Interim Results Presentation

for the six months
ended 31 March 2025

Presenters:

Sean Walsh, Chief Executive Officer
Graeme Sim, Financial Director

KAL GROUP

INDEX

WHY DO WE EXIST? Our Purpose: Powering growth from farm to fork ensuring our stakeholders are better off because we exist.

HOW DO WE BEHAVE? Our Values
- Communicate
- Alignment
- Relationship
- Empowering

HOW DO WE GENERATE REVENUE? Our customers are at the core
- Agri inputs
- Convenience retail
- General retail
- Fuel

WHAT MAKES US UNIQUE?
- Best in value solutions
- Providing convenience
- Personal customer service
- Expert advice

F30 Strategy

OUR BIG HAIRY AUDACIOUS GOAL

R1.5bn PBT

- Agrimark Ops: R780m PBT
- PEG Retail Ops: R570m PBT
- New Business Segment: R150m PBT

OUR ENABLERS

- Diverse and accessible footprint
- Scale efficiency
- Entrepreneurial spirit
- Digital enablement

Balance sheet strength

STRATEGIC OUTCOMES

- R665m PBT growth
- CAGR 12.5%
- Debt to equity 40%
- ROE 15%
- ROIC 14%

Increased shareholder value

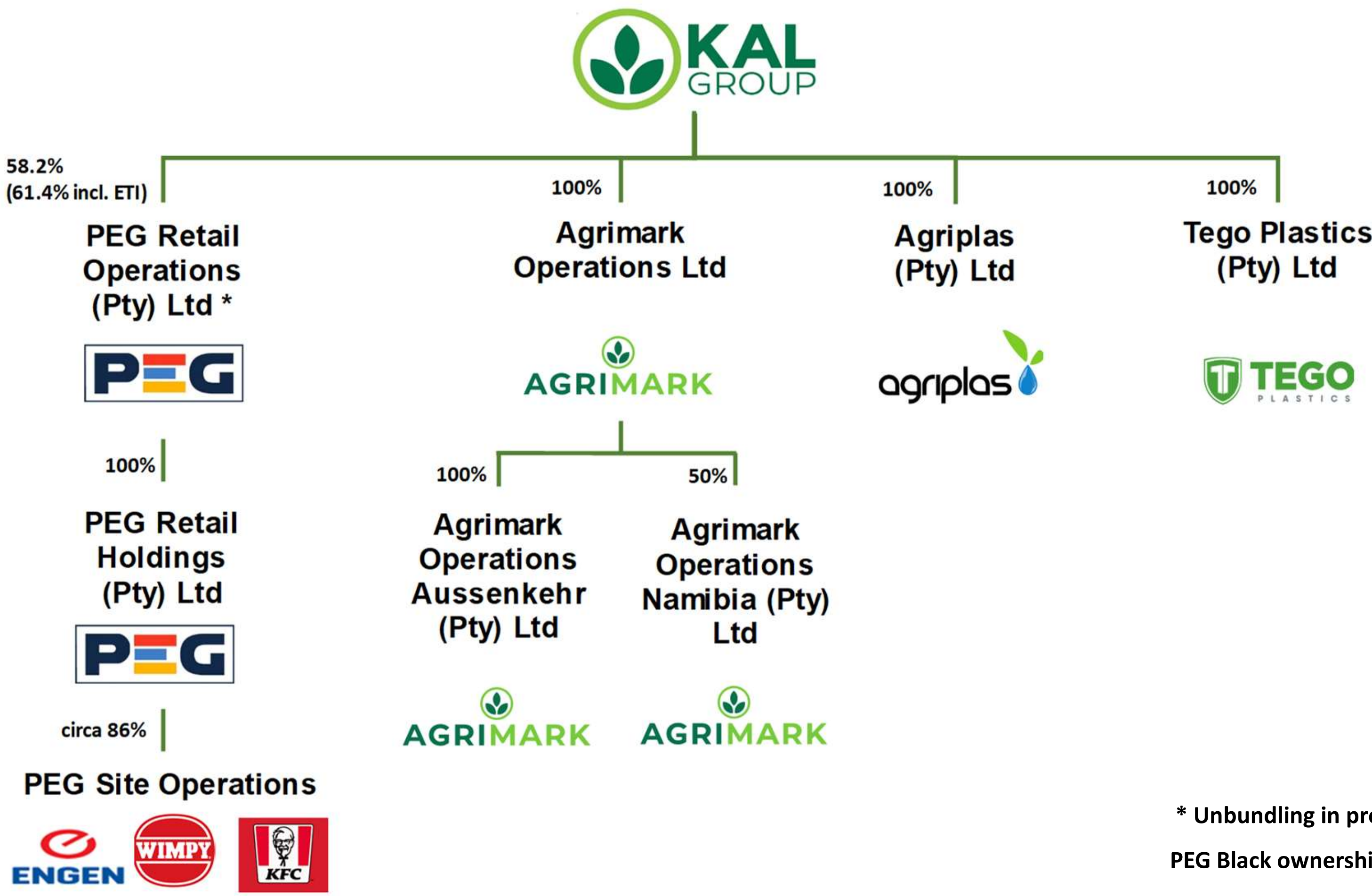
HOW DO WE GET THERE?

Agrimark Operations Grow profitability by circa **R245m**	Improving efficiencies	Market share	Footprint	Fuel	Grain
	R50m	R140m	R40m	R5m	R10m

PEG Retail Operations Grow profitability by circa **R270m**	Improving efficiencies	Service station footprint	QSR footprint
	R30m	R200m	R40m

New Business Segment
R150m

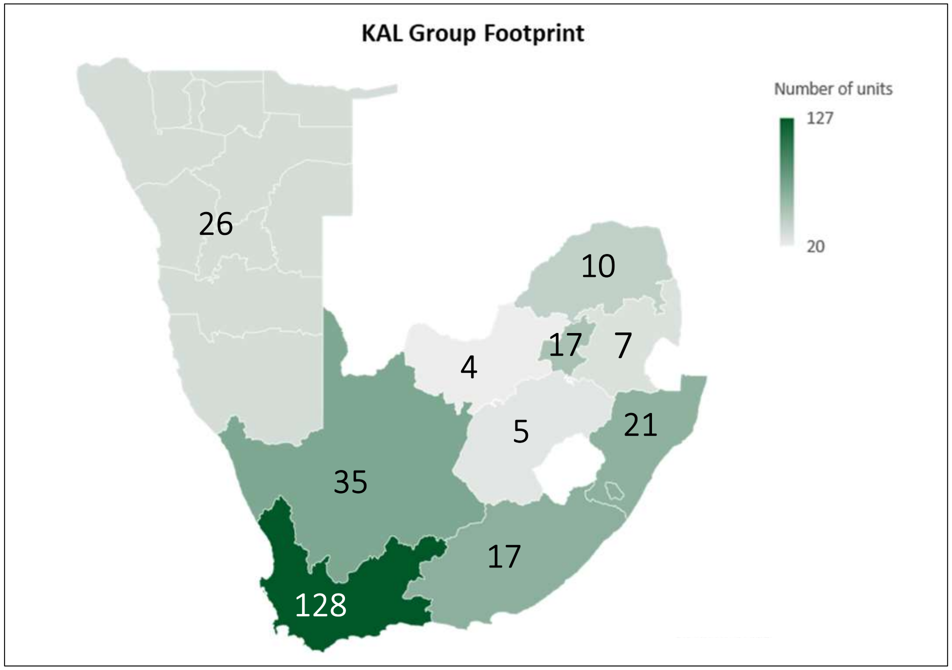
GROUP STRUCTURE , SEGMENTS & BUSINESS BRANDING

