TIGER BRANDS

SUSTAINABILITY REPORT 2023

Supplement to the integrated annual report
for the year ended 30 September 2023

NOURISH AND NURTURE
MORE LIVES EVERY DAY

ENTER

Who we are

Tiger Brands is one of Africa's largest listed manufacturers of fast-moving consumer goods (FMCG). Our core business is the manufacture, marketing and distribution of everyday branded food and beverages. Our products are relevant across every meal occasion and are well positioned to grow. The portfolio also includes leading brands in the home and personal care segments, supported by a growing presence in Africa.

OUR VISION

To deliver top-tier financial results and be recognised by all stakeholders as the pre-eminent FMCG company in South Africa and the most desirable growth company on the continent

OUR PURPOSE

We nourish and nurture more lives every day.

Our strategy

Our strategy for sustainable profitable growth is supported by six strategic pillars, underpinned by our core values.

1. Building a growth pipeline
2. Meeting the needs of the consumer
3. Optimising our supply chain
4. Being obsessed about cost-savings and efficiencies
5. Igniting our people
6. Investing in a sustainable future

OUR VALUES

- We treat each other with care and respect
- We deliver with passion and excellence
- Safety and quality are non-negotiable for us
- We embrace diversity and inclusivity
- We act with integrity and accountability in all we do

Winning behaviours

Consumer obsession
Empowered accountability
Teamwork
Focused execution

TIGER BRANDS' 2023 INTEGRATED REPORTING SUITE

Our 2023 integrated reporting process comprises the following reports:

INTEGRATED ANNUAL REPORT 2023

Provides a succinct review of our strategy and business model, operating context, operational performance, and governance. Aimed primarily at existing and potential investors and providers of capital, it is written for use by all parties who have an interest in Tiger Brand's long-term performance.

ANNUAL FINANCIAL STATEMENTS 2023

Comprehensive review of our financial results, with audited financial statements, prepared in accordance with IFRS accounting standards.

SUSTAINABILITY REPORT 2023

Reviews our performance in managing our most significant impacts on people, society and the environment (impact materiality), and in addressing the significant sustainability-related risks and opportunities that could reasonably be expected to affect cash flows, access to finance, or cost of capital over the short, medium or long term (financial materiality).

These reports are all available at www.tigerbrands.com.

HOW TO NAVIGATE THE REPORT

- Reference to further online disclosure
- Further reading in the sustainability report
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About this report

Report audience, purpose and boundary

Our sustainability report (SR) reviews Tiger Brands' performance in managing our most significant impacts on people, society and the environment, and in addressing the most significant environmental, social and governance (ESG) risks and opportunities that could reasonably be expected to impact our business over the short, medium or long term. The SR is written as a supplement to the integrated annual report (IR), and targets a broad range of stakeholders, including shareholders, investors, ESG rating agencies, regulatory agencies, employees, non-governmental organisations (NGOs), customers, partners, suppliers and local communities. The report covers the activities of all our operations in South Africa and includes a report on our operations in Cameroon.

Reporting frameworks

The reporting process across our reporting suite complies with the following regulatory requirements:

- South African Companies Act, 71 of 2008 (as amended)
- King IV Code on Corporate Governance™ for South Africa, 2016 (King IV)
- The International Financial Reporting Standards (IFRS) accounting standards, developed and maintained by the International Accounting Standards Board (IASB)

Our reporting has also been informed by the following disclosure standards and frameworks:

- The GRI Sustainability Reporting Standards
- The IFRS sustainability standards recently released by the International Sustainability Standards Board (ISSB): IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information* and IFRS S2 *Climate-related Disclosures*
- The Processed Foods Sustainability Accounting Standard issued by the Sustainability Accounting Standards Board (SASB)
- The JSE Sustainability Disclosure Guidance and JSE Climate Disclosure Guidance

Noting the growing call from investors and analysts for transparent, reliable and comparable ESG data, we have also made provision for the disclosure expectations of relevant ESG rating agencies. We are committed to further improving our data collection and disclosure systems to ensure stronger alignment with the above sustainability-related disclosure standards and frameworks from 2024.

Our approach to materiality

In response to recent developments in global disclosure standards and frameworks, we have adopted "double materiality" across our reporting suite:

- **Financial materiality:** Our IR provides information on those matters that are likely to influence report users' assessment of Tiger Brands' future cash flows over the short term (less than 12 months), medium term (one to three years) and long term (beyond three years). Our AFS reflect the effects on company value and cash flow that have already taken place at the time of the financial year end
- **Impact materiality:** Our SR provides disclosure on the most significant impacts of our operations and activities on people, society and the environment over the short, medium or long term; this includes impacts caused by the company in its own operations, products or services, as well as the impacts directly linked to Tiger Brands' upstream and downstream value chain. We have also made provision in the SR for financially-material ESG risks and opportunities impacting the business, thus adopting a "double materiality" perspective for our sustainability report

Assurance

We use a combined assurance model comprising assurance obtained from management and from internal and external assurance providers. More details on our combined assurance model are provided in our IR (page 2).
Aside from our broad-based black economic empowerment (B-BBEE) performance, which has been externally verified by EmpowerLogic (Proprietary) Limited, the non-financial data in this report has not been independently assured. Marsh South Africa conducted risk control audits at our manufacturing sites and warehouses covering health, safety, security, fire protection and readiness.

The social, ethics and transformation committee (SETCO) and the risk and sustainability committee (RSC) review the draft sustainability report and make edits where necessary, prior to sending the draft to the audit committee (AC) for review. The AC oversees external assurance of select performance data and reviews the completeness of disclosures in the report before recommending it for board approval. Each of the chief officers has signed off relevant sections of this report that relate to issues under their control.

Board approval

The Tiger Brands board, supported by the social, ethics and transformation committee, has overall accountability for this report. The audit committee reviewed the completeness of the disclosures and recommended it to the board for approval. The board is satisfied that the report addresses the most material sustainability concerns for the business, provides an accurate reflection of the group's strategic commitments, and a fair account of our performance for the financial year ended 30 September 2023.The board approved and signed off the sustainability report on 30 November 2023.

G.J. Fraser-Moleketi

Geraldine Fraser-Moleketi
Chairman

Tjaart Kruger
Chief executive officer

Donald Wilson
Chairman of audit committee

2023 sustainability performance summary

HEALTH AND NUTRITION

- Two affordable nutrition products launched
  - KOO Pulses
  - Jungle Oats Muesli value pack
- Four additional nutrition products launched:
  - Jungle Oats drinks
  - Jungle Corn Flakes
  - Jungle Bran Flakes
  - Energade Boost
- Re-formulation:
  - Re-formulated the current Jungle Crunchalots oat-based crispies into a healthier, high fibre multi-grain cereal
- Driving improved consumer health awareness through our brands:
  - Jungle
  - Ace
  - Morvite
  - Albany
  - KOO
  - Energade
- R75 million allocated to marketing healthier products and nutrition education, amounting to 11% of our total marketing spend (2022: R76 million at 10,2% of total marketing spend)

ENHANCED LIVELIHOODS

- B-BBEE level 2
- R104 million capitalised in the Dipuno ESD Fund (2022: R104 million)
- R54,4 million disbursed through the Dipuno ESD Fund (2022: R54,4 million)
- R18,3 billion spent with B-BBEE-verified suppliers (2022: R14,1 billion)
- R6,9 billion spent with black-owned enterprises (2022: R6,6 billion)
- R6,0 billion spent with black women-owned enterprises (2022: R5,1 billion)
- R70,8 million total socio-economic development spend, including spend on Isondlo child nutrition programme (2022: R25,8 million)
- 228 648 food hampers distributed to 78 275 beneficiaries across all food and nutrition initiatives (2022: 103 989 hampers to 58 048 beneficiaries)
- 14 million breakfasts served by The Tiger Brands Foundation, reaching 74 109 learners (2022: 10 million breakfasts to 74 177 learners)

ENVIRONMENTAL STEWARDSHIP

- 0,6% reduction in total GHG emissions, 0,9% reduction in GHG emissions intensity
- 0,3% reduction in absolute energy use, 0,9% reduction in electrical energy intensity
- 4% reduction in absolute water use, 1,9% reduction in water intensity
- 32,1% reduction in landfill waste intensity

CRITICAL ANCHORS

- One fatality (2022: three)
- 0,25 LTIFR (2022: 0,45)
- R3,1 billion paid in salaries and benefits to 9 296 permanent employees (2022: R4,3 billion to 9 356 employees)
- R93 million invested in employee training and development (2022: R96,9 million)
- 57,6% ACI representation at senior management, and 63,6% at top management (2022: 57,8% and 60% respectively)
- 46% female representation at senior management, and 30% at top management (2022: 46% and 30% respectively)

Our contribution to the United Nations Sustainable Development Goals (SDGs)

The UN SDGs set a long-term agenda to end poverty, protect the planet and ensure prosperity for all by 2030. We are committed to playing our role in delivering on these goals, and our sustainability strategy prioritises 11 SDGs where we believe we can make the biggest contribution.

We work to **end poverty and reduce inequality** by prioritising the employment of historically disadvantaged South Africans (see page 55); prioritising black economic empowerment through our ownership and procurement structures; creating opportunities for inclusive economic participation in our value chain; investing in socio-economic development (see page 26); and working to promote decent work and sustainable economic growth (see SDG 8).

We work to **end hunger, improve nutrition, and ensure good health and wellbeing** by protecting the health and wellness of our employees (see page 55 and page 68); providing direct food aid to households and students; investing in community food resilience; investing in in-school food programmes (see page 26); tackling food waste and loss (see page 38); producing affordable, nutritious food products; fortifying staple foods and other food products; promoting healthy diets and lifestyles; and supporting consumer education on health and nutrition (see page 22).

We promote and work towards **sustainable consumption and production**, including work to **ensure water availability and protect terrestrial ecosystems** by participating in industry action on waste and food waste; optimising energy and water use; managing effluent; minimising solid waste, plastic packaging, food waste (see page 38); and promoting environmentally responsible sourcing practices (see page 65). We further address water availability concerns by taking action to combat climate change (see SDG 13).

We work to **achieve gender equality and empower women** by prioritising the employment, development and promotion of women across the business; prioritising the appointment of women to senior management and leadership positions; supporting a women's employee network; providing unique development opportunities for female employees and leaders; and practising equal work for equal pay (see page 55).

We work to **combat climate change** by committing to achieve net zero emissions by 2050, and implementing initiatives to optimise our energy use and reduce our GHG emissions, including through onsite renewable energy development (see page 38).

We work to **ensure decent work, protect terrestrial ecosystems, and promote sustainable economic growth** by executing our growth strategy and implementing our sustainability strategy (see IR and page 14); ensuring sound and ethical business governance and management (see IR and page 10); upholding human rights, good labour standards and working conditions (see page 50); practising fair remuneration (see page 55); reducing inequality and gender inequality (see SDG 10 and 5); and promoting responsible consumption and production (see SDG 12).

We work to **build partnerships and strengthen the means of implementing sustainable development** by prioritising partnerships in our approach to implementing our sustainability strategy, addressing our most material environmental, social and governance (ESG) impacts, and contributing to the achievement of all our priority SDGs (see page 14 and page 76).

SETCO's welcome

Welcome to the Tiger Brands sustainability report 2023, intended for stakeholders interested in our sustainability strategy and how we are managing our impact on society and the environment. Despite contextual challenges and a loss of financial momentum this year, we continue to advance our purpose of nourishing and nurturing more lives every day.

As a leading food producer in South Africa eyeing growth across Africa, we face complex dynamics in our operating landscape, shaped by volatile social conditions, variable and extreme weather, increased competition, cost pressures and declining consumer confidence. Recent disruptions like the COVID-19 pandemic, war in Ukraine, and South African civil unrest have transformed work habits and employee expectations, strained our supply chain, and highlighted societal and climate risks. Global trends, such as the Intergovernmental Panel on Climate Change (IPCC's) urgent climate warnings and the new IFRS sustainability standards, are intensifying investor scrutiny on our ESG performance. These challenges are pressing us to innovate, digitalise, and become more transparent in disclosing our sustainability and climate-related strategies.

As we adapt our strategy to evolve in-step with internal and external developments, we emphasise the pivotal roles of people, culture, and partnerships in achieving our sustainability and growth objectives. Our commitment to inclusion and diversity, employee engagement, talent development, and leadership aims to foster a values-driven, collaborative culture that nurtures entrepreneurial spirit. Collaboration is central to our approach, evidenced by successful partnerships with industry bodies and NGOs focused on sustainability, and robust relationships with government agencies, regulatory bodies, unions and host communities.

While proud of our social strengths and our growing focus on the social dimensions of sustainability, we acknowledge the imperative for significant change to fully realise our potential as a positive force in the food system and a creator of long-term societal value. Board leadership and the motivation of executives are crucial enablers of this transformation. While some of our board members possess sustainability expertise, we recognise that we need further skills and engagement at this level. We took our first step this year, holding a strategic sustainability briefing with the board, laying the groundwork for future progress. Similarly, performance on emissions reduction has been included in the short-term incentive scheme for executives for the first time.

Nurturing our people

Over the last three years, we have enhanced our ability to grow our own talent and improved our succession bench strength. In 2023, we placed 409 new hires in critical and leadership roles, and filling 32% of leadership vacancies from within. Investment in employee development totalled R93 million, averaging R861,68 per full-time employee.

We are progressing towards our 2030 diversity targets: our workforce is 96% ACI, with 57,6% ACI representation at the senior management level and 63,6% at the top management level. Females constitute 31% of our workforce, 46% in senior management and 30% in top management. We achieved an 85% participation rate in our 2023 employee engagement survey, with an improved score of 70, comparing favorably with the global benchmark of 75. Finally, 51% of our workforce is unionised, and we have achieved greater stability in our employee relations environment by ensuring consistent communication, and shifting to multi-year wage agreements.

Nourishing communities

We continue make a significant direct impact on health and nutrition outcomes nationally through investments in socio-economic development (SED), spending R70,8 million in 2023. We delivered 228 648 food hampers monthly across all food and nutrition initiatives, reaching 78 275 direct and indirect beneficiaries. Key initiatives included a R42 million investment in the Isondlo partnership with the Nelson Mandela Children's Fund, supporting 10 000 food-insecure families and their children – totalling approximately 41 690 people – with monthly food hampers from October 2022 to June 2023. Our flagship Plates4Days initiative provided 5 209 monthly food hampers to 9 237 students at seven universities and 14 campuses. And The Tiger Brands Foundation provided 14 million breakfasts to 74 109 learners in 2023.

Appreciation

In conclusion, I'd like to recognise the resilience of our people amid another challenging year. Despite financial constraints, your dedication to sustainability has not gone unnoticed. A sincere thank you to all employees for embodying Tiger's values and contributing to the necessary evolution of our organisational culture. I appreciate the board's engagement in sustainability matters and their openness to learning in our dynamic operating context. Lastly, a special thank you to our outgoing CEO, Noel Doyle, for his unwavering support in navigating the business through various challenges at the company's interface with society. Noel's contributions to our sustainability agenda have been invaluable, and we wish him continued success in his future endeavours.

Emma Mashilwane
SETCO chairman

30 November 2023

CEO's review

This year has prompted a strategic refocus. Starting my term as the new CEO and looking forward, I am confident that we will implement the changes necessary to fulfil the ambitions of the Tiger Brands leadership team, enhance the financial performance of the business, and make deliberate progress on sustainability.

The company continues to face a tough operating context, and against this backdrop, lost some momentum in financial performance this year. In response to this loss of momentum, and the need to rebalance strategic efforts, the leadership team has identified five key strategic thrusts for the business looking forward starting 2024. These five key thrusts, which I outline in our integrated report 2023, share strong links with the current strategy reported against this year, and similarly reflect our sustainability strategy, which remains unchanged.

Sustainability strategy

Tiger Brands' sustainability strategy was launched in 2019, and is updated annually, informed by a materiality process undertaken as part of the integrated reporting process.

Three strategic pillars outline the company's key sustainability goals:

- *Health and nutrition:* We enable consumers to improve their health and wellbeing by providing affordable, healthy food and promoting nutrition awareness and education
- *Enhancing livelihoods:* We improve the livelihoods of thousands of people by driving inclusive growth and development through the transformation of our supply chain and workforce, and through investment in socio-economic development
- *Environmental stewardship:* We are minimising our environmental footprint through enhanced management, efficient production, and innovative solutions

The strategic pillars are fortified by a set of seven critical anchors covering core competencies and practices that are crucial for running a responsible food production and processing business. These are: ethical behaviour, food safety and quality; ethical supply chain; safety, health and environment; responsible marketing; partnerships and transparency; and purpose-led culture.

The strategic pillars and critical anchors are further aligned with the United Nations Sustainable Development Goals, prioritising 11 specific goals where the company believes it can make the biggest impact in alignment with the Tiger Brands business model.

Strategic review

The sustainability strategy clearly outlines Tiger Brands' societal value proposition. Although there is room for further refinement, and progress to be made to fully integrate sustainability across the business, we are confident that the strategy provides a focused and well-anchored approach. It aligns with the company's business model, addresses the most material sustainability issues of the business, and serves as a guiding framework for decision-making and action that supports alignment between financial and societal objectives.

Many of the sustainability challenges confronting the business are becoming increasingly apparent in the supply chain. Balancing the demands for social and environmental sustainability, including economic transformation, with the exigencies of cost, quality, efficiency, and compliance across our own operations and supply chain, while fiercely competing to maintain and win market share, is a complex task. We necessarily grapple with this complexity to serve the interests of the business and its stakeholders while striving to find a balanced approach between financial and societal imperatives over short and long-term time horizons.

Over the last year, the company continued to drive its core strategy, focusing on meeting consumer needs, optimising supply chain, and realising cost-savings and efficiencies while building people and culture. Key initiatives included delivering value-for-money products, revising the procurement strategy, transforming logistics, upgrading factories, digitalising management processes, enhancing talent and leadership, and driving employee engagement.

The changes being implemented in procurement will enable more systematic engagement with suppliers on ethical and sustainable practices. Affordability and democratising health and nutrition have both been identified as key future growth platforms. Driving cost efficiencies and enhancing logistics will help us make healthier food more affordable and accessible for economically stressed households. The clean energy plan and water-risk study currently underway will bolster the energy and water security of the company's

CEO's review continued

operations amid unreliable utilities while also meeting climate mitigation and adaptation imperatives. Upholding a strong commitment to black economic empowerment remains essential for inclusive business growth and for a more equitable South African society. People and culture are the crucial elements making all these initiatives possible, and their importance cannot be overstated in these challenging times. This aspect is emphasised in the welcome statement from our SETCO chairman.

Sustainability is no longer optional. I am encouraged by the alignment I see emerging between economic and social imperatives, particularly in the domain of democratising health and nutrition, and by Tiger Brands' steady improvement in setting the groundwork for advancing sustainability integration. In addition to strategic initiatives, ongoing enhancements are being made to strengthen management and leadership capabilities and ensure compliance. Improving performance across the seven critical anchors remains an ongoing priority, particularly with regard to food safety and quality, and safety, security, health and environment (SSHE). Innovative solutions and strategic partnerships are being explored to deepen our approach and amplify our impact, although the primary concern currently remains on establishing strong sustainability foundations. A summary of our progress this year is provided below.

Health and nutrition

We are enhancing our product portfolio through targeted nutritional improvements and the introduction of healthier options. Looking forward, we see health and nutrition as a key growth area, particularly in making healthy food products both affordable and accessible. We are actively participating in health and nutrition policy discussions, including upcoming regulations on front-of-pack labelling and marketing to children in South Africa, and we have updated our company position in response. Our Eat Well Live Well (EWLW) programme is a cornerstone of these efforts, and we continue to raise consumer awareness through responsible labelling and marketing, supported by our nutrition reports and guidebooks, including "The Family Food Matters Report" released this year.

In 2023, we launched six healthier products and reached 5 million consumers through our EWLW programme. Our total spend on promoting healthier products and nutrition education is R75 million, or 11% of our total marketing budget. Approximately 30% of our product range includes micronutrient enrichment, and 52% meets EWLW nutritional standards, up from 50% in 2022.

Enhanced livelihoods

We prioritise driving economic transformation, both internally and externally, through our core business activities and socio-economic development expenditure. Over the years, we have successfully elevated our broad-based black economic empowerment (B-BBEE) contribution to an industry-leading level 2 contributor status. We create opportunities for inclusive economic participation mainly through our preferential procurement policy, our enterprise and supplier development (ESD) programme, and our employment equity practices. Disappointingly, this year, economic pressures and environmental variability severely impacted the small farmers in our ESD programme, leading the Dipuno ESD Fund to halt the enrolment of new farmers. Dipuno is actively exploring blended financing solutions to reduce these farmers' sole dependence on loan funding.

In 2023, our Dipuno ESD Fund remained at R104 million, with R54,4 million committed to agri-development projects. We supported nine farmers through the aggregator programme, and generated 44 permanent and 93 seasonal jobs in the small farmer sector, a change from 271 permanent and 628 seasonal jobs last year. Procurement from B-BBEE-verified suppliers increased to R18,3 billion this year compared to R14,1 billion in 2022, with R6,9 billion and R6,0 billion spent on black-owned and black-women-owned enterprises, respectively (2022: R6,6 billion and R5,1 billion).

Environmental stewardship

We continue to invest in reducing our environmental footprint in alignment with our 2030 goals, and recorded improved efficiencies across energy, emissions, water and waste, despite missing our annual reduction targets in all areas except waste.

