



OUR TRANSFORMATION JOURNEY

Prepared for Subtrop Transformation Summit
21 June 2017



HMH





Hans Merensky
1871 - 1952

OUR RICH HERITAGE

1929 - Dr Hans Merensky buys the farm Westfalia Estate and pioneers sustainable farming methods and social upliftment of the community.

1949 - The Hans Merensky Trust is created, ensuring the continuation of the humanitarian and personal beliefs of Dr Hans Merensky in the corporate philosophy and culture of our business today.

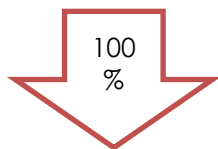
Our ownership



Developmental shareholding structure



Hans Merensky
Foundation



Your partner in
development finance



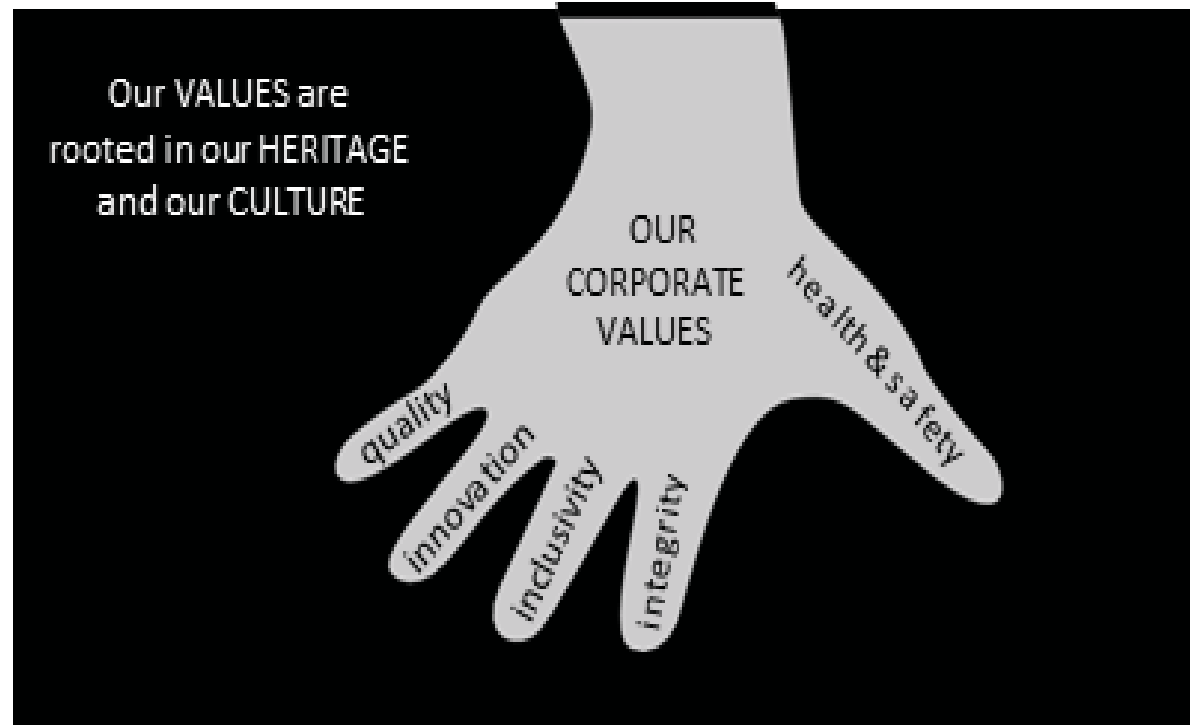
HMH Staff



WIPHOLD

VUKA
FORESTRY
HOLDING (PTY)
LTD

How we conduct business



What we do



Plant production



Fruit Production



Fruit Packing



Value Adding



Export Market



Fruit Import Europe

Research and Development



Transformation



- “Change”
- “different level of effectiveness”
- “no resemblance with the past configuration or structure”.

Source: <http://www.businessdictionary.com/definition/transformation.html>

Perceptions of agri-business?



White Male owned and managed

Barriers to entry - High

Limited benefits for local communities

Emerging farmers – Not adequately supported

Not inherently suited to **ladies**

Affirmative Procurement opportunities limited for **black suppliers**

What is expected of agri-businesses in South Africa today?



