored Solutions



Customised RTM solutions
suited to the clients needs



Multiple warehouses
locations for improved



Value-adding
technology solutions



Fleet of >164
vehicles



27,991 m²
warehouse
Space



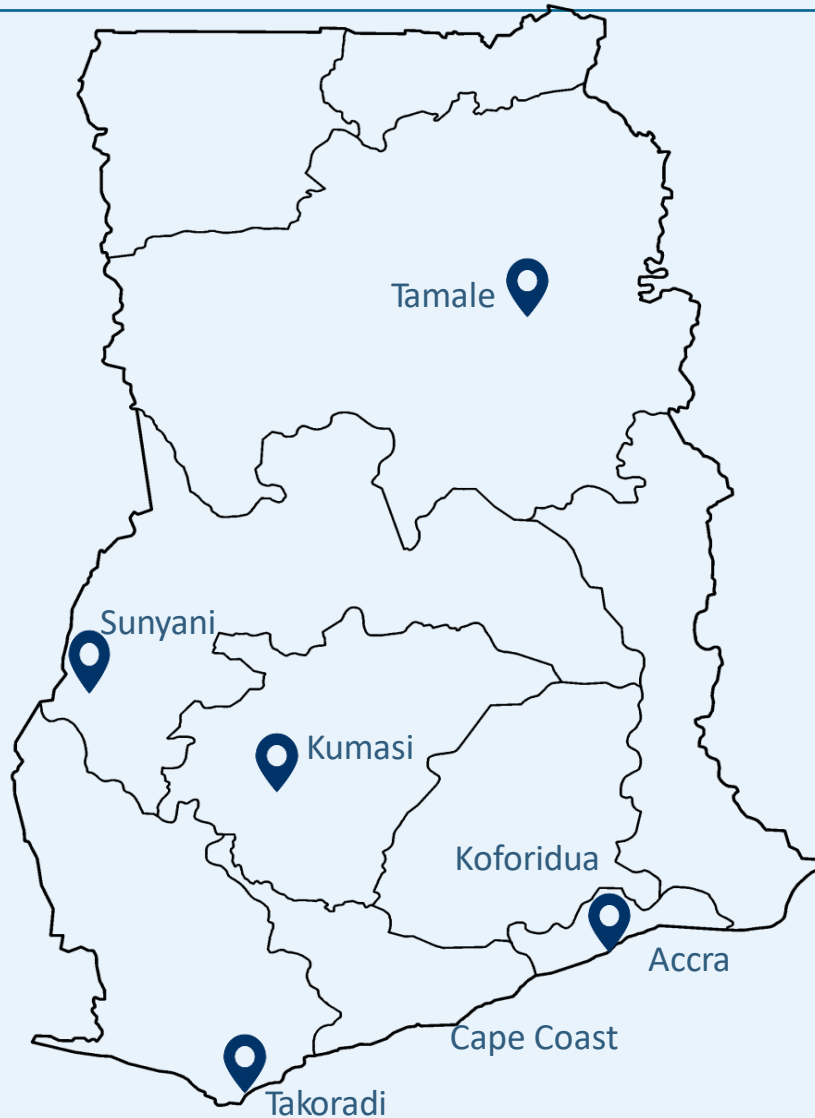
71 Towns
serviced regularly



Distribution
agreements
with 20 suppliers



>55,500 active
independent traders
/ retailers



Location	Facility Type	Total Area
Accra - Spintex-1	Food Mother Hub & Retail	9,700
Accra - Spintex-2	Non-Food Mother Hub & Retail	9,110
Accra - Bond	Custom Bonded	560
Accra - Freezone	Export Freezone	740
Kumasi	Regional DC	2,615
Takoradi	Regional DC	1,400
Tamale	Regional DC	500
Sunyani	Sales Office	
Koforidua	Sales Office	
Cape Coast	Sales Office	

Comprehensive Principal portfolio that is well established.

