



San Miguel

THE GLOBAL CITRUS EXPERTS

A close-up photograph of a man with a serious expression, wearing a blue jacket, a green scarf, and a headband. He is pointing his right hand directly at the camera. The background is a blurred outdoor setting with green foliage and a white structure. A white text box is overlaid on the right side of the image.

We create value from nature

*We produce healthy food
for people, working to get
the best out of each region.*





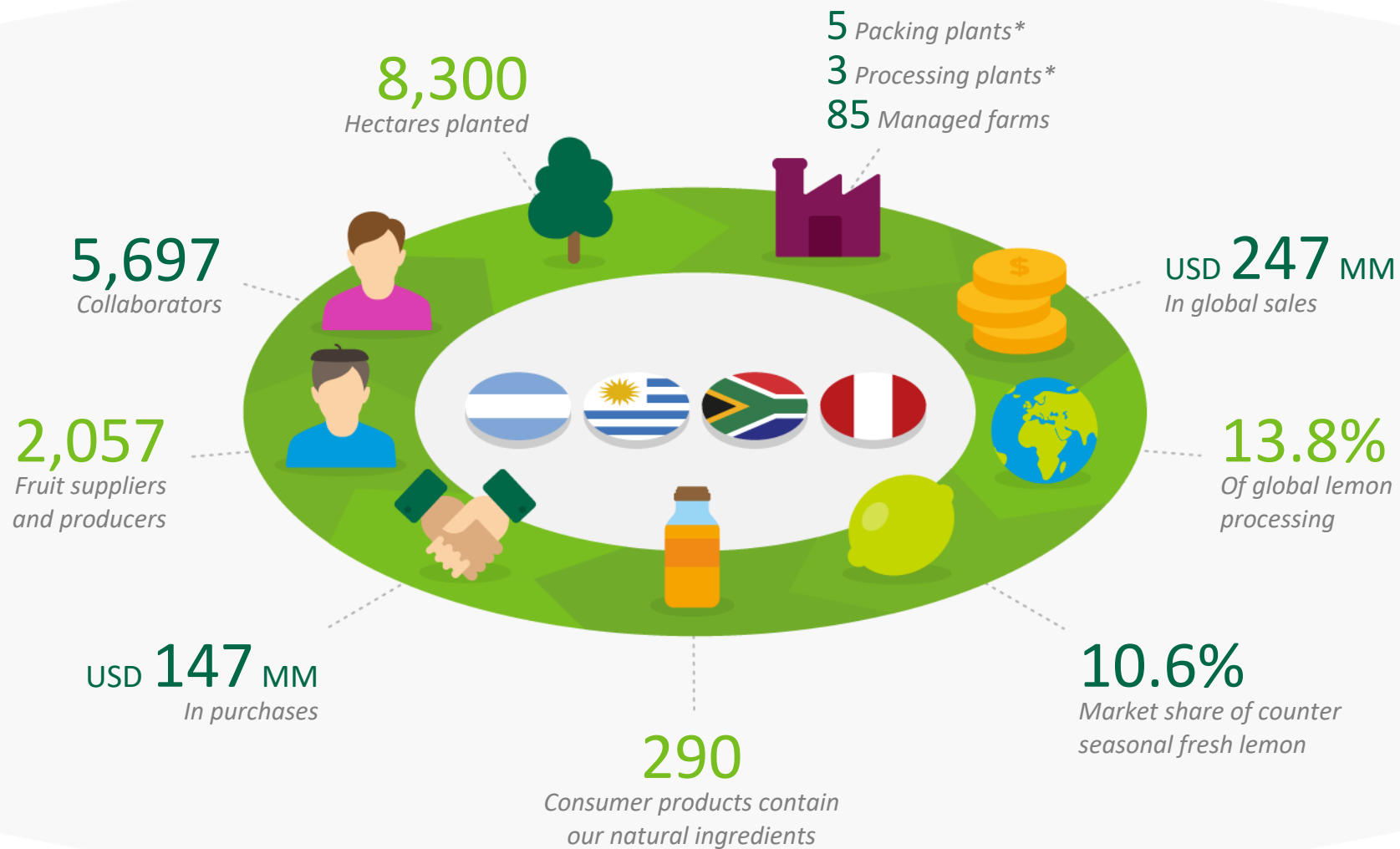
We offer diversity, passion and quality.

We grow from experience and with an entrepreneurial spirit.