We are committed to achieving net-zero emissions for scopes 1 and 2 by 2050 and have set an interim science-based target of 45% reduction by 2030 using a 2021 baseline. In 2023, we recorded a 0,6% decrease in total scope 1 and 2 missions, from 439 423 tCO_2e in 2022 to 436 647 tCO_2e this year. Under our clean energy plan, we have installed on-site solar power at four of our sites, and we are close to completing a water-risk study that considers climate impacts. Our carbon tax obligation is projected to be R7 994 321 compared to R6 026 956 in 2022, and we continue to monitor upcoming legislative changes.

We are committed to sourcing 65% of electricity for our manufacturing sites from sustainable sources by 2030 and reducing electrical energy intensity by 30% from a 2019 baseline by the same year. In 2023, we consumed 2 958 084GJ of energy (2022: 2 967 616GJ), with 30% from grid electricity and 0% from renewables. Renewable energy installations across four of our sites contribute 0,17% to our total electricity usage. Electrical energy intensity declined by 0,9% to 108,5 in 2023, compared to 109,5 in 2022. Similarly, we aim to reduce water intensity by 30% by 2030 using a 2019 baseline. Our total freshwater use in 2023 was 3 474 348kℓ (2022: 3 544 841kℓ), and we reduced water use intensity by 1,9% to 1,53kℓ/tonne compared to 1,54kℓ/tonne in 2022.

We are committed to zero waste to landfill by 2030 and aim to reduce waste to landfill by 50% by 2025 using a 2022 baseline. In 2023, our landfill waste intensity was 0,0028 tonne/tonne, a 32,1% decrease from 0,0041 tonne/tonne in 2022. We comply with the new extended producer responsibility (EPR) regulations, have engaged suitable public responsibility organisations (PROs) for post-consumer packaging waste management, and established tools and processes to calculate our annual levies to these organisations.

Critical anchors

We are committed to continually raising the bar on our performance across all our critical anchors, ensuring strong foundations in responsible business practices.

Food safety and quality are non-negotiable aspects of the business, and we are progressing well with the digital enhancement of our management systems and processes. This year, we restructured our Food Safety and Quality Centre of Excellence to enhance oversight and expertise, and we have made significant progress in developing the MECP Quality pillar at our 10 priority sites. To promote continuous improvement, we have refined measurable performance indicators at both operational and group levels. All our food manufacturing operations fully comply with FSSC 22000 standards, we achieved a 17% reduction in overall complaints per million units sold, and experienced no product recalls.

We remain dedicated to reinforcing robust safety management foundations and nurturing a safety-first culture. While noting a general improvement in safety performance this year, we deeply regret the fatality and two serious injuries that occurred at our sites. We mourned the loss of an employee at Chococam due to the collapse of improperly stacked sugar bags. A cleaning contractor at Boksburg lost three fingers, and another contractor at Ashton lost a thumb. All incidents were reported and investigated, with lessons integrated and corrective actions taken. Care was provided for the injured.

This year, we launched behaviour-based safety programmes at key sites and addressed a critical safety issue affecting cleaning staff in manufacturing. This behavioural focus led to a group-wide decrease in incidents and lost-time injuries, with a significant decrease in manufacturing lost-time injuries (LTIs) and Albany route-to-market (RTM) incidents marking a key accomplishment. Our total recordable case frequency rate (TRCFR) improved from 0,62 to 0,28, and our lost-time injury frequency rate (LTIFR) improved from 0,45 to 0,25. We recorded 72 lost-time injuries, signifying a 44% decrease from 128 in 2022. We recorded 77 armed robbery/hijacking RTM incidents in 2023, down from 91 in 2022, with no lives lost in RTM incidents.

A summary of our people's performance and social investment activities is provided by the SETCO chairman on page 6.

Appreciation

I would like to take this opportunity to thank the board for their stewardship and leadership of the sustainability and ESG agenda. Under Noel's leadership, the company's sustainability strategy has improved from a basic legal compliance process to a forward-looking strategy that aims to support differentiation and innovation as a solution to societal challenges. As sustainability and ESG become increasingly important for our stakeholders, particularly providers of capital, I know that, with the foundations built over the years, Tiger Brands will grow into a truly purpose-driven company, one that creates waves in championing positive societal impact through business.

Tjaart Kruger
Chief executive officer

30 November 2023

Our sustainability approach

Governance

Tiger Brands' board has ultimate oversight over all aspects relating to the governance and management of the Company. The board sets the overall direction and tone for building a sustainable business that enacts our values, integrating sustainability risks, opportunities and impacts into our business decisions and activities, and ultimately delivering on our purpose to nourish and nurture more lives every day.

Direction and tone

The Tiger Brands board provides ethical leadership and strategic direction in the best interests of the company. The board delegates responsibility for different aspects of sustainability governance and management to specific board committees. In doing so, the board is guided by regulatory requirements and by applicable codes of good practice and market benchmarks.

The board delegates oversight of sustainability to the SETCO. The SETCO oversees the governance and management of all sustainability-related issues for the group, encompassing all issues relating to the environment and natural resources, climate change, ethical conduct, stakeholder relationships, employee engagement and community needs. This includes responsibility for overseeing the integration of these issues into group strategy, covering both Tiger Brands' impact on society, and the impact of sustainability-related risks and opportunities on Tiger Brands. The SETCO collaborates with the risk and sustainability committee (RSC) to fulfil this role.

The RSC is responsible for overseeing the group's activities regarding the management of sustainability-related impacts, risks and opportunities. The RSC monitors and reviews the processes and procedures for identifying, assessing and prioritising impacts, risks and opportunities for the group, including sustainability-related risks and opportunities, and integrating these issues into group risk management processes. The RSC further monitors and reviews the company's safety, health and environment (SHE) impacts, including climate-change impacts. Furthermore, the RSC monitors and reviews the impact of the group's activities and products/services against relevant laws, regulations and prevailing codes of best practice, as well as the company's performance on managing these aspects. The RSC reports on these processes and outcomes to the SETCO.

The terms of reference for the board and each board committee reflect their sustainability mandate. The board charter and terms of reference for each committee give due consideration of the relevant provisions of the King IV Code on Corporate Governance, the JSE Listings Requirements, and the Companies Act. The terms of reference of the SETCO further consider the principles of the United Nations Global Compact (UNGC), OECD recommendations on corruption, the South African Employment Equity Act, and the Broad-based Black Economic Empowerment Act. The SETCO and RSC terms of reference explicitly mention climate change in defining their mandates to monitor and review environmental impacts, risks and opportunities, and oversee ethical governance and responsible corporate management. Similarly, the terms of reference for each board committee reflect their sustainability mandate. These terms of reference are available online at **www.tigerbrands.com**

Integrating sustainability

The SETCO and RSC each convene three times a year, where they review Tiger Brands' sustainability performance and the management of material sustainability and climate-related impacts, risks and opportunities. The committees give guidance on these issues to the chief executive officer (CEO) and executive team, and report to the board after each meeting. The SETCO's board reports include feedback on Tiger Brands' sustainability performance, management approach, and key activities. All committees submit similar post-meeting reports to the board on the process and outcomes of their activities. The annual work plans for SETCO and RSC are structured appropriately to ensure relevant topics aligned with the sustainability agenda are discussed during meetings of these committees and for subsequent reporting to the board and public disclosure.

The nomination and governance committee (NAGC), remuneration committee (REMCO), and audit committee (AC) also play key roles in the governance of sustainability, as follows:

- The NAGC monitors and reviews the performance of the board, ensures protocols for ethical governance and leadership succession are followed, and facilitates the induction, training and development of board members. The board membership is diverse in terms of skills and areas of expertise, and the NAGC ensures that the directors are regularly trained in environmental, social and governance matters to oversee an effective and strategic response to sustainability and climate change issues
- The REMCO engages in and approves the remuneration policy and strategy, including any remuneration incentives linked to sustainability performance targets
- The AC reviews and approves the sustainability performance data, oversees the external assurance of select elements of this data, and reviews the integrity of the sustainability report, recommending it for sign-off by the board

More information on the composition, capabilities, and committees of our board and our practice of good corporate governance is reported in the IR, available at www.tigerbrands.com.

Sustainability-related roles of all board committees

Sustainability approach continued

Management

Sustainability thinking and practice are growing in strategic importance across the business, with executive management playing an increasing role in driving the implementation of our sustainability strategy. We are committed to further enhancing our public sustainability disclosure, and to strengthen our management of sustainability-related impacts, risks and opportunities with the aim of securing the long-term resilience of our business.

Management oversight

The implementation of our sustainability strategy (see page 17) is driven by chief officers who are members of our executive committee (Exco) and supported by senior managers with direct responsibility for specific sustainability-related activities. Our Exco facilitates the management of Tiger Brands' operational activities. They are directly responsible for overseeing the development and implementation of policies and strategy, and for driving progress against operational-level goals and targets, including those relating to sustainability and climate change. The Exco meets at least monthly, and more often when necessary. More information on the Exco is reported in the IR, available at **www.tigerbrands.com**.

Key sustainability-related management roles

- The chief marketing and strategy officer – supported by the innovation director, research and development operations director and category marketing directors – implement activities aimed at enabling consumers to improve their health and wellbeing and ensuring responsible marketing and communications practices
- The chief human resources officer – supported by the people experience director and human resources directors for categories and functions – implement activities aimed at building a purpose-led culture, characterised by strong leaders, diverse future-fit talent, robust employee relations and an inclusive and energising workplace
- The chief corporate affairs and sustainability officer – supported by the director for enterprise and supplier development, director external affairs, and sustainability and external reporting director – oversees the group-wide integration of sustainability and climate change, as well as activities to build partnerships, improve livelihoods, and promote societal accountability
- The chief manufacturing officer – supported by the supply chain operations support director, director for safety, health and environment, and risk and sustainability director – implement activities aimed at building an ethical supply chain, ensuring food safety and quality, managing safety, security, health, and environment (SSHE), and significantly reducing our environmental footprint
- The chief growth officers for Consumer Brands, Africa and Grains have full responsibility and accountability for the sustainability performance of their divisions and report directly to the chief executive officer
- The chief legal officer – supported by the compliance director and group company secretary – drives processes and systems aimed at inculcating a culture of ethical behaviour and managing activities relating to human rights protection, whistle-blowing, anti-corruption and bribery, and training in respect of the code of conduct and declaration of interest policies
- The chief financial officer (CFO) is responsible for procurement, including preferential procurement and ethical supply chain, supported by the chief procurement officer
- The chief executive officer (CEO) is fully accountable to the board on the management of sustainability issues and ensures that the sustainability strategy is effectively integrated into the business

Management processes

Policy framework

We have a robust policy framework that supports the governance and management of ethical business practice and behaviour, and social and environmental impacts. Our policy framework aligns with all relevant legislation and supports our compliance activities. All policies are audited internally on a regular basis to ensure they adequately drive compliance with relevant legislation, and routine management processes ensure that all policies are regularly updated.

Materiality process

We use a structured, independently facilitated materiality process to help identify and validate our most material sustainability issues, shape our sustainability strategy and disclosure, and on-board new members into the sustainability reporting process. The process is participatory in nature and comprises a half-day workshop with relevant members of our executive and senior management teams. Through the process, we collectively analyse our business model, dependencies and impacts, external environment, and stakeholder interests. This analysis is followed by a discussion of the implications for (and of) our strategy, and a re-appraisal of the purpose and rigour of our reporting. This process first informed the development of our sustainability strategy in 2019, and we have run similar processes in 2022 and 2023.

Risk management

Sustainability-related impacts and risks are managed through the application of our standard risk management structure, processes, and methodologies. From this system, we can extract climate and sustainability-related risks, analyses, and assurances. We evaluate these risks over the short term (less than 12 months), medium term (one to three years), and long term (beyond three years). An elaboration of our risk management system linked to an analysis of our top risks in 2023 is provided in our IR, on page 37.

We have formalised bottom-up and top-down processes for identifying and monitoring sustainability and climate-related impacts and risks at operational and strategic levels.

- **Bottom-up process**: We identify and monitor social and environmental impacts and risks bottom-up at an operational level across our business. The manufacturing units report on environmental and social indicators, which are collated into an overall scorecard, included on the risk register if necessary, and reported quarterly to Exco. Any necessary mitigation plans are reviewed on a quarterly basis in the RSC and SETCO, and ultimately reported to the board. Individual risks that are material in impact, and/or collectively significant enough to be represented as a common risk at group level, are incorporated into the group risk register
- **Top-down process**: We also identify and monitor sustainability and climate-related risk top-down at a strategic level in relation to our strategic business objectives as part of our enterprise risk management (ERM) processes, and we include these risks in the group risk profile. Currently, climate change is treated as risk type, because of the sheer size and complexity of the issues in its scope, which we are now beginning to unpack. Specific risks are captured as the relationship with our business becomes apparent, including the potential impact of climate change on our operations, strategy, value chain, and markets. All risks captured are reviewed through the operational risk management committee, RSC and the board where necessary

We are in the early stages of maturing our efforts to analyse our operations, strategy, value chain, and markets through a climate-change lens. Consequently, our most significant sustainability and climate-related issues are not directly tied to our strategic planning horizons or capital allocation plans. Nonetheless, we are making meaningful progress. This year, we have taken some pragmatic steps to unpack climate and sustainability-related risks, including internal and external engagement with specialists. We have engaged a water specialist to undertake an assessment of water-security risks across our value chain (see page 44), and we have had internal discussions with our agricultural commodity managers on identifying the security of water supply as a key concern. More information on our risk management processes and top risks is reported in our IR, available at **www.tigerbrands.com**.

Assurance

We have adopted a combined assurance model that includes internal and external assurance processes for financial and non-financial data, as described more fully in our IR (see IR page 3). We are working to build a more sophisticated digital system for the management of our sustainability data, and this project is one of the priority projects to be assessed for funding in 2024. This data management system will enable the establishment of more formal assurance processes for a wider array of non-financial sustainability data, as well as more robust assurance of this data through a formal assurance statement.

Strategy

Our strategy is shaped by a deep understanding of the nature of our business, the perspectives of our stakeholders, and the changing dynamics in our operating context. Our sustainability strategy represents a framework of our most material sustainability concerns and reflects commitments aligned with the strategic objectives of our core growth strategy.

Our operating environment

As a leading food producer in South Africa with aspirations for growth across Africa, we navigate a complex sustainability landscape informed by recent significant political, economic, social, technological, environmental and legal developments.

Our operating environment is characterised by various intensifying market dynamics, including increased social volatility, strengthened competition, deepening cost pressures, and declining consumer confidence. Shifting consumer and stakeholder expectations, coupled with digital transformations, are amplifying the pressure on us to innovate, digitalise, decarbonise, and disclose. The business challenges we face are complex. Societal patterns, including economic constraints, government dysfunction, social disparities, climate change and other environmental trends are increasingly having a material impact on our business performance.

In recent years, unanticipated yet interconnected social and environmental shocks have had a profound impact on our South African market. The COVID-19 pandemic and war in Ukraine have constrained supply chains, threatened businesses and livelihoods, restricted access to technologies, and increased the cost of many staple foods. On the back of these stresses, civil unrest in South Africa has sharpened public awareness of the costs and risks of inequality and exclusion, amplifying public safety fears. Widespread extreme weather events and related disasters, including severe storms and landslides in KwaZulu-Natal, and increased drought, fire, and flood impacts in our supply chain have highlighted the physical risks of climate change.

Recent global sustainability developments include the Intergovernmental Panel on Climate Change (IPCC) declaring this decade as the last chance for collective efforts to succeed in limiting global warming to 1,5°C above pre-industrial levels. This year, the recently established International Sustainability Standards Board (ISSB) published the first IFRS Sustainability Disclosure Standards, signalling a material shift in the requirement for sustainability reporting globally. Investors worldwide are increasingly concerned with the environmental, social and governance (ESG) performance of their investments and portfolios. Consequently, we are fielding a growing number of enquiries from investors and other stakeholders on how we are responding to our most material sustainability and climate-related impacts, risks and opportunities.

Key patterns in our South African market

POLITICAL	Years of state capture, corruption, and declining state capacity have resulted in systemic dysfunction, eroding infrastructure, diminished public trust, environmental and public health declines, and the outflow of skills, capital, and investment.
ECONOMIC	Persistent economic underperformance, fuelled by declining exports and investment, exacerbates poverty, inequality, and high unemployment that reflects a legacy of racial exclusion. Unlike sub-Saharan Africa, South Africa's growth has not returned to pre-2019 levels. Households face financial strain and struggle with basic nutritional needs, made worse by governmental dysfunction, infrastructure decline, and environmental degradation.
SOCIAL	High rates of obesity and lifestyle-related non-communicable diseases (NCDs) occur alongside hunger and malnutrition that disproportionately affect lower-income households. Public aspirations for health and wellness are higher post-COVID-19, yet economic constraints limit the ability of most people to afford healthier options.
ENVIRONMENTAL	Power cuts and water supply disruptions are an increasing experience, and there is a steady decline in land and water quality. Industrial food production plays a significant role in land conversion, climate change, topsoil loss, biodiversity loss, water extraction and pollution, food waste and loss, and the proliferation of waste plastic packaging and micro-plastic pollution.
TECHNOLOGY	New technologies and growing levels of digitalisation support resource efficiency and business innovation, but require new talent and skills and increased cyber security. The country's failing energy system is heavily reliant on coal, with renewable technologies offering a win-win for both energy security and decarbonisation. Yet coal dependence, political intransigence, economic constraints, and shortages of technology and skills make transitioning a challenge.
LEGAL	Regulatory controls relating to environmental protection and public health that affect food processing and marketing companies continue to gain traction, including regulations on sodium reduction, extended producer responsibility, front-of-pack food labelling, marketing to children, and taxes on sugar and carbon.

A broader overview of our operating environment is provided in our IR on page 32.

Our material sustainability issues

The long-term success of our business lies in ensuring an effective and proactive response to our most material impacts, risks and opportunities, which we identify through structured materiality and risk management processes (see page 13). Understanding our sustainability impacts, risks and opportunities is key to shaping our strategy for long-term value creation (see IR page 43). We provide a detailed overview of the top risks facing our business in our IR, on page 37.

The table below provides a generalised overview of the sustainability-related impacts, risks, and opportunities of greatest significance for our business.

Sustainability approach continued

IMPACTS	
Social inequality and inclusion	As one of the largest FMCG companies in South Africa, we have a substantial role in shaping employment, enterprise development, and skills development opportunities, as well as upholding ethical governance, promoting human rights, entrenching fair labour and remuneration practices, balancing income distribution, and providing access to affordable quality food products.
Public health and nutrition	We manufacture and market processed food products that have direct implications for public health, including food staples and fortified foods that provide the backbone of household nutrition, and snacks and treats with nutrition profiles directly correlated to high levels of obesity, NCDs, and malnutrition in South Africa. The availability and messaging of our popular brands strongly influence the perceptions of adults and children on food choices and family health and nutrition. Additionally, proper adherence to food safety and quality standards is crucial at various stages of our value chain, including sourcing, manufacturing, and distribution. Lapses in safety and quality at any of these points can lead to contamination or spoilage, posing potential health risks to consumers. Conversely, strict compliance ensures the provision of nutritious and uncontaminated products, promoting overall health and nutrition.
Workplace health and safety	People working in our manufacturing plants and warehouses, and drivers of our delivery trucks, are exposed to various occupational health and safety risks. We have a direct responsibility to protect employees and contractors from these risks, and keep them healthy and safe. Our key safety risks include working at heights, dangerous machinery, moving vehicles, and unsafe conditions from heavy loads or objects. Our key occupational health concerns include exposure to dust and heat, lifting heavy loads, and ergonomic impacts of computer use.
Resource use	Water scarcity and energy security are acute issues in South Africa. We use energy and water in our operations, and the efficiency and circularity of our use of these resources in our operations directly impact the general availability of these resources for communities and ecosystems (water). Our use of borehole water potentially impacts groundwater quality and availability.
Climate change	GHG emissions from our direct operations and manufacturing plants, purchased electricity, upstream manufacturing and agriculture (land conversion) and manufacturing, and downstream transport contribute to climate change. Organic waste that we send to landfills contributes to climate change through the release of methane.
Water pollution	Effluent released from our manufacturing plants alters the quality of water in downstream water ways and water bodies, and can increase the costs associated with public water treatment.
Waste and packaging pollution	Our production, disposal and processing of solid waste and packaging contribute to GHG emissions and waste from Tiger Brands' operations contributes to climate change and local environmental pollution.
Food waste and loss	We incur food waste and loss at various stages of our supply/value chain. Inefficiencies in harvesting, manufacturing mishaps, poor storage and transportation, and issues at the retail level contribute to this waste. Our management of supplier partnerships, particularly in relation to quality standards and handling requirements, plays a critical role in either mitigating or exacerbating these losses.
Supply chain: social impacts	Our sourcing activities and supply chain, encompassing agriculture, food processing, and manufacturing operations generate both positive and negative social impacts. These impacts relate to ethical governance, human rights, fair labour practices, social inequality, and inclusion. Particularly at the local level, we exert some influence in promoting and upholding socially ethical practices in collaboration with our suppliers.
Supply chain: environmental impacts	Our sourcing and supply chain activities – particularly in terms of food processing, manufacturing, and agricultural operations – have both positive and negative environmental impacts. These effects influence water quality and availability, biodiversity and land conversion, climate change, waste production, and pollution. At the local level, we exert some influence in promoting and upholding environmentally responsible practices in collaboration with our suppliers.

RISKS	
Socio-economic instability	High unemployment, poverty, and social unrest present risks to operations, potentially disrupting supply chains and market stability.
Supply chain disruptions	Extreme weather events and climate change, aggravated by local water scarcity and energy instability, could lead to significant disruptions in the supply of commodities and raw materials, and the distribution of products.
Regulatory and legal risks	New legislative requirements, including new taxes and stricter regulation of environment and health, present legal and compliance risks.
Reputational risk	Failure to address economic transformation, public health, food security and climate-change issues could damage Tiger Brands' reputation and market share, especially with rising social and shareholder activism.