Food and Beverages



Personal care



Liquor



Employees & Locations



29 staff members



1 DC with MMA opportunity solution

Tailored Solutions



Customised RTM solutions

suited to the clients needs



Multiple warehouses

locations for improved service levels



Value-adding

technology solutions

Operations



Fleet of trucks and cash vans/bikes



2,400 m² warehouse Space



15 Towns serviced regularly

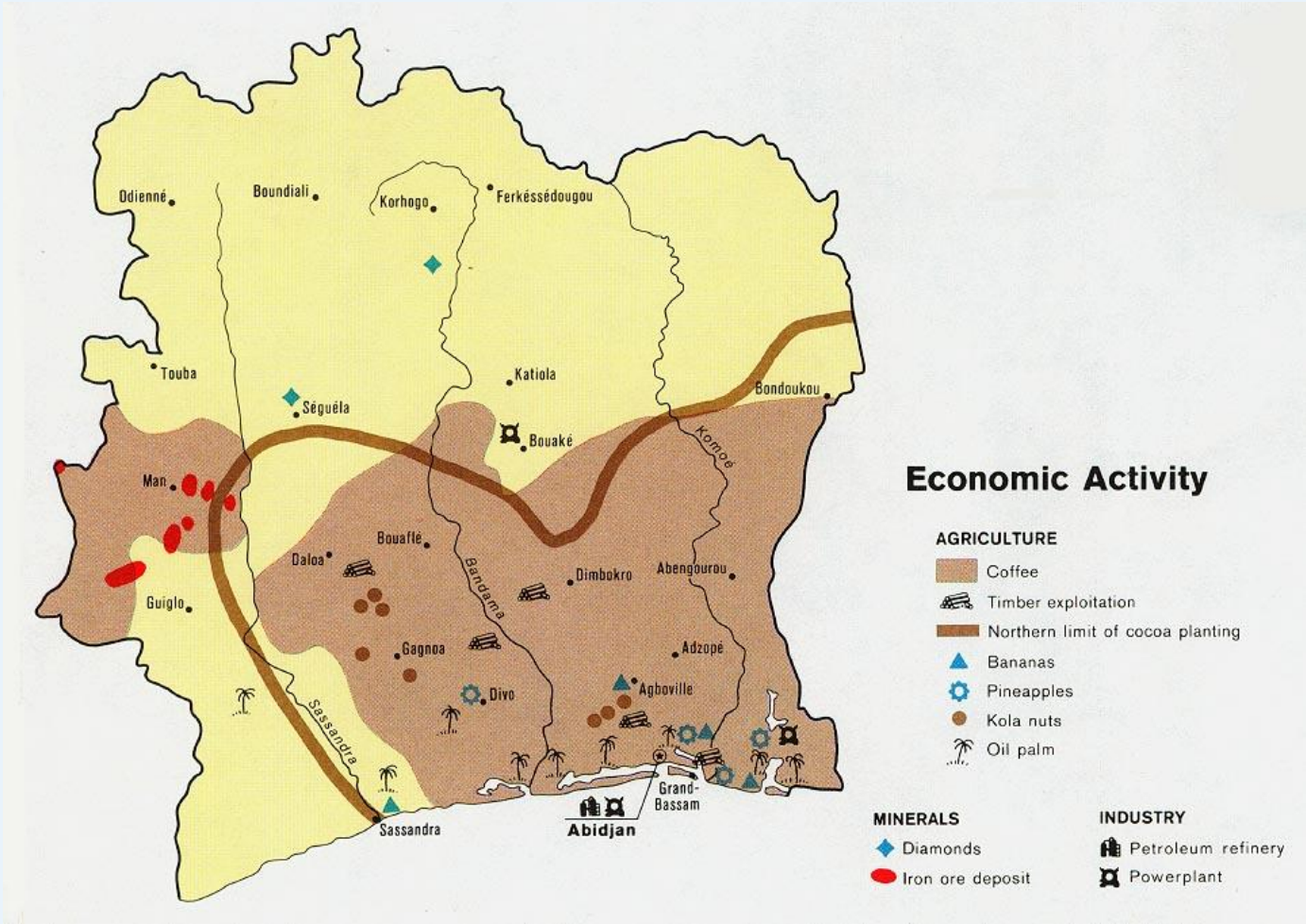


Distribution agreements with 6 suppliers



>4,100 active stores called on

Largest Economy in WAEMU, 40% of the Regional GDP



Southern, Western & Central region are the hubs of economic activity



Employees & Locations



1,500 staff
members



14 DC's

Tailored Solutions