Change the **image** of the sector from one that is exclusive to a more **inclusive** sector.

Why?



Replace fears opportunities embed in diversity and inclusion.

Increase the available pie for all to share.

Achieve piece and prosperity for all.



How?



Black representation in ownership

Diverse Management profile

Accelerated Development of Black People

Deliberate involvement in community development

Development of black suppliers

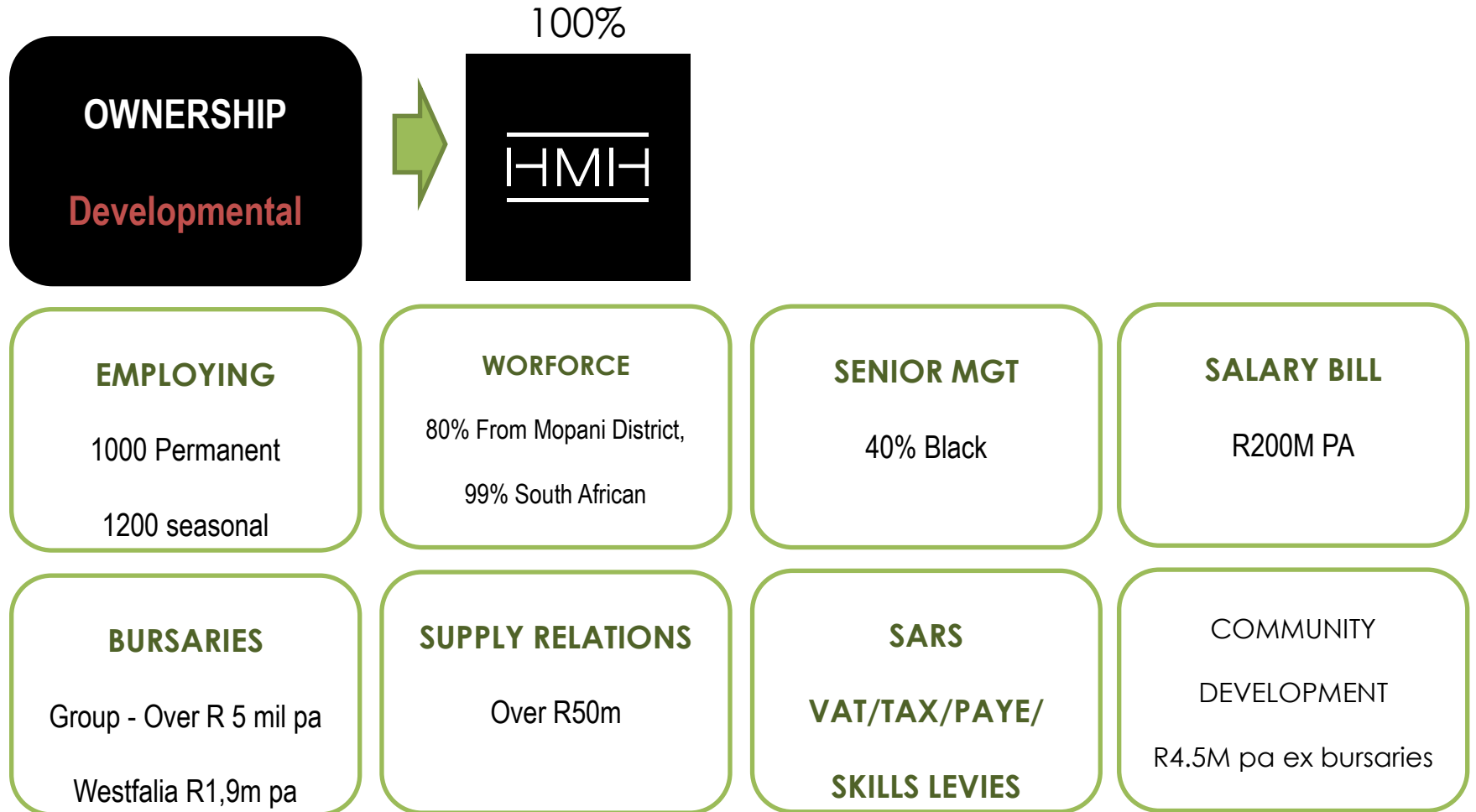
Increased woman participation in agriculture