OPPORTUNITIES	
Social redress and economic transformation	By prioritising fair and inclusive employment practices, ensuring socially ethical sourcing, and building equitable supply chains and business models, we can build and grow a more resilient business while contributing to economic transformation and social justice (see page 26).
Public health and nutrition	We can transition our product portfolio to healthier foods by reformulating products to be healthier, and by developing new products and service models. We can raise awareness and educate consumers about health and nutrition. We can collaborate with government and other stakeholders on public health and nutrition to address systemic challenges and grow the market for healthy foods (see page 22).
Resource efficiency	By implementing water-efficient processes, energy-saving technologies, and renewable energy sources, we can help mitigate resource scarcity, lower costs, and reduce environmental impact (see page 41 and page 44).
Sustainable and resilient supply chains	By developing more local, diversified, sustainable, and resilient supply chains, we can support local economies, reduce vulnerability to geopolitical or climate-induced disruptions, and strengthen our ability to partner with suppliers to address social and environmental impacts and risks in the supply chain (see page 30 and page 65).
Waste reduction and circular economy initiatives	Reducing packaging waste and food waste, as well as developing innovative new packaging solutions, service models, and circular material flows offer the potential to reduce costs and to develop new income streams and business models that reduce resource consumption and environmental impact, and that support enterprise development initiatives that address social inequality and economic exclusion (see page 46).

Our sustainability strategy

Our sustainability strategy articulates Tiger Brands' societal value proposition, presenting a forward-looking approach to sustainability that aims to support delivery of our purpose and improve our environmental, social and governance (ESG) performance. The strategy reflects our commitment to addressing our most material sustainability and climate-related impacts, risks and opportunities.

The strategy comprises three clear focus areas: health and nutrition, enhanced livelihoods, and environmental stewardship. Our commitments under these strategic pillars drive the pursuit of commercial opportunities in health and nutrition, the systematic transformation of our supply chain to promote more inclusive economic development, and the adoption of environmentally responsible production practices.

These strategic pillars are underpinned by a set of six critical anchors: purpose-driven win-win culture food safety and quality; ethical supply chain practices; safety, health and environment; responsible marketing; partnerships and transparency. Our critical anchors represent key areas of competency and practice that are crucial for building a strong foundation of responsible business practice in our sector.

We have mapped our strategic goals and critical anchors across the SDGs, and prioritised 11 SDGs where we believe we can make the biggest contribution through our business and sustainability strategy.

Sustainability approach continued

Health and nutrition

We will enable consumers to improve their health and wellbeing by providing affordable, good nutrition

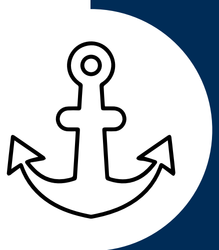
Enhanced livelihoods

We will improve the livelihoods of thousands of people by providing opportunities across our value chain for inclusive economic participation

Environmental stewardship

We will significantly reduce our environmental impact through innovative solutions

Our contribution to the UN SDGs



Our anchors

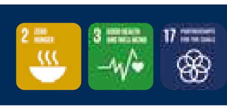
- ethical behaviour
- an embedded, purpose-driven, win-win culture
- robust food safety and food quality system
- responsible marketing and communication practices
- safety, health and environmental systems
- ethical supply chain practices
- transparency, stakeholder responsiveness and partnerships

Delivering on our sustainability strategy

We aim to report meaningfully against the delivery of our sustainability strategy and the UN SDGs and we are working to define more detailed targets and milestones for 2030. We use the roadmap below to track our sustainability performance against our key commitments, while we continue to work on refining our approach.

Health and nutrition

Priority SDGs



2030 targets	Key commitment	2023 achievements
Empower good nutrition choices for 100 million African consumers annually, through: › EWLW (Eat Well Live Well) › Product innovation and renovation › Branding and messaging › Feeding schemes and SED partnerships › Venture funding of healthy food companies › Portfolio shifts	Develop nutritional standards for our products that meet or exceed globally recognised nutritional guidelines.	› Developed criteria for assessing the health category of our snacking products › 52% of our food basket meet our EWLW nutritional standards
	Develop more nutritious and affordable products, including fortification of new and existing products.	› Six healthier products launched, including: four nutrition products and two affordable nutrition products › Micronutrient enrichment across >30% of our portfolio
75% of our food portfolio to meet our EWLW nutritional standards for healthier product categories	Leverage our brand and marketing activities to promote consumer health and nutrition awareness, and inspire positive behaviour change.	› R75 million spent on marketing healthier products and nutrition education › KOO healthy brand refresh › Reached five million consumers through the EWLW programme › Launched Family Food Matters case study report
	Play a leading role in modern food-labelling practices.	› 100% adherence to EWLW and Be-Nutrient-Wise labelling standards › Revised Tiger Brands' position on the imminent FOP labelling regulations

Sustainability approach continued

Enhancing livelihoods

Priority SDGs

2030 targets	Key commitment	2023 achievements
Invent in sustainable communities › 20 community enterprises **Enterprise and supplier development** › Support 1 000 black enterprises › Create 4 000 jobs › ESD fund of R400 million through partnerships **Preferential procurement** › Prioritise local/regional sourcing of agricultural raw materials › 50% of our total local procurement spend towards black/black women-owned suppliers › 100% of our products ethically sourced **Employee diversity** › 50% female representation › 80% African, Coloured and Indian (ACI) representation across all management levels	Annually contribute at least 1,5% of net profit after tax towards SED activities that promote sustainable thriving communities.	› R70,8 million SED spend › 228 648 food hampers distributed in total › 300+ schools reached through EduPlant › 5 209 food hampers distributed to students across 14 campuses through Plates4Days › 13 845 reached monthly through Family Food and Alleviating Child Hunger Initiatives
	Support new black/black women-owned enterprises and create sustainable livelihood opportunities by 2030.	› R104 million Dipuno ESD Fund › 54,4 million invested in agri-development since Dipuno Fund launch › Three new agriculture aggregators on-boarded › Five black aggregators supported to cultivate small white beans, white maize and wheat › Nine farmers supported under the aggregator model › 137 small-scale farming jobs created, including 44 permanent and 93 seasonal › Winner of Small Business Development Service Provider of the Year award at the Inaugural National Presidential SMME Awards 2022
	50% of our total local procurement spend will be towards black/black women-owned suppliers by 2030.	› 90% of total procurement spend with local suppliers (municipalities, public sector companies and includes international suppliers with a local presence) › 53% of local procurement spend with B-BBEE-verified suppliers › 17% of total local procurement spend with black and black women-owned suppliers › R25 billion with local suppliers › R18,3 billion total spend with B-BBEE-verified suppliers › R6,9 billion with suppliers that qualify as black-owned › R6,0 billion with suppliers that qualify as black women-owned
	To attract, source and develop a skilled and diverse workforce, and create an inclusive and collaborative work environment where our people can thrive, grow and innovate.	› 31% female workforce › 46% female senior management › 30% female top management › 80% ACI across all management levels › 57,6% ACI in senior management › 63,6% ACI at top management › 0,6% people with disabilities

Environmental stewardship

Priority SDGs

2030 targets	Key commitment	2023 achievements
Sustainable manufacturing facilities **Energy** › 65% of all electrical energy at manufacturing sites from sustainable energy solutions › Reduce energy intensity (kWh/tonne) across all sites by 30% **Water** › Reduce water intensity (kℓ/tonne) across all sites by 30% › Achieve a water-intensity figure of 1,12kℓ/tonne **GHG emissions** › Reduce carbon emissions by 45% for scope 1 and 2 emissions › Work towards achieving net zero carbon emissions by 2050 **Waste** › Zero waste to landfill at all sites › 50% reduction in production of food waste from a 2022 baseline **Sustainable packaging solutions** › 100% of plastic packaging is recyclable/compostable › All plastic packaging (by volume) to contain at least 50% recycled plastic	Optimise our energy usage through integrated and environmentally friendly energy options.	› 0,6% year-on-year reduction in absolute total GHG emissions › 0,9% year-on-year reduction in GHG emissions intensity › 0,9% year-on-year reduction in absolute energy use › 0,9% year-on-year reduction in electrical energy intensity
	Optimise our water consumption through the evaluation of water reuse opportunities and responsible effluent discharges.	› 4% year-on-year reduction in absolute water use › 1,9% reduction in water-use intensity
	Develop innovative product offerings that are "good for you" and "kind to the environment". Provide innovative packaging solutions that minimise environmental impact.	› 32,1% year-on-year reduction in waste to landfill intensity › Secured waste management contracts for all sites › Baseline food waste assessment completed, with target set for 20% reduction by 2027 › 70% of plastic packaging is recyclable › Developed tools for EPR compliance
	Implement closed-loop/circular economy initiatives that stimulate sustainable economic opportunities. Leverage our brand and marketing activities to inspire positive behaviour change in consumers.	› Continued exploring value-adding circular economy projects for recycled plastic waste › Continued to work through Consumer Goods Council of South Africa (CGCSA) to develop a voluntary industry food waste reduction framework for South Africa

Health and nutrition

Our goal is to enable consumers to improve their health and wellbeing by providing affordable, good nutrition.

Context

Public health in South Africa is in crisis. High rates of obesity and lifestyle-related non-communicable diseases (NCDs) occur alongside hunger and malnutrition that disproportionately affect lower-income households. Public aspirations for health and wellness are higher post-COVID-19, yet economic constraints limit the ability of most people to afford healthier options. Regulatory controls relating to public health that affect food processing and marketing companies continue to gain traction, including regulations on front-of-pack food labelling, marketing to children, and a tax on sugar.

As a food processing company, we aim to exert a positive influence on consumer health and nutrition throughout the value chain. Responsibly crafted food products with transparent health messaging can enhance health outcomes. Fortification of foods with added vitamins and minerals reduces nutrient deficiencies and offers broader health benefits. Accurate and simple to understand nutritional information on packaging educates consumers, and responsible marketing practices promote healthy choices among children and adolescents. Providing affordable, shelf-stable healthy foods alleviates nutritional challenges for economically stressed households. Finally, well-known, purpose-driven brands have the capacity to influence healthier lifestyle choices beyond just food and diet.

Approach

As Africa's largest food company, we can use our products and brand messaging to play a key role in both enabling and promoting better household nutrition. We are committed to making healthy eating accessible and affordable across all eating occasions by carefully balancing the nutritional profile and cost when developing our products. Consumer-based product innovation is a core priority for growing our business (see IR page 43), and we see valuable opportunities in leading the health and nutrition agenda in South Africa and across the continent. We are looking to realise these commercial opportunities through our health and nutrition strategy, and are building a strong innovation pipeline that looks to combine health and nutrition with trends for convenience, affordability and value. By addressing public health challenges directly through our business, we are building stronger customer relationships, supporting broader societal goals, and securing long-term resilience.

Our approach includes an overarching health and nutrition strategy. The strategy responds to the poor state of health and nutrition in South Africa, addresses regulatory developments in labelling, marketing and nutrition, and positions the company to compete and grow in the health and nutrition segment. The strategy further emphasises education on our current offerings, tiering of relevant consumer benefits and innovation, and leveraging our existing products and brands to make healthy choices easier for our consumers.

The Eat Well Live Well programme is a crucial element of our approach, supporting the implementation of our health and nutrition strategy and aligning with our purpose to nourish and nurture more lives every day. The EWLW programme assists South Africans in making healthier food choices for a better life on a budget. Through the programme, we are establishing a "centre of excellence" in nutrition science within Tiger Brands, developing a portfolio of healthier products, and promoting consumer health and nutrition awareness.

Our 2030 targets

- Empower good nutrition choices for 100 million African consumers annually through our various initiatives
- 75% of our food portfolio (excluding Baby and Snacks and Treats) to meet our Eat Well Live Well (EWLW) nutritional standards

Our key initiatives

- Develop nutritional standards for our products that meet or exceed globally recognised nutritional guidelines
- Develop more nutritious, affordable food products, including fortification of new and existing products
- Leverage our brand and marketing activities to promote consumer nutrition and health awareness and inspire positive behaviour change
- Play a leading role in modern food-labelling practices

Product renovation

We are building the integrity of our portfolio by renovating our existing product range to comply with robust nutritional standards, meet modern food-labelling requirements, and move our existing products, labels and ingredients towards alignment with best-practice initiatives in health and nutrition.

Nutrition labelling

Management

Basic nutrition labelling and the declaration of certain ingredients and allergens are regulated by South Africa's Department of Health through regulations relating to the advertising and labelling of foodstuffs. Our health and nutrition strategy guides our nutrition labelling practices and reflects our commitment to help consumers make health-positive food choices and improve their health and nutrition.

Through our Eat Well Live Well (EWLW) programme, we have implemented an easy-to-read nutrition labelling system on all product packs, including the EWLW stamp-of-approval and guideline daily amounts (GDA) table. We ensure that when our products go to market, they comply with both national labelling regulations and our own internal EWLW nutrition labelling requirements.

Our system for managing our labelling practices includes clear internal guidance on presenting product ingredient formulations, product artwork and labels, and marketing and advertising (see page 75). Nutritional guidelines are considered within these procedures, as well as within our product innovation processes. All product formulations, artwork and labels pass through our nutrition, regulatory, and legal teams before final sign-off, and we conduct internal audits of our labelling practices to ensure that they are correctly managed and compliant. We continue to restructure label architectures and artwork across various brands to accommodate more nutrition information where necessary.

We declare ingredients, allergens, and additives on our products, as well as indicate irradiation and genetically modified organisms (GMO) in alignment with regulations published under the Foodstuff, Cosmetics and Disinfectant Act, Agricultural Products Standards Act and Consumer Protection Act. Beyond compliance, we declare the presence of beta-glucan (insoluble fibre) in some of our Jungle Oats products in regard to heart health benefits, and we label the glycaemic index and glycaemic load of Albany Low GI breads in relation to sustaining energy levels.

Many consumers are concerned about genetically modified (GM) foodstuffs. All GM commodities that are currently on the market in South Africa are approved by government and are thus considered safe. The presence of GM foods is declared on the label of a food product to uphold the consumer's right to know and choose, rather than being a warning label to indicate that GM foods are unsafe. We support consumer education on health and nutrition, and prefer that our consumers are educated about what they consume and exercise choice.

We are following developments relating to the imminent front-of-pack (FOP) nutrition labelling and regulations on marketing to children in South Africa; we have released a revised company position on these regulations to guide our engagements with government and other stakeholders. The aim of our engagement on these regulations is to yield an FOP labelling and marketing solution that best enables consumers to make an informed decision regarding their food choices, and to improve public health in South Africa.

Performance

We continue our compliance with national regulations requiring the labelling and declaration of certain ingredients, additives and allergens. We maintain adherence to the on-pack nutrition labelling requirements of our EWLW and GDA labelling initiatives.

Nutrition standards

Management

We monitor advances in nutrition and broader public health issues, including through the World Health Organization (WHO) and South African Department of Health, and regularly review our nutritional standards, so that our products meet or exceed globally recognised guidelines.

We have developed a set of nutritional standards under the umbrella of our EWLW programme that align with locally and globally recognised dietary guidelines. These EWLW nutrition standards have been formalised through the Nutrition Information Centre of the University of Stellenbosch (NICUS), and we apply the standards internally to assess the nutritional value of our products. We have committed to reviewing the EWLW standards through NICUS every three years. The next review will take place after promulgation of the new FOP labelling and marketing regulations, expected imminently, so we can integrate the requirements of these new regulations into the EWLW standards and the nutritional categorisation of our products.

Performance

We remain in full compliance with the sodium regulations and health promotion levy (sugar tax) requirements in South Africa. We continue to categorise our products using the EWLW standards, and this year developed criteria for the Snacking category (such as rice chips, rice cakes). Approximately 52% of our food basket (by net sales, and excluding Baby, and Snacks and Treats) meet our EWLW nutritional standards for healthier product categories.

Health and nutrition continued

Fortification

Management

Micronutrient deficiencies are a key public health concern in South Africa. We fortify new and existing products in alignment with the Regulations relating to the Fortification of certain Foodstuffs published by the National Department of Health. We fortify staple foods such as wheat flour (including white and brown bread) and maize meal with key vitamins and minerals, including vitamins A, B1, B2, B3, B6, B9 (folic acid), iron and zinc. Amendments to the national fortification regulations, including proposed adjustments to the prescribed forms and amounts of vitamins and minerals, are pending approval. We are engaging with government and other stakeholders as part of this process and will ensure that our affected products comply with these new regulations once approved.

Further to the mandatory fortification of staple foods, we voluntarily enrich products across Grains, Cereals, Bakeries, and Baby (such as Morvite, certain Jungle cereals, and Ace Instant) with micronutrients commonly deficient in South African diets. In addition, we are developing new products that are enriched to target a specific nutritional or health improvement (such as Energade Boost to support healthy eyes and immune function). Beyond fortification and enrichment, we are working on excluding and substituting certain preservatives, colourants and sweeteners with more natural alternatives.

Performance

We have delivered micronutrient enrichment across >30% of our portfolio (as measured by net sales), predominantly in our Grains products. This was achieved in 2022.

Product innovation

Management

We prioritise health and nutrition in our programme to deliver growth through innovation, and are driving the development of healthier products across our existing brand portfolios, in the launch or acquisition of new brands, and in the exploration of completely new product areas. In response to the constrained economic environment in South Africa and to better address nutrition inequality, we are strengthening our emphasis on the development of affordable healthier products. This will be reflected in our new strategy to democratise nutrition from 2024 onwards.

Our innovation capability is focused on new product development, and health and nutrition is one of our core focus areas (see IR page 43). We have a world-class innovation toolbox and commercialisation process, including recently refreshed product-design standards, "health and nutrition by design" framework, enrichment decision toolkit, and updated EWLW nutritional criteria standards. Our innovation management process includes thorough checks from a nutritional, regulatory and legislative perspective, including in relation to nutrition and related labelling and responsible marketing (see page 75), while also accelerating the quality and commercial value.

Through our venture capital fund, we aim to sustain and expand our investment in innovative food and beverage companies. Established in mid-2021, the fund is a central element of our strategy to capitalise on inorganic opportunities that align with our identified growth platforms. Our investment mandate is twofold: firstly, to back food and beverage companies that are in sync with our growth platforms; and secondly, to support disruptive tech-enabled businesses that have the potential to unlock growth for Tiger Brands. A standout investment from this fund is in Herbivore Earthfoods. Founded in South Africa in 2014, the company is on a mission to make healthy, plant-based foods both accessible and affordable. Specialising in meat and dairy alternatives, Herbivore Earthfoods is at the cutting edge of innovation in the plant-based sector.

Performance

In 2023, we launched six healthier products: four nutrition products and two affordable nutrition products.

Our 2023 healthier product launches

Nutrition products	Affordable nutrition products
› Jungle Oat Drinks › Jungle Corn Flakes › Jungle Bran Flakes › Energade Boost	› KOO pulses (excluding Western Cape) › Jungle Oats Muesli value pack

Consumer education

Management

Our Eat Well Live Well programme (EWLW) is helping consumers make healthier food and product choices, and positioning Tiger Brands as a leading voice and trusted partner on health and nutrition in South Africa. The EWLW nutrition standards and product health categories bring transparency and credibility to the EWLW symbol and our related health and nutrition brand activations. In recent years, we have strengthened our focus on brand-related health and nutrition marketing, and repositioned key brands and products in relation to their flagship health and nutrition attributes. Health attributes have been activated for Jungle, Ace breakfast porridge, Brookes Low-Cal and Albany Low GI, and in 2023, we ran successful health and nutrition campaigns through EWLW, KOO and Morvite that reached millions in South Africa via TV, radio, and social media.

We continue to share and engage on the EWLW state of nutrition reports and nutrition guidebooks published in 2022. We share these reports online at **www.ewlw.co.za** and on our social media channels.

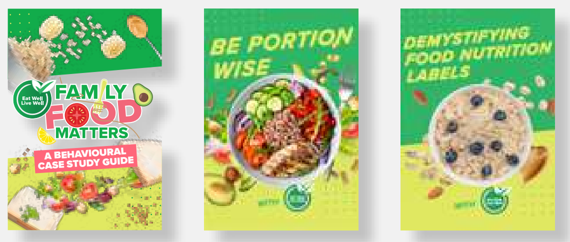
We continue to engage The Tiger Brands Foundation, the Department of Basic Education (DBE) and Department of Health (DoH) as we leverage these resources to maintain momentum in raising the state of nutritional awareness in South Africa. Continuing to leverage these resources is key to maintaining momentum in raising institutional awareness around the challenges to health and wellness in South Africa, and to build an understanding of what constitutes balanced nutrition and a healthy lifestyle.

Performance

In 2023, we met our annual target to reach five million consumers through our EWLW programme. We repositioned KOO to elevate fibre as a key health and nutrition attribute, and we launched KOO pulses in all provinces except the Western Cape. We ran health and nutrition brand activations for our Tastic Nature's range at sporting events (healthy carbo-loading) and for Energade Zero (healthy hydration) at the Nutritional Solutions continued nutrition education conference for dieticians held in Johannesburg. We spent R75 million on marketing healthier products and nutrition education, amounting to 11% of our total marketing spend (2022: R76 million at 10,2% of total marketing spend).

Family Food Matters: A healthier, happier lifestyle is within reach

Addressing the challenge of balancing busy lives and tight budgets with good nutrition, Tiger Brands' Eat Well Live Well initiative launched its #FamilyFoodMatters campaign. Over a six-week period starting in August 2023, two South African families received practical coaching on nutrition, budgeting, and lifestyle management. The campaign successfully demonstrated that small, manageable changes can significantly improve health and wellbeing. All findings have been consolidated into a downloadable case study, Family Food Matters: A behavioural case study guide, providing actionable insights, tools, and tips, available online at **www.ewlw.co.za**.