Customised RTM solutions
suited to the clients needs



Multiple warehouses
locations for improved
service levels



Value-adding
technology solutions

Operations



Fleet of 12 trucks
& 300 cash
vans/bikes



Coverage in
249 towns



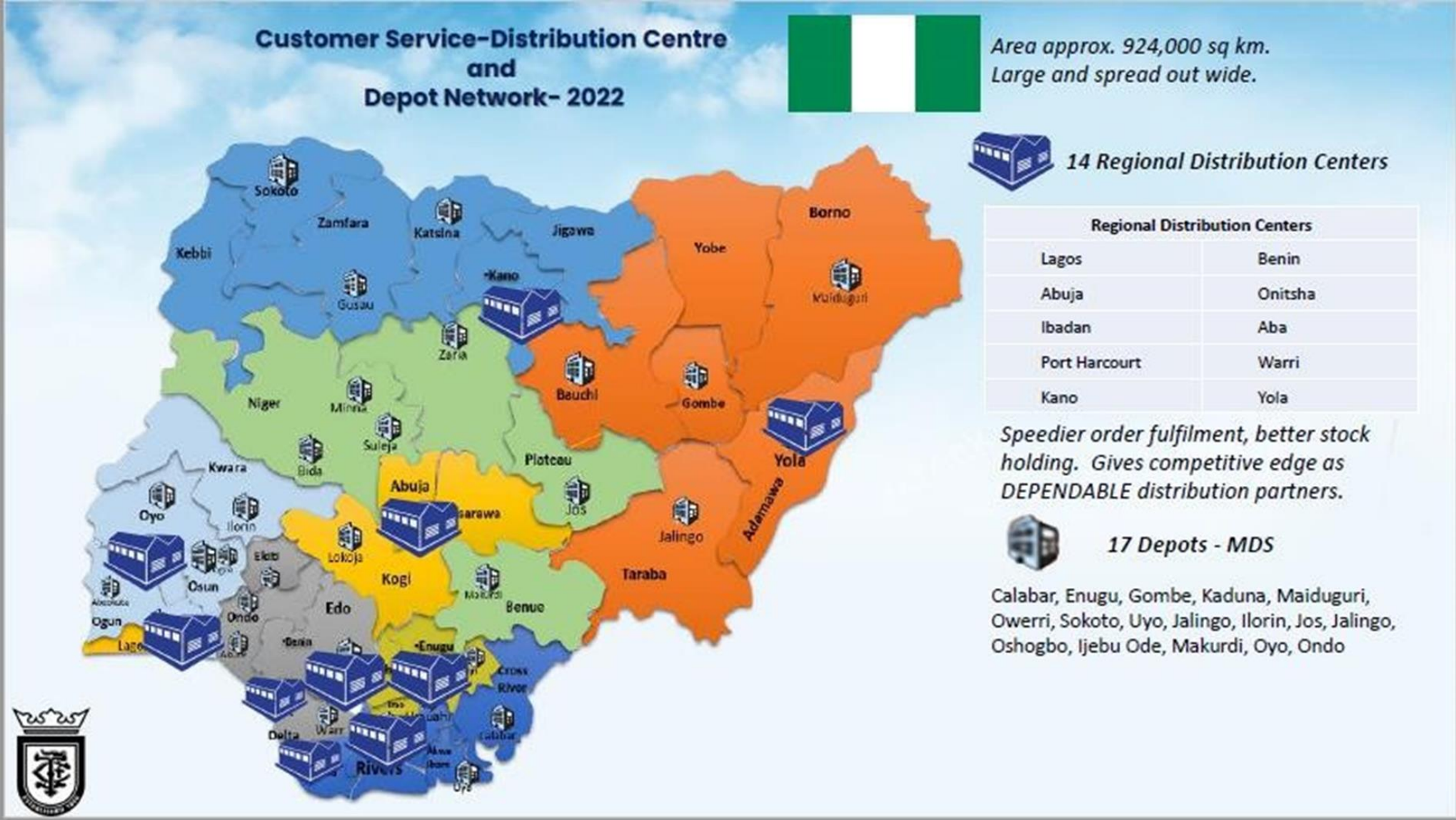
National
service regularly



25 principals across
multiple categories



>105,000 active
stores called on



TWININGS

ornua
THE HOME OF IRISH DAIRY

Upfield™

ekaterra

VICKS

MARS
WRIGLEY

pladis

PATISEN
DEPUIS 1981 SINCE
HEALTHY, TASTY, HAPPY !

ORIENTAL

PEPSICO

KraftHeinz

Zydu
Wellness

Beiersdorf

Unilever

L'ORÉAL®
PARIS

scJohnson

WIPRO
Applying Thought

UNZA

Dabur

ORS™
FORMERLY ORGANIC ROOT STIMULATOR™

P&G

Johnson & Johnson

CZECH
BLADES

Green
Spot

SUNTORY

Red Bull®

Employees & Locations



1000
Employees



2 DC's

Tailored Solutions



Customised RTM solutions
suited to the clients needs



Broad relevant product
portfolio to suit local market
needs



Value-adding
technology solutions

Operations



Fleet of 73
trucks



24,700 m²
Warehouse
Space



48 towns & 9
districts



Distribution
agreements
with 49 suppliers



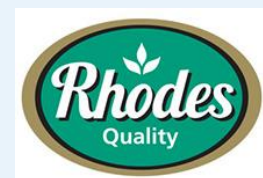
>500 active
independent traders
/ retailers

Gaborone 22 200 m² Main depot
Dry goods and cold storage warehouse

Francistown 2000m² Cold storage warehouse



PST Botswana Current Principals



OUR
DIVISIONS

The group comprises of distinctive yet commercially integrated divisions:



