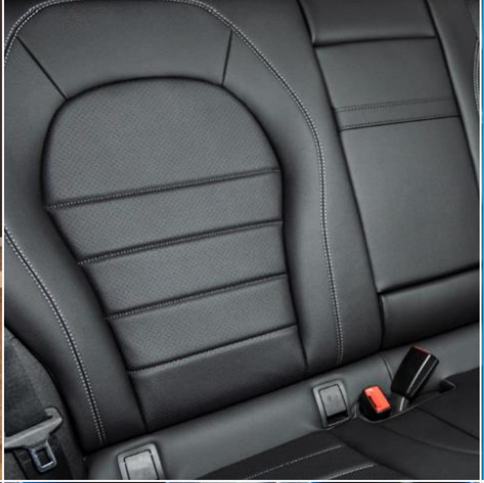
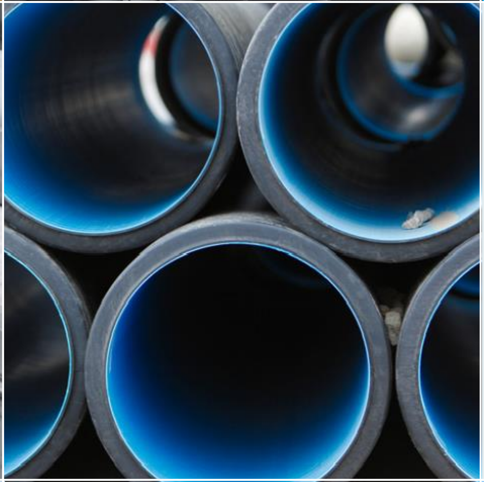


AUDITED RESULTS

FOR THE YEAR ENDED 30 JUNE 2021



AGENDA

INTRODUCTION	JAAP DU TOIT
STRATEGY IMPLEMENTATION	GARY CHAPLIN
DIVISIONAL OPERATIONAL REVIEW	GARY CHAPLIN
FINANCIAL ANALYSIS	FRANS OLIVIER
OUTLOOK	GARY CHAPLIN
Q&A	GARY CHAPLIN / FRANS OLIVIER

STRATEGY IMPLEMENTATION

GARY CHAPLIN

CHIEF EXECUTIVE OFFICER

INTEGRATED INTO EVERY DAY

OPERATING ENVIRONMENT

Timeline of Covid-19 impact in South Africa

No Covid restriction	Level 5	Level 4	Level 3	Level 3	Level 2	Level 1	Level 3	Level 1	Level 2	Level 3	Level 4
	26/3/20	1/5/20	1/6/20	1/7/20	18/8/20	21/9/20	29/12/20	1/3/21	31/5/21	16/6/21	28/6/21
269 days	35 days	31 days	30 days	48 days	34 days	99 days	62 days	91 days	16 days	12 days	3 days

FY20 (No Covid restriction to Level 3, 1/6/20) → FY21 (Level 3, 1/7/20 to Level 4, 28/6/21)

Covid-accelerated changes in consumer behaviour:

- Travel, entertainment and alcohol spend redirected to 'home improvement spend'
- Accelerated health and hygiene spend
- Disrupted import supply chains increase demand for local production
- Increased unpredictability

Covid-related operational constraints:

- Severely disrupted supply chains constrain raw material availability
- Covid-19 restrictions, safety protocols and infections impact our operational efficiencies
- Certain markets restricted
- Growth opportunities constrained

Macroeconomic and sociopolitical environment remains depressed:

- Poor policy certainty and execution capability
- Unreliable electricity
- Escalating social unrest
- Low business and consumer confidence
- Increasing unemployment
- Covid-19 economic shock

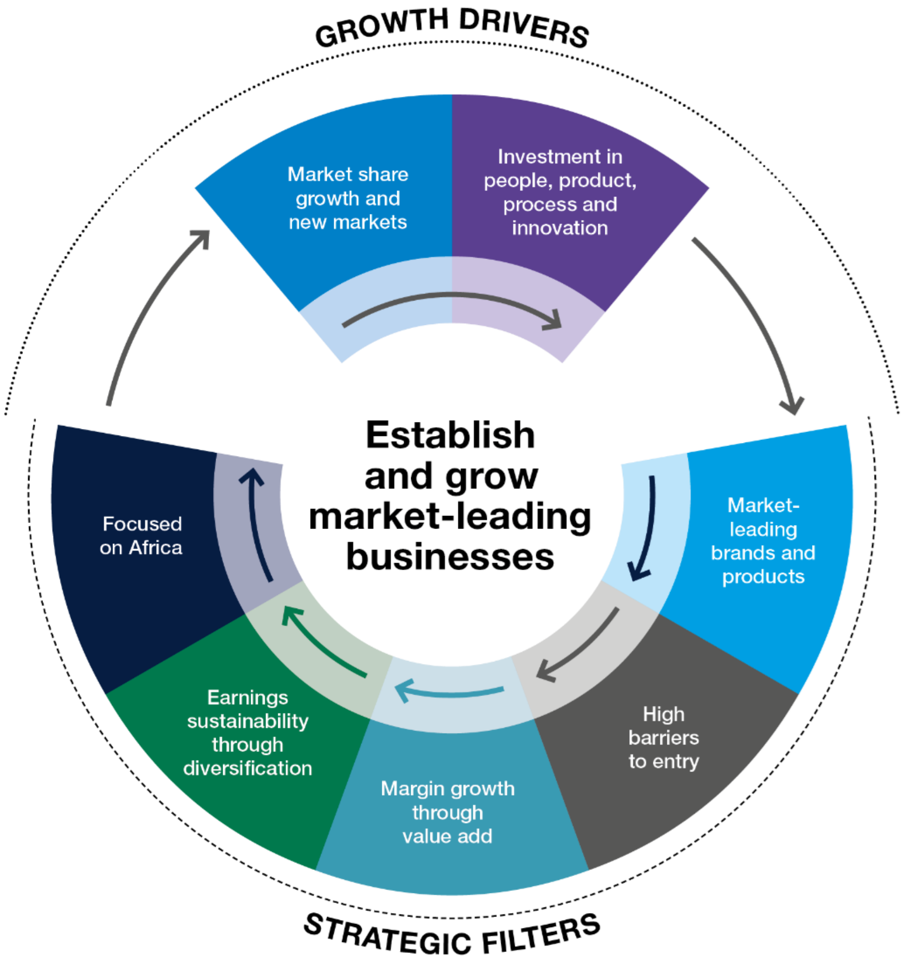
OPERATING ENVIRONMENT ACTIONS

KAP

- Stabilised the group post hard lockdown – financially, operationally, psychologically and emotionally
- Developed completely new and flexible operating capability, with rapid scalability
- Made some very tough decisions and implemented them responsibly and empathetically
- Operational rationalisation successfully executed in each division, in varying degrees
- Gained market share in most areas of operation
- Enhanced leadership positions in most of our industries
- Initiated a deep and broad strategy intervention at group and divisional level, yielding significant current and future opportunities
- We are a better business today than before Covid – focused, streamlined, connected, energised and confident

OUR STRATEGY

STRONG CASH GENERATION
We aspire to own businesses with strong cash generation in order to facilitate growth and to sustainability of the company through economic cycles.