San Miguel System

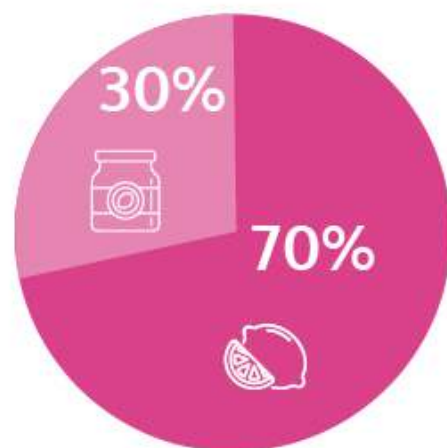


*Some involve strategic partnerships with third parties



Two complementary businesses

Sales by business (RS)







Natural Ingredients



Fresh Fruit

Fresh Fruit Sales by products (by volume)

-  Lemon 35%
-  Sweet citrus 43%
-  Avocado 11%
-  Grapes 11%

Natural Ingredients Sales by products (by volume)



Oil **43%**



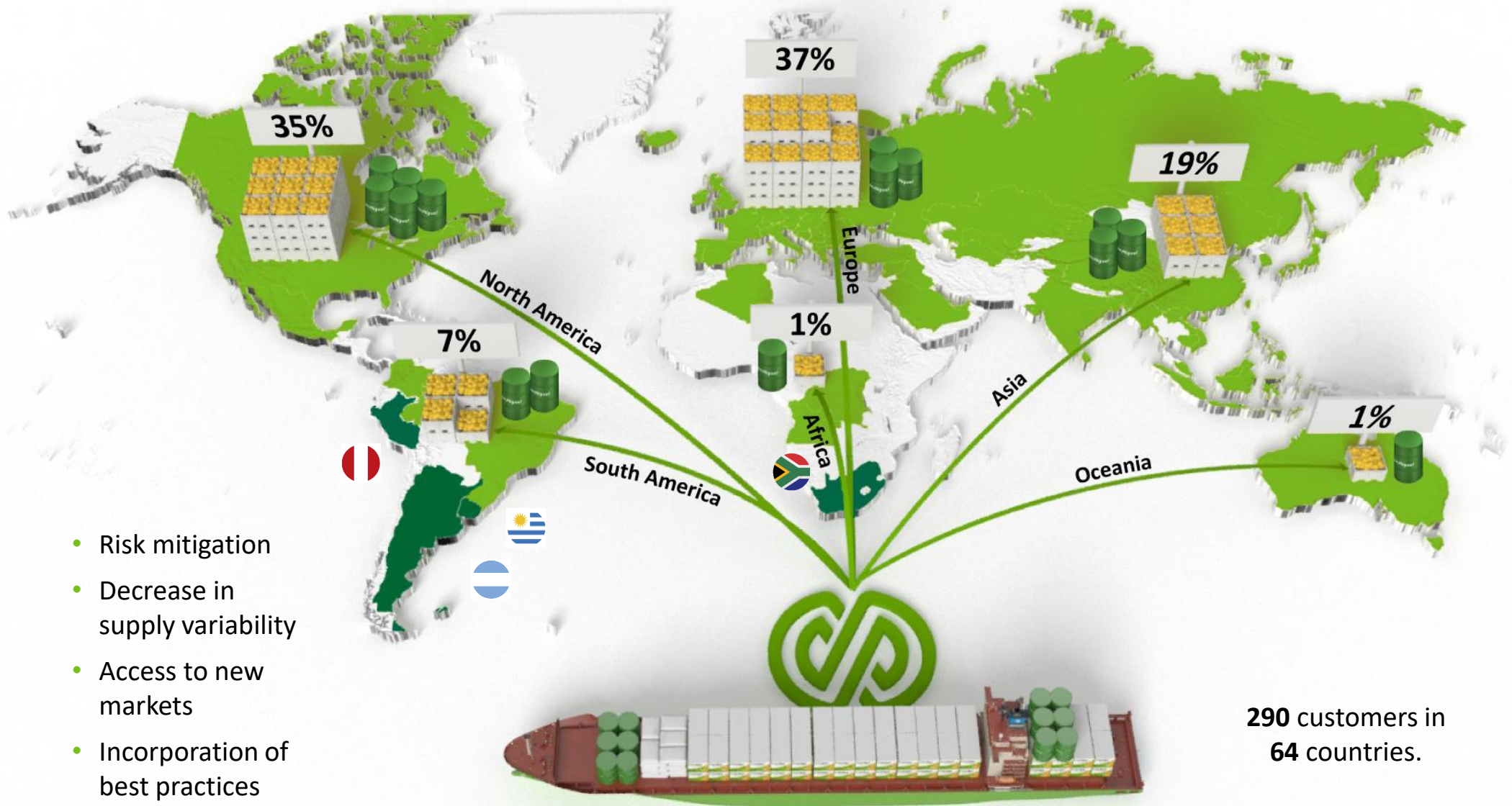
Juice **42%**



Others **15%**



Multiple origins & Distribution platform



- Risk mitigation
- Decrease in supply variability
- Access to new markets
- Incorporation of best practices

290 customers in **64** countries.