**DEEP CATCH
DIVISION**
Commodity Trading, Wholesale and
Manufacturing



**SEAPRIDE DISTRIBUTION
DIVISION**



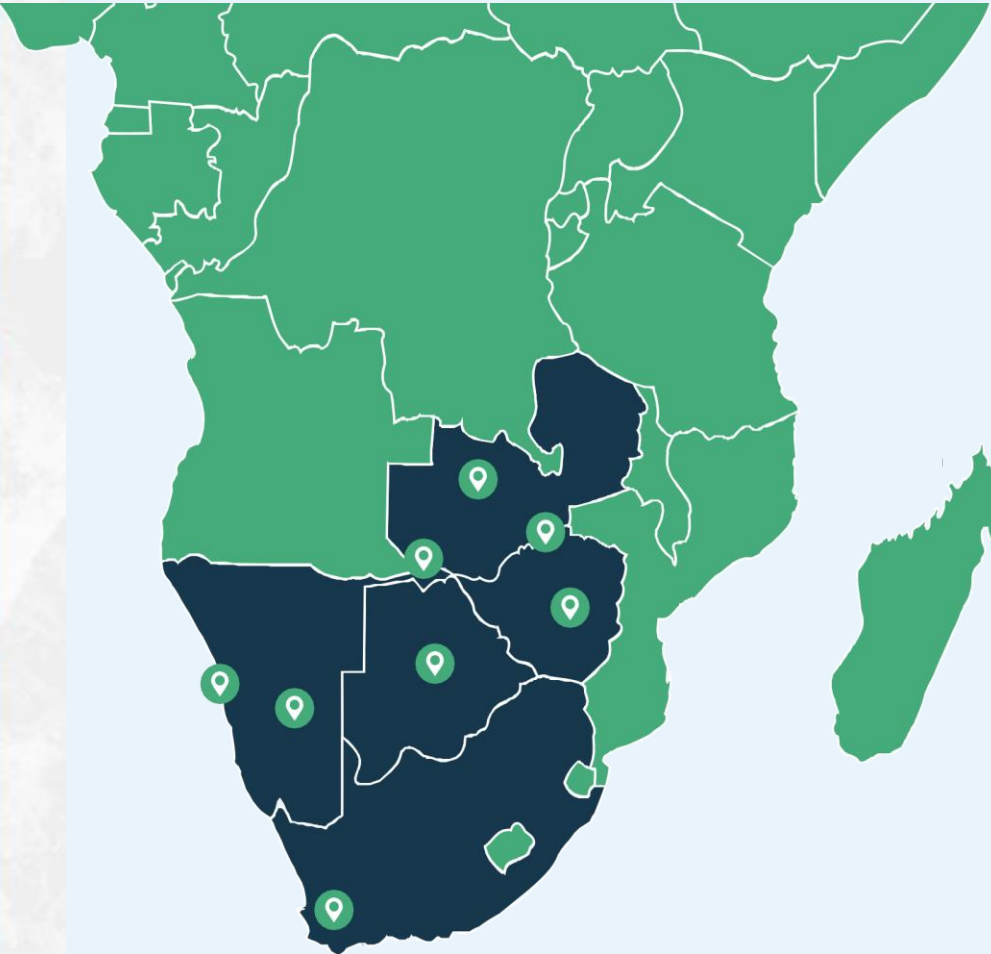
**SUPPORT SERVICES
DIVISION**



**ATLANTIC COLD LINK
DIVISION**

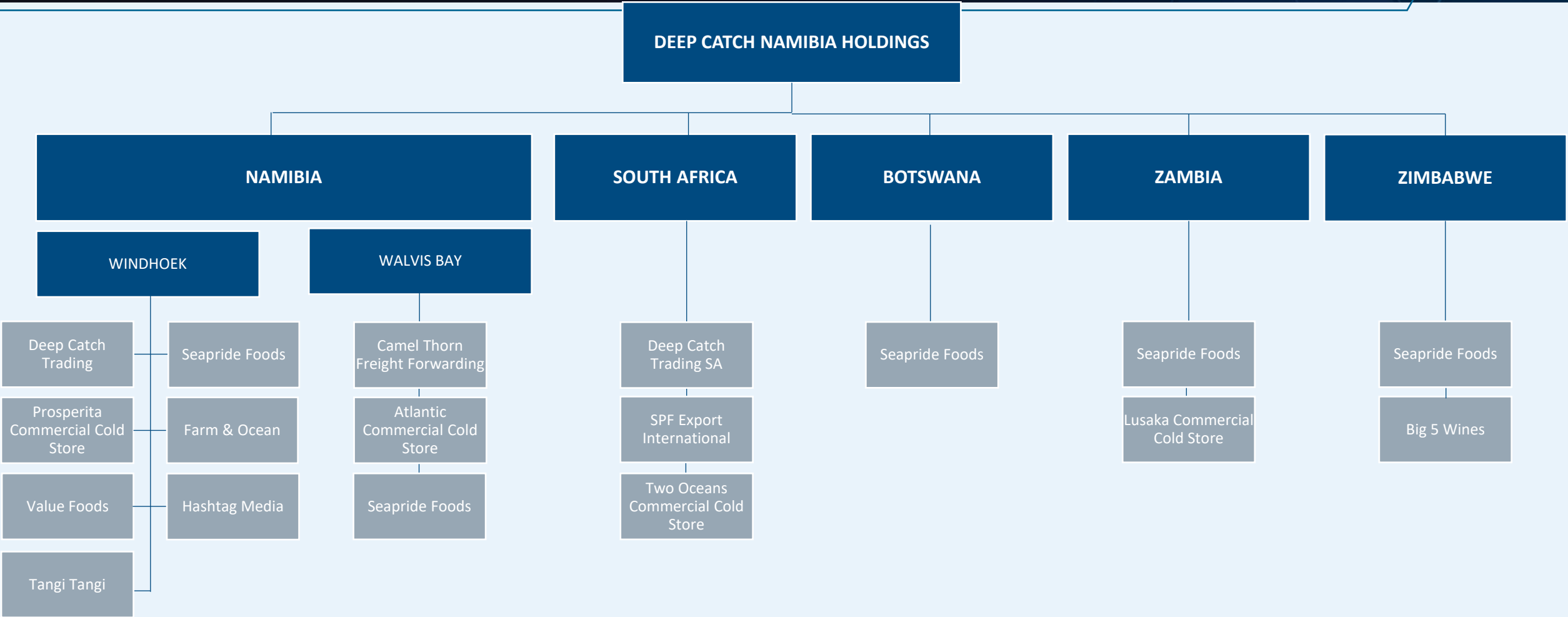


**RETAIL
DIVISION**



Deep Catch Namibia Holdings

Geographical & Business Unit Footprint



RESOURCES & LOCATIONS



34 Employees



Based in Prosperita, Windhoek



Fleet of 5 Dedicated Trucks



290 m²
Warehouse Space



Deliveries to 40 Towns in 14
Districts

TAILORED SOLUTIONS



110 Active Clients



Value Foods Manufacturing & Packing



Farm & Ocean Factory Shops



Tangi Tangi Solar Mobile Shops

CONTACTS

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RESOURCES & LOCATIONS



13 Employees



Based in Bellville, Voegels Vlei,
Cape Town



5 Sales Representatives



Deliveries:
South Africa, Botswana, Zimbabwe,
Namibia,
Congo, DRC,
Mozambique & Angola

TAILORED SOLUTIONS



110 Active Clients



Focused Product Category Consultants



Deep Catch Seafood Own Brand



Strategic Supplier Relationships

CONTACTS

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Seapride Foods: Windhoek, Namibia

Facts & Figures (Food Service)

RESOURCES & LOCATIONS



60 Employees



Based in Prosperita, Windhoek



9 Sales Representatives



13 Dedicated Foodservice Trucks & 1 Delivery Bike



1,320 m²
Warehouse Space

TAILORED SOLUTIONS



1353 Active Clients



Distribution Agreements
with 2 QSR Franchise Groups



Weekly deliveries to 46 towns & 14 regions