The Eat Well Live Well (EWLW) programme

Tiger Brands launched EWLW in 2009 to help South Africans make healthier food choices for a better life on a budget. We refreshed the initiative in 2020 to help drive our health and nutrition strategy, and to create better alignment with our purpose to nourish and nurture more lives every day. Through EWLW, we are promoting consumer health and nutrition awareness, and establishing a nutrition science "centre of excellence" within Tiger Brands that can both drive the development of our health and nutrition portfolio, and support consumers and other key stakeholders as a trusted healthy-eating education partner in South Africa. The EWLW stamp of approval provides a "healthier choice" endorsement, and the guideline daily amount (GDA) nutrition labelling system helps consumers be mindful of their daily nutrient intake and make more informed product choices. The EWLW website provides a digital reference for healthy living, and a portal to access guidance from our nutritionist. All EWLW research and resources are available for free download, and we are active on social media. Visit the website at **www.ewlw.co.za**.

Enhanced livelihoods

Our goal is to improve the livelihoods of thousands of people by providing opportunities across our value chain for inclusive economic participation.

Context

South Africa's economy consistently underperforms, amplifying chronic poverty and inequality, with high unemployment rates reflecting a legacy of racial exclusion. Many households face significant pressure and struggle to meet basic nutritional needs. Public health challenges, growing governmental dysfunction and infrastructure failure, and declines in environmental quality exacerbate economic constraints. The COVID-19 pandemic increased the economic challenges of households and amplified the need for businesses to drive social redress and economic transformation.

As one of Africa's largest listed food manufacturers, we have significant positive impact on livelihoods through our direct operations, procurement practices and extended value chain. We are committed to driving black economic empowerment through our business practices, and invest in a mandated percentage of our net profit after tax in socio-economic development (SED) and enterprise and supplier development (ESD). These are key avenues through which we can address socio-economic risks to our business and pursue opportunities for economic transformation.

Approach

Our approach to addressing these socio-economic risks to our business and support economic transformation in South Africa is informed by and aligned with the Broad-based Black Economic Empowerment (B-BBEE) Act and related codes of good practice.

The B-BBEE Act mandates listed companies to promote economic transformation by enhancing the participation of black people in the economy. This includes black economic participation through ownership, management control, skills development (see page 56), employment equity (see page 56), enterprise and supplier development (ESD), and socio-economic development (SED). A company's performance is independently assessed against these elements according to a set methodology approved by government and reported on the DTIC's B-BBEE scorecard. Companies are graded on their B-BBEE contributor level, influencing their ability to do business with government and certain other private-sector entities.

We strive for a positive social impact beyond compliance, guided by our sustainability and external relations strategies, which reflect the key elements of the B-BBEE scorecard, as well as promote synergy with our stakeholder relations and brand-building strategies.

Our 2030 targets

- 50% of our total procurement spend towards black/black women-owned suppliers
- Support 1 000 black enterprises
- Create 4 000 jobs
- Build an ESD fund of R400 million through partnerships
- Prioritise local and regional sourcing of agricultural raw materials
- 100% of our products ethically sourced
- Support 20 community enterprises

Our key initiatives

- Support new black and black women-owned enterprises and create sustainable livelihood opportunities
- Annually contribute up to 1,5% of net profit after tax towards socio-economic development activities that promote sustainable thriving communities
- Attract, source and develop a skilled and diverse workforce, and create an inclusive and collaborative work environment where our people can thrive, grow and innovate (see page 55 – Our people)

Broad-based black economic empowerment (B-BBEE)

Management

We drive economic transformation internally and externally through our core business activities and SED spend in alignment with the B-BBEE Act. Internally, we promote inclusion and diversity, implement employment equity, invest in skills development, and practice equal pay for equal work. We ensure that all our employees are remunerated above the national minimum wage, and we ensure a comprehensive wage negotiation process (see pages 59 and 60).

Externally, we utilise the Dipuno Fund to advance enterprise and supplier development (ESD), assisting small-scale farmers to become suppliers. We also employ a preferential procurement policy that prioritises the inclusion of those previously marginalised in our procurement decision-making processes. These preferential procurement practices and our ESD programme contribute collectively to the transformation of our supply chain. Our social impact investment activities are carried out through our socio-economic development (SED) programme, and concentrate on providing food and nutritional aid to vulnerable communities near our operations and in other communities where we have an interest through our various partnerships. Additionally, we founded and support The Tiger Brands Foundation, which focuses on providing an in-school breakfast programme and improving school nutrition throughout South Africa (see page 36). In alignment with SDG 17, collaboration forms a critical component of our strategy, and we execute the majority of our initiatives in partnership with other organisations.

Our transformation efforts are guided by our B-BBEE steering committee, a committee responsible for overseeing B-BBEE initiatives within Tiger Brands, and including the chief corporate affairs and sustainability officer, the chief financial officer and the chief HR officer. This strategy is executed by our B-BBEE working group, which includes key business line representatives and focuses on compliance targets in ESD, SED, preferential procurement, employment equity, and skills development. The working group reports to the steering committee, which in turn updates the executive committee and SETCO (see page 10).

Performance

We maintained a focus on integrating and executing all elements of the B-BBEE scorecard under the direction of our transformation strategy and will continue to drive further progress in the year ahead. We have achieved a level 2 B-BBEE contributor status, in accordance with the amended agriculture sector (agri-B-BBEE) codes gazetted in December 2017. Our deliberate focus on our B-BBEE agenda over the last five years has positioned us as an industry leader, elevating us from level 7 in 2018 to level 2 in 2021. The 2022 scorecard and report are reflected below, and published online at www.tigerbrands.com. We will publish the 2023 scorecard and report when available.

Our B-BBEE scorecard 2022

As at December 2022	Target score	Actual score
Ownership	25	21,83
Management control	19	13,72
Skills development	25	16,74
Enterprise and supplier development	44	32,23
Socio-economic development	15	15
Total	128	99,52
Level	Level 2	

Our B-BBEE ownership 2022

As at December 2022	% ownership by black people
Thusani Trust (beneficiaries are children of black employees)	1,98%
Tiger Brands Black Managers Trust	0,55%
Tiger Brands Foundation Special Purpose Vehicle (SPV)	5,05%
Tiger Brands General Staff Share Trust	0,11%
Tiger Consumer Brands Limited	5,73%
Mandated investments	41,72%
Total	55,14%

Enhanced livelihoods continued

Enterprise and supplier development (ESD)

Our ESD programme aims to foster black economic empowerment by transforming our supply and value chains in alignment with the objectives of the B-BBEE Act. A preferential procurement policy spearheads our approach, prioritising contracts with black-owned, especially black women-owned enterprises. Through our ESD programme, we support these businesses to meet the necessary standards of scale, integrity, and quality required for inclusion in our value chain. In collaboration with industry, government, and non-profit partners, we provide these suppliers and enterprises with capital, education, mentorship, and market access. Our ESD strategy has five key focus areas, and aligns with our 2030 targets to support black-owned enterprises, create jobs, and build a significant ESD fund. The strategy was updated for 2023 and will steer our initiatives until 2028.

Our ESD focus areas

- **Preferential procurement:** Practice preferential procurement to prioritise the inclusion of small-scale and black-owned enterprises
- **Market access:** Manage an ESD fund to invest in market access for small-scale and black-owned enterprises
- **Agri-development:** Focus on farming and agri-processing enterprises and farmer development
- **Capacity building:** Build the capacity of small-scale and black-owned enterprises by supporting business development, providing access to capital, facilitating market access, and developing business management skills
- **Channel development:** Develop black-owned and black women-owned primary wholesale and last-mile distributor enterprises by facilitating access to stock finance and business support

Management

Our primary method for offering liquidity and business development investment is through the Dipuno ESD Fund, launched in 2019. Our core focus is on supporting black and black women-owned agricultural enterprises. We engage these enterprises through our farmer development initiatives, which help small farmers achieve scale through incubation, financing, business development, and technical support. In 2022, we extended our support to black and black women-owned distributors, a previously untargeted enterprise category that aligns well with Tiger Brands' commercial plan.

Over the last two years, the ESD programme has faced local challenges, including global supply chain disruptions, extreme weather, environmental change, infrastructure failures, and a generally challenging economic landscape affecting small farmers particularly severely (see page 65). In 2023, participating farmers confronted increased operating costs, frequent power outages, climatic fluctuations, pests, unseasonal rains, and drought, all affecting their ability to farm successfully and produce quality crops. Delayed government grants for certain agricultural aggregators compounded these issues, limiting their capacity to respond to unexpected events.

These challenges have, in turn, affected the ESD programme and our business. Farmers' difficulties have resulted in the delayed delivery of quality produce, and many have defaulted on loans received through the Dipuno Fund. In certain instances, we have had to replace locally sourced agricultural commodities with imported commodities or source replacements from commercial suppliers to meet our production requirements. In our Grains division, we have modified our contracts with farmers from fixed purchase agreements to letters of intent to purchase, allowing for weather-affected harvest flexibility and removing the legal obligations for small-scale farmers to deliver per signed binding contracts.

In our continued efforts to support supplier development, we have actively engaged with farmers to understand their challenges and identify potential solutions. This includes exploring alternative energy sources, investigating additional funding avenues to reduce reliance on loan funding, and facilitating partnerships with other companies. Our experiences have underscored the importance of increased government collaboration, particularly concerning the timing of grant disbursements aligned with planting seasons. We also recognise the need to enhance the technical assistance we offer to agricultural aggregators, who often lack the expertise needed to guide their member farmers effectively. Looking forward, we aim to diversify our financing schemes and broaden our partnership network to streamline and enhance the multi-faceted support available to farmers, involving better co-ordination across multiple investors and co-investors to provide the beneficiaries with blended funding options.

Performance

As a result of the challenges faced, and to protect the long-term sustainability and viability of the Dipuno ESD Fund, the board of Dipuno decided to pause the fund in 2023 and restrict the intake of new farmers. This period was utilised to better understand how to overcome these challenges and to determine the best way to support the farmers for long-term success. A significant concern is that farmers cannot repay their loans if they are not farming, making it imperative to explore blended financing solutions to reduce the farmers' sole dependence on loan funding. This requires engagement and partnerships with government and other

development agencies capable of providing timely grant funding, patient capital from other corporates to spread the risk, and partnerships with technical experts to offer the necessary support to these emerging small-scale farmers.

We have learnt valuable lessons through our efforts this year, although tangible results have been limited, and we have made modest progress toward our targets. In close collaboration with our agricultural commodities procurement teams, we on-boarded new farming enterprises as suppliers. These are farmers who were looking for access to market and offtake agreements and had their own funding, thus not requiring any financial support from the Dipuno Fund.

In 2023, the total capital investment in the Dipuno Fund remained at R104 million, having achieved our milestone target of a R100 million ESD fund by 2025 ahead of schedule in 2022. To date, the fund has approved ESD projects in agri-development valued at R54,4 million, and a further R10 million is set aside for a stock credit guarantee that supports black-owned product distributors to buy stock from Tiger Brands. We on-boarded three new agricultural suppliers (2022: two) but were unable to support any distributors this year (2022: three).

The programme provided procurement opportunities valued at R1,2 million. We supported nine farmers and facilitated the creation of 44 permanent and 93 seasonal jobs in the small farmer sector, compared to 271 permanent and 628 seasonal jobs in 2022. Tiger Brands was acknowledged for its work in ESD, particularly for developing black suppliers and farmers. At the start of the year, our agriculture aggregator programme was honoured with the "Small Business Investment – Business Development Service Provider of the Year" award at the Inaugural National Presidential SMME Awards 2022.

Looking forward, our goal is to refine and fortify the ESD programme to better withstand emerging threats and ensure the prosperity of smallholder farmers and aggregators. We will further explore ESD opportunities with enterprises in non-agricultural sectors, such as distributors for last-mile logistics and indirect procurement opportunities. This will be achieved through the revitalisation of our market access portfolio and the strengthening of the incorporation of more suppliers into our procurement value chain. Moving ahead, partnerships and the diversification of timely funding and support available to farmers will be critical to ensure success and sustainability.

Preferential procurement

Management

We prioritise the award of procurement contracts to suitably qualified B-BBEE suppliers in line with the B-BBEE Act. These approved suppliers are given preference when all selection criteria are met, and we maintain the right to limit dealings with any suppliers suspected of B-BBEE fronting. We encourage suppliers to advance their B-BBEE credentials, and we assist chosen B-BBEE suppliers in the agri-development space to access capital, skills, and markets through our ESD programme.

Awarding procurement contracts to B-BBEE candidates is integral to our strategic sourcing approach (see IR page 50). We evaluate potential suppliers on various factors, prioritising those who score highest. These factors, which slightly vary by commodity, include commercials, price, business requirements fit, and B-BBEE score, with the latter carrying a minimum of 10% weighting. This comprehensive method ensures that we obtain the best-value package, encapsulating price, quality, service, and delivery performance. Our procurement team streamlined these strategies to offer value to our business and fulfil transformation commitments.

Our primary focus is building local production capacity for certain crops, including groundnuts, small white beans, tomatoes, sorghum, maize and wheat. A foundational challenge we face in transforming our supply chain for these crops is the slow pace of change due to the high levels of capital, skills, inputs and land required by small and under-resourced local enterprises to get to the point of offering a secure and sustainable supply. The volumes that Tiger Brands sources and our rigorous compliance requirements also make it difficult for individual smallholder farmers to compete.

Our ESD programme is therefore critical to advancing the empowerment impact of our preferential procurement approach. Our procurement team works in tandem with our ESD team to improve our B-BBEE procurement performance, particularly through the agriculture aggregator programme. We are advancing our ESD programme, yet face significant challenges in doing so.

Over the last few years, our local and global supply chains have been affected by a perfect storm of converging factors including the pandemic, geopolitical conflicts, China's downturn, and extreme weather events like floods, drought and fires affecting our key commodities. Our local agricultural suppliers face an underperforming economy and have been hit hard by erratic rainfall, floods, drought, pests, water-supply disruptions, power cuts, and rising costs for labour, security, electricity, fuel, and fertilisers (see page 65).

These challenges have affected the quality and on-time delivery of some of our key local agricultural inputs, forcing us to source these inputs from outside the country at a higher cost. It has been very difficult to prioritise local sourcing and empowerment suppliers in this context, where our number one priority has been the security of supply.

Performance

In 2023, our total procurement spend was R34,3 billion, of which 90% was with local suppliers. Our total local procurement spend was R31 billion, of which 53% was with B-BBEE-verified suppliers, and 17% was with black-owned or black-women-owned enterprises. We procured 0,9 million tonnes of grains (excluding rice), with 71% procured locally. All our rice (0,92 million tonnes) was imported as it is not grown locally. We procured 225 000 tonnes of fruit and vegetables, of which 98% was procured locally. Currently 15% of the fruit and vegetables we procure locally are from verified B-BBEE suppliers, with grains remaining a challenge at less than 1% from B-BBEE suppliers. Local procurement from B-BBEE-verified suppliers declined for groundnuts (500 tonnes) and small white beans (1 000 tonnes). In 2023, vegetable procurement rose by 22%, driven by increased tomato yields. We acquired 14 000 more tonnes of tomatoes from BEE-verified suppliers. Fruit procurement decreased due to lower demand from our LAF plant and unprofitable margins, with local farmers also shifting towards more lucrative crops.

Our B-BBEE procurement spend

In 2023, we spent a total of R18,3 billion with B-BBEE-verified suppliers (2022: R14,1 billion), including:

- R6,9 billion with suppliers that qualify as black-owned (2022: R6,6 billion)
- R6,0 billion with suppliers that qualify as black women-owned (2022: R5,1 billion)
- R1,5 billion with suppliers that qualify as small enterprises or exempt micro-enterprises (2022: R1,3 billion)

Socio-economic development (SED)

Tiger Brands' SED aims to deliver on the company's core purpose of nourishing and nurturing more lives every day. Food security is an area of priority, and in partnership with food-focused NGOs working with food-insecure communities, we aim to build, nourish, and nurture sustainable, food-secure communities. Our social investment focuses on providing support to vulnerable households and communities within close proximity to our operations. This approach resonates with our core purpose and speaks directly to our business model. We maximise the impact of our social investments by building long-term relationships with partner organisations and by emphasising skills training and community enterprise development. Our aim is to move beyond traditional philanthropy to make a meaningful and lasting positive impact on local development and community food resilience.

Our SED strategy is housed within our external affairs strategy and supports our aim of achieving a positive, long-term, socio-economic impact. The SED strategy is centred around three community development impact areas: food and nutrition, skills development, and enterprise development. Across these pillars, the strategy aims to grow successful community enterprise programmes, extending the Plates4Days university food programme, and enhancing disaster relief partnerships, as well as conducting a Tiger in Society survey. Brand activations, employee volunteering, and occasional ad hoc initiatives further feed into these core focus areas.

Management

We build strong partnerships with various local non-profit organisations (NPOs) that implement initiatives that help refine our programme and approach over time. We engage our partners regularly, receive quarterly and annual progress reports, and conduct follow-up site visits and workshop discussions to monitor progress, track performance and capture lessons learnt. The progress reports we receive from our partners are drafted according to set requirements, and include key performance information such as number of beneficiaries, details of activities, details of training delivered, key challenges, key opportunities and highlights.

We manage our initiatives and relationships with our partners using traditional tools, including email, virtual meetings, and in-person workshops and site visits. Digitalisation of our processes offers a range of benefits and is something we are looking to motivate internally.

Enhanced livelihoods continued

We have assigned SED champions at each of our 40+ sites to identify socio-economic development needs in host communities and engage local stakeholders. Recently, there's been an increase in community groups approaching and protesting at various Tiger Brands sites, such as Beverages (Roodekop), Bakeries (Germiston), King Foods (Potchefstroom), Albany (Pietermaritzburg), All Gold (Musina), and Milling (Randfontein). These groups have a common goal of expressing concerns and have submitted memoranda, emphasising the need for more inclusive economic opportunities and visible social initiatives near our operations. Our external relations director has been actively engaging with each group and supporting plant managers. To enhance and sustain relationships with all stakeholders, we have acquired Anglo American's Social Way, an open-source community engagement and stakeholder management toolkit, and are adapting it for use across our sites. This will equip plant managers with the necessary toolkit to manage future interactions with community groups and small business forums.

Our primary SED initiatives drive impact in the areas of community food and nutrition, and community skills and enterprise development. Each year, we build on the progress and relationships of the previous year, and adapt our initiatives to respond to any emerging concerns. In addition to our flagship initiatives below, we sponsor ad hoc projects with various partners throughout the year and provide disaster food relief where needed in partnership with organisations such as Food Forward, SA Harvest and Gift of the Givers.

Food and nutrition

Our food and nutrition initiatives positively impact lives at all stages, providing targeted support for early childhood, primary school, university, family life, community life, and old age.

FOOD FORWARD SA
Securing quality food. Nourishing lives.

EARLY CHILDHOOD
ISONDLO

In partnership with the Nelson Mandela Children's Fund, we invested R42 million in our Isondlo initiative. This supported 10 000 food-insecure families and their children under the age of five, amounting to roughly 41 690 people, with a monthly food hamper from October 2022 to June 2023. Additionally, each family received a one-time vegetable garden starter kit in their first hamper distribution to enable them to plant food gardens throughout the year.

UNIVERSITY
PLATES4DAYS

Through our Plates4Days initiative, we deliver 5 209 monthly food hampers to vulnerable students at South African tertiary institutions, supporting them in completing their studies and entering the workforce. In 2023, we provided hampers to 9 237 students at seven universities and 14 campuses. We conducted a food packing event at the University of Pretoria to highlight the issue of food insecurity among higher-education students, enrolling our young talent to spend a day packing hampers and engaging with students and media.

PRIMARY SCHOOL
EDUPLANT

In partnership with Food and Trees for Africa (FTFA), the EduPlant programme integrates food gardening and nutrition into the national primary school curriculum. Endorsed by the Department of Basic Education and contributing to the National School Nutrition programme (NSNP), it is one of South Africa's leading school garden initiatives. The gardens both supplement in-school feeding schemes and act as outdoor classrooms for subjects such as biology and geography. Through EduPlant, we support over 300 schools, helping learners grow food for their schools, families, and communities.

The Tiger Brands Foundation's in-school breakfast programme further extends food and nutrition support for primary school children. We sponsor three schools for participate in this programme and finance the training of food handlers to prepare in-school meals (see page 36).

FAMILY LIFE
FAMILY FOOD

Through the Family Food Initiative, we distribute 3 845 food hampers every month across South Africa, excluding the Northern Cape, North West, and Mpumalanga. These hampers are directed toward families identified as food insecure by our NGO partners. The hampers fulfil various purposes: they supplement after-school programmes and feeding schemes, and serve as incentives for families engaged in skills development programmes. The initiative reached 32 637 direct and 26 374 indirect beneficiaries in 2023.

Enhanced livelihoods continued

ELDERLY CARE

ROSE HAPPY TIMES OLD AGE CARE CENTRE

To bolster community engagement and food security, Tiger Brands and Albany Pretoria partnered with Rose Happy Times, an elderly care center in Saulsville. The project established 110 household food gardens and a central 200m² vegetable garden. Implementing partner Reel Life set up the garden and trained volunteers.

The initiative has multi-faceted benefits, extending beyond food security to improve the elderly's wellbeing and foster community support. In addition to the garden, we donated essential products to Rose Happy Times, aiding in the preparation of nutritious meals for the elderly. This aligns with Albany's mission, providing not just food security but also a stronger sense of community and wellbeing.