Our history in South Africa

We grow from our experience and with the same entrepreneurial spirit that still drives us today.

First farm



2008

Venco industrial plant



2013

2011

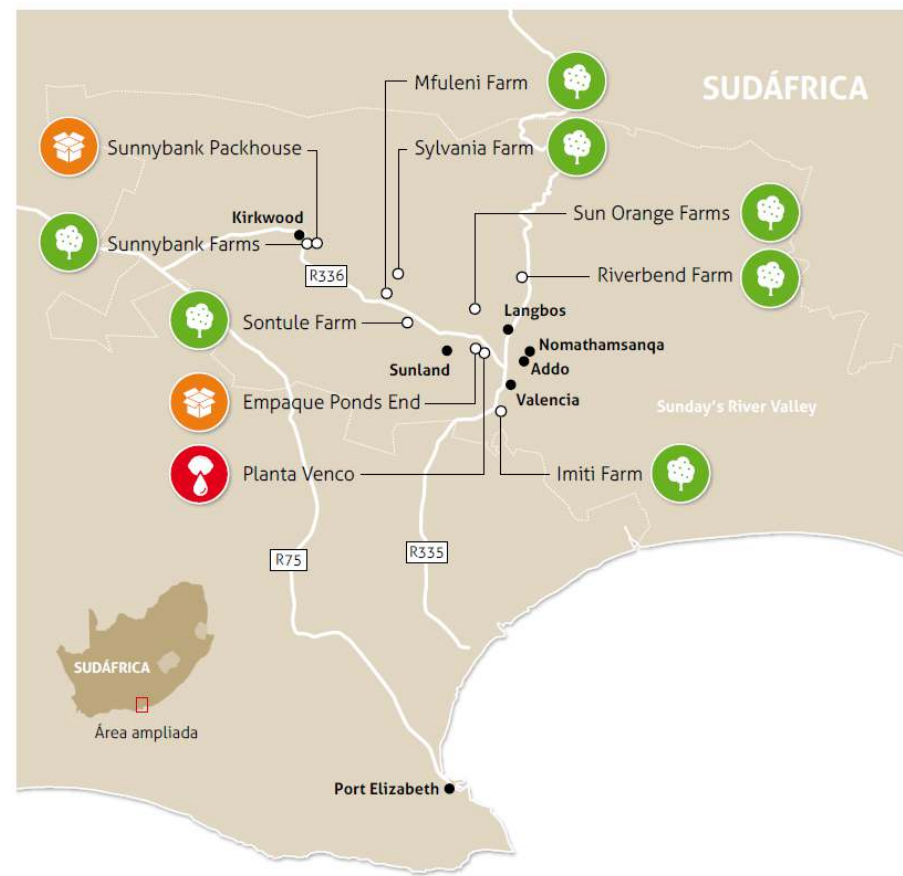


First office

2018



Thudana Citrus





Operations in South Africa



Production



- **6** Farms
- **1,175ha** including new plantings.
- **2** Packing Facilities
- **1** Processing Plant (JV)
- **86,965tons** Fresh Fruit exported in 2020
- **30** Growers

Packing

- **1.000 tns/day**
- Production: **660 tns/día**

Natural Ingredients

- Venco Fruit Processors
- Joint Venture with partners in SRV





Thudana Citrus



Empowerment company created by San Miguel in 2019 (BEE)

- Co-ownership scheme with employees
- Employee trust (120 workers) has 30% shareholding
- Ongoing process to provide development to the employee beneficiaries & trustees to understand their roles and responsibilities as shareholders.



- 2 packhouses
- +400ha planted citrus
- A company providing citrus to the local market
- A company providing farming machinery & services.
- 170 permanent employees + 2,000 seasonal workers.



Opportunities



Access to markets and commercial windows

UK, Northern Europe, Far East Middle East, North



Diverse portfolio

Leadership in oranges. Volume and quality in lemons and mandarins.



Competitiveness

- Costs: labor, logistics, location next to ports
- Productivity in farms
- Quality

We are part of it.



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