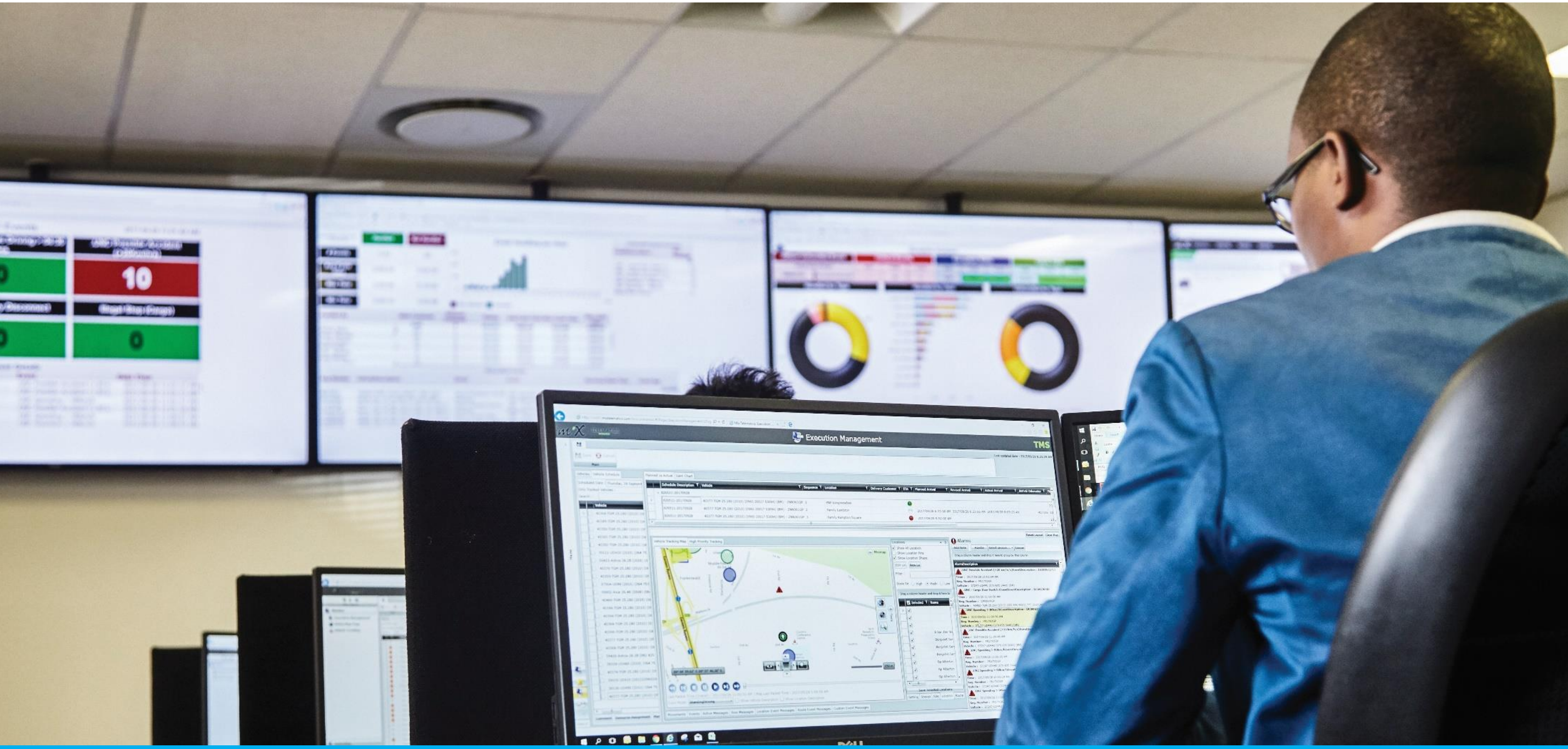
INVESTMENT OUTCOMES
Our success in executing our strategy is measured according to the following metrics:

- **Real growth in HEPS**
- **RoE > WACC**
- **Free cash flow**

DIVISIONAL OPERATIONAL REVIEW

GARY CHAPLIN

CHIEF EXECUTIVE OFFICER



INTEGRATED INTO EVERY DAY

INTEGRATED TIMBER

- Strong demand across all categories drove revenue growth of 31% and market share gain in support of domestic downstream beneficiation
- Value-added product ratio increased to 69% (FY20: 61%) in line with strategic priorities and investment
- Production facilities operated at full available capacity, enabling scale benefits and margin improvement
- The plantation valuation decreased by R204 million, mainly due to a reduction in sawlog prices and flat pulpwood prices
- Good progress was made on eMkhondo (Piet Retief) capacity expansion, despite restriction on international service providers
- Steady progress was made on infrastructure and engineering design for new MDF plant, government incentive and infrastructure support remain outstanding

REVENUE
R4 197m
UP 31%

OPERATING PROFIT
R615m
UP 90%

OPERATING MARGIN
14.7%

AUTOMOTIVE COMPONENTS

- Revenue growth supported by 12% increase in new vehicle assembly volumes and domestic LCV retail sales growth of 13%
- Volumes remained below pre-Covid levels; however, a successful operational restructure during Q1 supported margins
- C-Class model change was successfully completed for July 2021 commencement
- Maxe relocation to new production premises was completed and operations successfully recommissioned
- Division is well positioned to take advantage of the new APDP programme, achieving the required B-BBEE Level 4
- Good progress was made on securing components for Ranger and X3 model changes

REVENUE
R2 033m
UP 18%

OPERATING PROFIT
R156m
UP 77%

OPERATING MARGIN
7.7%

INTEGRATED BEDDING

- Revenue growth was supported by robust consumer demand and very strong operational performance
- Integrated supply chain was critical to mitigate raw material supply constraints and to ensure continued and sustainable supply to customers
- Production automation and logistics investments enabled us to operate efficiently during both the promotional peaks and seasonal low period
- Recycling-related activities continued to expand for both internal consumption and sales to adjacent markets
- New markets were entered in the agricultural and health sectors, providing revenue growth and margin expansion
- Operational and management reorganisation was concluded, providing dedicated focus on key markets

REVENUE
R1 731m
UP 35%

OPERATING PROFIT
R254m
UP 49%

OPERATING MARGIN
14.7%

POLYMERS

- Margin drivers of Safripol:
  - Import parity price of PET, HDPE and PP, which is driven by global supply/demand
  - Indexed US dollar pricing of ethylene and propylene raw material
  - Indexed PTA, MEG and PIA raw material US dollar commodity pricing
  - Rand/US dollar exchange rate
  - Commodity and currency changes during ‘procurement to sales cycle’
- The following factors impacted significantly on the global polymers sector:
  - Volatility in general consumption levels – increased health and hygiene consumption
  - Major petrochemical sector capacity expansions in the US
  - Oil price normalisation
  - Regional petrochemical demand/capacity imbalances, exacerbated by severe weather events
  - Regional trade flows and associated duty structures
  - Covid-19 supply chain disruptions
- **Positive margin impact on Polymers division, reflected as follows:**

	Margin variance FY21 vs FY20	Margin variance 2H21 vs 1H21	Margin variance 2H21 vs 2H20	Margin variance 1H21 vs 1H20
PET	71%	22%	82%	61%
HDPE	21%	(7%)	48%	3%
PP	20%	19%	40%	4%

PET – Polyethylene terephthalate | HDPE – High density polyethylene | PP – Polypropylene

POLYMERS

	PET		HDPE		PP	
	FY21	FY20	FY21	FY20	FY21	FY20
Revenue (Rm)	2 690	2 907	2 840	2 502	1 979	1 892
Sales volume (tonnes)	180 864	195 064	154 845	155 688	107 645	114 218
Production volumes (tonnes)	169 140	204 430	152 547	150 598	114 280	110 634
Average R/USD exchange rate	15.39	15.68	15.39	15.68	15.39	15.68

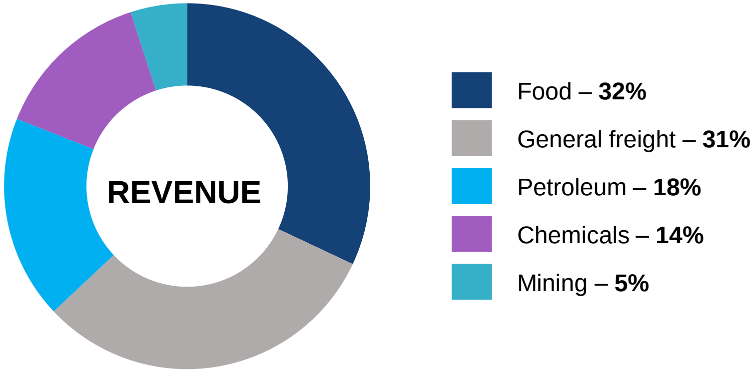
- Revenue growth was supported by increased polymer prices during H2
- Market demand was strong across all product categories during the year, with increased support for locally manufactured polymers
- Sales volumes on PET and HDPE were limited to production capacity and inventory availability; PP demand temporarily softened during Q4
- PET production volumes were impacted for 43 days due to a five-year statutory maintenance shut and 26 days due to Covid-related raw material supply disruptions
- Good progress was made toward increasing higher margin, non-single-use grades of PP and HDPE
- Nexant global benchmark study was completed, indicating good competitive positioning of Safripol
- Successful launch of ‘Let’s plastic responsibly’ campaign

REVENUE
R7 509m
UP 3%

OPERATING PROFIT
R428m
UP 168%

OPERATING MARGIN
5.7%

CONTRACTUAL LOGISTICS – SOUTH AFRICA



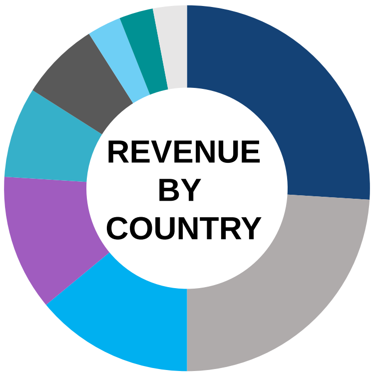
- The division performed well, with consistent improvement in activity levels supporting revenue growth
- Economic activity for the year remained below pre-Covid levels
- All operations performed well, with the exception of cement and sugar-related activities, which were both restructured during the year
- Technology-driven ‘Control Tower’ enabled margin improvement through improved fleet utilisation, improved driver performance, reduced accidents and improved business information
- Annualised net revenue gain on contract renewals of R333 million and new contracts of R349 million indicate slight market share gain
- Healthy pipeline of potential future contract opportunities – however, competition remains robust