Skills and enterprise development

Our community skills and enterprise development initiatives seek to scale the impact of our sponsorships by supporting our project partners to gain the business management skills and know-how needed to build self-sufficient ventures for long-term social impact.

A highlight this year was kicking off our SED Acceleration Programme, where we enrolled our legacy partners in a "start your business" training course developed and run with support from Zevoli Growth Partners and AMI. While some of our partners completed the training and others did not, the promising ideas from those who did were pitched to our SED team. African Children's Feeding Scheme (ACFS) in Gauteng and Yabonga Children's Project in the Western Cape both pitched ideas for a commercial bakery that would provide loaves of bread to supplement their after school feeding programmes as well as to sell bread and confectionary to generate profit for their organisations. We are now advancing with these two ventures and recently purchased generators for them to ensure that production continues even during loadshedding. For ACFS, we also financed light refurbishments at their Tembisa facility. Yabonga also received funding for security cameras for their centre. A key learning has been that our legacy partners are at different levels of maturity, and as a result, the accelerator programme, and any future training we run, cannot be "one size fits all". We are formulating a plan to further assist those organisations that were not ready to move on to the next phase of the programme.

We also concentrated on supporting Rivlife with community development initiatives near our Albany bakery in Pietermaritzburg, aiming to lay a foundation for future income-generating activities. Efforts included refurbishing an early childhood development (ECD) centre, providing monthly food support to the ECD centre, installing a borehole, creating a community food garden, and equipping a community-run bakery. Over the next three years, we will support activities that combine social enterprise and community development.

COMMUNITY LIFE

COMMUNITY AND HOUSEHOLD FOOD GARDENS

Our Community and Household Food Gardens initiative complements our food hamper distribution by focusing on education and skills training for greater community food self-reliance. In 2023, we partnered with Reel Life to set up food gardens at community centres in Diepsloot, Lion Park, and Atteridgeville in Gauteng. The aim of this programme is to provide communities at risk of food insecurity with the resources for sustainable household food gardens. We host food gardening workshops and give each family a "garden-in-a-box" kit to start their own gardens at home. These gardens are monitored to ensure they remain productive, helping households maintain a consistent supply of fresh, nutritious vegetables.

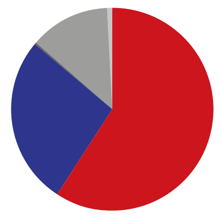
Additional SED projects in 2023

- Partnering with Coca-Cola to sponsor a back-to-school campaign at two schools in Johannesburg, Diepsloot and Cosmo City, where 260 learners received school shoes and stationery
- In partnership with Sivusisizwe Africa, Tiger Brands supported the Mangosuthu University of Technology – Community Engagement and Development (MUT-CEAD) School Holiday Camp to bring positive change to the lives of young boys who grow up without a father figure, equipping them with important life skills required to navigate day-to-day life. This mentorship programme is designed to fulfil the important role of an absent father or positive father figure in the lives of adolescent boys
- During Women's Month, Tiger Brands employees heeded the call to action and donated sanitary pads as part of our employee volunteerism campaign. Over 2 600 packs of pads were collected and donated to girls at a number of schools supported by The Tiger Brands Foundation, enabling these girls to stay in school with dignity
- To foster a love for reading in young children, Tiger Brands supported the Centre for Early Childhood Development with their book drive and included a much-loved snack in the book packs. The age-appropriate, colourful books and snack aimed to encourage parent-child interactions in the home environment as they promote bonding through storytelling

Performance

In 2023, our total SED spend was R70,8 million, including the Isondlo child nutrition programme, compared to R25,8 million in 2022. We distributed a total of 228 648 food hampers across all food and nutrition initiatives, reaching 78 275 direct and indirect beneficiaries monthly. We spent R9 million on community skills and enterprise development. In the past we have made efforts to calculate the social return on investment (SROI) of our SED programme and initiatives. Our most recent SROI exercise in 2020 revealed that our SED programme returned R4,65 for every R1,00 invested, with the Plates4Days initiative returning the highest value at R5,00 for every R1,00 invested. We will be conducting a Social Return On Investment study in 2024.

BREAKDOWN OF SED SPEND PER PROGRAMME



Alleviating child hunger initiative (Isondlo)	59,26%
Food and nutrition programme	26,92%
Community skills and enterprise development programme	12,81%
Additional donations	0,78%
Employee volunteerism programme	0,16%

* *A breakdown of the rand value of spend per programme is provided in the sustainability performance data table in the appendix*

THE TIGER BRANDS FOUNDATION: SUPPORTING IN-SCHOOL NUTRITION

The Tiger Brands Foundation was founded by Tiger Brands in 2009 to enhance our social impact relating to food and nutrition, and to deliver on our purpose to nourish and nurture more lives every day.

The Tiger Brands Foundation (TBF) operates under the governance of an independent board of trustees, and works in collaboration with various funders and partners in addition to Tiger Brands. Tiger Brands supports the TBF through its ownership structures, contributing approximately 5% of shareholding dividends annually. In 2023, the TBF received R31 142 803 in dividends funding from Tiger Brands and other companies (2022: R23 618 560). The social investment activities of the TBF run in addition to Tiger Brands' own SED activities and focus on in-school feeding: the delivery of in-school breakfasts, the construction of school kitchens, and the training of volunteer food handlers for in-school meal preparation. Furthermore, in support of informed decision-making, the TBF invests in research to facilitate evidence-based strategies to address school nutrition challenges in South Africa. The TBF strongly advocates for the inclusion of breakfast in the National School Nutrition programme (NSNP), overseen by the Department of Basic Education, and emphasises the importance of a comprehensive meal plan for students.

2023 highlights

- 74 109 breakfasts served every school day across 91 schools (2022: 74 177 breakfasts)
- 125 million breakfasts served since 2011 (2022: 109 million breakfasts)
- Two kitchens delivered in the year (2022: six kitchens)

The Tiger Brands breakfast programme

The Tiger Brands Foundation provides an in-school breakfast to non-fee-paying primary and secondary schools, facilitates the construction and refurbishment of school kitchens, and invests in capacity building for the volunteer food handlers who prepare the meals at participating schools.

The Tiger Brands breakfast programme provides the essential breakfast meal to 74 109 learners each school day at 91 schools across all provinces in South Africa (2022: 74 177 learners at 95 schools). The programme served 14 million breakfasts in 2023, contributing to a cumulative total of 125 million breakfasts served since 2011 (2022: 109 million). Unfortunately, we lost five schools in Kathu Northern Cape, as one of our sponsors did not renew their contract due to a strategic CSI refocus on their part. We have signed a partnership with a new sponsor, PG Quarries, to sponsor one new school in the North West Province.

School kitchens are essential to deliver the breakfast programme and ensure that food is prepared in a hygienic environment. In 2023, we delivered two kitchens at a total value of R1,6 million at Thabang Primary School in Bethlehem, Free State, and Gordon Primary School in Alexandra, Gauteng. In addition, we produced 500 posters on safety and hygiene for food preparation and gas storage areas, and distributed these to all partner schools at a total value of R67 675.

Successful implementation of the breakfast programme relies on the collective effort of district officials, school monitors, regional co-ordinators, school governing body members, and volunteer food handlers. Regional co-ordinators are full-time employees of TBF, and school monitors work a half-day to support the co-ordinators in some provinces. Volunteer food handlers prepare and serve the breakfast at participating schools, and are employed by the school to cook the daily meal for the National School Nutrition programme (NSNP) (see below). The TBF breakfast programme utilises the same food handlers as the NSNP, and pays an additional stipend for them to cook the breakfast.

The food handler training programme was restarted post-COVID-19 in 2022 with funding from Tiger Brands. The training programme is attended by all key personnel involved in executing the breakfast programme, and is delivered through workshops that cover food hygiene, food safety, food nutrition, and food preparation, as well as food employment and entrepreneurship. The training is certified by City and Guilds, and the Culture, Arts, Tourism, Hospitality and Sports Sector Education and Training Authority (CATHSSETA).

Between 3 and 7 October 2022, we trained 55 individuals from our partner schools in the Free State, including 50 food handlers. These food handlers were from schools in Ficksburg, Phomolong and Botshabelo.

The National School Nutrition programme (NSNP)

The NSNP is the largest social support programme (after social grants) in South Africa, and delivers a cooked school meal to 9,2 million learners every school day. The NSNP recognises the value of adding a breakfast to the current single meal and this has been supported by the TBF's research and advocacy work (see below). The TBF works together with the NSNP to deliver an additional breakfast meal through the NSNP, with the aim of assisting learners who come to school hungry to get the most out of their school day. As a result, breakfast programmes are being piloted in the Eastern Cape and North West using existing NSNP funding, with the aim to launch a full breakfast programme for quintile one to three schools in these provinces.

Research and advocacy

In 2022, we resumed our research and advocacy efforts in collaboration with the Centre for Social Development in Africa (CSDA) at the University of Johannesburg (UJ). We completed two significant studies. The first, "The effects of COVID-19 on in-school nutrition: The voice of the child", investigated the pandemic's impact on in-school nutrition from the viewpoint of school learners. Our second study, "Assessment of the nutrient content of school-feeding programmes in South Africa: Effect on nutritional status of school children", evaluated the nutritional adequacy of in-school meals in selected schools across four provinces.

In 2023, we shared these findings in a webinar hosted by the CSDA at UJ. Our research revealed that children possess a strong understanding of the importance of nutrition. Their insights pointed to two key areas for improvement: meal variety and portion size. In response, we are piloting a diversified breakfast menu in two provinces, featuring a broader range of flavoured porridges. Additionally, we have adjusted portion sizes to ensure sufficient quantities for learners desiring second helpings. We are also in discussions with the Department of Basic Education to enhance the quality of the lunch meals provided.

Our interactions with the learners have enriched our perspective, empowering us to take targeted actions for the betterment of in-school nutrition programmes.

Environmental stewardship

Our goal is to significantly reduce the environmental impact of our manufacturing sites to protect the natural resources we rely on.

Context

Our primary environmental concerns encompass both direct and indirect impacts arising from water and energy consumption, food processing and manufacturing, boiler operations, facility and vehicle maintenance, as well as product packaging and transportation. Our focal environmental areas include energy and climate change, water and effluents, food waste and loss, and plastic packaging waste. Additionally, biodiversity loss and land conversion due to agricultural activities upstream in our supply chain are key impact areas warranting greater attention through our ethical sourcing practices (see page 65).

In South Africa, power cuts and water supply disruptions are a regular experience, and there is a steady decline in land and water quality. Industrial food production plays a significant role in land conversion, climate change, topsoil loss, biodiversity loss, water extraction and pollution, food waste and loss, and the proliferation of waste plastic packaging and micro-plastic pollution. Regulatory controls relating to environmental protection that affect food processing and marketing companies continue to gain traction, including a tax on carbon and new, extended producer responsibility (EPR) regulations.

Approach

We recognise that Tiger Brands has the potential to leverage its presence and scale for positive regional environmental impact. We are currently focused on establishing a strong base in foundational environmental practices before aiming to scale our positive impact through the pursuit of environmental opportunities. Legislative compliance, resource efficiency, and cost reduction are key factors defining our approach and prioritising our environmental activities. In 2023, we began implementing a new environmental strategy, currently emphasising coaching and guiding sites to identify and implement improvements, fostering the adoption of foundational practices. We also developed a web-based legal register to help us stay ahead of legislative developments more effectively and keep environmental compliance on track.

Our 2030 targets

- 45% reduction in carbon emissions by 2030 off a 2021 baseline
- 65% of electrical energy at manufacturing sites from sustainable energy solutions
- 30% reduction in energy intensity (kWh/tonne) off a 2019 baseline
- 30% reduction in water intensity (kℓ/tonne) off a 2019 baseline
- 50% reduction in food waste from a 2022 baseline
- Zero waste to landfill by 2030

Our key initiatives

- Reduce thermal energy consumption through optimisation of our heating and steam-generation systems, including the improvement of condensate return
- Reduce electrical energy consumption through process optimisation and the implementation of integrated and environmentally friendly energy options
- Reduce water consumption through process optimisation and the evaluation of water reuse opportunities and responsible effluent discharges
- Implement circular economy initiatives that stimulate sustainable economic opportunities

Integrated environmental management

Our environmental strategy addresses our most material environmental impacts and risks, and it emphasises our current focus on setting a strong foundation for environmental resource management. The strategy targets the establishment of routine management processes, strengthened data capture and reporting, optimised energy and water consumption, reduced carbon emissions, reduced solid waste and food waste, and enhanced energy and water security across all our manufacturing sites. Driving digitalisation, enhancing skills and competencies, building strategic partnerships and executing innovation are key enablers.

Management

Environmental management falls under our security, safety, health, and environment (SSHE) capability, and is managed through the group SSHE team (see page 68). All our manufacturing operations are managed through a manufacturing excellence, customs and practices (MECP) management framework, supported by an ISO 14001 environmental management system at all sites. In accordance with these management systems, we have systematic processes in place at site level for identifying and assessing environmental impacts and risks, monitoring progress and performance, and auditing our management processes for compliance with our standards.

Operational environmental issues are identified at site level through regular site visits and routine impact and risk assessments are conducted annually. Environmental improvement plans are developed in response, with objectives and targets to control or eliminate the issues flagged for each site. Significant issues are escalated to higher levels of the business where necessary to inform the group's strategic risk management processes (see page 13). Procedures are in place to record environmental incidents, and every effort is made to record all incidents, including those that are minor. Root-cause analysis is conducted for all significant incidents, with corrective and preventive measures implemented in response. The SSHE team makes regular site visits to support the identification, control or elimination of environmental issues, and monitor incident reporting. Internal environmental audits are conducted annually for all sites except Chococam, and also include site visits to review compliance with group environmental policies, MECP and ISO 14001 SOPs, as well as to evaluate progress against site-level environmental improvement plans.

Enhancing skills and competencies is a key enabler of our environmental strategy. We aim to raise employee environmental awareness and deliver internal environmental training to build the knowledge and competencies of our staff in relation to key issues, procedures, roles and responsibilities. Resource constraints continue to limit our capacity to deliver ongoing environmental training. Our current training of new employees is precursory, with only basic environmental training provided one-off at site level. In 2023, we ran a campaign to promote our sustainability strategy across our operations (see page 17), including posters of the strategy and related sustainability messaging at all sites.

Performance

We continue to invest in reducing our environmental footprint in accordance with the environmental stewardship pillar of our sustainability strategy. We are still focused on foundations, but are making progress on more strategic initiatives, particularly the implementation of our solar energy plan. Over the last few years, we have strengthened our environmental management practices, and improved our policy and legislative adherence. Our 2022 deep dive into our SSHE performance provided significant insight into our environmental performance and the challenges faced at our operations, which we have used to inform our environmental strategy and compliance efforts. In 2023, we took this work further, continuing to improve the accuracy and quality of our environmental data as far as possible using manual reporting methods.

Energy and climate change

We use energy to produce our food products, and greenhouse gas (GHG) emissions are a factor at all stages across the value chain. Upstream in agriculture, energy is consumed for machinery, irrigation, and the production of fertilisers and pesticides with certain types of farming, such as rice production, releasing methane emissions. The manufacturing and processing stages within our operations are energy-intensive, resulting in both direct (scope 1) emissions from the combustion of fossil fuels and indirect (scope 2) emissions from off-site electricity generation. While we do not directly manufacture packaging materials, the energy consumption and GHG emissions associated with their production and post-consumer processing contribute to our upstream/downstream (scope 3) emissions. Energy is consumed and emissions are generated during the distribution of our products through transportation fuels. Consumer use of our products also leads to indirect energy consumption and emissions, particularly during cooking and refrigeration. Finally, the disposal and decomposition of waste at the end of the product's life can generate potent greenhouse gases like methane and consume energy in waste management processes.

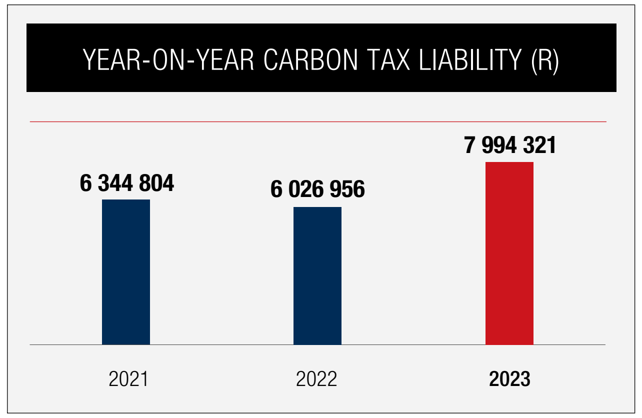
We are committed to achieving net zero across our scope 1 and 2 emissions by 2050 and are making some progress on unpacking the implications of climate change for our business. We are taking steps to mitigate our impact and better identify and manage our risks (see page 13). Board and Exco engagement is growing in part due to external factors, including new legislation, growing cost pressures, rolling power cuts in South Africa, and the first IFRS Climate Change Disclosure Standard. New legislative developments on the horizon in South Africa include the forthcoming Climate Change Act and a planned carbon tax increase. We support the We Mean Business coalition and NBI's Just Transition initiative, and our science-based emissions reduction target aligns with requirements of the Science-based Target initiative (SBTi). Science-based targets provide a credible mechanism for holding us to account on decarbonisation, while simultaneously supporting us to reduce energy costs and strengthen energy self-reliance.

Management

Our current energy and climate-related activities focus predominantly on compliance, energy optimisation, GHG-emission reduction through efficient systems, and onsite renewable energy installations. We continue to identify impacts and risks relating to energy and emissions as part of our routine operational environmental management procedures, including efficiency audits on equipment and equipment upgrades, addressing air leaks and recurring maintenance, improving condensate return on our boilers, and other energy efficiency measures. Our site-level reporting of electricity use has improved this year, but consistency and accuracy challenges remain.

We continue with our mandatory GHG emissions reporting to the Department of Forestry, Fisheries and the Environment (DFFE), and monitor further legislative developments with interest.
We have set an internal price for carbon in response to the South African carbon tax. By 2030, our projected carbon tax liability could exceed R100 million annually. This represents a substantial financial burden and potential risk for the business if not addressed. To mitigate this impact, we are committed to climate-change initiatives and investing in projects aimed at reducing our greenhouse gas (GHG) emissions. These efforts seek to significantly lower this financial exposure over time.

Our South African operations are fully compliant with national GHG emission-reporting regulations and the Carbon Tax Act. Our projected carbon tax obligation for 2023 is R7 994 321



(2022: R6 026 956). We are monitoring planned increases in the tax, as well as the development of a new Climate Change Act in South Africa.

We have set a science-based emissions reduction target of 45% by 2030 (from a 2021 baseline) for scope 1 and 2 emissions to help us achieve our net zero by 2050 commitment. We also establish annual performance targets at the start of each financial year. These annual targets drive incremental year-on-year improvements and are based on our 2030 goals, current performance, and planned initiatives. Our annual targets for 2023 aimed for a 2% reduction in electrical energy intensity, a 7% reduction in thermal energy intensity, and a 6% reduction in absolute GHG emissions (scope 1 and 2). Performance on emissions reduction has been included in the short-term incentive scheme (STI) for executives for the first time (see page 59).

Our clean energy plan will see the installation of onsite solar power and other renewable energy solutions at 35 of our manufacturing plants by 2030. These renewable energy installations will enhance the energy security of our manufacturing plants, while supporting our decarbonisation goals. Currently, our self-generation capacity is heavily reliant on diesel generators, augmented by solar at four sites – Hennenman Mill in the Free State, King Foods in North West, Beverages, Roodekop and

Environmental stewardship continued

Home and Personal Care (HPC) in Gauteng – where we have power purchase agreements in place with independent power producers.

We are actively identifying and implementing energy-use reduction initiatives across our sites, driven by our process optimisation department. Our electrical energy intensities are highest at our S&T plants, and although we make year-on-year improvements, these sites remain inefficient. Based on the equipment and process at our milling sites, these locations have very high absolute electrical energy usage, and reducing this high base usage remains an internal opportunity for us. We have identified actions for our sites, but improved metering is required to accurately address this issue; securing these meters remains an internal challenge. Our thermal energy intensities are highest at Musina and our S&T plants, but the total impact on the Group's thermal energy is most affected by our Boksburg and Ashton plants.

Beyond energy efficiency, we seek to identify further projects to integrate into our clean energy plan and reduce our GHG emissions. We operate boilers that burn coal to generate steam at nine of our manufacturing sites, and this activity contributes significantly to our direct GHG emissions. Our highest emitting facilities, based on direct emissions from onsite coal boilers, include Culinary Boksburg, LAF and King Foods. Culinary Boksburg is our biggest emitter, and we have explored options to reduce emissions at this site.

Other atmospheric emissions

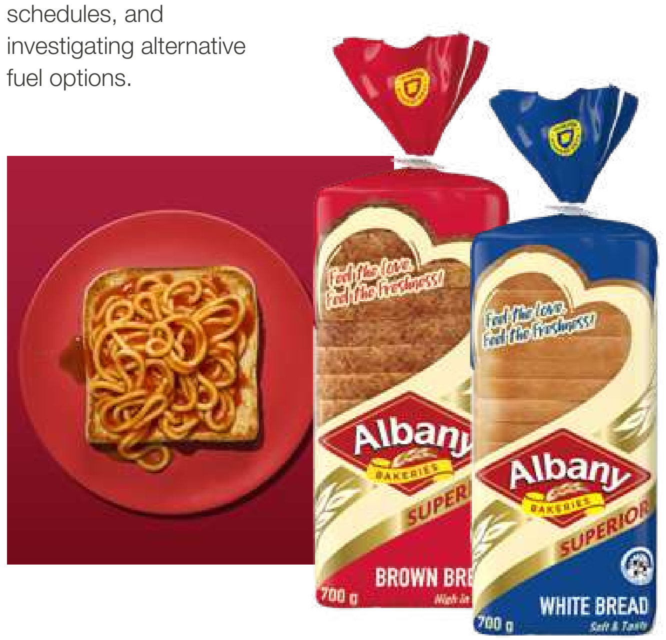
In addition to the release of GHG emissions, our coal-fired boilers lead to the emission of air pollutants, including NO_x, SO_2, and particulate matter (PM). In South Africa, national air quality standards are published under the National Environmental Management: Air Quality Act (AQA). We operate four boilers that are registered as controlled emitters at three of our sites, for which we are required to submit annual reports to the DFFE. In 2023, we remained compliant with the national air quality standards across all air pollutants for this boiler.

