

We partner

FOR IMPACT AND PROMOTE TRANSPARENCY

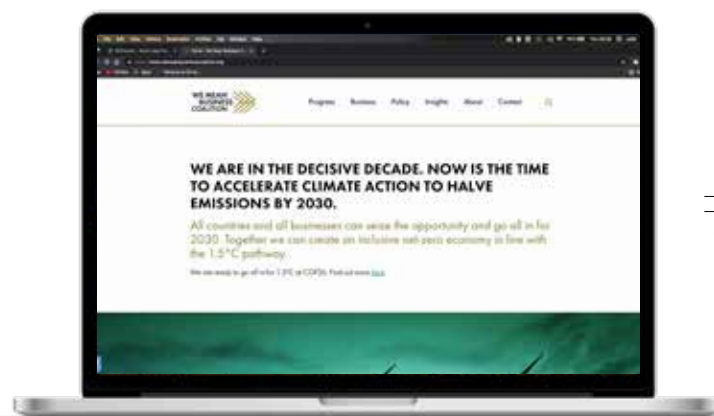
We are committed to proactive stakeholder engagement, playing an active role in industry forums to help shape sustainability tools and best practices, and partnering with external organisations and stakeholders for collective impact in building healthier communities and a more sustainable food system.

OUR KEY PARTNERSHIPS

We are a member of industry bodies, including NBI, Manufacturing Circle, CGCSA, South African Agricultural Processors Association (SAAPA), South African Fruit and Vegetable Export Council (SAFVEC), The Beverage Association of South Africa (BEVSA), Groundnut Forum, World Tomato Processing Council (WTPC), and the Coalition for Ethical Operations.

We actively engage with industry partners on sustainability through the CGCSA and NBI, including on initiatives relating to the SDGs, climate change, water, food waste, plastics waste, and responsible marketing. We are working with South Africa's Council for Scientific and Industrial Research (CSIR) on resource efficiency and cleaner production (RECP) assessments, as part of the national clear production programme, to enhance the sustainability of our manufacturing operations (see page 9).

As signatories to the We Mean Business initiative, we have committed to adopting a science-based emissions reduction target, promoting responsible corporate engagement on climate policy, and reporting climate change information in mainstream reports as a fiduciary duty. We also work closely with the Stellenbosch University's Centre for Food Safety, United Nations Industrial Development Organisation (UNIDO), Strategic Water Partners Network (SWPN), SGS (certification), Terra Firma Academy, and MARSH Risk Grading Programme.



OUR KEY RELATIONSHIPS

We have a structured stakeholder relations strategy in place to ensure a consistent and proactive approach to engagement across the group.

In 2017, we undertook a dedicated engagement process to develop a baseline appreciation of stakeholders' perceptions regarding our existing engagements, and to identify opportunities to foster increased inclusivity. Since October 2018, we have been working with various stakeholder groups to develop and implement site-specific stakeholder engagement plans. During 2020, we started the programme of engaging with host communities and partnering with NGOs to undertake social-mapping exercises. These have not yet been completed due to the prevailing Covid-19 circumstances. We will resume with these earlier in the next financial year, enabling us to be more responsive to specific stakeholder and community needs, and to inform our socio-economic development (SED) initiatives.

In our integrated annual report (IR), we identify the key stakeholder groups that have a substantive impact on our ability to create value (see IR pages 27 to 29). We briefly outline their contribution to value creation, our means of engaging with them, and note each stakeholder group's primary interests in our business activities. Although we appreciate that there is often substantial diversity of perspective and interest within each group, we believe that the interests listed in the IR are a sufficiently accurate reflection of each group's most material concerns regarding our activities and performance.



Critical anchors **continued**

PARTNERSHIP WITH THE CENTRE FOR FOOD SAFETY AT STELLENBOSCH UNIVERSITY

The Centre for Food Safety is an applied food-science research consortium, where Stellenbosch University researchers work together with the food industry and other stakeholders on real-world food safety challenges. The centre was launched in 2018 by Stellenbosch University and Tiger Brands.

Established on the premise that collaboration enables innovation, the centre works together with external partners to build and share knowledge in food safety, food defence and food processing. The centre aspires to maintain the practice of high-quality science, respond to emerging risks and opportunities, and generate outputs that matter in practice. The activities of the centre focus

on scientific research and training, consumer engagement and awareness, and food safety policy.

The centre continues to partner with Tiger Brands on various projects, including support with microbiological risk assessments, and provides independent and credible food safety advice and input.

In 2021, the entire quality community of Tiger Brands received a series of lectures from Stellenbosch University covering the following topics:

- › Food safety management (including listeria and salmonella)
- › Cleaning and sanitation
- › Microbial criteria (including sampling plans and data interpretation).

INSIGHT



SUSTAINABILITY AT CHOCOCAM, CAMEROON

Chococam is a Tiger Brands subsidiary with operations based in Douala, Cameroon. Chococam manufactures chocolate and confectionery products for sale in Cameroon and other Central and West African markets.

Chococam supports the Tiger Brands sustainable future strategy through initiatives across health and nutrition, enhanced livelihoods, and environmental stewardship. Food quality and safety is a key critical anchor, and the company's operations are ISO 9001 certified. The company makes additional social investments in response to the needs of local communities, which in 2020 and 2021 have predominantly focused on supporting local resilience in the face of Covid-19.

CHOCOCAM 2021 SUSTAINABILITY PERFORMANCE

- ✓ **Health and nutrition** – Chococam is providing financial and technical assistance to the Quality and Norms Agency to establish national food nutrition standards, which will promote better public health and nutrition in Cameroon
- ✓ **Enhanced livelihoods** – Chococam donated a central oxygen supply-system to the Sanitary District of Logbaba in Douala, to ensure the hospital's resilience and efficacy in responding to Covid-19 infections
- ✓ **Environmental stewardship** – Chococam recycles all paper at their facilities into egg-trays and has reduced their plastic-packaging waste by a further 7% in 2021, on top of a 31% reduction in 2020. The company works continually to improve the chemical and biological oxygen demand (COD and BOD) ratios in the effluent produced and released from the factory
- ✓ **Food quality and safety** – Chococam retained their ISO 9001 quality management system certification and is preparing for certification against the updated ISO 22000 standard
- ✓ **Corporate social investment (CSI)** – Chococam sponsored a local street clean-up on World Clean-Up Day.