REVENUE
R5 207m
UP 5%

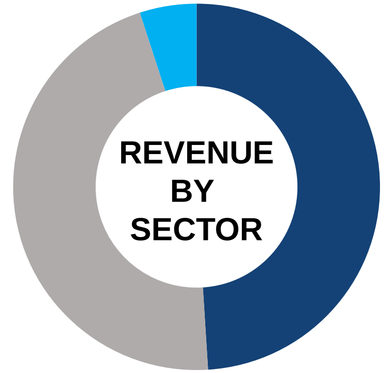
OPERATING PROFIT
R249m
UP 12%

OPERATING MARGIN
4.8%

CONTRACTUAL LOGISTICS – AFRICA



- Botswana – **26%**
- Mozambique – **24%**
- eSwatini – **14%**
- Malawi – **12%**
- Tanzania – **8%**
- Namibia – **7%**
- Lesotho – **3%**
- Madagascar – **3%**
- Zambia – **3%**



- Agriculture – **49%**
- Road haulage – **46%**
- Mining – **5%**

- Revenue growth was supported by recent contract expansions, new mining contract implementation and expansion in road haulage activities
- All territories performed well, with the exception of Botswana
- Botswana was affected by severe and extended Covid-19 restrictions and resultant border delays, which significantly impacted revenue and operating profit
- Good progress was made in expanding technology-driven precision farming operations to complement traditional activities
- Expansion of road haulage operations into other commodities, in addition to fuel, showed steady and sustainable growth
- Rail activities were initiated on single corridor between Mozambique and Zimbabwe
- Annualised net revenue gain on contract renewals of R291 million and new contracts of R179 million

REVENUE
R2 010m
UP 8%

OPERATING PROFIT
R211m
DOWN 1%

OPERATING MARGIN
10.5%

PASSENGER TRANSPORT

- Commuter operations performed poorly as a result of lower passenger numbers and cash fares on fixed route schedules; cost management was insufficient to offset this impact
- Personnel operations remained stable with compensation received for Covid-related reduction in load factors
- Gautrain operations were supported by the concession partner and as a result performed satisfactorily
- Mozambican operation's performance was also satisfactory with limited impact from terrorist activity in the region
- Formal sale process of Intercity and Tourism operations conducted during the year, but proved unsuccessful during January 2021; these operations were formally closed on 13 April 2021 and are reported as discontinued operations