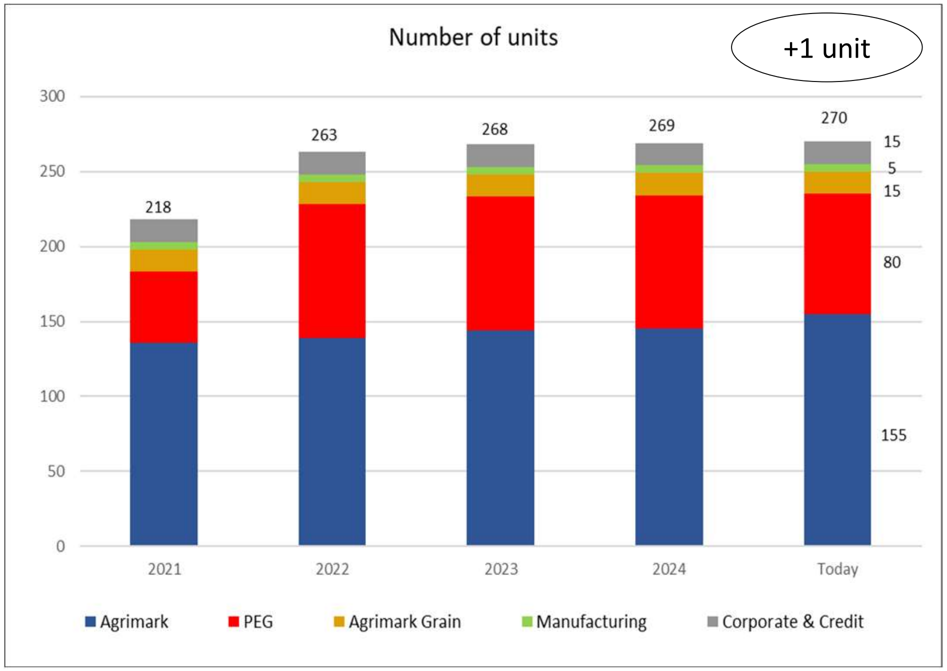


*** Unbundling in progress**

PEG Black ownership = 52.72%

GEOGRAPHIC REPRESENTATION & FOOTPRINT OVERVIEW





- KAL: 270 Units in 150 Places, SA & Namibia
- PEG: 80 Units in 52 places, SA only
- Fuel licences KAL 151 including PEG 76
- Mainly peri-urban, rural and highway locations

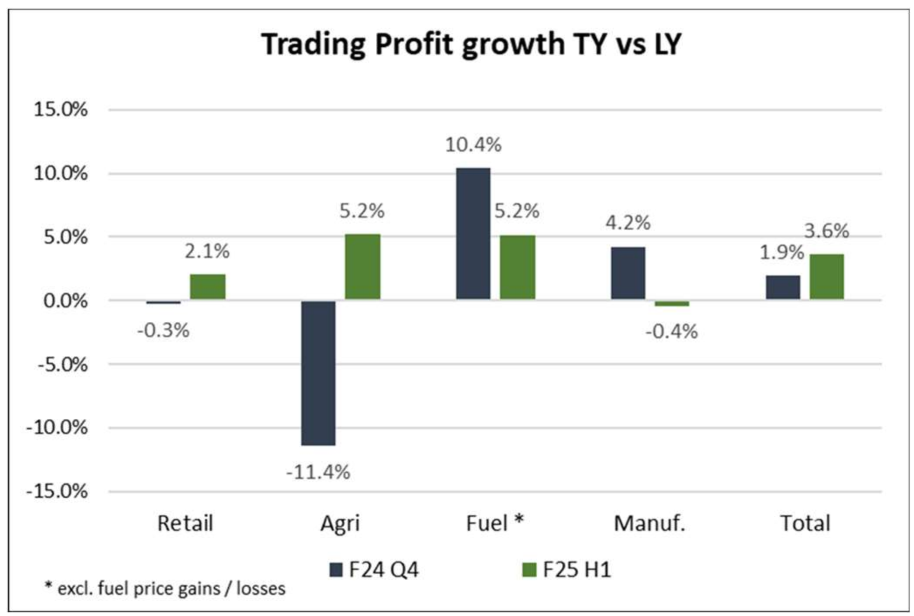
- +1 Agrimark
- 9 PEG sites sold to Agrimark
- PEG boasts 319 retail touch points

KEY OPERATIONAL TRENDS FOR THE HALF YEAR

- EASTER swing – Fuel & Convenience!
- Agri input and retail channel revenue growth
- CAPEX curtailed to R76m
- LFL* Interest-bearing debt reduced R244m
- Debt to Equity down to 48% from 56%*
- Stock levels reduced by 6.8%
- Debtors book +0.9%, impacted by 12.4% lower fuel price
- NWT improved by 1.2% of book
- Group OPEX only +1.9%
- Interim dividend improved
- DC throughput +1.1%
- Fuel volumes down 2.6% (LS and N3)

* Late drawdown of R211m end March 2024 by supplier

- GP only up 0.9% [up 1.5% excl fuel price adj's]
- Limited footprint expansions (red tape – being addressed!)
- Wheat intake volumes lower
- Collective building material cat's down 2.1%
- H1: Fuel price adj's cost R10.4m



KEY INDICATORS FOR THE HALF YEAR

Gross profit (R'000)
1,664,859
▲ +0.9%

EBITDA (R'000)
557,130
▼ -2.1%

Recurring headline EPS (cents)
393.65
▼ -3.7%

Fuel litre volumes
299.1m litres
Group ▼ -2.6%
PEG ▼ -3.2% *
Agrimark ▼ -1.2% *
* Adjusted for 9 sites sold by PEG to Agrimark

Return on Invested Capital ("ROIC") #
7.6%
▼ LY: 8.2%
Not annualized

Interim dividend per share (cents)
56,00
▲ +3.7%

Gearing Ratios:

- Debt: Equity
  48.4% (LY: 56.5%)
- Debt: EBITDA
  3.3x (LY: 3.3x)
- Interest cover
  4.9x (LY: 5.1x)

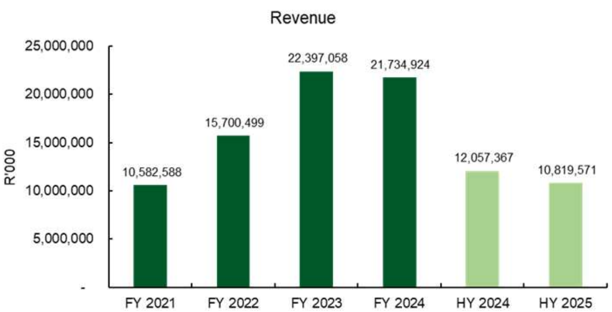
GROUP – INVESTOR DASHBOARD

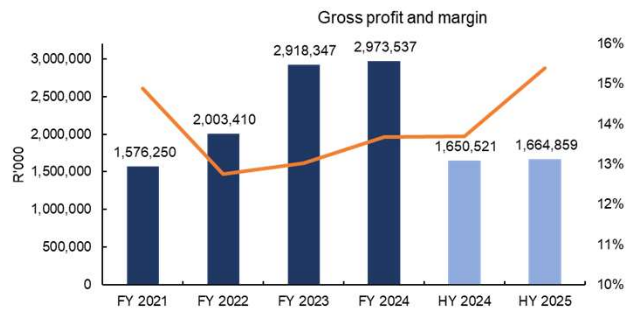
- Shareholding
  - Public 93%
  - Non-Public 7% (incl. Directors 2.0%)
  - Fund manager holdings
    - Top 10: 37.5%
    - Top 20: 45.6%
- Share price (Mar 25)
  - R40.50, +1.25% YOY
  - 16.8% shares traded during last 12 months
  - 12 month high: R53.25
  - 12 month low: R38.50
  - NAV R48.11 (LY: R46.11)
- Dividends
  - Consistent 3x cover policy
  - PEG debt repayment priority
  - F24 full year 180.00 cps, in line with F23
  - F25 Interim 56.00 cps, +3.7% YOY

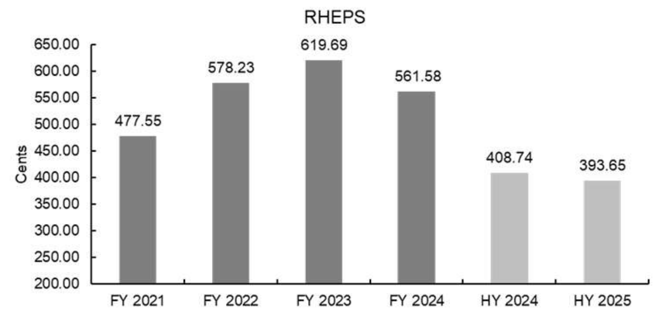
- F25 Gearing improvement continues
- Debtors remain healthy, NWT reduced
- M&A considerations and investigations ongoing (new business segment)
- Manufacturing exit progressing well
- F30 target
  - R1.5bn PBT
  - Clear business segment targets
  - Efficiency, market share, footprint growth
  - Return & gearing thresholds

FINANCIAL PERFORMANCE – INCOME STATEMENT

R'000	FY 2021	FY 2022	FY 2023	FY 2024	HY 2024	HY 2025
Revenue	10,582,588	15,700,499	22,397,058	21,734,924	12,057,367	10,819,571
Gross profit	1,576,250	2,003,410	2,918,347	2,973,537	1,650,521	1,664,859
Gross profit margin	*14.9%*	*12.8%*	*13.0%*	*13.7%*	13.7%	15.4%
Profit after tax	332,276	412,959	480,002	451,097	325,057	311,195
EBITDA	552,792	673,226	898,592	859,294	569,136	557,130
Recurring headline earnings	347,208	430,521	493,959	450,597	324,826	310,745
Return on equity	15.3%	16.5%	16.7%	13.9%	10.1%	8.9%
Recurring headline earnings per share (cents)	477.55	578.23	619.69	561.58	408.74	393.65
Dividend per share (cents)	151.00	168.00	180.00	180.00	54.00	56.00
Dividend cover (times)	3.0	3.3	3.3	3.0	7.2	6.7

