

OUR VALUE CONTRIBUTION IN 2021

The value created, preserved or eroded for our stakeholders in 2021.

DELIVERY OF VALUE BY STAKEHOLDER GROUP

PROVIDERS OF FINANCIAL CAPITAL

R1,7 billion paid in dividends (2020: R740 million)	Return on equity 12,7% (2020: 9,0%)	Return on net assets 19,3% (2020: 21,1%)	Cash generated from operations R4,0 billion (2020: R3,0 billion)
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CUSTOMERS (retailers, wholesalers and general trade)

97% on-shelf availability (2020: 96%)	- Improved promotional discipline - Prioritising customers' perceptions through an action plan to further improve service levels and enhance engagements
90% order-fill (2020: 90%)	Improved product availability and average basket size in the general trade

EMPLOYEES

R4,0 billion paid in salaries and benefits to 10 158 permanent employees (2020: R4,1 billion to 11 188 employees)	R94 million invested in employee training and development (2020: R97 million)	2021 Southern Africa Gender Mainstreaming Champion Women on Boards – recognising the deliberate and targeted steps we have taken to increase representation of women in senior leadership and decision-making roles.
	Zero employee fatalities (2020: 2)	

CONSUMERS

46 innovation projects launched this year, 31% growth on FY20 Foundational work concluded to speed up innovation Launched the Tiger Brands Venture Capital Fund	Responded to growth in e-commerce with raised online presence Africa strategy re-invigorated and appropriately resourced Billion Rand Brands maintain or improve brand health	28,6% value share Tastic X Laduma Heritage Advert wins Kantar Best Liked Advert
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SUPPLIERS

R14 billion spent with broad-based black economic empowerment (BBBEE) verified suppliers (2020: R13 billion)	R6 billion spend with black-owned enterprises (2020: R5 billion)	R4 billion spend with black women-owned enterprises (2020: R4 billion)
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COMMUNITIES AND ENVIRONMENT

R23 million total socio-economic development (SED) spend (2020: R32 million)	99 million cumulative meals since 2011 Received the Empowerment of Women in the Community Award and the Economic Empowerment Award at the annual Gender Mainstreaming Awards
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FINANCIAL PERFORMANCE (FROM CONTINUING OPERATIONS)

REVENUE

R31,0 billion
2020: R29,8 billion

GROUP OPERATING INCOME*

R2,2 billion
2020: R2,5 billion

GROUP OPERATING MARGIN*

7,2%
2020: 8,3%

HEPS

1 127 cents
2020: 1 196 cents

TOTAL DIVIDEND

826 cents per share
2020: 670 cents per share



* Before impairments and non-operational items