

CLOVER'S BUSINESS MODEL

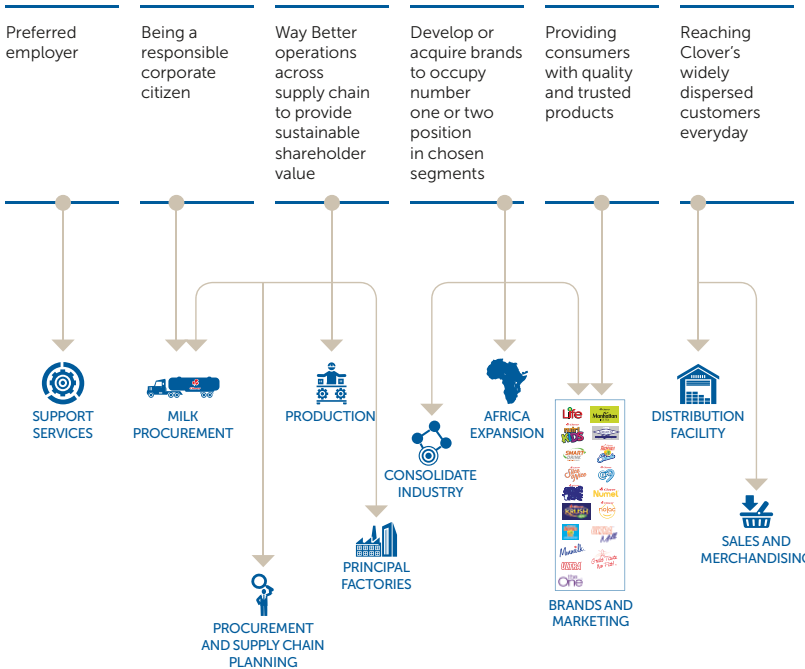
CLOVER'S VALUE CREATION PROCESS STARTS WITH OUR VISION AND MISSION, AS THE BUSINESS MODEL IS DESIGNED TO PUT THESE INTO EFFECT.

Our business model is the engine of Clover's value creation and is driven by the resources fed through it in accordance with Clover's strategy. Its outputs and outcomes are the short-, medium- and long-term value created in terms of Clover's vision and mission. Clover's leadership, support services and our people at all levels must ensure that Clover's vision flows seamlessly and accurately through the entire value chain and the business model to be transformed into outputs and outcomes that actualise this vision.

OUR VISION

TO BE A LEADING
BRANDED FOODS AND
BEVERAGES GROUP IN
SOUTH AFRICA AND
SELECTED OTHER
AFRICAN COUNTRIES,
PROVIDING ACCESSIBLE
NUTRITION TO ALL
CONSUMERS.

OUR MISSION



OUR CAPITAL RESOURCES



HUMAN CAPITAL

Human capital refers to our employees, their talent, skills and personal attributes that play a vital role in creating value for all our stakeholders.



NATURAL CAPITAL

Natural capital includes all the environmental resources used by the Company in its value creation process.



MANUFACTURED CAPITAL

Manufactured capital refers to our infrastructure, including our large distribution network, which we use in the production of goods and services.



INTELLECTUAL CAPITAL

Intellectual capital represents the intangible value of the business.



SOCIAL AND RELATIONSHIP CAPITAL

Social and relationship capital plays an important role in Clover's value creation process. It involves the business itself, our customers and consumers, suppliers, employees and the communities we operate in.



FINANCIAL CAPITAL

Financial capital represent the economic resources used by the business in its value creation process.

RISKS

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PRODUCTION (14 factories)

Clover products are produced in accordance with international best practices for quality, hygiene and food safety. All South African Clover factories are HACCP certified. All factories are FSSC 22000 accredited.

SUPPLIERS

Packaging, transport and other

CONCENTRATE AND INGREDIENT SUPPLIERS

MILK PRODUCERS (DFSA)

Milk producers are contracted through DFSA to ensure a consistent supply of good quality milk in order to match market demands.

Four main regions: Eastern Cape, KwaZulu-Natal, western Highveld and eastern Highveld.

MILK PROCUREMENT (DFSA)

Procurement, collection and transport of raw milk.