Atmospheric emissions	2021	2022	2023	AQA limit
NO_x emission (Mg/Nm³)	548	553	631	1 100
SO_2 emissions (Mg/Nm³)	910	836	809	2 800
PM10 emissions coal (Mg/Nm³)	76	45	46	250

Performance

In 2023, our total energy consumption was 2 958 084GJ, with 30% from grid electricity and 0% renewable. Renewable energy installations across four of our sites currently contribute 0,17% to our total electricity usage, making a minimal impact on energy consumption overall. We did not achieve our annual targets for reducing electrical energy intensity and thermal energy intensity. We recorded a 0,3% decrease in absolute electrical energy consumption, and a 0,9% decrease in electrical energy intensity (kWh tonne) from the previous year. We recorded a 0,3% increase in absolute thermal energy consumption, and a 1,9% increase in thermal energy intensity (GJ/tonne) from the previous year. We did not achieve our annual targets for reducing GHG emissions due to the lack of reduction of thermal and electrical intensities in FY23. We recorded a 0,6% decrease in our total GHG emissions, and a 0,9% decrease in GHG emissions intensity (CO_2/tonne) from the previous year.

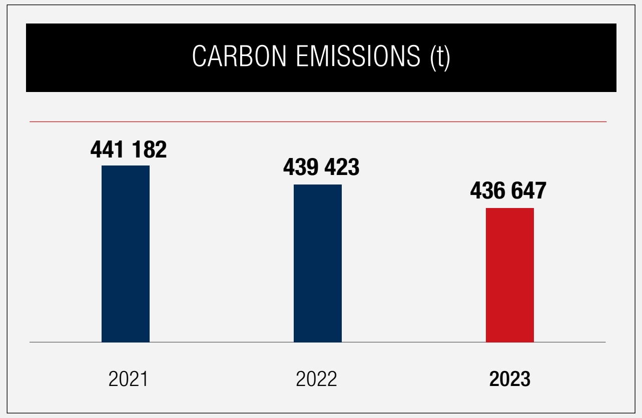
We include both stationary sources (such as generators) and mobile combustion (emissions from our owned vehicles) in our overall emissions calculations. These figures have undergone external verification by a third-party. This year marks our inaugural reporting against a thermal energy intensity reduction target, as 2022 served as the baseline year for this metric. Going forward, strategic imperatives include enhancing the management and operational performance of our coal boilers, implementing clear asset management plans for older boilers, increasing condensate return rates, better aligning boiler operations with production schedules, and investigating alternative fuel options.

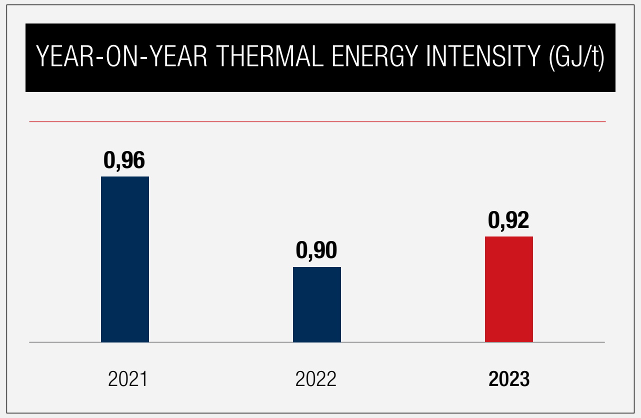


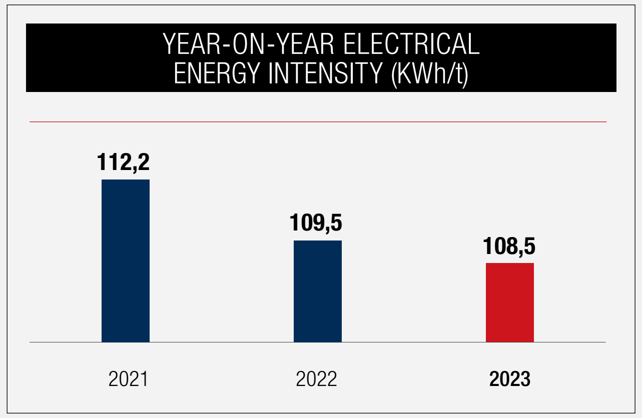
Our 2023 carbon emissions

GHG emissions (tCO_2e)	2023	2022**	2021*	2020
Scope 1 (direct)	**208 079**	199 799	210 042	350 143
Scope 2 (indirect)	**228 568**	239 625	231 140	280 633
Total scope 1 and 2 emissions	**436 647**	439 423	441 182	630 775

* *The significant reduction in GHG emissions recorded between 2020 and 2021 is attributable to our sale of the Value Added Meat Products (VAMP) business*
** *Our 2022 GHG emissions figures have been restated in 2023 due to changes made on our diesel reporting where errors from 2022 were detected in 2023, and due to electrical energy reporting errors for some sites in 2022 that were detected in 2023*







Environmental stewardship continued

Water and effluents

Our interactions with water span multiple stages of our supply chain. During agriculture, water is essential for irrigation, while fertilisers and pesticides pose potential pollution risks. In our manufacturing and processing phase, water is heavily used in plants that produce "wet products", and without proper treatment, wastewater can lead to pollution. While water is not directly consumed during packaging production and distribution, these stages indirectly contribute to water use and potential pollution, such as through the production of packaging materials and refrigerant leaks. Furthermore, consumer use of our products involves water, but pollution at this stage depends largely on local water treatment capabilities. Finally, improper disposal of our product and packaging waste at the end of their life cycle could lead to water pollution.

Water scarcity is ubiquitous where we operate in South Africa, and approximately 74% of our facilities are in water-stressed catchments. Water security presents a strategic risk for our operations, closely linked to climate change, and compounded by infrastructure collapse in some of the municipal areas where our manufacturing facilities are located. This year, regular disruptions in water supply as a result of infrastructure failure has been a key contextual challenge for our manufacturing sites. We have had to procure water tankers to deliver water to our sites at higher cost.

Our approach to water management is informed by compliance requirements, particularly the National Water Act and municipal by-laws that set freshwater allocations and effluent discharge permits and limits. The implications of climate change and water stress for our operations are quickly becoming a key factor in our approach and initiatives, especially as we are starting to unpack these issues and the strategic risks they pose to our business more thoroughly (see page 13).

We have a high-level understanding of the implications of water-stress for our operations, and are working on developing a truer sense of our risk exposure and the status of the infrastructure challenges we face. We are underway with a scientific study to deepen our understanding, supported Professor Anthony Turton at the Centre for Environmental Management at the University of Free State. The study seeks to shed light on our water balance and water risk outlook, factoring in water-stress, infrastructure collapse, and climate change. We completed catchment risk mapping in 2022, and focused on infrastructure risk and climate change in 2023.

Management

We conduct an annual goal-setting process at the start of each financial year, based on our 2030 goals, and informed by current performance and planned initiatives. Our 2030 target is to achieve a 30% reduction in water intensity (kℓ/tonne) from a 2019 baseline, and our annual target for 2023 was to achieve a 6% reduction in water intensity for the group.

We have improved water management procedures across many of our sites, in line with our SSHE management systems and procedures, and informed by our 2022 "deep dive" into our environmental performance (see above and page 68). Yet, there is much still to accomplish before we get to the level of proficiency required to scale our efforts more strategically. We face a number of challenges at some sites, training and consistency being key, and some of our sites have regressed in their performance.

We routinely track water usage at site level, and there is opportunity to further improve the consistency of daily water measurement at our plants. Monitoring and reporting of onsite water-use includes daily measurement across all sites to enable a rapid response to any anomalies, weekly reporting, and monthly progress and performance reviews. Much of this is currently done manually. We are actively identifying and implementing water-use reduction initiatives across our sites, driven by our process optimisation department. Our water-use intensity is highest at our S&T, Chococam, Baby, LAF, Boksburg and Musina sites. The installation of water meters remains both a key goal and a significant internal challenge.

Our effluent is tested by accredited labs in accordance with the South African National Standards (SANS). Our manufacturing plants are legally required to have a permit to discharge effluent, with regulations stipulating higher public water treatment levies for lower-quality effluent discharged. We are currently paying higher levies than we would like, and are looking to address effluent quality more directly in future. Improving the quality of our effluent by building onsite water treatment capacity would incur significant capital costs, but would decrease the burden on already overwrought public water treatment systems, as well as open up opportunities for water recycling and reuse within our plants. Navigating this trade-off and undertaking a cost-benefit analysis of potential solutions is something we need to investigate further.

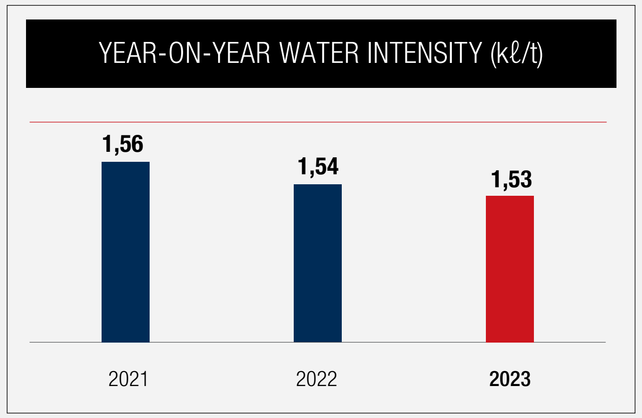
Key progress made on effluent management this year included on-site quality monitoring of key parameters at S&T (Jacobs), internal tracking of electrical conductivity, installation of a pH correction system at the Baby plant in Cape Town along with effluent drain construction, and improved odour control at the Musina effluent treatment system's treatment dams. We also constructed a final effluent balancing sump at the Beverages plant (Roodekop) to homogenise treated effluent prior to discharge. Our Paarl factory reached compliance in 2022 but requires further improvement, while Ashton remains non-compliant. An effluent treatment upgrade project has been included in the capital expenditure budget for the current financial year and is planned for execution at Ashton.

Performance

In 2023, our total freshwater withdrawal from all areas was 3 474 348kℓ, including tanker water trucked to site as a result of municipal water supply challenges. We recorded a 2% decrease in total water consumption from the previous year, and a 1,9% decrease in freshwater consumption intensity (kℓ/tonne). We did not achieve our annual target for reducing water use intensity in line with our 2030 target.

Our 2023 water consumption

Total water consumption (kℓ)	2023	2022	2021	2020
	3 474 348	3 544 841	3 863 743	3 791 666



Environmental stewardship continued

Waste and packaging

Our operations generate impacts related to solid waste, packaging, and food waste and loss all along our value chain. Upstream, in agriculture, waste comes from over-production, produce imperfections, unused plant parts, and losses from pests, diseases, and weather events. During manufacturing and processing, we generate food waste through various production activities. Our packaging production and disposal contribute significantly to solid waste, with packaging design being a key factor in packaging waste and food waste reduction. In distribution, incorrect handling and refrigeration can cause food loss and waste. Additionally, downstream consumer usage can create waste from uneaten food and packaging disposal. Finally, at the post-consumer phase, unrecycled or uncomposted packaging and food waste become solid waste in landfills.

Plastic packaging plays a vital role in delivering our products to consumers in a manner that preserves the integrity of the product, promotes convenience, and safeguards health. Yet the waste generated from plastic packaging has serious negative implications for marine ecosystems, wildlife, climate change, and the quality of air, water and soil. Beyond packaging, food waste and loss is a critical issue in industrial food systems. Globally, a full third of all food is wasted and lost along the value chain, carrying the compound impact of all the wasted energy, water and nutrition embodied within this food, as well as the carbon emissions released during its production, transport and decomposition in landfills.

Extended producer responsibility (EPR) regulations were gazetted in South Africa in May 2021, making the management of post-consumer packaging waste a legal obligation for producers. The regulations confer legal responsibility for post-consumer packaging waste on producers, and provide direction on how producers can appoint and pay public responsibility organisations (PROs) to collect and recycle this packaging waste on their behalf. Producers are to pay their appointed PROs a monthly levy based on the total weight of packaging material they sell into the market.

Reducing packaging and reducing food waste and loss offer the dual benefit of supporting improved cost-efficiency and environmental performance, with social benefits a key potential in the diversion of food waste to those who need it most. The financial benefits of recycling are becoming more apparent and significant, and the diversion of waste from landfill reduces disposal costs and offers potential income-generating opportunities through waste valorisation.
We take an inclusive approach to our waste minimisation and recycling initiatives where possible, looking to create jobs and support micro-enterprises through the process. A consistent part of our food waste minimisation strategy is to make regular donations of near-expiry food to vulnerable communities through our partner, Food Forward SA.

Our approach is informed by compliance requirements and participation in industry waste management initiatives through the CGCSA. Key legislative instruments that apply to our waste management activities include the National Environmental Management: Waste Act, extended producer responsibility (EPR) regulations, waste classification regulations, waste storage standards and local refuse removal by-laws. Through the CGCSA, we have committed to the principles and targets of the South African Plastics Pact, as well as the Food Loss and Waste Voluntary Agreement. We also set annual targets to guide year-on-year improvement towards these longer-term goals.

Management

Our current focus is on improving waste management at our manufacturing plants in alignment with our SSHE systems and procedures (see above and page 68), minimising our waste, and reducing waste to landfill. These efforts are predominantly foundational, but we see our development of these foundational capabilities as a springboard for future initiatives that may capture waste streams and by-products as inputs for innovative new processes or products.

We are committed to achieving zero waste to landfill by 2030, and have set an interim target of a 50% reduction in waste to landfill by 2025. Our annual waste minimisation target for 2023 was to achieve a 10% reduction in waste-to-landfill intensity. We have significantly improved waste segregation onsite at our facilities over the last two years, which has led to an increase in the volume of waste we divert from disposal in landfill.

As a signatory to the SA Plastics Pact, we have committed to a set of industry-approved 2025 targets for reducing plastic packaging, increasing recycling, and increasing the use of recycled content materials.

Our 2025 Plastics Pact targets

- Reduce plastic waste through packaging redesign, innovation or alternative (reuse) delivery models
- 100% of plastic packaging to be reusable, recyclable or compostable
- 70% of plastic packaging effectively recycled
- 30% average recycled content across all plastic packaging

Through the Food Loss and Waste Voluntary Agreement, we have committed to reducing food waste by 50% by 2030, in alignment with SDG target 12,3, but have had difficulty setting a food waste baseline in order to act on this target. We completed a baseline study on our food waste in 2022, and have set a target of 20% reduction in food waste by 2027.

We outsource all waste management at our sites to external service providers, who sign service-level agreements that contain specific conditions relating to the achievement of our waste management targets, including for plastic recycling, diversion of waste from landfill, and off-take of food waste for animal feed. Last year, we faced a serious challenge finding suitable waste management service providers, and we were not able to close out all our waste management contracts. This year, we have secured waste contract services for all our sites. This crucial step will allow us to advance in our zero waste-to-landfill targets. We are now focused on achieving our milestone target of 50% reduction in waste to landfill by 2025, and despite a few challenges concerning the consistent application of our onsite waste separation and reporting procedures, we remain optimistic about reaching this goal.

In recent years, we have taken various steps to improve the efficiency and sustainability of our packaging. We have eliminated unnecessary packaging, optimised light-weighting, specified packaging made with recycled materials, and will soon be introducing alternative packaging solutions for some of our most popular brands. Over the last year, with the support of a consultant, we have developed tools to track and calculate the total weight of packaging we produce across all our products and categories, as well as the related levies we are to pay our PROs to comply with the new EPR regulations. We are now compliant with the EPR regulations and all fees for 2022 have been paid to the PROs.

Communicating recyclability

We have established a standard practice for the on-pack labelling of a product's recyclability. Our approach is easy to understand and clearly informs consumers what is recyclable and what is not. We implement this practice for all new products and existing products under renovation, as of our broader responsible marketing and labelling practices (see page 75).

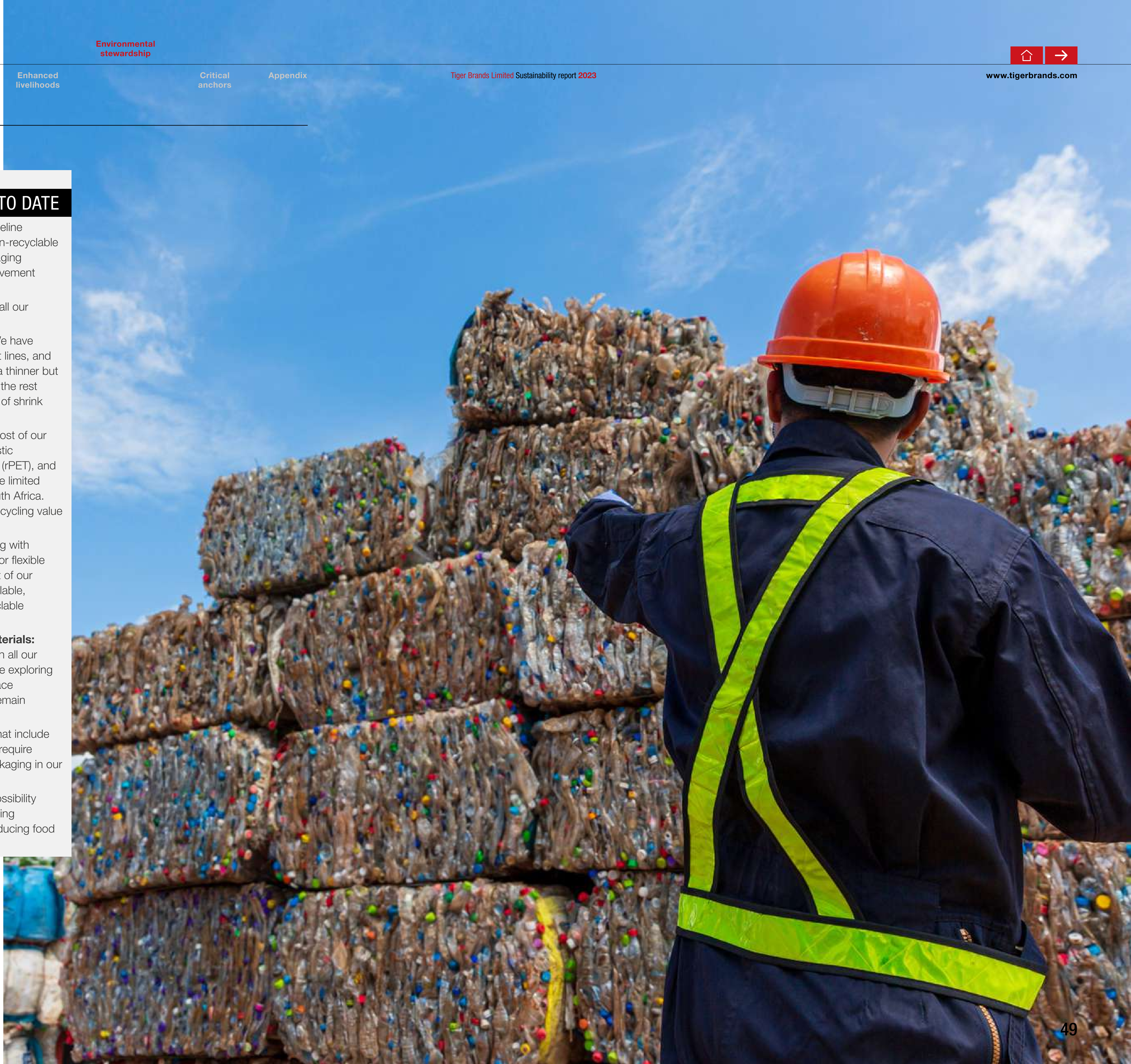
Performance

We achieved our waste to landfill target, reducing waste to landfill by 32,7% over the period. Our landfill waste intensity was 0,0028 (tonne/tonne), representing a 32,1% decrease from 0,0041 tonne/tonne in 2022.

Environmental stewardship continued

KEY PACKAGING REDUCTION ACTIVITIES TO DATE

- **Identifying innovation opportunities:** We completed a baseline assessment of our packaging footprint and have identified non-recyclable items across all our categories. We followed this with a packaging sustainability gap analysis to identify various packaging improvement opportunities
- **Optimising light-weighting:** Most of our packaging across all our categories is at optimum weight or thickness
- **Reducing primary, secondary and tertiary packaging:** We have removed flat boards as secondary packaging on new product lines, and all new products are now packed directly onto a pallet using a thinner but stronger shrink wrap. We will be extending these initiatives to the rest of our product range, and ultimately, we will eliminate the use of shrink wrapping with the introduction of automated palletisation
- **Specify the use of recycled plastics:** We have migrated most of our Beverages and HPC products to reusable and recyclable plastic packaging. Our beverage bottles now use 85% recycled PET (rPET), and we plan to increase this further in future. A key challenge is the limited availability of affordable, high-quality recycled materials in South Africa. We are working with various stakeholders within the plastic recycling value chain to find opportunities to address this
- **Replacing non-recyclable with recyclable:** We are working with current suppliers to develop recyclable, monolayer solutions for flexible plastic materials, and our first initiative will be the replacement of our two-kilogramme Woolworths and Tastic rice packs with recyclable, monolayer alternatives. The development of flexible and recyclable plastics remains a global challenge for industry
- **Testing biodegradable and compostable packaging materials:** We are testing a material made from sugarcane for inclusion in all our high-density polyethylene (HDPE) closures and bottles. We are exploring the scalability of compostable materials in South Africa, but face challenges regarding costs and infrastructure. Solutions will remain a collaboration and collective impact
- **Assessing reuse models:** We are exploring reuse models that include product refills and digital-ordering solutions, yet solutions will require collaboration and collective impact. Ninety percent of the packaging in our Beverage and HPC businesses is reusable
- **Piloting antimicrobial technology:** We are exploring the possibility of extending the shelf-life of our bread products by incorporating antimicrobial additives into plastic bread bags and thereby reducing food waste and loss



Critical anchors

Ethical behaviour

Our goal is to cultivate a culture where ethical behaviour is not only promoted and expected but also naturally manifested through everyday interactions and engagements.