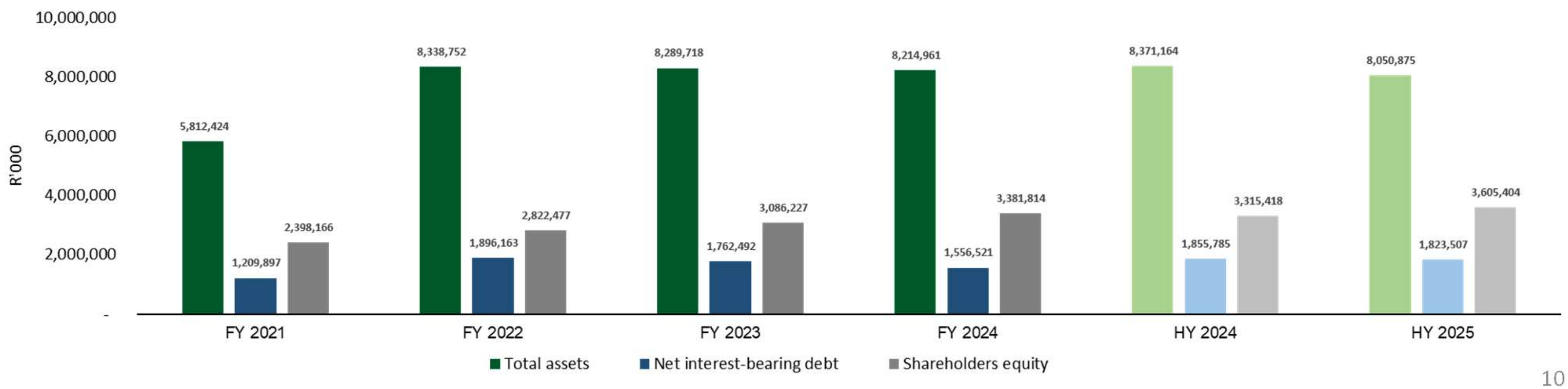






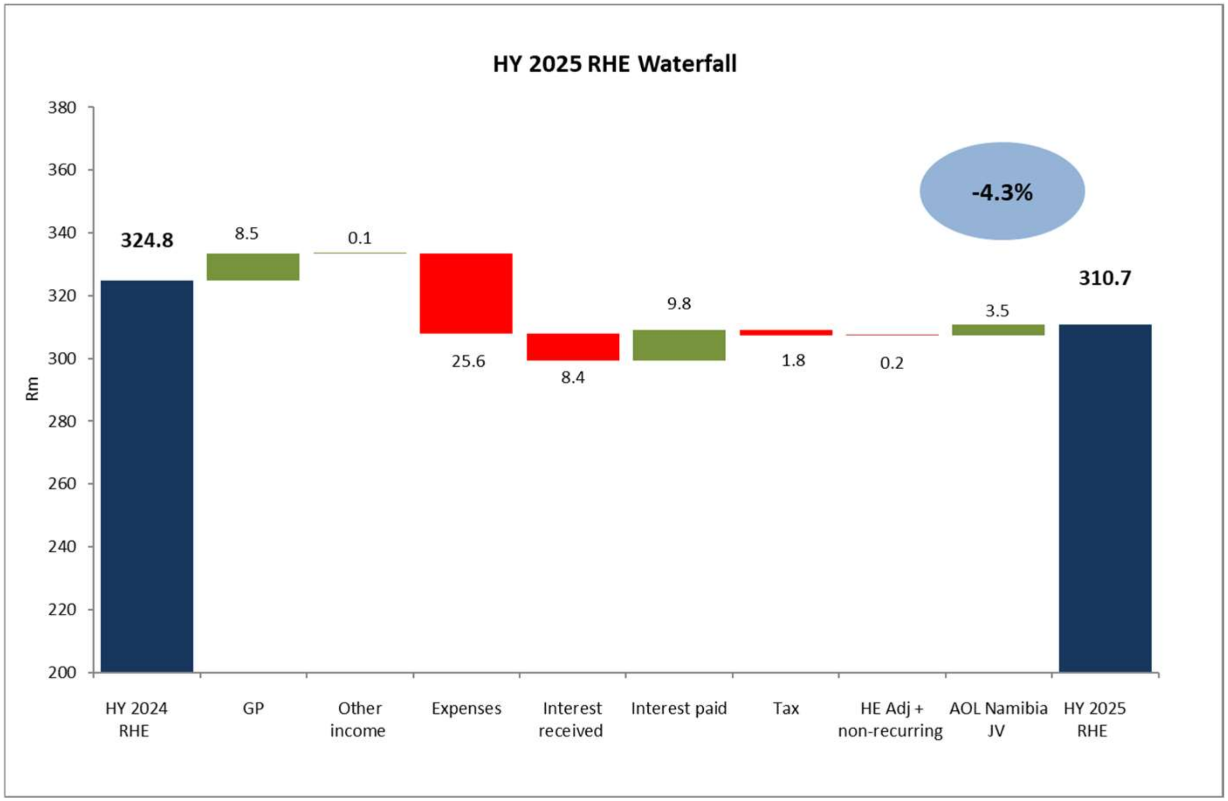
FINANCIAL PERFORMANCE – BALANCE SHEET

R'000	FY 2021	FY 2022	FY 2023	FY 2024	HY 2024	HY 2025
Total assets	**5,812,424**	**8,338,752**	**8,289,718**	**8,214,961**	**8,371,164**	**8,050,875**
Non-current assets	2,442,661	3,683,198	3,670,253	3,983,058	3,798,041	4,054,499
Current assets	3,369,763	4,655,554	4,619,465	4,231,903	4,573,123	3,996,376
Liabilities and loans	**3,414,258**	**5,516,275**	**5,203,491**	**4,833,147**	5,055,746	4,445,471
Net interest-bearing debt	1,209,897	1,896,163	1,762,492	1,556,521	1,855,785	1,823,507
Shareholders equity	**2,398,166**	**2,822,477**	**3,086,227**	**3,381,814**	**3,315,418**	**3,605,404**
Net asset value (rand)	32.6	38.2	41.8	45.3	44.7	48.1
Debt to equity[1]	56.1%	59.5%	61.9%	51.3%	56.5%	48.4%
Interest cover (times)	6.8	6.0	4.0	4.1	5.1	4.9



1 calculated on average balances

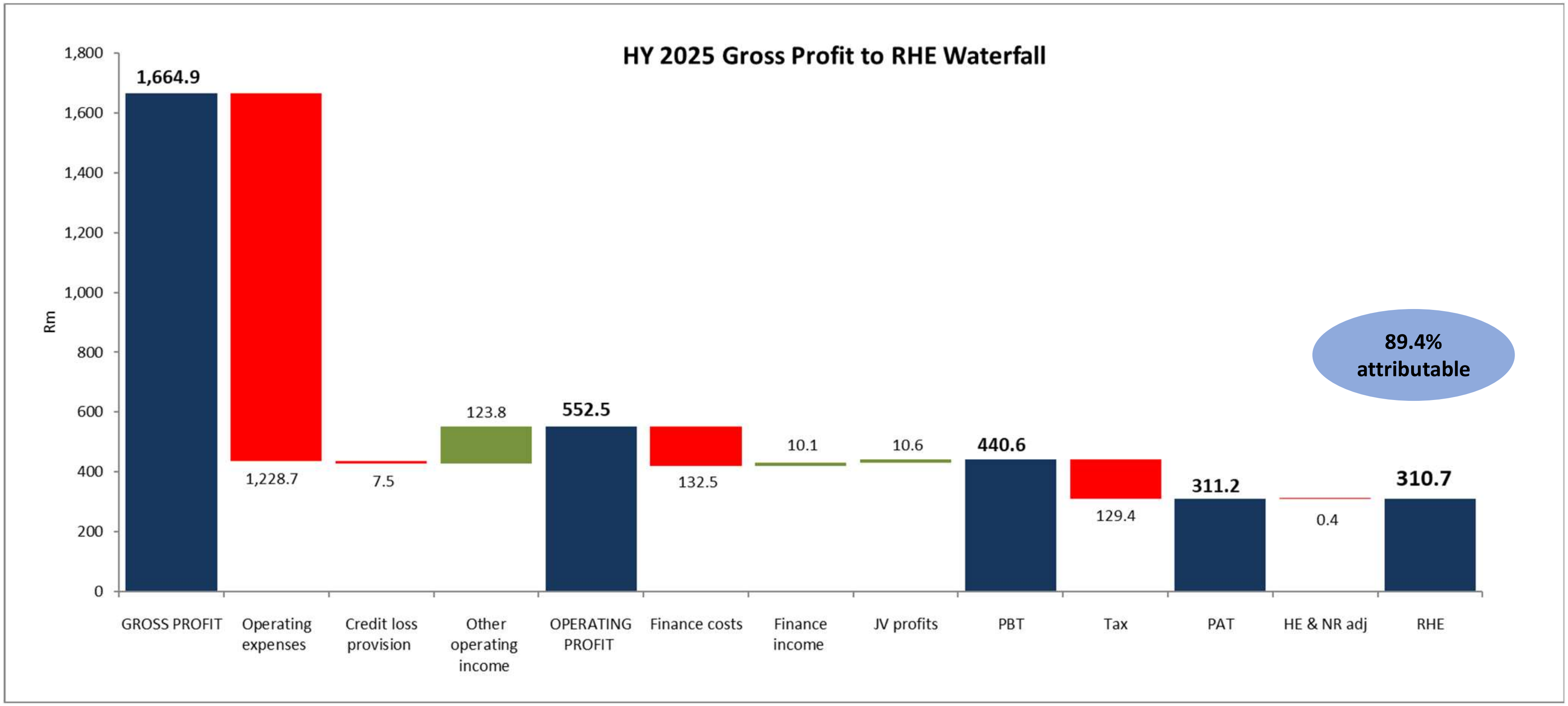
FINANCIAL PERFORMANCE – RECURRING HEADLINE EARNINGS ('RHE')