Broad relevant product portfolio to suit local market needs with years of experience in the sales team



Customised Pricing solutions per category suited to the clients needs

CONTACTS

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Seapride Foods: Windhoek, Namibia

Facts & Figures (Retail)

RESOURCES & LOCATIONS



72 Employees



Based in Prosperita, Windhoek



15 Sales Representatives with 1
Regional Coastal Rep



12 Dedicated Delivery Trucks



33 Merchandisers



539 m²
Warehouse Space

TAILORED SOLUTIONS



346 Active Clients



Distribution Agreements
With 14 Primary Principals &
11 Retail Groups



Specialized Distribution in 53
towns of 14 Regions



Top Frozen & Chilled Principals with
relevant product portfolio to suit
Namibian market needs



Customised RTM solutions suited
to the Retailer needs & Principal
Ranges

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Seapride Foods: Walvis Bay, Namibia

Facts & Figures

RESOURCES & LOCATIONS



57 Employees



Based in Walvis Bay, Namibia



2 Sales Representatives



11 Delivery Vehicles:
7 with Multi-Temp Capabilities
&
1 MAN 4x4 Iveco



985 m²
Warehouse Space

TAILORED SOLUTIONS



367 Active Clients



Approx. 300,00km p/year:
40% - Gravel

Approx. 42,00 deliveries p/year

Approx. 3100mt delivered p/year



Deliveries to 12 towns
in 2 regions

CONTACTS

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Seapride Foods: Harare, Zimbabwe

Facts & Figures

RESOURCES & LOCATIONS



63 Employees



Based in Harare, Zimbabwe



8 Sales Representatives



Total Delivery Vehicles: 12
Multi-temp Capabilities: 9
Three-Wheel Delivery Bikes: 3