REVENUE*
R1 647m
UP 3%

OPERATING PROFIT*
R189m
DOWN 22%

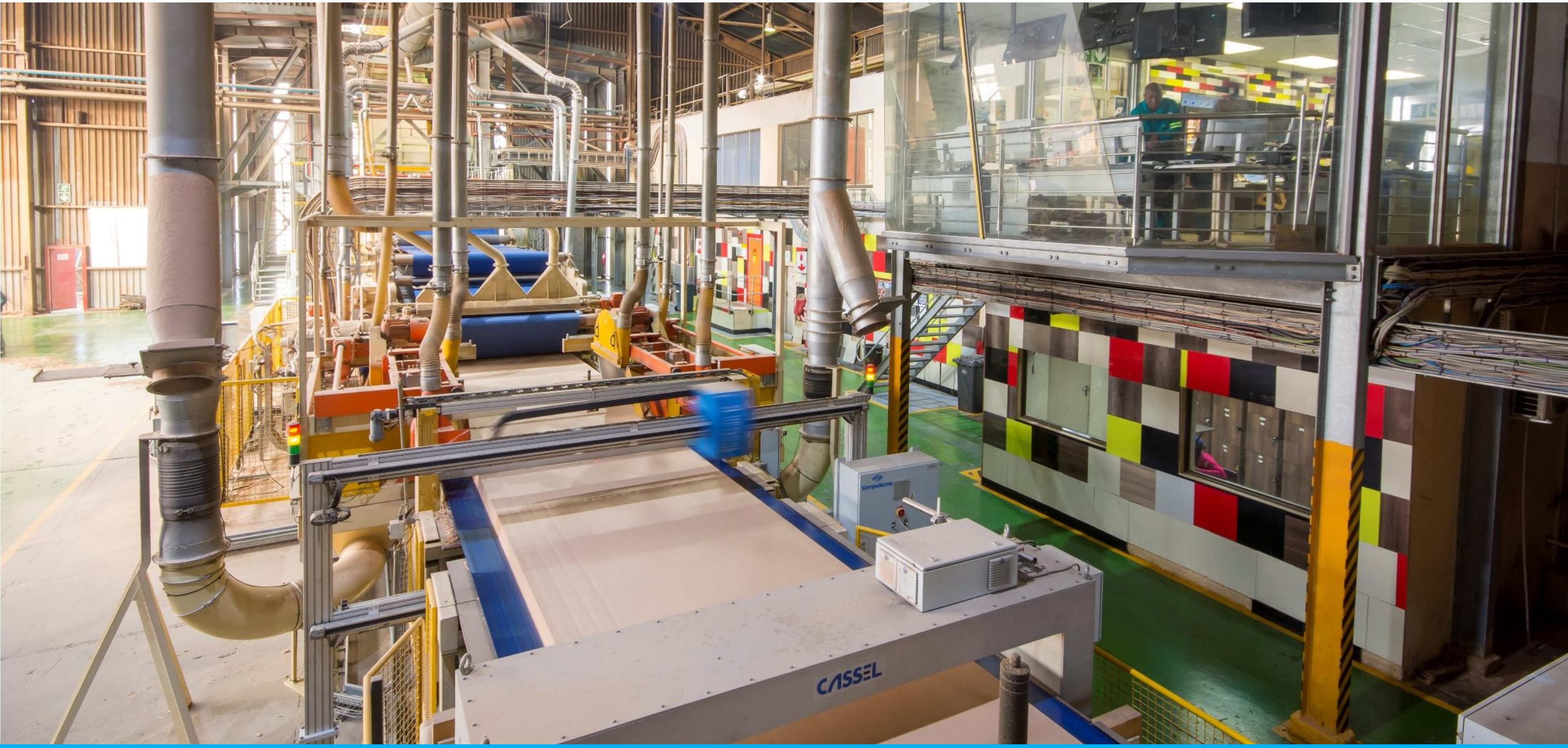
OPERATING MARGIN*
11.5%

**From continuing operations*

FINANCIAL ANALYSIS

FRANS OLIVIER

CHIEF FINANCIAL OFFICER

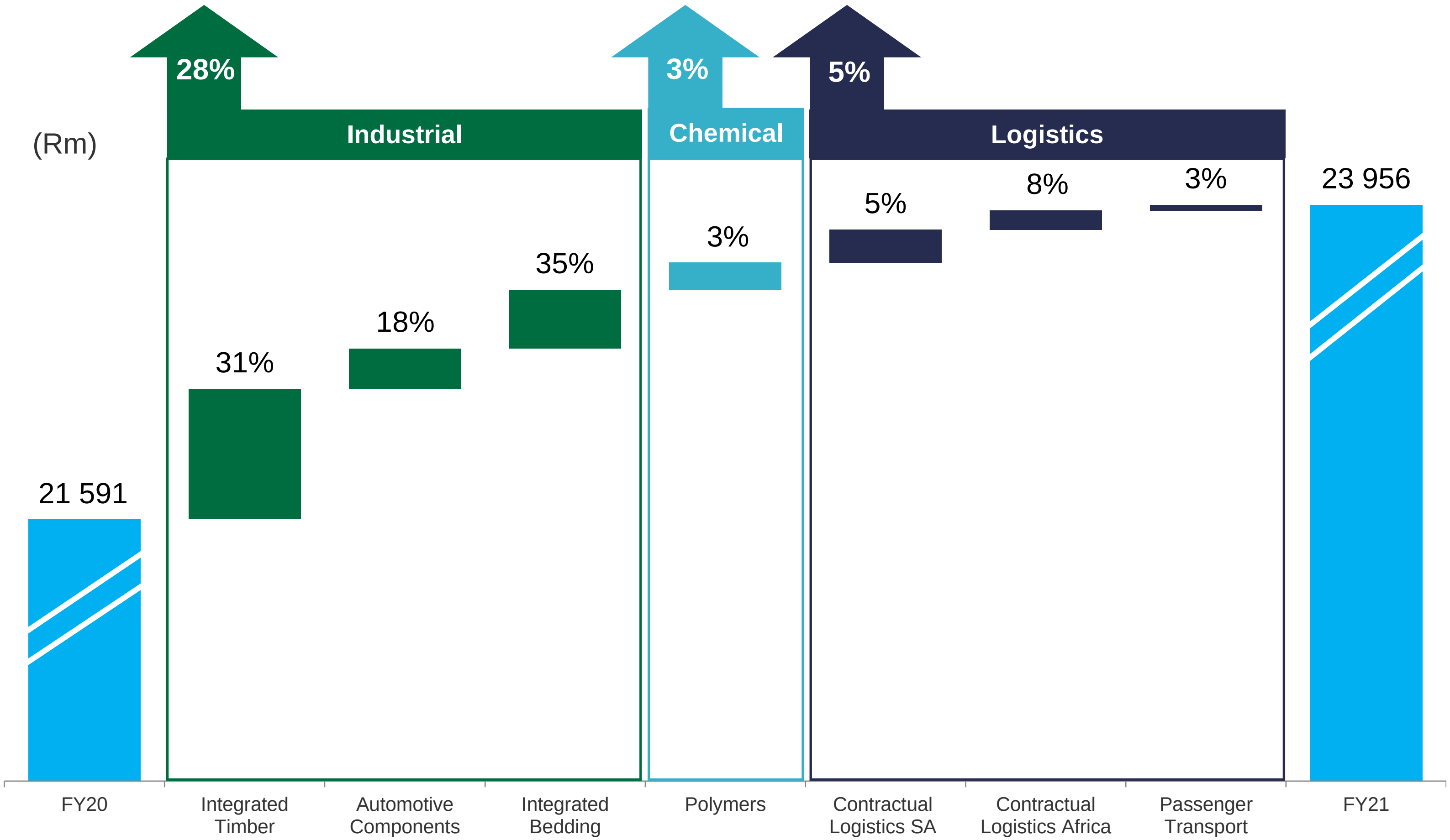


FINANCIAL HIGHLIGHTS

KAP

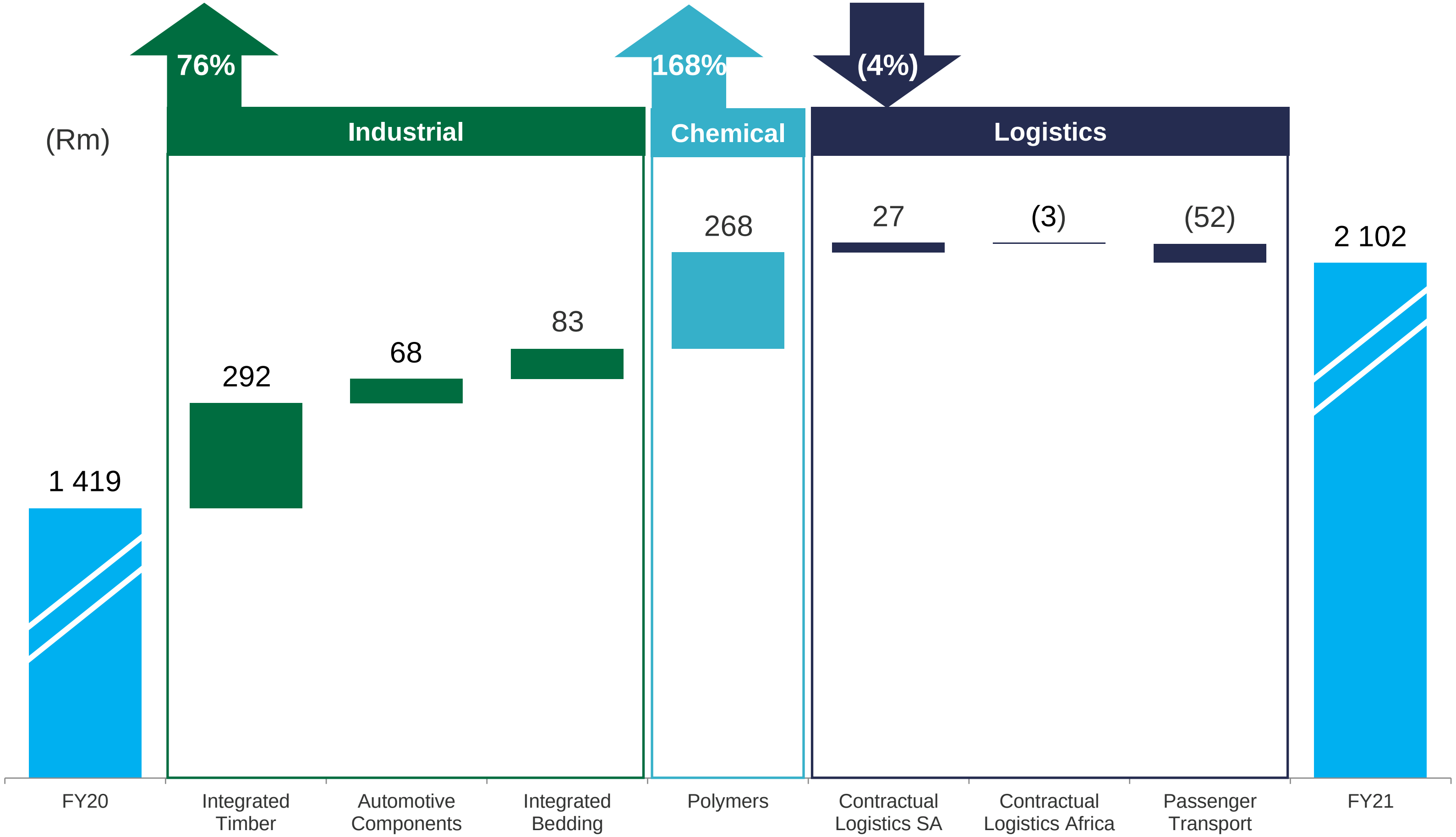
From continuing operations	FY21	FY20	Variance
Revenue (Rm)	**23 956**	21 591	↑ 11%
EBITDA (Rm)	**3 419**	2 703	↑ 26%
Operating profit before capital items (Rm)	**2 102**	1 419	↑ 48%
Headline earnings per share (cents)	**43.0**	17.5	↑ 146%
Cash generated from operations (Rm)	**3 485**	2 076	↑ 68%
Gearing: net debt/equity	**64%**	74%	↓ 10%
Dividend per share (cents)	**15**	–	
Net asset value per share (cents)	**405**	372	↑ 9%