RHE HIGHLIGHTS

- GP growth > revenue growth
- Excellent expense management +1.9%
- Interest received -9.6%
  - Lower average debtors, lower rates
- Interest paid -13.1% (excl. IFRS 16)
  - Lower average debt, lower rates
- RHE adjustment: new business development costs
- -4.3% RHE decrease (-2.1% excl. YOY impact of fuel price change gains)

FINANCIAL PERFORMANCE – RECURRING HEADLINE EARNINGS ('RHE')



- GP +0.9%
- Operating expense to GP ratio 73.8% (LY 73.1%)
- Operating profit to GP ratio 33.2% (LY 34.8%)
- RHE to GP ratio 18.7% (LY 19.7%)

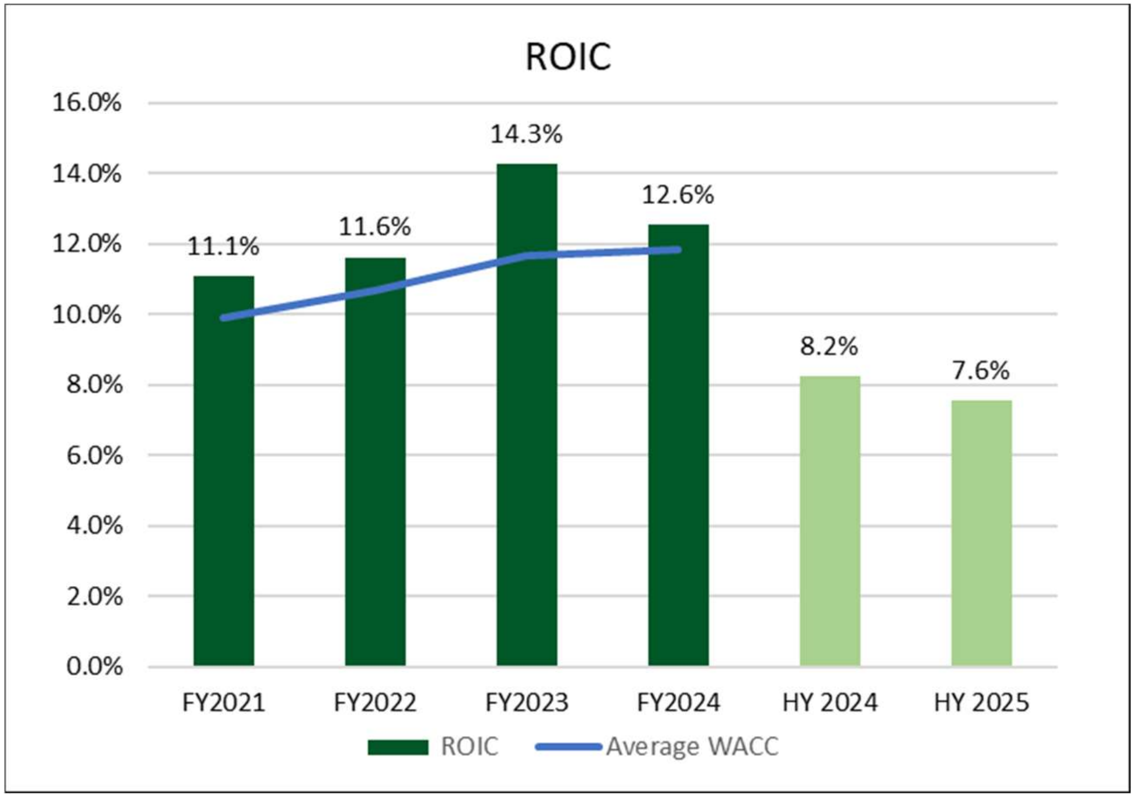
FINANCIAL PERFORMANCE – RHE & RHEPS RECONCILIATION

	HY 2025			HY 2024			Var
	Total (R'000)	Attributable (R'000)	**Cents per share**	Total (R'000)	Attributable (R'000)	**Cents per share**	%
Earnings	311,195	278,411	**394.29**	325,057	287,507	**409.06**	**-3.6%**
Headline Earnings adjustments	-1,279			-231			
Profit on disposal of assets	-1,279			-231			
Headline Earnings	309,916	277,131	**392.47**	324,826	287,276	**408.74**	**-4.0%**
Non-Recurring items	829			-			
Non recurring expenses	829						
Recurring Heading Earnings	310,745	277,960	**393.65**	324,826	287,276	**408.74**	**-3.7%**
Weighted average number of shares	70,611	70,611		70,284	70,284		

- HE adj - profit on sale of assets
- RHE adj - non-recurring transaction and legal costs

- CAGR HY 2025 / HY 2020
  - RHE +11.9%
  - RHEPS +9.7%

FINANCIAL PERFORMANCE - ROIC



SINCE FY 2020:

- Consistent ROIC > WACC = EVA
- FY 2022:
  - TFC Properties disposal
  - PEG acquisition
- HY 2025 lagging HY 2024

ROIC OUTLOOK:

- FY 2025 ROIC
  - Significant H2 YOY performance improvement expected
  - Prudent capital investment
  - Strong working capital management
  - Debt reduction continues


AGRIMARK
NEW HOLLAND
AGRIMARK
AGRIMARK
BUILD ZONE YARD
PET ZONE
BUILD ZONE
PAINT ZONE
SAFETY WEAR
RUSTY
AGRIMARK
PACKAGING

SEGMENTAL REVIEW - AGRIMARK

(R'000)	HY 2023	HY 2024	HY 2025
Total value of transactions	6,045,030	5,985,071	6,211,497
Direct transactions	1,642,959	1,676,147	1,781,959
Revenue	4,402,071	4,308,924	4,429,538
Retail	951,255	953,673	952,539
Agri	2,037,286	1,941,681	2,000,951
Fuel	1,413,530	1,413,570	1,476,048
Gross Margin	*11.4%*	*12.1%*	*11.2%*
Fuel price gains	1,467	9,652	6,599
PBT	295,828	294,605	301,644
Gross Assets	4,580,642	4,643,287	4,690,251
Net Assets	2,249,498	2,520,606	2,824,693
Fuel volumes ('m Litres)	74.7	72.4	84.0
Growth %	10.3%	-3.1%	16.0%
No. of operating units	144	143	153

***fertilizer, chemicals, farm infrastructure, packing materials, horticulture, mechanisation, irrigation excl. fuel**

HY 2025 REVIEW & OUTLOOK:

- F30 Strategy: Market share, efficiencies, footprint, farm fuel.
- **Agri inputs***(i.e. R2bn + R1.5bn directs): directs +12.2%. Of which farm infrastructure +14.7%, horticulture +12.4%, fertilizer +10.3%, packaging materials +5.6%, New Holland agency sales (4.6%), Irrigation (7.2%), chemicals (0.6%).
- **Retail**: hunting +24.5%, liquor +10.2%, gas +6%, collective building (3%). Cement volume (0.7%).
- **Fuel**: Price 12.4% lower, volumes +16% including 9 sites, LFL volumes (1.2%), lower loadshedding fuel demand.
- Online: E-Cat SKU's 54567, W/Cape 41%, Basket R1220.
- **Overall**: TP +4.6%, OPEX +7.3% (9 sites), PBT +2.3% having earned less interest on lower rates & a lower debtor book
- **Net Assets** growth due to capex and debt reduction
- **Take note:**