Approach

We actively foster an ethical workplace culture, implementing mechanisms to ensure that our ethics-related principles are understood, accepted, and practised daily by our team. As a member of the Coalition for Ethical Operations, Tiger Brands supports initiatives to fight unethical behaviour and corruption within our industry. Our ethics policies, including our code of conduct, are routinely reviewed, updated, and made accessible to staff on our intranet. We promote ethics awareness through regular internal communications, utilising posters and banners both online and at our facilities. We translate these policies into practice by providing regular and specialised ethics training, conducting prompt and thorough Ethics Line investigations, and internally publishing trends in ethical behaviour along with actions taken against violators.

Our key policies

- Code of conduct
- Human rights policy
- Ethical sourcing policy
- Anti-bribery and anti-corruption policy
- Gifts, entertainment and hospitality policy
- Declaration of interest policy
- Anti-harassment policy
- Diversity, equity and inclusion policy
- Whistle-blowing line policy

OUR CODE OF CONDUCT

Our code of conduct (code) signifies a strong commitment to ethical practice within the workplace, aligning with our human rights policy, diversity policy, and disciplinary code. All employees and suppliers adhere to this code. The code offers clear guidance on everyday workplace ethics, emphasising respect for human rights, the promotion of diversity, and equal opportunity. It explicitly prohibits all discrimination and harassment, regardless of gender, race, nationality, ethnicity, age, religion, marital status, sexual orientation, or disability, subject to our transformation strategy. The code was last reviewed in 2022, with the next review in 2024.

Consistent with our code and other ethics policies, we ensure that:

- We supply products that are safe and of good quality
- We contribute to the communities in which we operate
- We minimise our impact on the environment
- We establish ethical and responsible sourcing practices
- We engage ethically and respectfully with all our stakeholders
- We facilitate inclusion and diversity
- We maintain a healthy and safe working environment
- We remunerate fairly and support employee wellbeing
- We promote fair competition
- We promote and protect whistle-blowers
- We act with integrity in everything we do

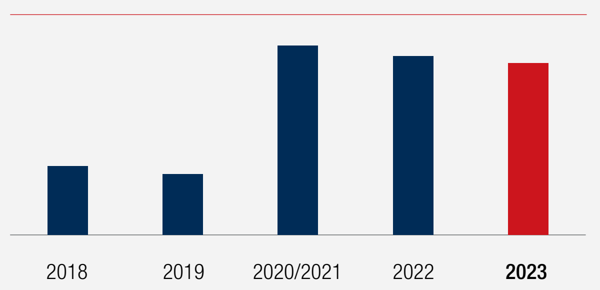
Ethics training

We regularly provide our employees with ethics training, including specialised instruction on human rights and combatting corruption and bribery, particularly among senior managers. Training is conducted both in person at various sites and online via a digital e-learning platform. This year, we extended in-person ethics training to our Beverages business, and additional Bakeries and Milling sites. All employees must complete an annual e-learning module on our code of conduct, and all new hires must attend an in-person induction session on compliance and ethics. This mandatory ethics training took place in February and July 2023. Our corporate communications department organises annual ethics awareness activities, and we conduct anti-bribery and anti-corruption training every two years for senior management (above grade DL) in risk-prone roles.

Performance

In 2023, 77% of employees completed mandatory ethics training (2022: 65%). We have implemented consequence management for those who have not completed the mandatory training, with warnings issued to employees who have not completed the mandatory training.

EMPLOYEES TRAINED ON ETHICS 2023



Human rights

Human rights are a key concern for Tiger Brands, especially within our supply chain where exposure to human rights risk is greatest. Factors such as climate change may add complexity to the social and economic landscape, increasing the risk of human rights concerns.

We are committed to advancing and safeguarding human rights within our operations and supply chain, continually refining our management practices. Our human rights policy, last updated in 2022, emphasises the protection of individual rights and the group's assets and reputation. It outlines principles for monitoring, managing, and reporting human rights impacts and risks, aligning with our ethical code of conduct. The policy applies to our operations, suppliers, employees, temporary staff, contractors, service providers, and consultants. It can be accessed online at www.tigerbrands.com.

Human rights awareness raising is embedded in our annual communications, including promotion of our whistle-blowing Ethics Line for reporting potential abuses by employees or stakeholders. This focus extends to our mandatory ethics training and new employee induction, where human rights content related to our code of conduct is included, along with online learning modules for staff. We monitor media and corruption watch reports for potential abuses in our supply chain, and conduct audits in our own operations for compliance with our ethics and human rights policies through our combined assurance plan.

Performance

In 2023, we incurred no human-rights-related infringements, and received zero human-rights-related complaints through our Ethics Line.

Critical anchors continued

Anti-corruption and anti-bribery

We strictly adhere to a zero-tolerance policy against any violations of our code of conduct, including bribery and corruption. Our anti-bribery and anti-corruption policy expressly forbids lobbying, facilitation payments, and political donations. Our declaration of interest policy identifies potential conflicts of interest and mandates their disclosure either annually or as soon as one becomes aware of them. Additionally, our gifts, entertainment, and hospitality policy defines the guidelines for giving or receiving such items and requires disclosure.

We maintain a customised fraud risk register and incorporate an informal fraud risk management programme into our combined assurance plan, utilising specific analytics to identify potential concerns. Compliance audits with our ethics policies, including our gifts policy and code, are part of this process. Monthly results are reported to the executive committee (Exco), and quarterly updates are provided to the board. We subscribe to a procurement tool to scrutinise current and prospective suppliers for conflicts of interest, sanctions, criminal activity, or other ethical concerns. Anti-bribery and anti-corruption training is conducted every two years for senior management in risk-prone roles (see page 51).

Performance

In 2023, we recorded four confirmed incidents of bribery and corruption, with two incidents currently under investigation, and two investigated and resolved.

Whistle-blowing

Promoting, supporting, and protecting whistle-blowers is vital for fostering an ethical culture, especially given the real risks of fraud, bribery, crime, and corruption in South Africa and Africa. By offering a secure channel for whistle-blowers to report unethical behaviour, we empower those in our network to act responsibly and enable the company to identify and address violations that could compromise our integrity and reputation. Our approach complies with South Africa's Protected Disclosures Act, and our whistle-blowing policy enforces a principle of non-retaliation.

We operate a whistle-blowing facility for secure and anonymous reporting of unethical behaviour, dishonesty, or fraud related to our business, personnel, or relationships. This facility is independently managed by Tip-offs Anonymous, a division of Deloitte, and includes a 24/7 Ethics Line, supporting all local languages, accessible to employees, suppliers, customers, consumers, and the public. We frequently inform our employees about the Ethics Line's availability and confidentiality via corporate communications, and this year held a number of town hall presentations at site level to enhance awareness of our code of conduct and whistle-blowing facility. Consumer product complaints are handled separately through a different channel (see page 61).

The responsibility for Ethics Line reporting falls under the group compliance director, guided by our ethics investigation framework for managing ethics-related complaints. This framework has systematised the screening and reporting of all Ethics Line complaints, accelerating investigations and ensuring the satisfactory resolution of issues. Complaints made via the Ethics Line are received by the internal audit and risk director, the group compliance director, the employee relations director, the chief financial officer and the chief legal officer. Each complaint is allocated to an investigator within three days, with every investigation accompanied by a formal report issued to the relevant line manager and the relevant chief officer. When a complaint is received from Deloitte, it is assessed by way of a triage by the internal audit director, the employee relations director and the group compliance director. The complaints are allocated in terms of a tiering process as set out in the ethics investigative framework, whereby each tier of cases are investigated by different management levels of the business, based on the level of the alleged perpetrator.

Complaints are organised into categories such as alleged corruption, fraud, health and safety, human resources (HR), theft, human rights and unethical behaviour to streamline management response and enable more profound analysis and learning from incidents. In 2022, we revised the categorisation of complaints to address a recurring misclassification issue, specifically where human resources-related complaints were incorrectly labelled. This update allows for more precise and fitting analysis and response. A monthly ethics report, detailing the status of all cases, including closed ones, is presented to Exco before being tabled at social ethics and transformation committee and audit committee meetings.

We also disseminate the results of ethics reports internally to foster ethical behaviour and advocate for the use of the Ethics Line.

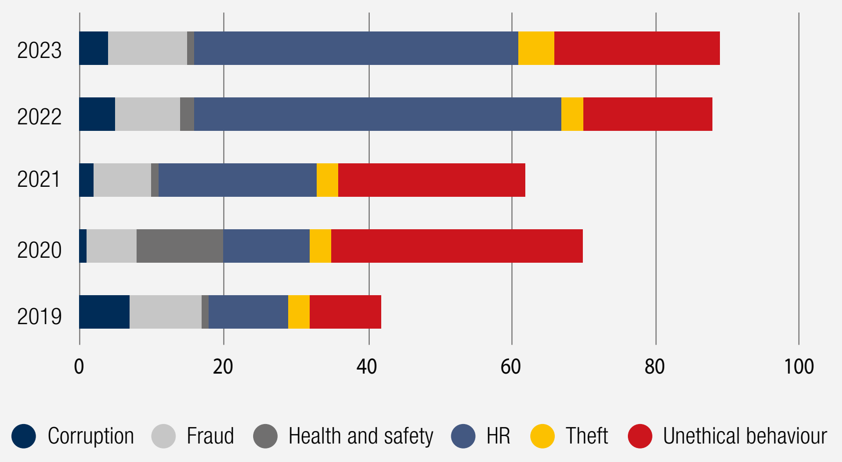
Tip-offs Anonymous

Toll-free 0800 80 80 80
Free fax 0800 00 77 88
Website www.tip-offs.com
Email tiger-brands@ethics-line.com

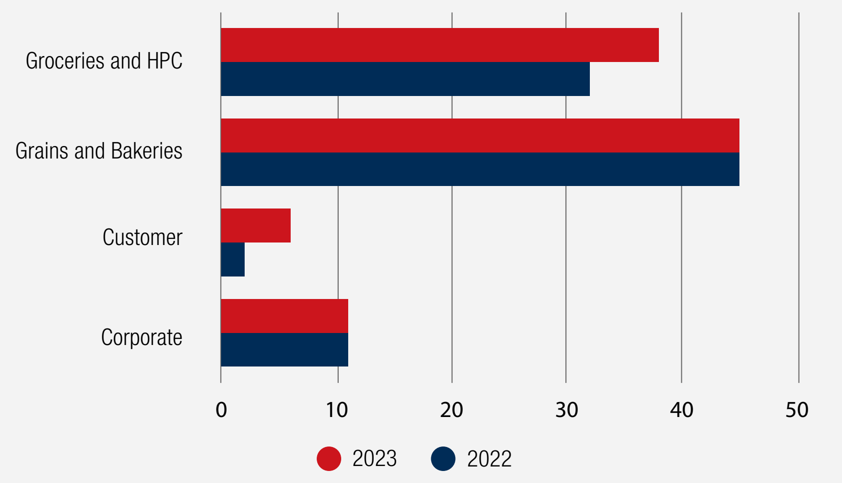
Performance

In 2023, 99 cases were reported via the Ethics Line, compared to 88 in 2022. We have investigated 82 of these cases, with 49 closed, 33 unsubstantiated, and 17 still under investigation. There has been an increase in the total number of cases reported in 2023. This year saw a rise in code of conduct and other policy violations, particularly in our Grains and Bakeries division. This uptick may be due to the reclassification of some complaints previously categorised as HR issues. Additionally, we noted an increase in fraud and theft, mainly in our Albany and Culinary businesses, attributable to control issues and policy non-compliance. Remedial action has been taken, and criminal proceedings have been initiated where applicable.

WHISTLE-BLOWING REPORTS BY CATEGORY 2023



WHISTLE-BLOWING REPORTS BY DIVISION 2023



Tax approach

Our tax objective is to protect and enhance shareholder value through adherence to tax laws in the jurisdictions where we operate, aiming for a sustainable tax result. Emphasising good governance remains crucial, and we have made it a priority to embed robust and pertinent tax controls within the group's tax framework. By continually monitoring the evolving tax landscape across various jurisdictions, we ensure compliance with all regulations, maintaining the integrity of the group's reporting requirements. The foundation of our tax objectives lies in our corporate values, which guide us to uphold and shield our reputation. We refrain from engaging in transactions that may jeopardise our integrity and remain committed to fostering openness and transparency in our interactions with tax authorities.

Tax compliance will always remain a high priority for the group as well as paying the right amount of tax at the right time.

Our approach does not include a formal tax strategy; however, we have a strong governance framework and effective controls in place to mitigate risk, and highly skilled tax specialists that ensure the function is well managed. Our tax controls are subject to an annual internal audit review, ensuring applicability across all taxes, including but not limited to income tax, VAT, carbon and sugar taxes. Controls were co-developed with the group's internal audit team to ensure that tax risks across the group are adequately mitigated. External auditors independently test our controls annually, ensuring compliance with the control activities defined in our governance framework. The tax team must provide various documents for testing, chosen through an independent sample selection by the auditor. The audit committee is ultimately responsible for group tax matters, and receives reports on any control failures.

Critical anchors continued

Performance

In 2023, the group's effective tax rate was 29% (before impairments, non-operational costs and income from associated companies) in comparison to the 2022 effective tax rate of 29,4%.

Cyber security

We are committed to building a security-smart digital culture. Keeping our customers' trust in the safety of their information is vital, and we prioritise enhancing security and privacy in line with the rapidly evolving technology and cyber-security landscape. We implement continuous plans to improve our practices and develop cyber-security capabilities, reflecting on our actions and applying lessons learnt. Our approach aligns with the Protection of Personal Information Act 2013 (POPIA) and EU General Data Protection Regulation, ensuring compliance with these laws.

Our key policy
- Information privacy policy

We have established roadmaps to enhance cyber resilience across our environment, including manufacturing plants. These are guided by clear management commitments and monitored by the risk and sustainability and audit committees. The group information officer ensures ongoing compliance with POPIA requirements and reports progress to the risk and sustainability committee. We also recruit independent assessments to measure our performance against best-practice and industry standards, prioritising and remedying any identified gaps.

Training and awareness are central to enhancing our capabilities and addressing insider threats. We run quarterly security campaigns on specific topics through newsletters, videos, podcasts, and email inserts. Our policies are reinforced by our defined roadmaps, through which we are embedding cyber-security principles and protocols across the organisation. To ensure readiness for potential cyber attacks, we continue to conduct cyber-incident simulations as a fundamental part of our training at all levels.

Our people

Our goal is to attract, retain, and cultivate diverse top talent, develop the capabilities of our people and leaders, and ignite the passion of our teams to bring their best self to work every day, in the pursuit of innovation, growth, and execution excellence.

Context

Recent global events have transformed work habits, emphasising the role of technology and digitalisation in unlocking execution, agility and competitiveness. These changes also underscore the importance of hybrid and flexible work practices, talent management and employee wellbeing. Global talent shortages and increased attrition continue to challenge many organisations in the markets in which we operate.

Approach

In this challenging context, we are committed to retaining key talent through targeted actions, including improving our value proposition by enhancing employee experience, accelerating proactive talent acquisition, deepening talent development through focused programmes, prioritising internal talent mobility, and continually refining a competitive reward strategy. Furthermore, we enhance our organisational culture and engagement by responding to feedback from the Voice of Tiger survey and fostering a focus on consumer obsession, execution excellence, agility, and innovation. Our THRIVE programme supports employee wellbeing, strengthening our ability to engage, grow, and retain talent crucial for executing our business strategy.

Our key policies
- Recruitment policy
- Learning and development policy
- Diversity, equity and inclusion policy
- Remuneration policy
- Leave policy
- Flexible work practices policy

Our people strategy enables the execution of our business strategy, supporting Tiger Brands to win in the market. The strategy sets us on a path to rigorously develop and effectively mobilise our talent, so that our people and the business achieve winning performance. The three pillars of the people strategy – talent, leadership, and great place to work – shape our approach to attracting and sourcing diverse talented people who have the core and leadership capabilities to achieve our aspirations for igniting execution excellence, accelerating innovation, and creating an agile culture that is highly focused on the consumer.

We use people analytics to develop and implement future-fit workforce solutions, and to track our performance against targets relating to talent, diversity, learning and skills development, employee engagement and sustainability.

Our 2030 targets
- 50% female representation
- 80% African, Coloured and Indian (ACI) representation across all management levels

Talent

We have laid a strong foundation in talent acquisition and management by identifying and developing the essential skills that align with our strategic goals and priorities. This has involved a concentrated effort on internal growth and promotion, accelerating the development of core and future-fit capabilities across disciplines such as Supply Chain, Bakeries, Customer, Marketing, and Research and Development. Through regular talent reviews, core capability gaps have been identified and formed the basis of our learning and core capability development actions in order to ensure we achieve a talent base that is future-fit.

In 2023, we sharpened our focus on talent acquisition due to more challenging market dynamics, accelerated the development of a diverse talent pipeline for critical skills, and continued to build core capabilities and inspire leaders for agile, high-performing teams. By strengthening our targeted talent management processes across the organisation and at all levels, we've improved our ability to transition talent effectively across categories and functions, thereby enhancing our capacity for internal talent growth. As a result, we were able to internally appoint two category managing directors during the year.

The focus on internal placements and skills shortage in critical technical areas in the market have depleted our middle to senior leadership talent pipeline, creating readiness gaps in succession planning. To address these capability gaps, we have established a talent acquisition hub to better leverage talent insights, and prioritise the filling of critical vacancies and proactively building robust talent pools.

Critical anchors continued

Performance
Over the last three years, we have enhanced our ability to grow our own talent and improved our succession bench strength. We have also made substantial progress in our Rest of Africa talent strategy, filling essential positions, and implementing graduate development, coaching and mentoring to prepare for in-market placements. In 2023, we made a total of 409 new hires in critical and leadership roles, filling 32% of our leadership vacancies through internal career moves and promotions. Tiger Brands was once again recognised as one of South Africa's top employers. Despite the challenging talent market in South Africa, our attrition rate for core and leadership positions has dropped by 3% from 13% in 2022, to 10% in 2023.

Diversity and inclusion
We continue to make progress on workforce diversity, increasing African, Coloured, and Indian (ACI) representation, and promoting gender equity and the inclusion of people with disabilities. During the period under review, we continued to implement targeted programmes to support the achievement of our gender-equity goals, with women development programmes in Customer, Bakeries and Supply Chain gaining momentum. The Tiger women's network offers networking and development opportunities, as well as personalised coaching and mentorship for women at all levels. Training in unconscious bias, and various other dialogues supporting a culture respectful of diversity and non-discrimination continue to form part of our leadership development and cultural transformation efforts.

Performance
In 2023, our workforce is 96% ACI, with management level representation 84,9% ACI in junior, 64,1% in middle, 57,6% in senior, and 63,6% in top tier management. Internal leadership placements were 83% ACI, and our management trainee intake was 100% ACI. Females made up 31% of our workforce, 38% in junior, 41% in middle, 46% in senior, and 30% in top management. The year's management trainee intake was 82% female. The percentage of people with disabilities in our workforce has remained constant at 0,6% of our workforce. The full employment equity profile is available in the Appendix.

2023 highlights
- 100% ACI young talent (graduates, interns, and workplace experience students)
- 68% female interns
- 67% female workplace experience students
- 73% female active technical learners
- 78% female apprentices
- 82% female future leaders in management training

Learning and development
We foster high performance and ensure talent development across the organisation through our foundational talent programmes. Targeted skills development is executed through our learning academies, which are aligned to our core capabilities and digitalisation goals. Remote working arrangements have enabled us to integrate digital learning more seamlessly into daily work practices. In 2023, we accelerated the implementation of our targeted development programmes to strengthen internal pipelines and support the growth of our own talent.

Performance
In 2023, 3 298 employees were trained through our academy core capability programmes. We invested R93 million in learning and development across all areas of our business, averaging R861,68 per full-time employee. Our investment in learning and development as a percentage of labour cost was 2,8% in 2023, compared with 3% in 2022. We spent a total of R7,8 million on bursaries, with R6,4 million through Thusani Trust (2022: R4,4 million) and R1,4 million within Tiger Brands (2022: R2,2 million).

2023 highlights
- 139 young talent (graduates, interns and workplace experience students) across Bakeries, Supply Chain CoE and Grains, Customer, People Experience CoE, Marketing, Research and Development, Consumer and Human Resources
- 439 active learners in learnerships across Bakeries, Supply Chain CoE and Grains, Human resources and Consumer
- 68 apprentices throughout Bakeries, Supply Chain CoE and Grains, Human resources, Consumer, and Rest of Africa

Building talent through the Thusani Trust Bursary Scheme
We foster education and talent in local communities through the Tiger Brands Thusani Trust Bursary Scheme, established in 2005. This scheme financially aids deserving students from the families of ACI Tiger Brands employees in pursuing higher education in South Africa. Since inception, the Trust has funded a total of 2 334 students and celebrated 530 graduates to date. In 2023, the Trust had a total of 78 students of which 11 students received an average of 75% and above in their final results.