GROUP REVENUE ANALYSIS*



* From continuing operations

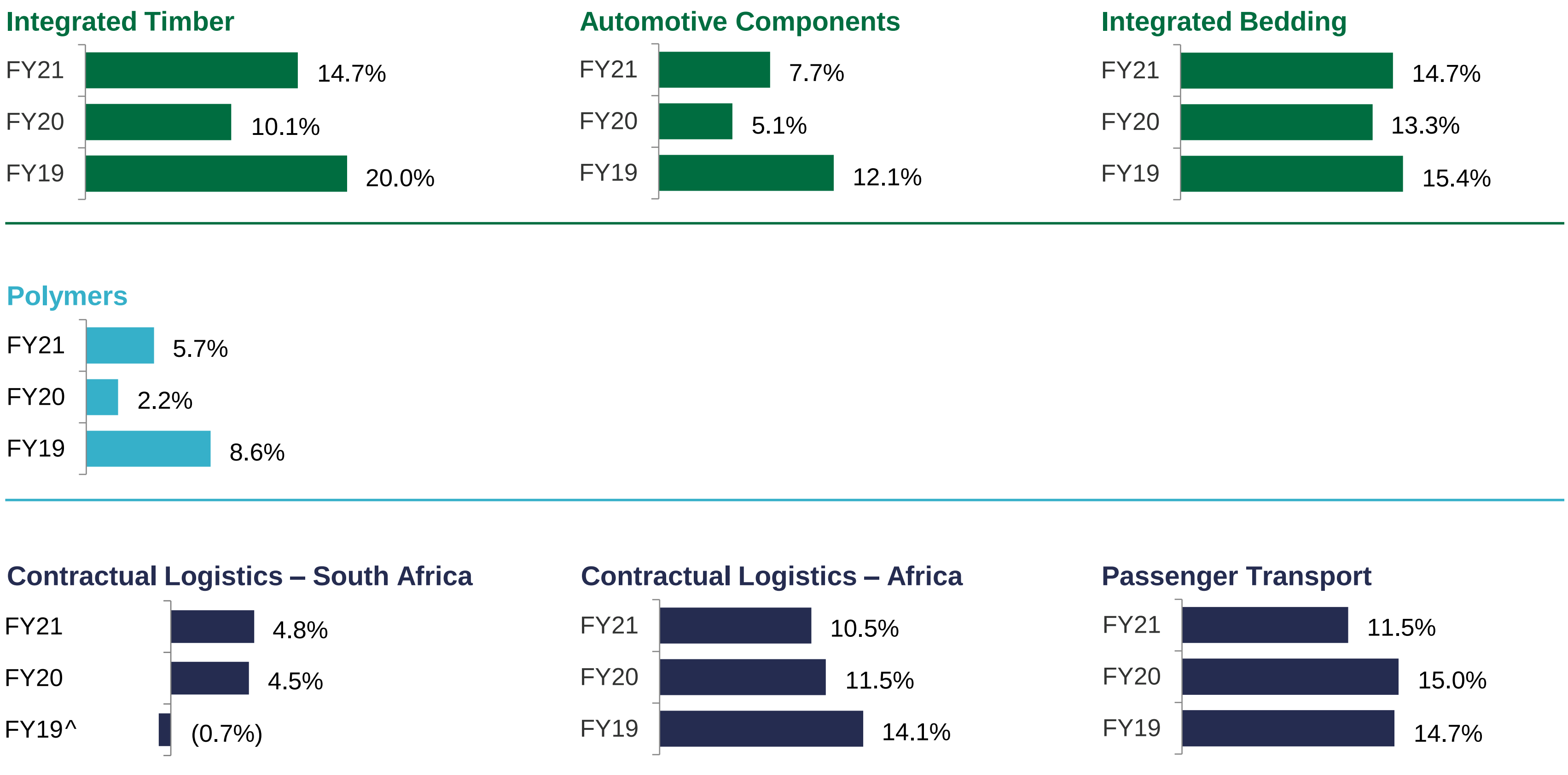
GROUP OPERATING PROFIT ANALYSIS*



* From continuing operations

GROUP MARGIN ANALYSIS*

KAP operating margin increased by 220 bps to 8.8%



* From continuing operations
^ Including cost of R194 million relating to the Unitrans B-BBEE transaction

FINANCIAL ANALYSIS

INCOME STATEMENT

From continuing operations	FY21 Rm	FY20 Rm	Variance
Revenue	**23 956**	21 591	11%
EBITDA	**3 419**	2 703	26%
Depreciation and amortisation	**(1 317)**	(1 284)	3%
Capital items	**32**	(3 103)	
Operating profit/(loss)	**2 134**	(1 684)	227%
Net finance costs	**(466)**	(654)	(29%)
Associate companies and joint ventures	**28**	21	
Taxation	**(506)**	395	
Minorities	**(67)**	(45)	
Earnings/(loss) attributable to owners of the parent	**1 123**	(1 967)	157%
Add back capital items net of taxation	**(24)**	2 427	
Headline earnings	**1 099**	460	139%
Weighted average number of ordinary shares (m)	**2 555**	2 630	(3%)
Headline earnings per share (cents)	**43.0**	17.5	146%

FINANCIAL ANALYSIS

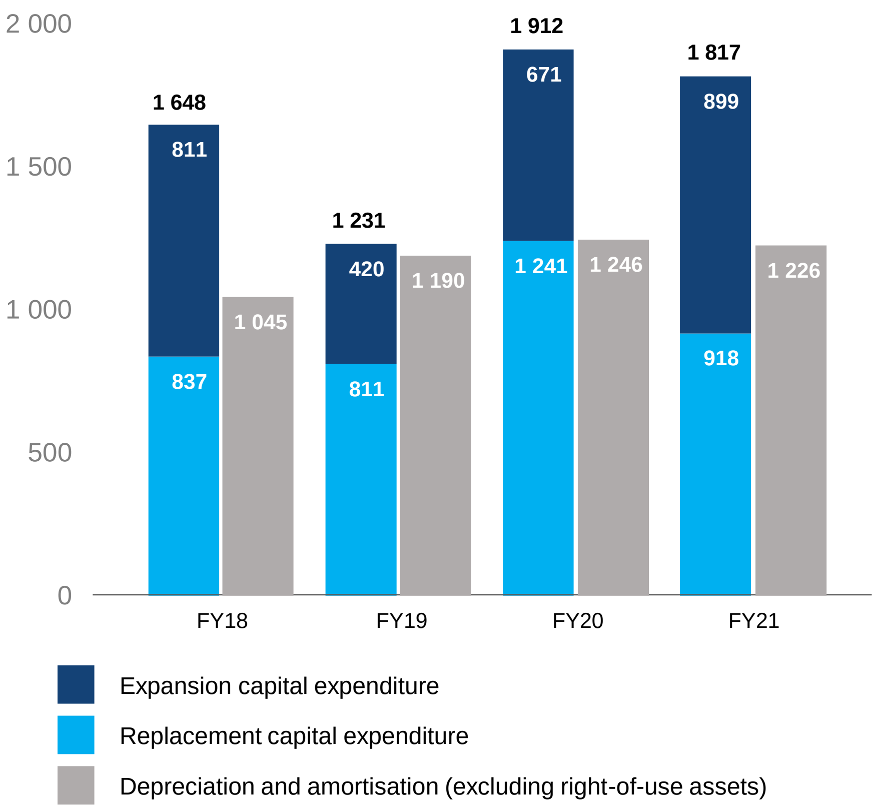
BALANCE SHEET

Balance sheet underpinned by quality assets

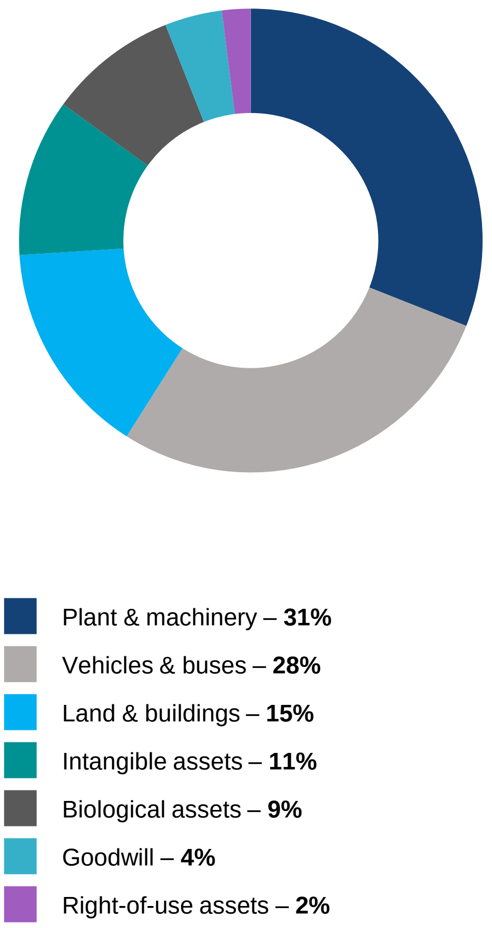
	30 Jun 21 Rm	30 Jun 20 Rm
Property, plant, equipment and investment property	**12 957**	12 630
Right-of-use assets	**358**	438
Intangible assets	**2 028**	2 046
Goodwill	**641**	641
Biological assets	**1 565**	1 754
Net working capital	**1 925**	1 911
Other assets	**321**	187
Assets	**19 795**	19 607
Total equity	**10 449**	9 770
Net interest-bearing liabilities	**6 530**	7 041
Other liabilities	**2 816**	2 796
Equity and liabilities	**19 795**	19 607
Net asset value per share (cents)	**405**	372

STRONG ASSET BASE OF NEW TECHNOLOGY ASSETS

Capital expenditure (Rm)