  Agrimark Store Ops PBT gap to targets is closing: F24Q4 vs PY = **(32.1%),** F25Q1 vs PY = **+2.3%,** F25Q2 vs PY = **+11.6%**

SEGMENTAL REVIEW – AGRIMARK OUTLOOK

- HY Summary:
  - Fuel deflation impacted revenue by 3%
  - Growth in direct agri input sales at low margins, but gaining market share
  - Lower loadshedding fuel demand
  - Sluggish general retail sales
  - Lower credit sales, lower interest rates, lower interest earned

- Outlook:
  - Very Bullish – F24H2 was particularly poor
  - Agri infrastructure, market share gains to continue
  - Agri sector outlook very good – EVEN with the US Tariff outlook & risks
  - Credit sales book should grow as evidenced end March
  - While moderate growth and margin pressure expected in general retail

PEG

ENGEN TotalEnergies ASTRON ENERGY sasol Shell bp

WIMPY STEERS fishaways PRIMI FEGO Caffé KFC

oumeul bakery & café DEBONAIRS PIZZA MUGG & BEAN Crispy Chicken BOOTLEGGER COFFEE COMPANY FRESH STOP

SEATTLE COFFEE COMPANY café bonjour HOMESTEAD TRUE FOOD vida e caffè EXPRESSMARK WOOLWORTHS FOOD SPAR express Pick n Pay Express

SEGMENTAL REVIEW – PEG

(R'000)	HY 2023	HY 2024	HY 2025
Revenue	6,641,345	6,709,152	5,628,404
Fuel	5,643,764	5,664,725	4,594,632
Retail	997,581	1,044,427	1,033,772
Gross Margin	*12.0%*	*13.1%*	*15.3%*
Fuel price gains	2,934	15,667	8,281
PBT	108,148	130,941	115,441
Attributable RHE	48,371	58,613	50,482
Gross Assets	2,873,896	3,137,989	2,713,746
Net Assets	589,373	591,156	601,008
Fuel volumes ('m Litres)	238.8	234.8	215.1
Growth %	176.2%	-1.7%	-8.4%
Petrol mix %	44.7%	43.5%	44.9%
Diesel mix %	55.3%	56.5%	55.1%
No. of operating units	89	89	80
No of retail touch points	345	348	319

HY 2025 REVIEW & OUTLOOK:

- ***Strategy***: Service station footprint, QSR expansions, operational efficiencies
- ***Overall***: 9 sites to Agrimark, EASTER holiday swing [R9-10m], no footprint expansion in H1, entrepreneur margin gain - DMRE
- ***Fuel***: Price 12.4% lower, fuel price adj's - R7m lower gain, higher petrol mix, lower commercial diesel mix, LFL volumes down 3.2% [Easter = 1%]
- ***Convenience***: 5 QSR upgrades (incl digital kiosks), 1 Hungry Lion added (corp managed), retail conversion rate Up - spend per litre +7.8%, LFL revenue +1.8% [Easter = 2%]
- ***Margin*** "per fuel litre sold" has expanded further by 6.8% due to mix, convenience, RAS margin
- **PBT** down 11.8% [sites, fuel price adj's, Easter!]
- **Debt** reduction on track
- ***Cash generation*** strong

SEGMENTAL REVIEW – PEG OUTLOOK

- HY Summary:
  - Gains in margin per litre
  - Gains in retail spend per litre
  - QSR upgrades and revamps
  - No service station footprint growth
  - 9 sites moved, fuel price gains lower, and EASTER
  - Foundation is solid

- Outlook:
  - 7 new sites in pipeline, 5 in H2, retail spend per litre > current network, will add over 20 retail touch points
  - Wimpy upgrades 7
  - WW upgrade 1
  - Famous Brand QSR's 2 new
  - KFC 7 new
  - Uber "After dark" collaboration with Engen and WW's


AGRIMARK
GRAIN

SEGMENTAL REVIEW – AGRIMARK GRAIN

(R'000)	HY 2023	HY 2024	HY 2025
Revenue	964,361	942,611	668,858
PBT	49,359	58,079	52,170
Gross Assets	151,332	127,535	114,370
Net Assets	97,586	94,635	49,361
Wheat Volumes (tons)	264,576	320,748	284,596
No. of operating units	15	15	15

HY 2025 REVIEW & OUTLOOK:

- Strategy: Maintain and grow market share of grain handling and storage in the W/Cape.
- 2024/25 wheat yield 15% below average = 11.4% lower harvest intake, wheat price lower, traded volumes lower, resulting in lower revenues [BUT revenue doesn't drive profits!]
- Invested circa R27m in handling and storage expansions over 5.5 yrs – will continue in Q4 and Q1
- PBT reduced by 9.8%, although H1 > H2 we expect increased alternative grain storage opportunities in H2
- Return on net assets remains very good
- H2 outlook is solid, the full year negative impact of lower wheat harvest should be limited

agriplas

TEGO
PLASTICS

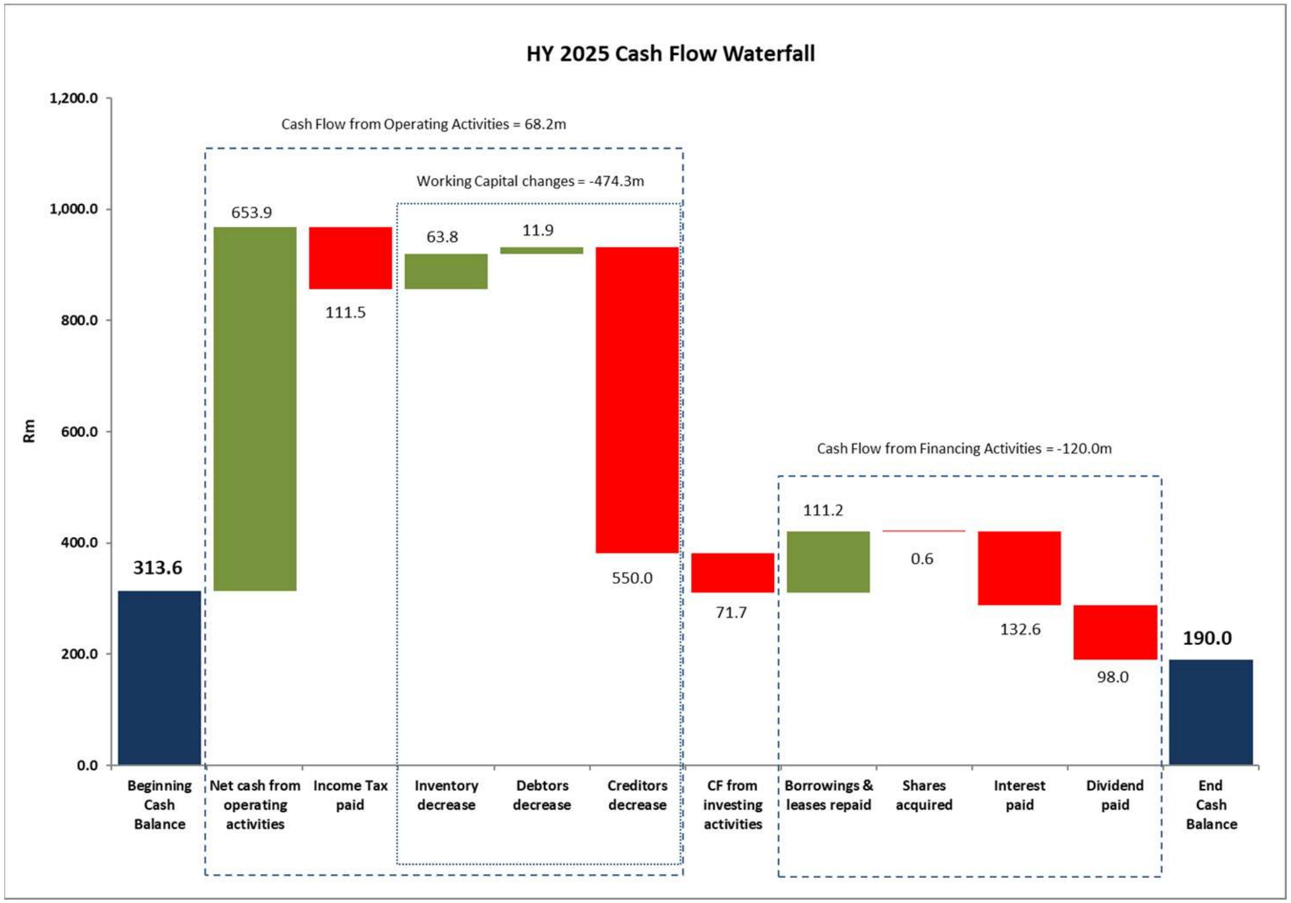
SEGMENTAL REVIEW – MANUFACTURING

(R'000)	HY 2023	HY 2024	HY 2025
Revenue	79,071	96,680	92,771
Gross Margin	*35.1%*	*35.7%*	*28.1%*
PBT	-7,119	24	290
Gross Assets	314,914	317,321	327,627
Net Assets	60,336	42,154	21,909
No. of operating units	5	5	5