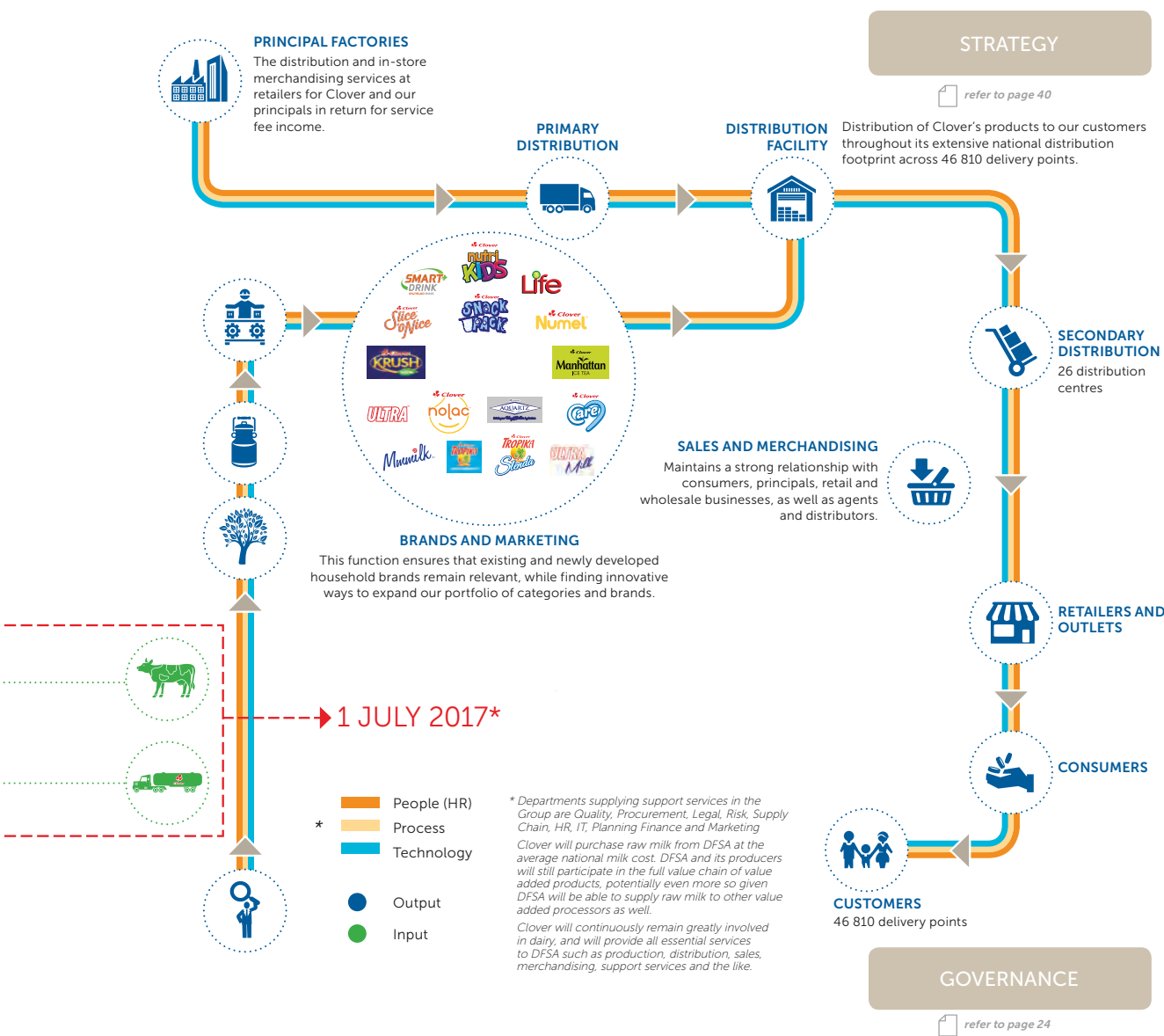
PROCUREMENT AND SUPPLY CHAIN PLANNING

Procures high quality ingredients and packaging materials from carefully selected suppliers.

STAKEHOLDER RELATIONSHIPS

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THE VALUE CREATION PROCESS



OUR OUTPUTS

- A product range with 29 food and beverage product categories
- 37 different brands
- Distribution services for 13 principal companies
- Total carbon emissions decreased to 210 971 tons of CO₂e
- Recyclable waste increased to 20 322 tons
- Direct energy consumption decreased to 900 194 Gigajoules

OUR CAPITAL OUTCOMES

See page 61 for this Capitals Outcomes

See page 65 for this Capitals Outcomes

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