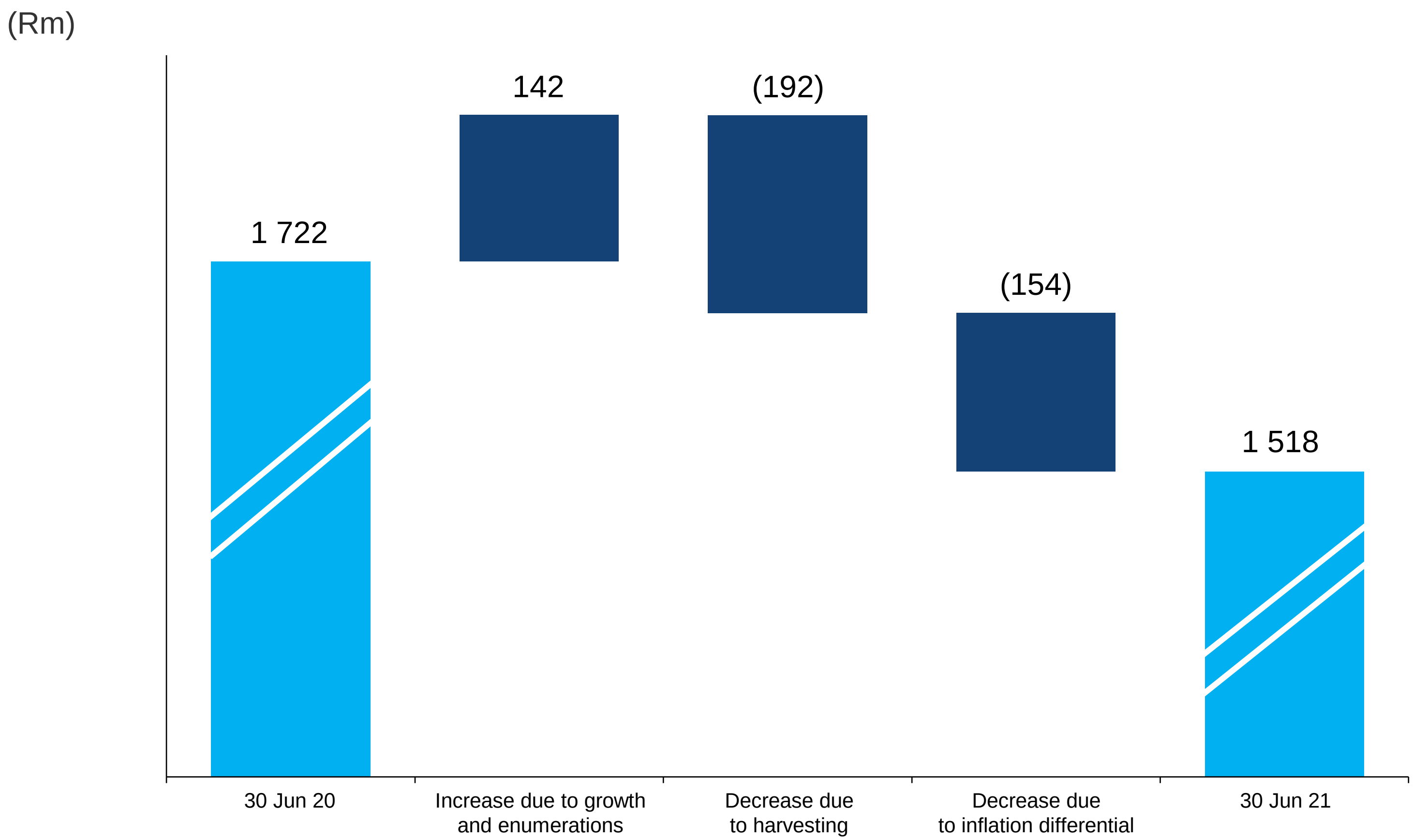
Asset base at 30 June 2021



FINANCIAL ANALYSIS

KAP

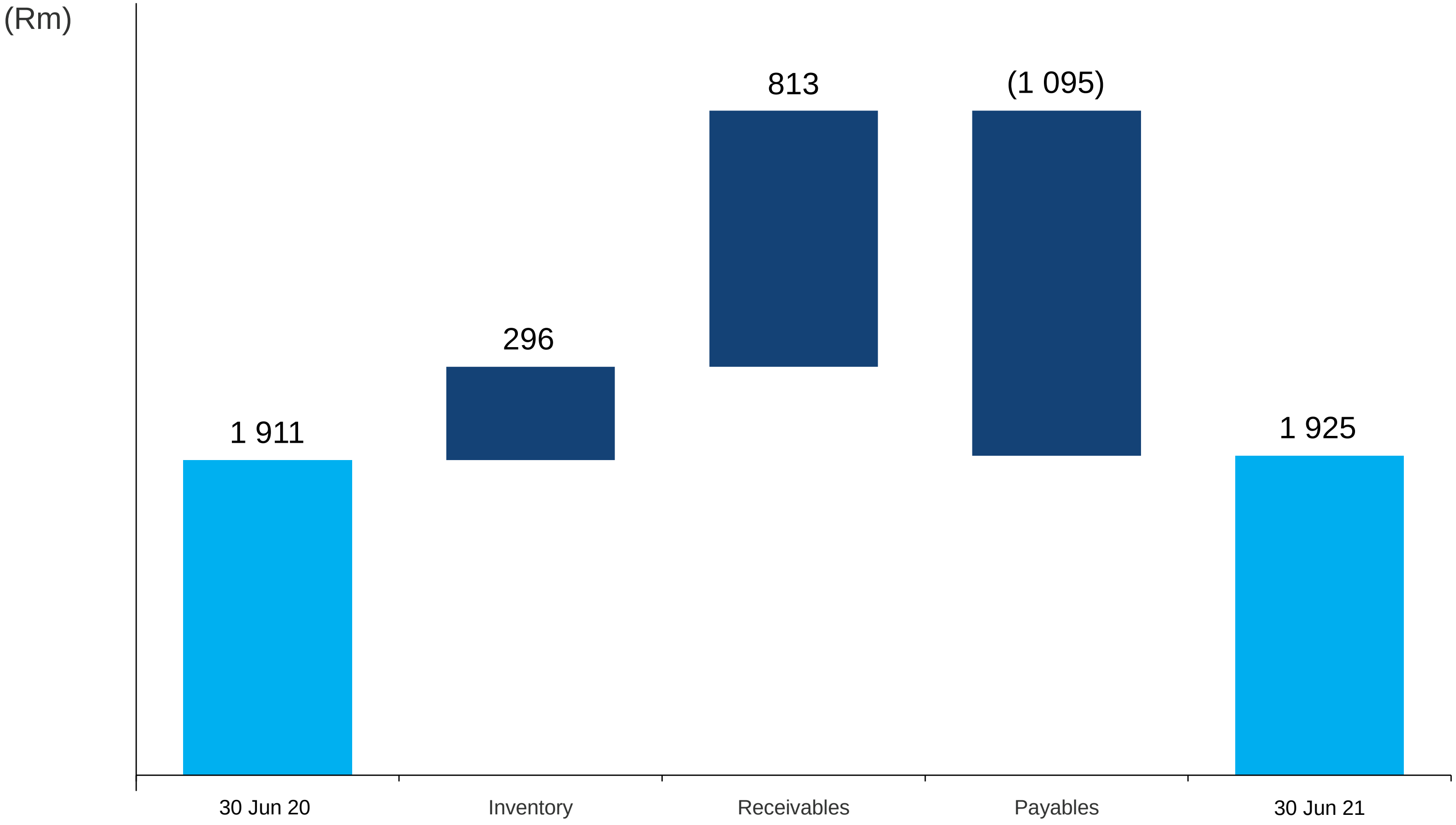
PLANTATION REVALUATION



- Effect of reduction in sawlog prices, flat pulpwood prices and inflationary cost increases

FINANCIAL ANALYSIS

WORKING CAPITAL BREAKDOWN



- Prior year impacted by low activity in Q4 FY20
- Polymer inventory impacted by higher commodity prices
- Working capital normalised

FINANCIAL ANALYSIS

CASH FLOW

	FY21 Rm	FY20 Rm
EBITDA	**3 419**	2 703
Net revaluation of biological assets	**190**	149
Discontinued operations	**(143)**	(24)
Other non-cash adjustments	**62**	(11)
Cash generated before working capital changes	**3 528**	2 817
Working capital changes	**(43)**	(741)
Inventory	**(305)**	170
Receivables	**(865)**	649
Payables	**1 127**	(1 560)
Cash generated from operations	**3 485**	2 076
Net finance charges	**(482)**	(685)
Taxation	**(395)**	(259)
Dividends received	**9**	16
Cash flow from operating activities before dividends	**2 617**	1 148
Cash conversion ratio*	**106%**	77%

* Conversion of EBITDA to cash generated from operations

KAP.