HY 2025 REVIEW & OUTLOOK:

- Strategy unchanged: while business focus is to grow sales, our communicated intention to exit the manufacturing segment is progressing well
- With loadshedding & high interest rates less onerous, we see farm infrastructure spend robust and improving.
- Tego bins and crate sales unit growth on PY
- Agriplas performance solid
- PBT drag still evident
- Margins in TEGO under pressure, gaining market share
- Opex well managed in both units

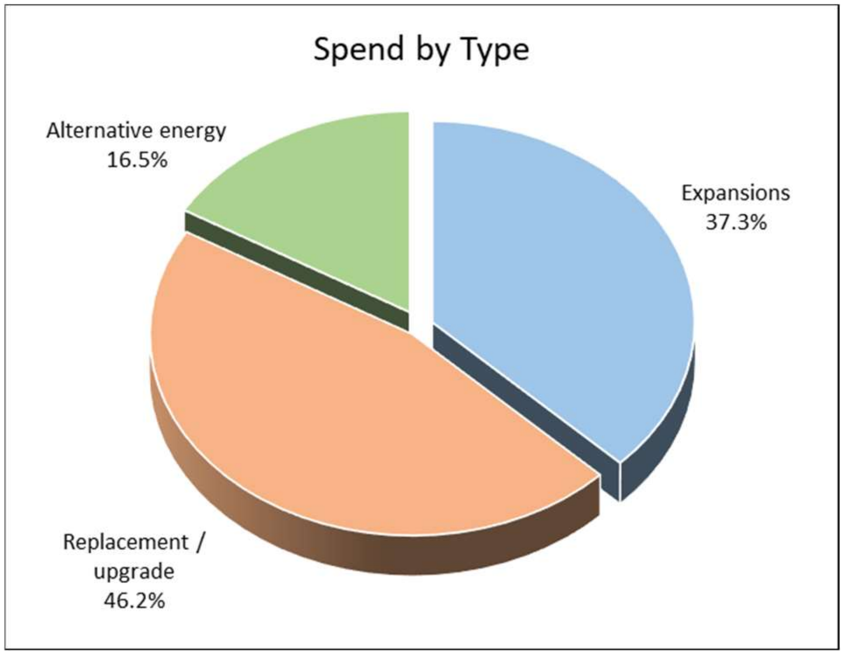
CASHFLOW PERFORMANCE



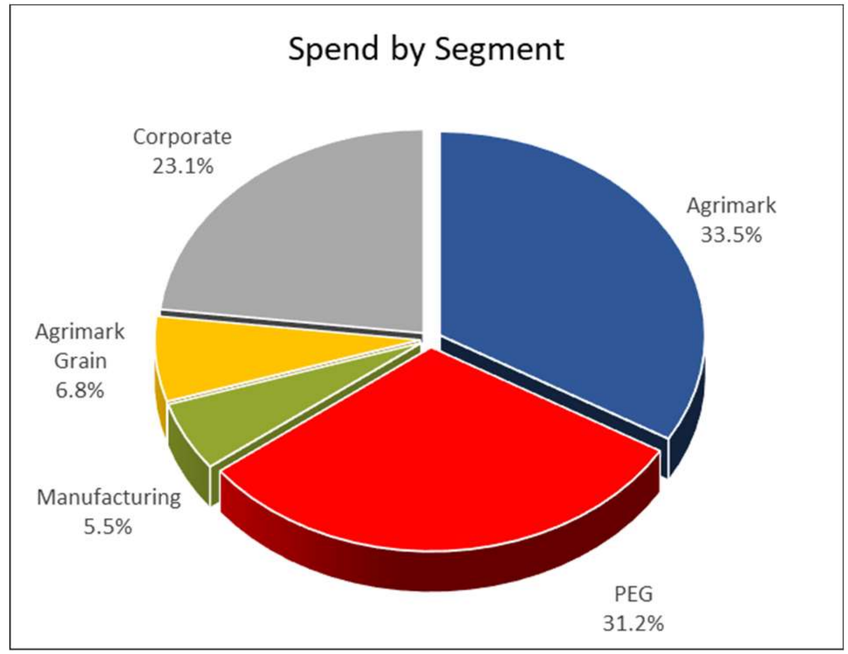
KEY CASHFLOW DRIVERS:

- Strong cash generation from operating activities, margin enhancement
- Effective working capital management
  - Debtors: +0.9% YOY
  - Inventory: -6.8% YOY
  - Creditors: 7 payment cycles in H1
- Capital spend contained
- YOY debt repayment continued
- Interest paid reduction, lower debt levels, lower rate
- F24 dividends paid

CAPITAL EXPENDITURE

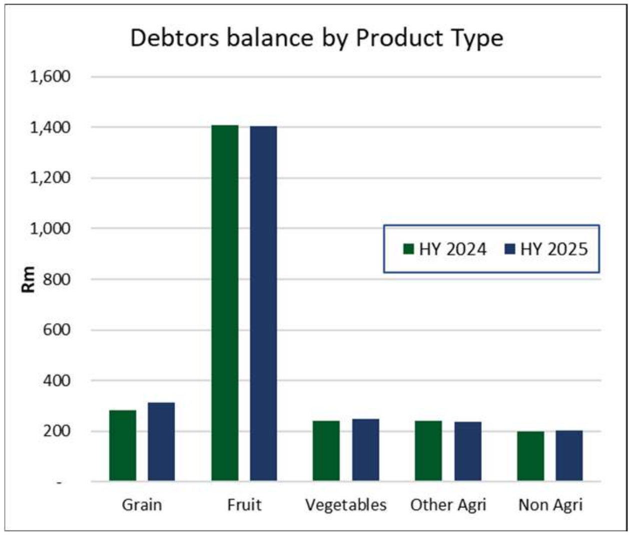


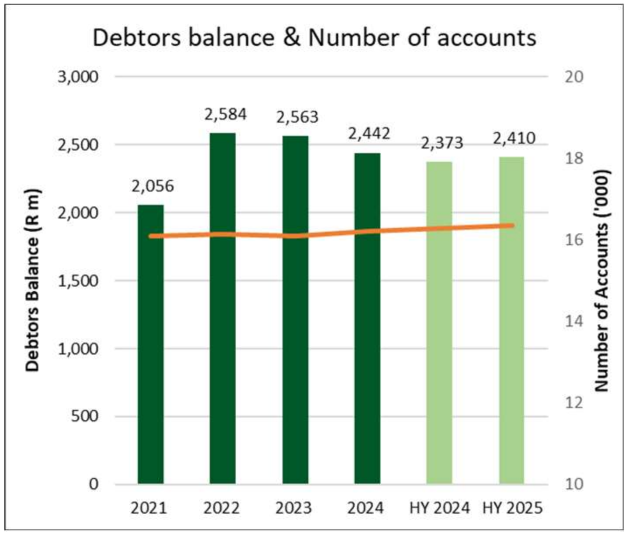
- Total capex R76.4m
- Expansions 37.3%
- Replacements / upgrades R35.3m
- Alternative energy generation R12.6m

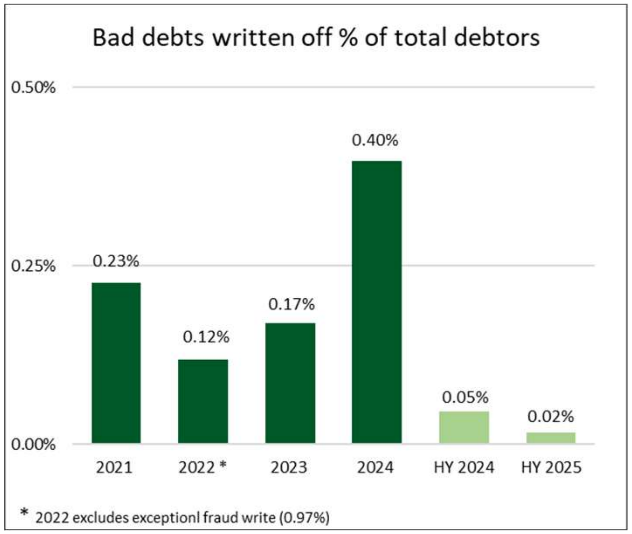


- Well spread across main operating segments
- Agrimark: includes new Ixopo
- PEG: site & QSR upgrades / expansions, alt. energy
- Agrimark grain: capacity expansion
- Corporate: ERP modernisation & IT