Support for Emerging Black Farmers

Improved working conditions for farm staff

Restoration of dignity and unity for South Africans

Our contribution in brief



Community Development



Active Worker
Participation



Community Development



Comprehensive
Wellness
Programme



GROWN BY
WESTFALIA



TAKEN TO
THE WORLD

Community Development



Tzaneen
Day Care
76 Kids



Community Development



Community Development



Bursaries for the
needy

Nkata Sekonye

From Atok – Sekhokhone
Matric Learner
Lowveld Academy



Community Development



Community
Outreach

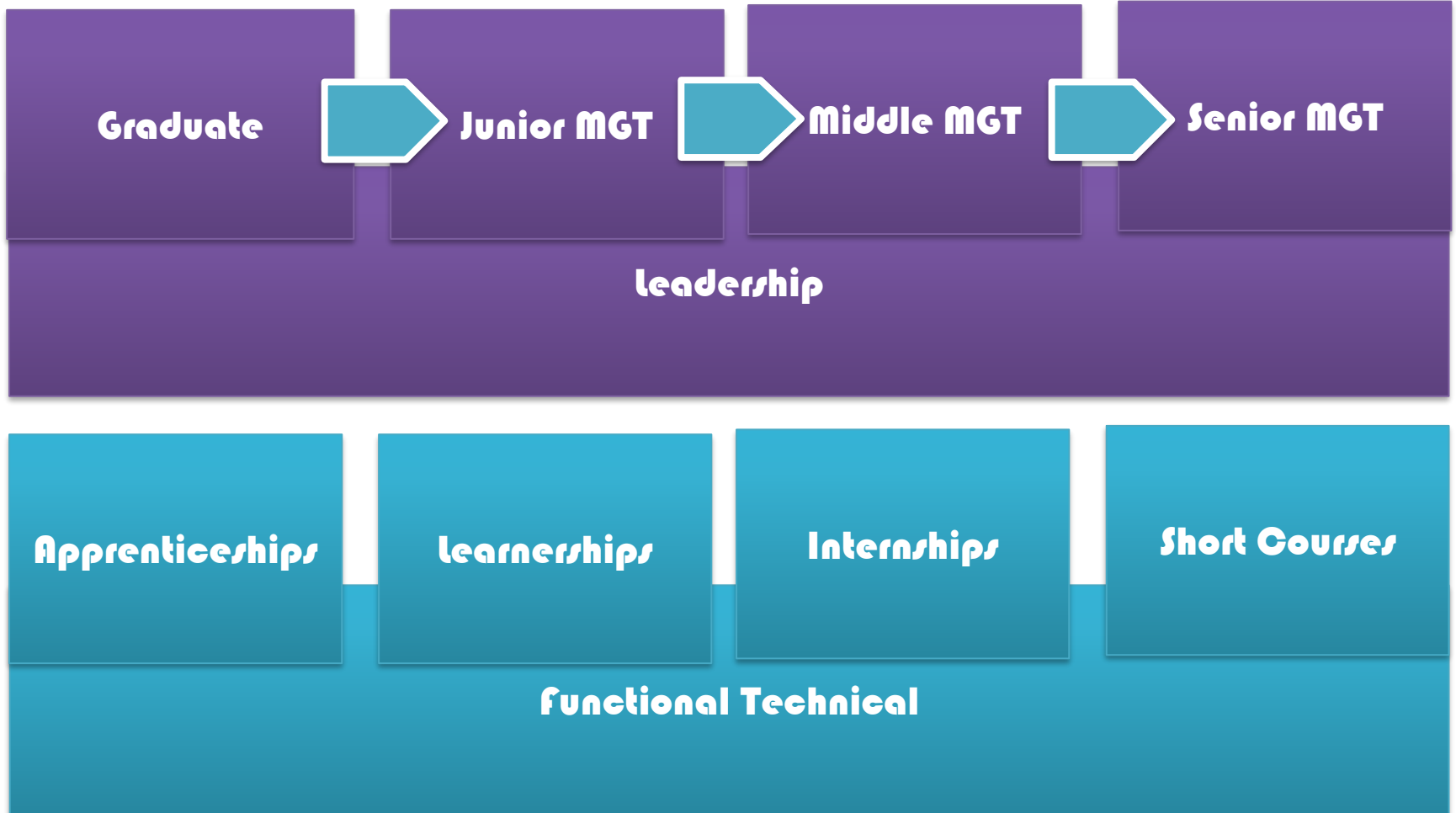


GROWN BY
WESTFALIA



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THE WORLD

Skills Development



Artisan Development



Our Artisans in training

Graduate Development



Team work



Graduate Development



Research and presentation skills

Graduate Development



Westfalia Fruit 2016 GDP Participants after Final presentation



Cross functional team relations

Internship programme



Wilson Molekoa
Civil Intern

Matime Seloga
Mech Intern

Leadership Development



Cross functional team relations

Accelerated Development



From General worker to

Electrician

Vincent
Malatji