CASH FLOW (CONTINUED)

	FY21 Rm	FY20 Rm
Cash flow from operating activities	**2 617**	1 148
Investing activities	**(1 807)**	(1 939)
Expansion capex	**(899)**	(671)
Replacement capex	**(918)**	(1 241)
(Acquisition)/disposal of investments	**–**	(13)
Other investing activities	**10**	(14)
Free cash flow before dividends	**810**	(791)
Dividends paid	**(27)**	(674)
Shares repurchased	**(158)**	(544)
Other financing activities	**(823)**	1 200
Movement in cash and cash equivalents	**(198)**	(809)

TREASURY ACTIVITY

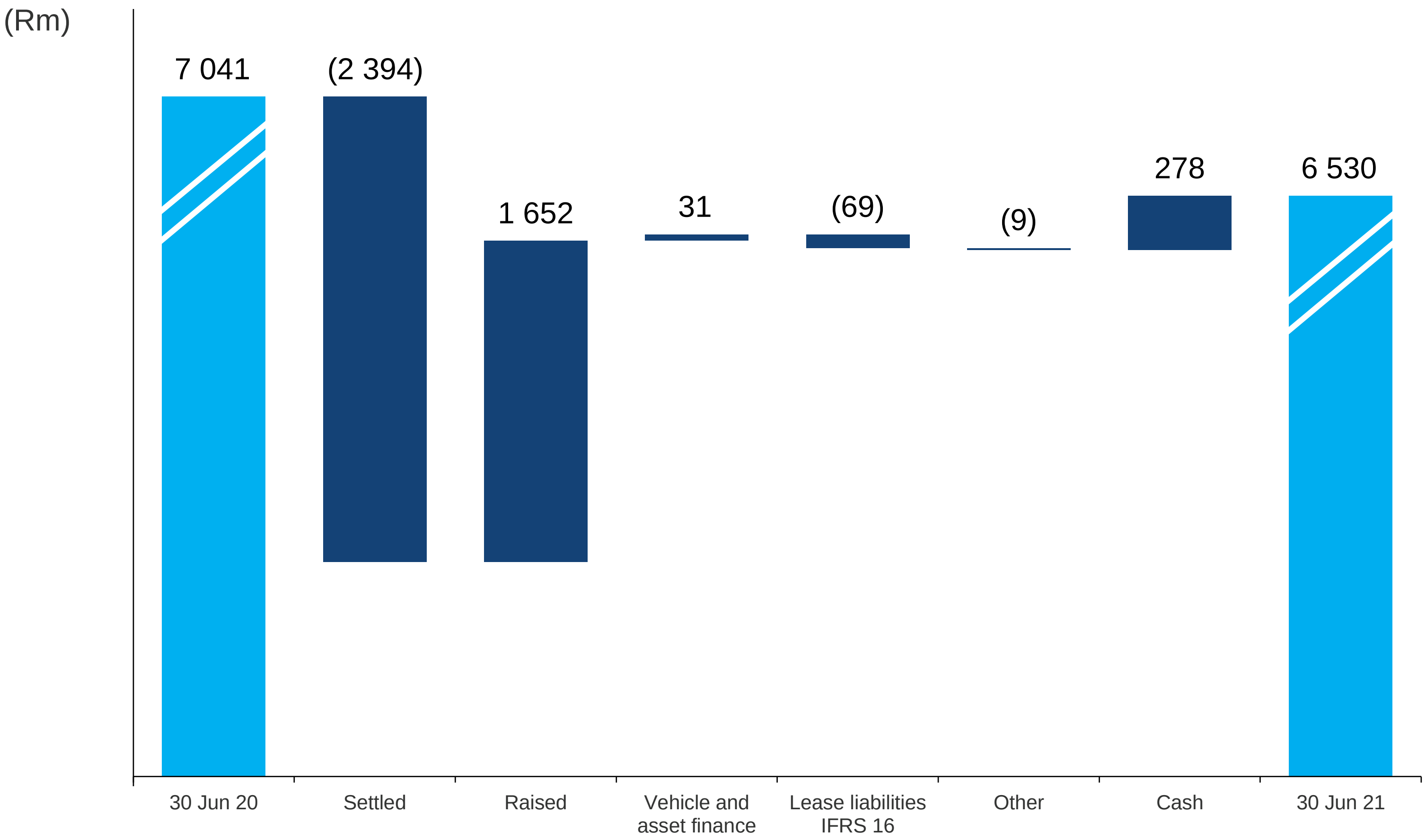
SHARE BUY-BACKS

Number of shares (million)	Year ended 30 Jun 21	Year ended 30 Jun 20
Ordinary shares in issue at beginning of the period	**2 571**	2 704
Shares repurchased and held as treasury shares	**–**	(36)
Shares repurchased and cancelled	**(40)**	(97)
Ordinary shares in issue	**2 531**	2 571
Weighted average ordinary shares in issue	**2 555**	2 630

- 40 million shares bought back to facilitate KAP share rights scheme
- 36 million treasury shares cancelled

TREASURY ACTIVITY

MOVEMENT IN NET INTEREST-BEARING DEBT



TREASURY ACTIVITY

KAP

SIGNIFICANT DEBT FUNDING ACTIVITIES FOR THE YEAR

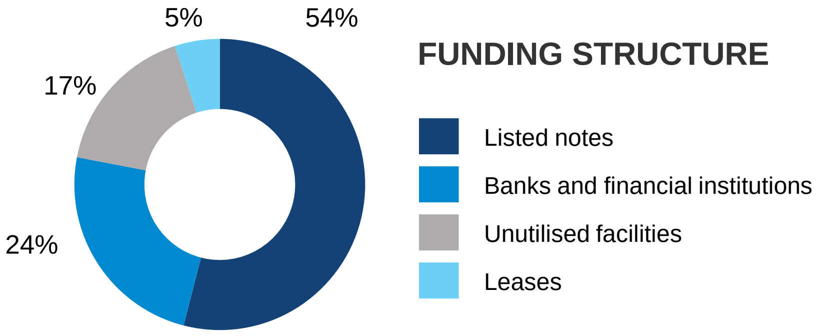
The following significant funding activities were concluded during the year:

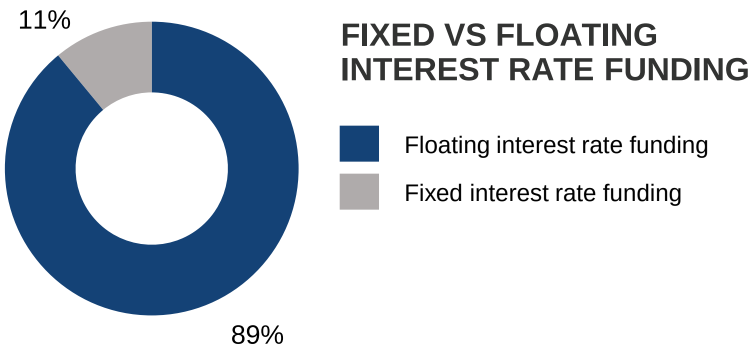
- Corporate bonds issued during the year with three-year tenures:
  - KAP017 – Listed: R327 million
  - KAP018 – Listed: R525 million
- New term facilities of R800 million secured with three-year and five-year tenures
- Corporate bonds settled at maturity:
  - KAP010 – Listed: R500 million
  - KAP006 – Listed: R840 million
- Term loans of R554 million settled
- Global Credit Rating confirmed KAP’s rating as A+(za) with a stable outlook (20 November 2020)

DEBT SERVICEABILITY RATIOS REFLECTIVE OF RESILIENT BUSINESS MODEL

	30 Jun 21	30 Jun 20
Gross interest-bearing debt (Rm)	**7 281**	8 042
Net interest-bearing debt (Rm)	**6 530**	7 041
Equity excluding non-controlling interest (Rm)	**10 250**	9 566
Gearing: net debt:equity	**64%**	74%
Net debt to EBITDA (times) < 3.2*	**1.9**	2.6
EBITDA interest cover (times) > 3.5*	**7.3**	4.1