TRADE DEBTORS



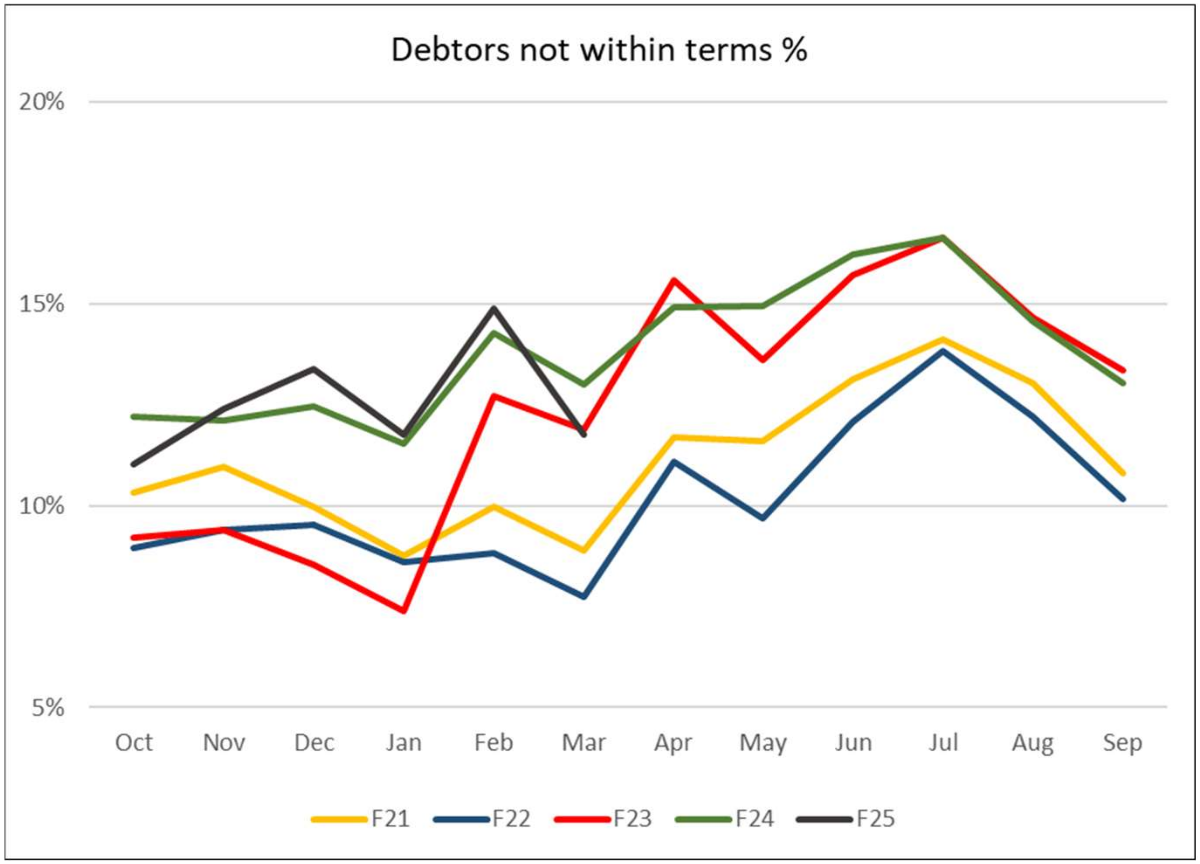




- Enabler to revenue growth
- Product and geographic diversity reduces risk & improves cash flow
- Trade receivables +0.9%
- 16,358 accounts (3,289 seasonal and 13,069 monthly)

- Debtors book turns 4.1x per year (4.5x LY)
- Bad debts written off 0.02% of total debtors
  - 5 yr average: 0.42%
  - 10 yr average: 0.34%
- Provision increased to 2.6%
- Income spread approximately 250 bps

TRADE DEBTORS – NOT WITHIN TERMS (“NWT”)



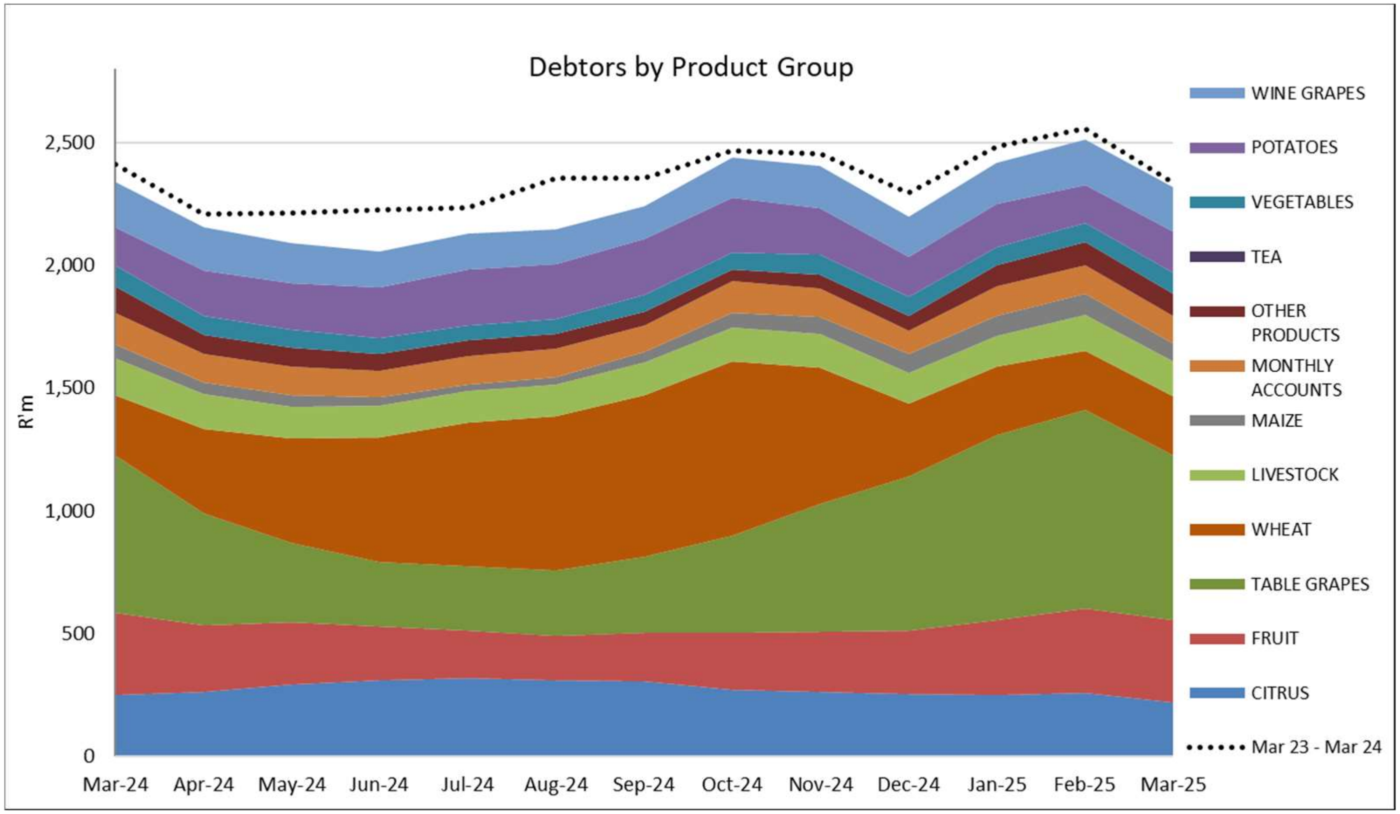
NWT

- Reduced by 1.2% of debtors, below HY F23 and HY F24
- Impacted by Wheat and Potato NWT
- Large recovery of F23 increase
- Positive agri conditions bode well looking forward

SUMMARY

- Book remains healthy & resilient
- Low default rate continued
- Well secured by various categories