Accelerated Development



Ronnie
Shai

From a Gardener

To
Dependable
Diesel Mechanic



Accelerated Development



Bongani
Manzi

Group GM Finance
Africa @ 30



Accelerated Development



Thabo
Mavundza

30 years old
Head of Engineering
Youngest Agricultural
Engineer to register with
ACSA



Accelerated Development



Moilwa
Kolobi

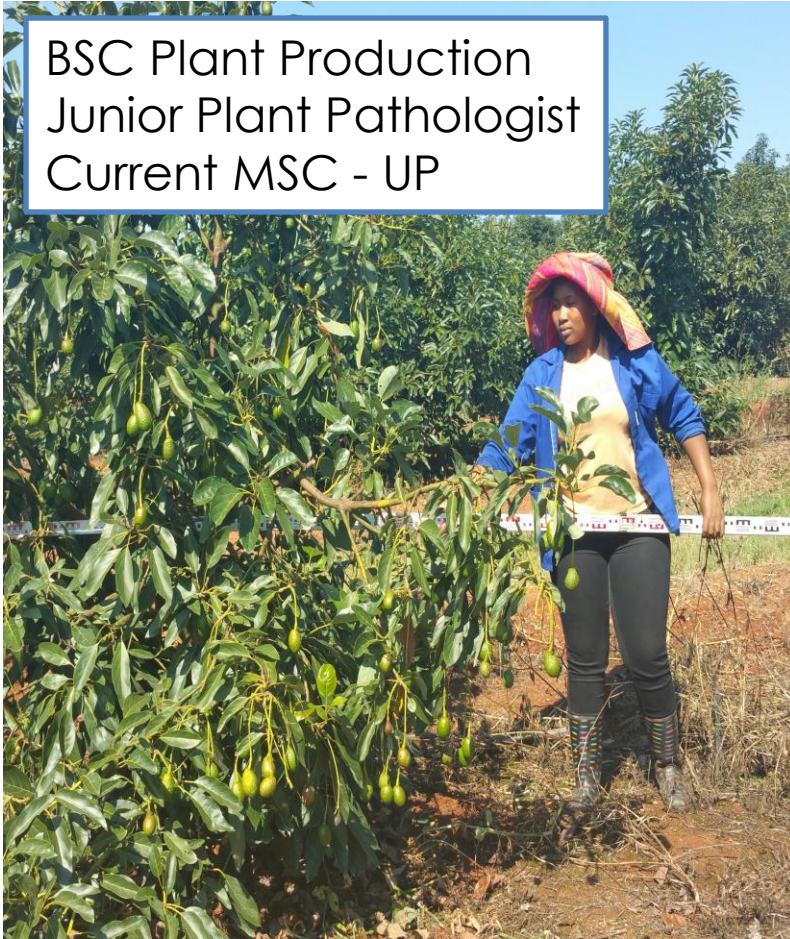
29 years old
Production Manager
BSC Food Science



Accelerated development



BSC Plant Production
Junior Plant Pathologist
Current MSC - UP



Zanele
Mufamadi

The road is never easy



- Speedy resolution of land claims.
- Finding people willing to farm.
- Access to funding for Emerging Farmers.
- Specialised nature of farming inputs – limiting procurement opportunities for HDIs.
- Attracting young black farmers.
- Declining quality of tertiary education for agriculture.

Opportunities



- Speedy resolution of Land Claims.
- Public Private Partnerships for mentoring.
- Consorted effort to attract young farmers.
- Deliberate effort to develop black suppliers.
- Scale-up emerging farmers to commercial.
- All above lies in genuine cross racial relationships.



It's possible

See the opportunities ahead





Thank you



HMH