19 Merchandisers



1650 m²
Warehouse Space

TAILORED SOLUTIONS



190 Active Clients



Distribution Agreements
With 19 Primary Principals



Distribution in 25 towns
of 10 districts



National Retailers: 187



Restaurants: 53



Fast Food: 4



Wholesale: 75



Hotels: 22



Lodges: 15

○ ○ ○

Other: 27

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Seapride Foods: Lusaka, Zambia

Facts & Figures

RESOURCES & LOCATIONS



35 Employees



Based in Lusaka, Zambia



3 Sales Representatives



Total Delivery Vehicles: 4



632 m²
Warehouse Space

TAILORED SOLUTIONS



111 Active Clients



Distribution in 19 towns
of 10 districts



Servicing HoReca (70%) & Retail
(30%) Sectors Countrywide



Diverse Offering: Frozen, chilled &
ambient

CONTACTS

OPERATIONS MANAGER

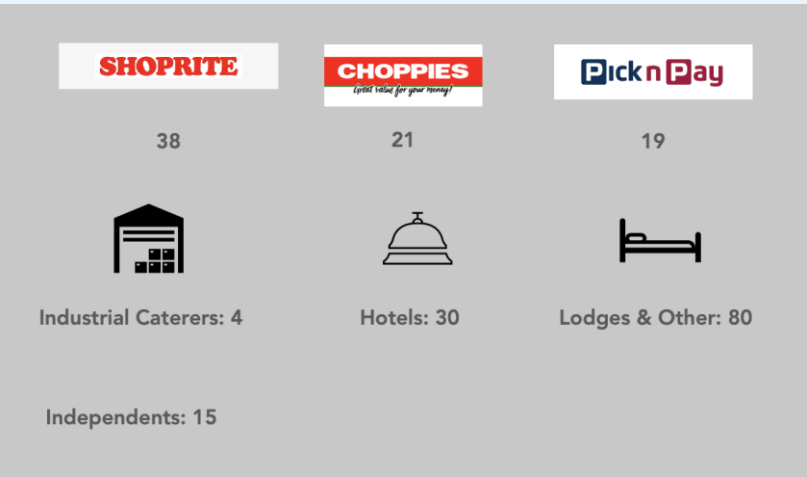
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SALES & MARKETING MANAGER

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SPF Export International: South Africa Facts & Figures

RESOURCES & LOCATIONS



18 Employees



Based in Cape Town, South Africa
Operation from Two Oceans Commercial Cold
Store



- Access to 8400 frozen pallet locations
- Access to 300 chilled pallet locations
- Access to 150 ambient pallet locations



5 Countries – Directly to Divisions

CONTACTS

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Camel Thorn Freight Forwarding: Walvis Bay, Namibia

Facts & Figures

EMPLOYEES & LOCATIONS



22 Employees



Based in Walvis Bay, Namibia

TAILORED SOLUTIONS



Customized solutions suited to the clients needs



Broad relevant service and logistics portfolio



Warehousing solutions, Cross packing, handling of Frozen Cargo, Bond Facilities

OPERATIONS



3 vehicles & 3 trucks



1250 m² Erf & 450m² Office Space



Delivering all over SADC: South Africa, Botswana, DRC, Zambia, Angola, Malawi and Mozambique, Zimbabwe



Transport, Warehousing Rental/Sales Containers



Preferred port for vessel repairs We offer international airfreight solutions to WHK for express ship spare deliveries

Employees & Locations



11 Employees



Windhoek,
Namibia

Tailored Solutions



Professional concept and
brand development. Quality
content and advertising
agency



Wide variety of product and
market knowledge with
over 15-year market
experience



State of the art
equipment to get any
job done. High quality
work

Operations



1 Vehicles



Fully equipped
studio and event
solutions



Our cliental is from
various markets
both internal and
external.



Gaining valuable
market insight to
make calculated
discissions for our
clients.

Thank you