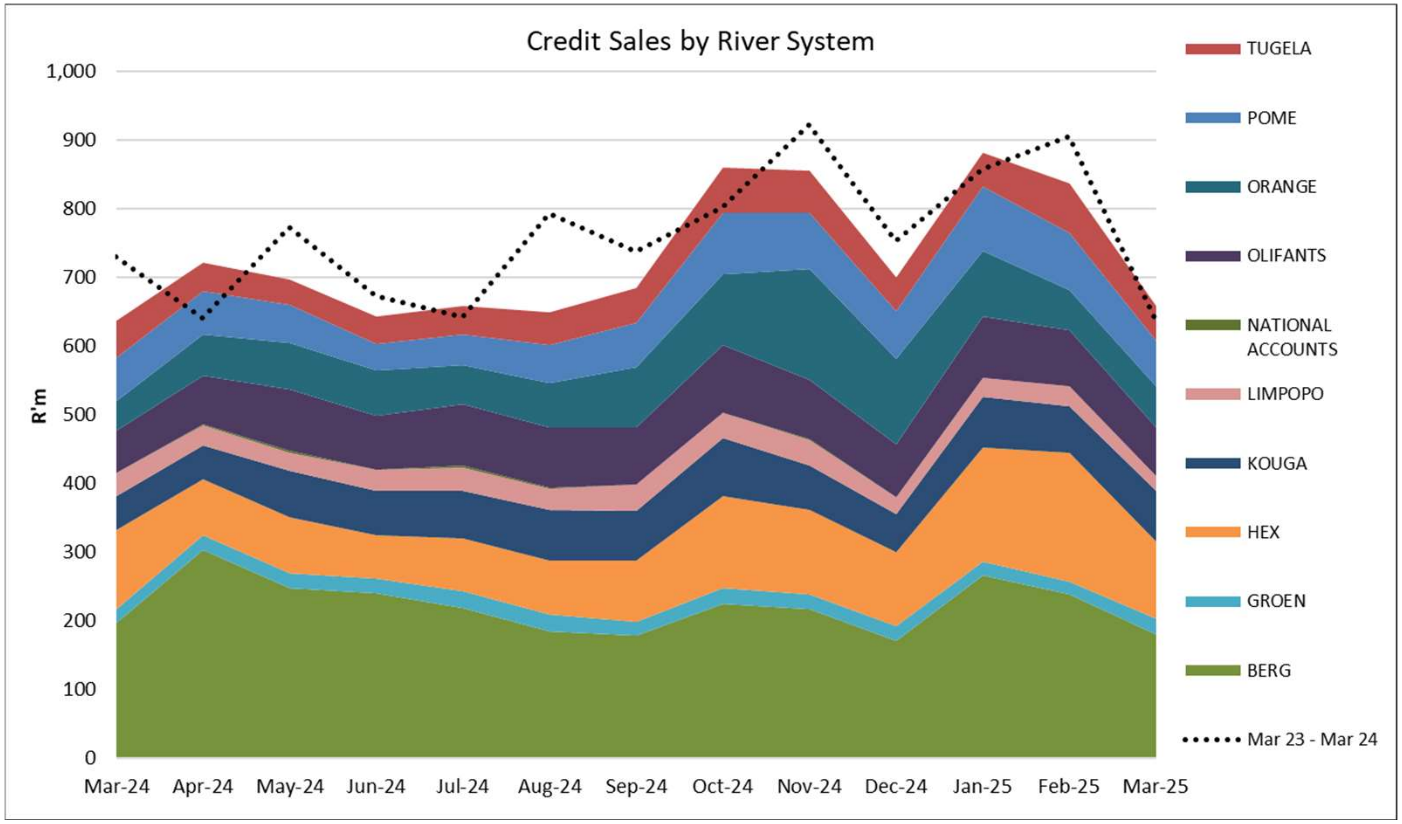
TRADE DEBTORS – BY PRODUCT GROUP



SUMMARY

- Wide product range = reduced product risk
- Product diversity = complimentary cashflow cycles
- Lower average debtors balances YOY
- Wheat: only dryland crop
- Table grape peak aligned with harvest (mainly packaging materials)
- Growth opportunities

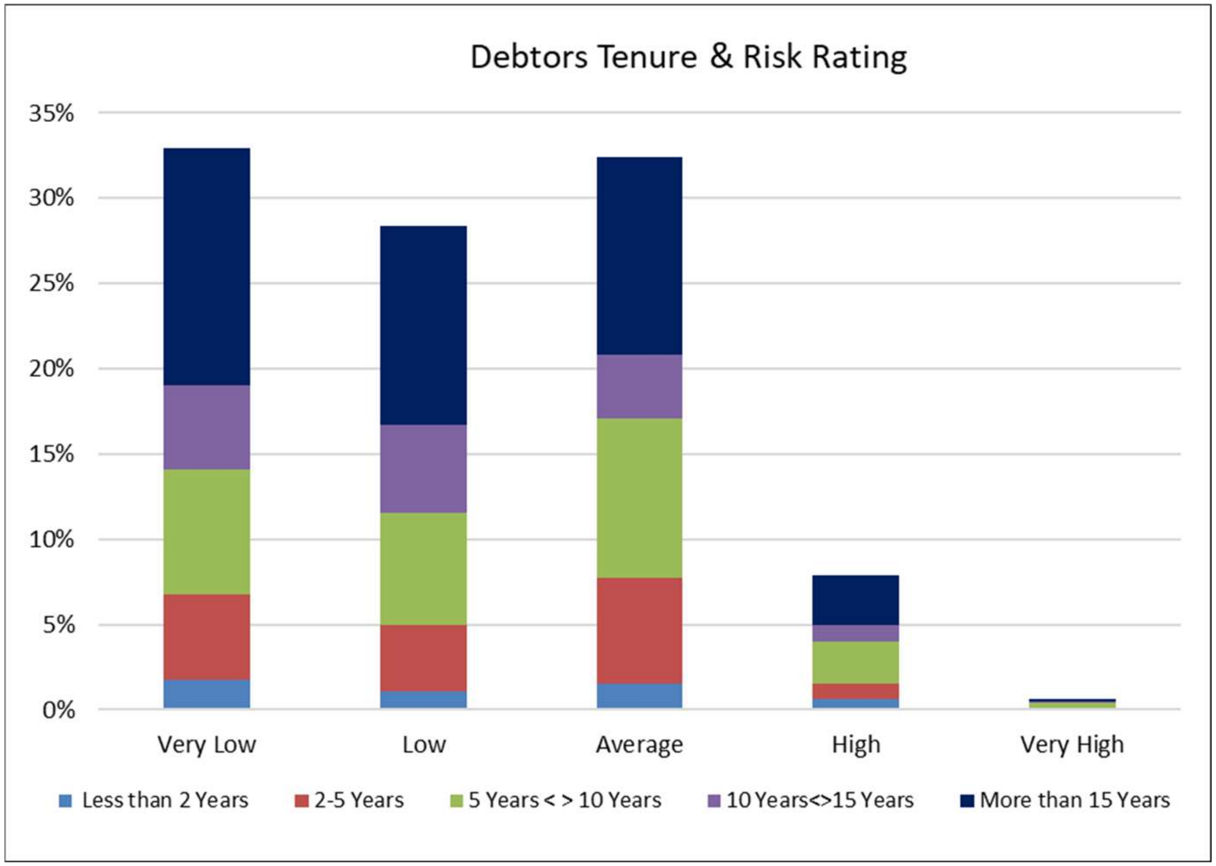
TRADE DEBTORS – CREDIT SALES BY RIVER SYSTEM



SUMMARY

- Wide geographic spread = reduced risk
- Water intensive farming focused
- Managed by decentralized credit teams with centralized credit vetting
- 3.3% lower credit sales YOY
- Growth opportunities

TRADE DEBTORS – TENURE & RISK RATING



TENURE

- 54% more than 10 years
- 79% more than 5 years
- <5% less than 2 years
- Doing more business with well established customers, long track record with KAL

RISK RATING

- 61% low / very low
- 32% average
- 7% high
- <1% very high
- Stringent vetting, low risk book, suitable securities
- Doing more business with lower risk customers

CONCLUSION

HY 2025 REVIEW:

- Group generated EBITDA of R557m, although 2% below PY
- The positives being:
  - Agrimark market share gains and reduced working capital
  - PEG margin improvement and retail spend conversion rate
  - Overall Opex very well controlled at only +1.9%, CAPEX spend low
  - A healthy balance sheet
  - Increased interim dividend

OUTLOOK:

- F24H2 was really poor, we expect significant improvement in F25H2
- PEG: Easter swing, very healthy new site pipeline, upgrade pipeline and new QSR pipeline
  - Easter holidays TY > Easter holidays LY, petrol trending up
- Agrimark PBT: F24Q4 (32.1%), F25Q1 +2.3%, F25Q2 +11.6% >> Trend continues up!! Strat execution!
- Wheat plantings normal
- Most Agri sub-sectors very positive, AGBIZ confidence index high, general retail pressures remain
- Tariff issues : estimated risk is 2-3% of F25 EBITDA, IF nothing is done about it

THANK YOU