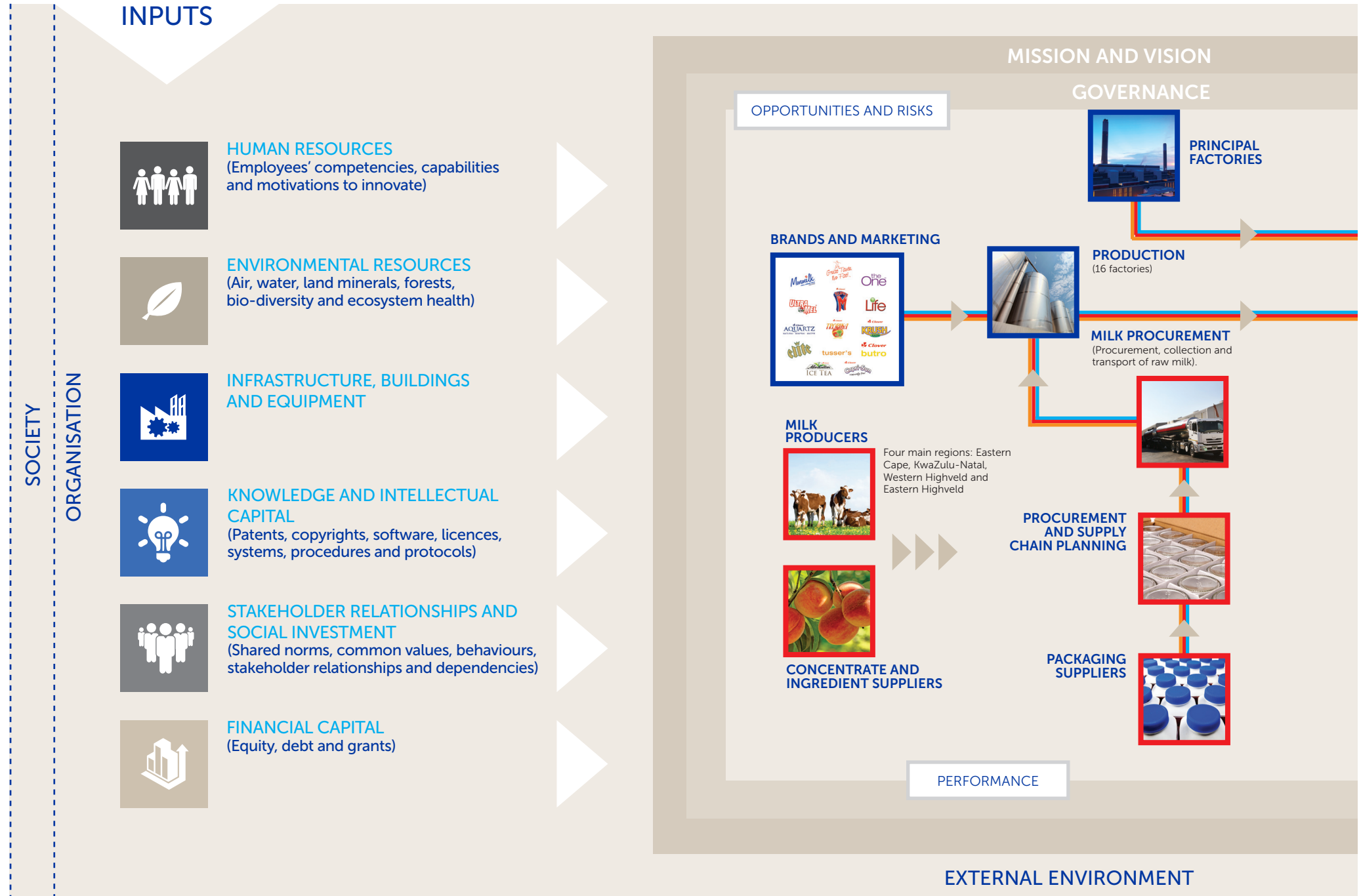


OUR BUSINESS MODEL AND THE SIX CAPITALS



THIS IS HOW WE ADD VALUE THROUGH OUR BUSINESS ACTIVITIES:

OUTPUTS

STRATEGY AND RESOURCE ALLOCATION

PRIMARY DISTRIBUTION



DISTRIBUTION FACILITY



SECONDARY DISTRIBUTION
(27 distribution centres)



SALES AND MERCHANDISING



AFRICA EXPANSION



CUSTOMERS
(14 550 delivery points)



RETAILERS AND OUTLETS



CONSUMERS

FUTURE OUTLOOK



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



NATURAL CAPITAL
(Air, water, land minerals, forests, bio-diversity and ecosystem health)



MANUFACTURED CAPITAL
Infrastructure, buildings and equipment



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



SOCIAL AND RELATIONSHIP CAPITAL
(Shared norms, common values, behaviours, stakeholder relationships and dependencies)



FINANCIAL CAPITAL
(Equity, debt and grants)

HR)
Process
Technology

ORGANISATION

SOCIETY

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