THIS IS HOW WE ADD VALUE THROUGH OUR BUSINESS ACTIVITIES:

INPUTS

SOCIETY

ORGANISATION

INFRASTRUCTURE, BUILDINGS AND EQUIPMENT

KNOWLEDGE AND INTELLECTUAL CAPITAL
(Patents, copyrights, software, licences, systems, procedures, protocols)

HUMAN RESOURCES
(Employees' competencies, capabilities and motivations to innovate)

STAKEHOLDER RELATIONSHIPS AND SOCIAL INVESTMENT
(Shared norms, common values, behaviours, stakeholder relationships and dependencies)

ENVIRONMENTAL RESOURCES
(Air, water, land minerals, forests, bio-diversity and ecosystem health)

FINANCIAL CAPITAL
(Equity, debt, grants)

OPPORTUNITIES AND RISKS

MISSION AND VISION

GOVERNANCE

STRATEGY AND RESOURCE ALLOCATION

BRANDS AND MARKETING

PRINCIPAL FACTORIES

PRODUCTION
(13 factories)

MILK PRODUCERS
Four main regions: Eastern Cape, KwaZulu-Natal, Western Highveld and Eastern Highveld

MILK PROCUREMENT
(Procurement, collection and transport of raw milk)

PROCUREMENT AND SUPPLY CHAIN PLANNING

CONCENTRATE AND INGREDIENT SUPPLIERS

PACKAGING SUPPLIERS

PRIMARY DISTRIBUTION

DISTRIBUTION FACILITY

SECONDARY DISTRIBUTION
(28 distribution centres)

SALES AND MERCHANDISING

RETAILERS AND OUTLETS

AFRICA EXPANSION

CONSUMERS

CUSTOMERS
(C. 14 913 delivery points)

PERFORMANCE

FUTURE OUTLOOK

People (HR)
Process
Technology

** Departments supplying support services in the Group are Quality, Procurement, Legal, Risk, Supply Chain, HR, IT, Planning, Finance and Marketing.*

OUTPUTS

MANUFACTURED
- Dairy products and beverages
- Distribution
- Sales and merchandising

INTELLECTUAL
- Brands, trademarks and patents
- Information systems

HUMAN
- Exceptional performance
- Legal compliance
- Growing competence and diverse workforce
- Ethical leadership

SOCIAL AND RELATIONSHIPS
- Mama Africa
- Stakeholders

NATURAL
- Environment, water, electricity, fuel, waste and carbon footprint considerations

FINANCIAL
- Annual financial statements

ORGANISATION

SOCIETY

EXTERNAL ENVIRONMENT