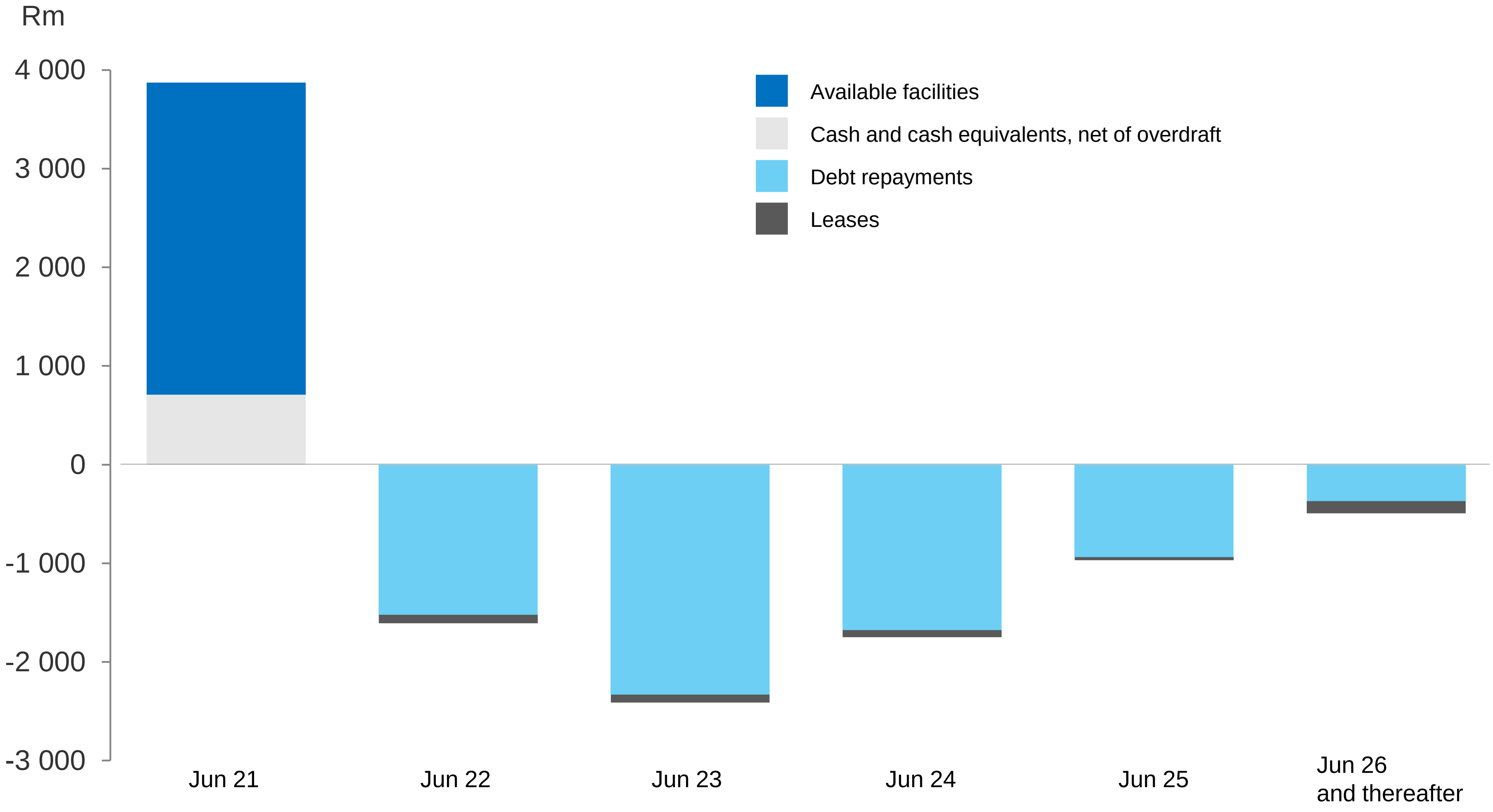
* From continuing operations





TREASURY ACTIVITY

NET INTEREST-BEARING DEBT MATURITY AS AT 30 JUNE 2021



OUTLOOK

GARY CHAPLIN

CHIEF EXECUTIVE OFFICER

INTEGRATED TIMBER

PG BISON

Outlook for FY22

- Market demand remains robust
- Continued focus on range development and demand creation to support continued growth through value-add strategy
- All plants and value-adding facilities operating at full production capacity
- eMkhondo (Piet Retief) particleboard expansion on track to commission January 2022
- Limited impact of July 2021 civil unrest

Focus beyond FY22

- Evolution to ‘market’ and ‘product’ at our core
- Demand creation among consumers
- Empowerment of our customers
- Technology-driven execution platform with the lowest cost of product to market
- Capacity expansion

“Our purpose is to inspire and enable beautiful living spaces.”
Gerhard Victor

AUTOMOTIVE COMPONENTS

Outlook for FY22

- Vehicle build and LCV sales volumes expected to show a steady recovery, subject to global chip constraints
- Restructure provides lower cost base
- Operations well prepared for C-Class model change during July 2021
- Maxe relocation to new production site complete, increasing scale and improving efficiencies
- Operational site relocations in progress to facilitate Ranger and X3 efficiencies
- July 2021 civil unrest resulted in supply chain disruptions and limited revenue loss

Focus beyond FY22

- Product development and new model introductions across all OEMs present continued growth opportunities
- APDP renewal provides further support with strong emphasis on localisation
- Core competencies to be leveraged to explore opportunities in new electric vehicles

"We use leading technology and globally competitive manufacturing capabilities to be the automotive component supplier of choice."
Ugo Frigerio

INTEGRATED BEDDING

Outlook for FY22

- Demand for sleep products remains buoyant
- July 2021 civil unrest could impact seasonal peak; however, have built stock on key products in anticipation of normal peak period
- Integrated supply chain continues to mitigate raw material supply constraints
- Capacity expansions in raw materials and recycling in progress
- Restructure of foam activities to focus on key markets

Focus beyond FY22

- Primary focus on sleep sector, with market, product and brand at our core
- Demand creation among consumers
- Technology and integration to enable sustainability and scale at the lowest cost
- Logistics capability to enable growth
- Pharmaceutical, geotechnical, agricultural and packaging sector opportunities to be separately pursued – divisional restructure

"Our purpose is to enable healthier lifestyles through better sleep."
Mike Metz

POLYMERS

SAFRIPOL
shaping your world, responsibly

Outlook for FY22

- Market demand for PET, HDPE and PP remains robust
- Global supply chain disruptions and inventory rebalancing expected to continue and will support local manufacture
- Renegotiation of ethylene pricing model will support HDPE margins and moderate cyclicality
- Growth of co-polymers (PP) and bimodal (HDPE) will continue to improve margin
- Limited impact of July 2021 civil unrest

Focus beyond FY22

- Sustainability at our core
  - Influence consumer behaviour and perception – ‘Let’s plastic responsibly’
  - Product range evolution toward higher specification, higher margin, non-single-use applications
  - R&D toward new markets and applications
  - Enabling recycling
- Operational excellence – Nexant

“Our purpose is to create plastics that responsibly shape the world we live in.”
Nico van Niekerk

WE CAN’T RECYCLE WITHOUT IT.

Let’s plastic responsibly

Plastic containers play an important role in our lives; everything from the packaging that keeps our food fresh and safe to the bins we put all our recycling into. Let’s all stand for the correct use, disposal and recycling of plastic.

SAFRIPOL
responsible polymer partner

CONTRACTUAL LOGISTICS – SOUTH AFRICA

Outlook for FY22

- Recovery in market demand is expected to continue slowly, with normal seasonal fluctuations
- New contracts and renewals progressing well
- Satisfactory pipeline of new opportunities being pursued; however, competition remains robust
- Control Tower technology will continue to yield efficiency benefits
- Limited impact of July 2021 civil unrest

Focus beyond FY22

- Sector, market and customer focus to drive optimal capital allocation and returns
- Business intelligence to drive customer value
- Execution efficiency enabled through technology (Control Tower)
- Road safety at our core

"Our purpose is to provide safe, efficient and cost-effective logistics solutions to our customers, utilising leading technology and thereby adding value to their supply chains."

Terry Bantock

CONTRACTUAL LOGISTICS – AFRICA

Outlook for FY22

- Continued growth in agricultural services with continued expansion into precision farming
- Restructure of Botswana operations during Q1, following extension of state of emergency
- Commodity road haulage expansion
- Khoemacau mining contract operational
- Rail operations commence
- Limited impact of July 2021 civil unrest

Focus beyond FY22

- Sector, market and customer focus drives growth:
    - Agriculture – technology-driven farm services
    - Mining – materials handling and on-site logistics
    - Corridor road haulage to complement in-country and cross-border fuel distribution activities
    - Participate in evolution of rail
- Business intelligence platforms improve efficiencies and enhance customer value

"Our purpose is to accelerate growth in Africa by delivering innovative solutions to our customers through leading global technologies."
Rob Hayworth

PASSENGER TRANSPORT

Outlook for FY22

- Subdued macroeconomic environment and continuing Covid restrictions expected to constrain growth in the short term
- Gautrain expected to remain stable
- Continued growth expected in Mozambique
- Exit from Intercity and Tourism operations will significantly improve management focus and returns
- Limited impact of July 2021 civil unrest

Focus beyond FY22

- Contracted commuter and personnel transport at our core
- Bolt-on opportunities to existing infrastructure will be targeted
- Continued expansion into Mozambique

"Our purpose is to unite families safely by being the preferred passenger transport service, differentiated by high standards of safety, reliability and affordability."

Nico Boshoff

APPRECIATION

INTEGRATED INTO EVERY DAY

Q&A

GARY CHAPLIN / FRANS OLIVIER

CHIEF EXECUTIVE OFFICER / CHIEF FINANCIAL OFFICER

Webcast Q&A
Participants can submit written questions by clicking on the tab on the left-hand side of the screen.

KAP

THANK YOU