FOUNDATIONAL TALENT DEVELOPMENT PROGRAMMES

FUTURE TIGER
- Bursaries
- Internships
- Unemployed learnerships
- Apprenticeships
- Workspace experience students
- Thusani Trust

YOUNG TIGER
- Future leaders development
- Learnerships
- Technical and functional core capability development

MID-CAREER TIGER
- Internal career moves
- LIFT: Frontline leadership programme
- SOAR: Middle-management leadership programme
- Technical and functional core capability development

SEASONED TIGER
- Internal career moves
- CXO leadership transition lab
- International executive leadership development
- Re-imagine: Senior leadership programme

IGNITE OUR TOMORROW

WINGS: High-potential accelerated development
Game Changer: Leadership programme
Coaching and mentoring

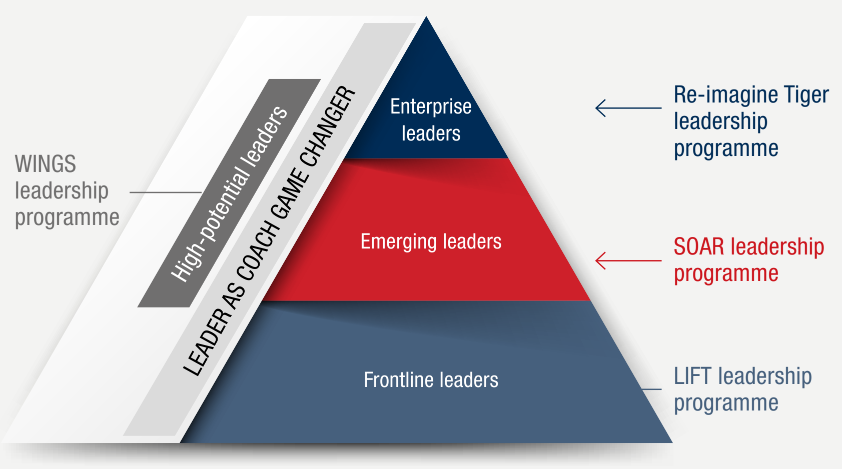
Leadership
Our aim is to develop agile, inspirational, future-fit leaders. We are consistently building leadership across the organisation through future-fit development programmes and targeted rotations. Utilising leadership assessment tools and development programmes such as LIFT, WINGS, and Game Changer along with mentoring and coaching, we are enhancing performance, stimulating innovation, and catalysing our desired culture. We track progress on leadership behaviour shifts by using a 360° MultiRater feedback platform that helps foster a growth mindset among our leadership talent pool, and aids with bringing our values and behaviours to life.

Our WINGS high-potential leadership programme was launched in 2022, with the first cohort now completing their first rotation in various parts of the business. The 12 to 18-month accelerated leadership development programme aims to bolster succession planning by fast-tracking the development of experienced talent by rotating them into various roles across the business, and providing mentorship and coaching from senior leaders to support their learning. Already, the programme has successfully promoted two employees to senior leadership roles in supply chain. The selection of the second cohort was completed in September 2023 and these delegates are currently being on-boarded onto the programme.

In 2023, we introduced the Re-imagine Tiger leadership development programme in partnership with GIBS Business School. The programme features action learning projects sponsored by the executive leadership team, which the inaugural cohort will tackle collaboratively to develop innovative solutions for key business priorities that will accelerate the Tiger Brands' growth agenda.

Critical anchors continued

OUR LEADERSHIP DEVELOPMENT PROGRAMMES



Performance

In 2023, 163 leaders participated in leadership development programmes, and 32% of leadership vacancies were filled through internal placements.

2023 highlights

- 81 leaders have attended the LIFT leadership development programme
- 68 leaders have attended the Game Changer leadership development programme
- Five leaders are on the WINGS accelerated leadership programme
- Nine leaders are on the Re-imagine leadership programme

OUR LEADERSHIP COMPETENCIES

LEADS PEOPLE
- Inspires winning performance
- Nurtures and grows talent

LEADS PERFORMANCE
- Shapes strategy
- Achieves results through others

LEADS SELF
- Achieves self-mastery by authentically soliciting and listening to feedback, reflects and takes ownership of development actions to deepen personal insights, and drive lifelong and continuous improvement

LEADS INNOVATION
- Consumer-obsessed
- Market-focused

LEADS PARTNERSHIPS
- Builds partnerships
- Builds teams

Culture

We are dedicated to creating a great place to work, and to continuously enhance our employee value proposition and employee engagement to strengthen and grow our culture. Our aspiration is for a culture that is collaborative, innovative, agile, and consumer-obsessed where our people are inspired to execute on strategy with excellence. Our culture transformation roadmap clearly defines the aspiration for our culture, and identifies the priority actions for getting there. Ensuring employee partnership in the culture transformation journey is a key pillar of our approach.

We conduct an annual Voice of Tiger (VoT) employee engagement survey to gauge employees on the quality of their experience at Tiger Brands, and their level of engagement in their roles and at the workplace. The survey results provide useful data and key insights that crystalise further actions to enable our culture transformation journey. We take action on these insights together with our teams over the course of each year. Our last VoT survey was conducted in November 2022, with the next survey planned for May 2024.

Voice of Tiger 2023

The results of the November 2022 VoT survey highlighted key areas where we are doing well, and where we can improve. We are taking action on these insights, informed by wide engagement across the organisation.

Key survey insights

- Areas where we are doing well include a strong connection between employees' and our purpose, the effective removal of barriers to execution by leaders, and a clear shared understanding of the group's strategy
- Areas for improvement include enhancing equal opportunity, cultivating a culture of respectful treatment of others, and amplifying avenues for employee recognition

Key progress and outcomes

- 92% of employees have received feedback on survey outcomes and participated in co-creating response actions
- Action plans have been agreed and are being executed to further infuse our desired culture
- We achieved an 85% participation rate and an engagement score of 70 (66 in 2022)

Performance

In 2023, we achieved an 85% participation rate in our VoT survey (2022: 73%), with the overall engagement score of 70 representing an increase from 66 in 2022, the global benchmark of 75. This indicates a generally positive work experience among employees, yet with room for improvement. A further highlight was achieving first runner-up in the Graduate Employer of Choice category for the Manufacturing and FMCG sectors at the annual South African Graduate Employers Association (SAGEA) awards.

Tiger Trolley 2023

We are building a culture in which innovative ideas proposed by employees can be quickly vetted and implemented using an AGILE project delivery method. An example of this approach is our pilot project, Tiger Trolley, an e-commerce platform providing Tiger Brands' products to staff at reduced prices. Employees can choose to pay through salary deductions and receive delivery to their location within 48 hours. This platform aids employees in saving on groceries during challenging economic times, strengthening our employee value proposition, and demonstrating our commitment to cross-functional collaboration for sustainable business innovation. Since its launch in 2022, 54 413 orders have been processed through the platform, saving employees 35% to 50% on grocery items.

Employee wellbeing

Our employee wellbeing programme, THRIVE, makes physical, emotional and mental health support available to employees and their families. This includes 24-hour telephonic counselling and access to professional dieticians, bio-kineticists, and financial and legal advisers. In line with our goal of prioritising better work-life balance, we have embraced hybrid and flexible work arrangements, offering employees more autonomy in where and when they work.

Performance

In 2023, our THRIVE wellbeing programme addressed a total of 990 cases, including individual participants, group participants, and online-access cases, and spanning concerns such as personal development, mental health, relationship issues, organisational and managerial issues, and addictive behaviours. This represents an increase from 837 total cases in 2022.

Reward and recognition

We reward the contributions of our employees to inspire exceptional performance and attract and retain top talent. We revise our reward strategy annually to boost performance, align with market standards, and satisfy the evolving expectations of employees and shareholders. We administer rewards fairly and responsibly, complying with our remuneration policy, International Labour Organization conventions, and relevant laws. We also assess pay fairness and maintain a distinct budget to rectify any identified pay disparities.

Critical anchors continued

Our remuneration policy states an explicit objective to address unjustifiable pay differentials. Our pay practices mitigate against unjustifiable pay differentials between employees in the same role and between race and gender groups. A five-year-long, company-wide initiative to address this has succeeded in significantly narrowing the gap between the lowest-paid groups and the higher-paid groups. We follow a systemic approach in day-to-day decision-making by matching individual pay and pay scales to similar roles in the market, and clear guidelines direct decision-makers to ensure that new appointments, promotions, and other pay review opportunities are executed accordingly. At every compensation review opportunity, we consider, report, and address pay differentials seen through various lenses, including gender and race.

Our reward framework follows a "total reward" approach, consisting of guaranteed pay and variable pay, and a range of market-relevant benefits as well as professional growth opportunities that recognise individual and team performance. Our remuneration strategy is aligned with the key performance indicators (KPIs) used to measure and reward performance against our core business strategy. Long-term incentives are used to attract, retain, motivate, and reward eligible executives, senior managers, and key talent to influence the performance of the group and align their interests with the interests of the company's shareholders. This, in turn, aims to incentivise employees to meet long-term growth and sustainability plans, and increase financial performance in the company.

Our short-term incentive (STI) scorecard includes both financial and non-financial elements, with remuneration incentives indirectly linked to sustainability performance via weighted measures for achieving strategic sustainability-related objectives, including safety, quality, efficiency, and carbon emissions. The incentives are applicable across the group, from senior executives to employees who operate our plants. We continue to enhance our remuneration strategy and improve alignment with our strategic key performance indicators and shareholder interests.

More information on our remuneration strategy and structures is provided in our IR available at www.tigerbrands.com.

Performance

In 2023, the STIs for quality and safety each accounted for 10% of an individual's variable performance reward, with carbon emissions reduction accounting for 5%. Our internal recognition platform, Tiger Stripes, ensures that employees and teams receive regular recognition from their peers for outstanding contributions or jobs well done. Nominations of recognition culminate in our annual Tiger Stripes awards ceremony, with key 2023 highlights including:

- 785 employees receiving "You Rock" recognition
- 246 employees receiving "On the Spot" recognition

Employee relations

We strive to foster meaningful collaboration with key stakeholders, such as trade unions and employees, guided by our employee relations engagement framework. Through ongoing engagements, town halls, and site partnership forums, we ensure the stability of employee relations across all sites. Our CEO and executives actively engage on strategic issues, including with trade union partners. As a founding principle, we adhere to International Labour Organization (ILO) core conventions and relevant labour laws in the countries where we operate. In 2023, we focused on fostering employee engagement, improving engagement methods, enhancing communication skills, strengthening line-manager ownership of the engagement framework, advancing our collective bargaining strategies, and resolving outstanding legacy issues.

Currently, we have put in place measures that have strengthened our management processes and outlined performance metrics that enable us to track the execution of action plans. In 2023, we maintained a high level of interaction, placed an emphasis on line manager capability and implemented targeted interventions to improve employee engagement and wellbeing. We have made notable progress, especially in enhancing employee engagement within our manufacturing operations, and are gradually seeing an improvement in the partnership between our employees and line managers on the shop floor.

Performance

We uphold the freedom of association, with 51% of our workforce being unionised. Our collective bargaining environment has stabilised as a result of a focused shift toward standardising processes and moving from single to multi-year wage agreements. In 2023, wage negotiations were conducted for five of our sites, with three of the five being settled as two-year agreements, and the remaining two sites settled as one-year agreements. As we look forward to a year potentially marked by tensions surrounding the national elections, our focus will remain on strengthening workplace relationships, continuing to partner with the union leadership, leveraging the impact of the two-year agreements signed in 2022, and kicking off the next wage negotiation cycle across most of our sites.

Food safety and quality

Our goal is to make our quality and food safety a competitive advantage.

Context

Millions rely on Tiger Brands products for daily nutritional and health needs, including our Home and Personal Care items. Our commitment to product safety and quality, including food safety, is an unwavering foundational aspect and core value of our business. Over the last five years in particular, we have substantially strengthened our food safety and quality systems, enhancing food safety in South Africa and improving our overall performance in these areas.

Approach

Tiger Brands' approach to food safety and quality is guided by globally recognised food safety and quality certification standards, which include FSSC 22000 for our food manufacturing facilities and ISO 9001 for our HPC manufacturing facility.

We adhere to all relevant food-safety legislation and regulations, retaining government certificates of acceptability for all our manufacturing operations. Our quality and product safety management aligns with applicable laws and regulations, forming a solid foundation. Our manufacturing processes undergo annual external certification and surveillance audits by a global body. We validate our product safety and quality management systems through both internal and independent third-party audits, addressing any non-conformances and sharing lessons learnt to continually enhance our processes.

We maintain well-defined supplier quality management processes, applying the same stringent standards to ourselves, our suppliers, and third-party manufacturing partners. This involves requiring globally recognised certifications, implementing continuous risk assessment, closing gaps, and maintaining certifications. Our approach to supplier quality assurance (SQA) includes regular engagements with our suppliers to discuss, plan, audit and implement gap closure for continuous improvement.

In 2023, we significantly advanced towards a digitally-enabled approach by securing funding for an IT system dedicated to quality and food safety management. This system aims to incrementally enhance our management and reporting on food safety and quality over a three-year period. While our existing manual data management process meets site-level management and reporting needs to a limited extent, it falls short of consolidating information at group level, hindering our ability to gain more strategic insights.

Our key policy
- Group quality and product safety policy

We are working towards a fully integrated food safety and quality system, where robust and contemporary processes, continuously updated, are supported by talented and well-trained people who work with inspiration in a culture of quality excellence. Our strategy guides us in this endeavour, aiming for a point where quality and food safety are a competitive advantage for the business. The strategy outlines priority actions for driving this improvement across three core focus areas: restoring the basics to raise the floor of our foundational practice, enhancing capabilities and culture to reflect a quality and food safety mindset, and enabling continuous improvement to raise the bar on our performance.

Critical anchors continued

Raising the floor

Our centralised food safety and quality system, anchored at group level, sets the policy, strategy, and direction, empowering each employee to take personal responsibility for food safety and quality, especially at the operations level. The chief manufacturing officer, supported by the group quality and food safety director, is responsible for executing this system. Ultimate oversight on food safety and quality resides with the board, exercised through the risk and sustainability committee.

All our food manufacturing operations comply with the Global Food Safety System Certification 22000 (FSSC 22000) standard, recognised by the Global Food Safety Initiative (GFSI). Furthermore, all our manufacturing operations conduct GFSI self-assessments quarterly. Our Home and Personal Care manufacturing operations are ISO 9001-certified. The IT system for quality management, which we are implementing over three years, will enhance our reporting and enable compliance with disclosure requirements related to GFSI audit conformance and corrective actions.

As part of our certification commitments, we continually conduct internal audits and risk assessments at all manufacturing facilities, targeting specific opportunities to mitigate or eliminate identified risks. These assessments encompass elements related to products, processes, equipment, and infrastructure. In 2023, with assistance from external experts, we reviewed our risk assessment process and initiated a new audit process in alignment with the American Institute of Baking (AIB) Standard for some food categories. While the AIB Standard is not GFSI-recognised, it is a stringent and credible audit standard emphasising the production environment and operational aspects, complementing our FSSC 2220

QUALITY AND FOOD SAFETY – STRATEGY

Making quality and food safety
a competitive advantage for Tiger Brands

DEVELOP A WORLD-CLASS QUALITY AND FOOD SAFETY APPROACH
DELIVERING THE BRAND PROMISE

Raising the floor (Restoring basics E2E)	Build quality and food safety capability and culture (quality mindset)	Raising the bar (E2E continuous improvement)
› **SA 1:** Drive-right first-time innovation (design right quality into product) › **SA 2:** Embed quality into MOC (management of change) › **SA 3:** Improve supplier quality assurance › **SA 4:** Focus factories on perfect execution and consumer safety › **SA 5:** Drive quality in logistics and go-to-market › **SA 6:** Implement quality management IT systems for improved data management	› **SA 7:** Build quality talent pipeline, skills and knowledge › **SA 8:** Build an aligned quality organisation and communities › **SA 9:** Raise profile and mindset for quality throughout the organisation › **SA 10:** Actively engage external entities	› **SA 11:** Bring the voice of the consumer to life across the business › **SA 12:** Embed structured quality improvement through cross-functional teams › **SA 13:** Embed the MECP quality pillar › **SA 14:** Implement quality-related cost-reduction initiatives › **SA 15:** Review and build on existing group quality documentation

SA: Strategic action   MECP: Manufacturing excellence customs and practices

certification audit processes. The work to audit all our food manufacturing sites against the AIB Standard is still in progress.

All our suppliers, especially third-party manufacturers, must possess food safety certification, ideally recognised by the Global Food Safety Initiative (GFSI), such as FSSC 22000, British Retail Consortium (BRC) Global Standards, International Featured Standard (IFS), or Safe Quality Food (SQF) programme. At a minimum, Hazard Analysis and Critical Control Points (HACCP) certification is conditionally accepted. In 2023, all our third-party logistics warehouses were certified against the BRC Global Standard for warehousing and distribution.

We possess well-defined supplier quality management processes and recently fortified our risk assessment procedures to increase coverage of raw materials, packaging, manufacturing, hygienic design, cleaning, sanitation, finished products, and monitoring and validation. Our supplier quality assurance (SQA) process is executed with support from multi-disciplinary internal teams, along with external expert consultants to address gaps and strategise improvements. In 2023, we conducted numerous audits, especially of third-party manufacturers producing finished products for Tiger Brands.

The IT system we are implementing over three years will enhance our reporting and allow us to fulfil disclosure requirements including the percentage of suppliers' facilities holding a GFSI-recognised certification.

Enhancing capabilities and culture

We significantly restructured the resourcing of our Quality and Food Safety Centre of Excellence (CoE) this year to enhance management oversight, promote continuous improvement, and ensure we are equipped with future-fit capabilities. This change was supported by an independent expert and guided by a benchmarking exercise against peers and industry best practices.

Our product-testing capabilities

We conduct all necessary product testing through in-house and outsourced facilities. In 2023, we achieved accreditation from the South African National Accreditation System (SANAS) against the ISO 17025 standard for our central micro-laboratory, where we conduct microbiological testing of product samples from our inland factories. Our key testing activities include the following:

- Microbiological testing at our central micro-lab for inland factories, or onsite and outsourced for coastal factories
- Pathogen testing (outsourced to Microchem)
- Physiochemical testing (onsite and outsourced for more specialised testing)
- Sensory evaluation (onsite)
- We also conduct precautionary testing for emerging quality/food safety concerns

This restructuring introduces clear oversight lines and distinct roles and responsibilities across five focus areas: food safety management, quality management, supplier quality management, category quality management, and go-to-market quality management. We have incorporated new capabilities in all these areas, including positions such as microbiologist and hygienist manager, food safety specialist, food safety regulatory specialist, sensory specialist, quality systems specialist, quality compliance specialist, go-to-market specialist, category quality specialist, and supplier quality specialist. Additionally, we initiated monthly "town hall" meetings with the entire food safety and quality team to facilitate discussions and reflections on performance, challenges, and progress.

Regular staff training is pivotal in our strategy for effective food safety and quality management. We administer ongoing food safety and quality training through our e-learning platform and onsite at all manufacturing plants. Targeted training is provided as necessary, and we have piloted a digital tool to assess skills in quality functions, helping us identify specific technical and behavioural competencies and training needs. Our collaboration with the Centre for Food Safety at Stellenbosch University persists, including a series of lectures for our technical teams delivered by top academics. In 2023, key training efforts encompassed the certification of 30 new lead auditors for supplier audits and internal self-assessments.

To cultivate the appropriate culture, we are presently piloting a key initiative: a food safety and quality culture survey index, intended to evaluate the quality and food safety culture throughout the entire organisation. We've initiated this process at 15 pilot sites, including the head office. The survey will serve as a fundamental tool to identify our strengths, weaknesses, and opportunities related to enhancing our food safety and quality culture and performance. Additionally, in our efforts to build this culture, we have begun hosting an annual food safety week and an annual quality week across the organisation, and this year we are planning similar annual events, in line with the global calendars for these events.

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 together with Tiger Brands, and we continue to support the centre as a way of contributing to the advancement of food safety knowledge and practice in South Africa. The centre continues to partner with Tiger Brands on various projects, including support with microbiological risk assessments, and the provision of independent food safety research, advice and input.

Raising the bar

Our food quality management system incorporates the Manufacturing Excellence Customs and Practices (MECP) management framework, serving as our roadmap to achieving manufacturing excellence. This framework guides us by benchmarking our maturity against industry best practices. We have been implementing MECP by establishing foundational pillars, including Quality, at 10 priority sites. The Quality pillar of MECP provides tools and guidelines for systematising daily management practices at our operations, encompassing standard practices, target setting, assessments and reporting. We are in the third year of implementing this framework, and are actively establishing the Quality pillar's management system at 10 priority sites: Culinary Boksburg, Davita, Pasta, King Foods, Jungle Oats, Albany Germiston, Baby Nutrition, Isando Beverages, S&T Mobeni and S&T Jacobs.

The establishment of the MECP quality pillar is progressing at the 10 priority sites. Furthermore, we've begun to implement all the quality standard practices at non-priority sites, to get a head start on the future advancement of MECP across all our sites. In alignment with our strategy, we've established measurable product safety and quality objectives across all our operations and at the group level to foster continuous improvement and adherence to all standards. We monitor performance against these annual targets through a standardised quality scorecard, implemented across all sites and categories, and report on performance on a monthly basis.

Critical anchors continued

Performance

In 2023, we achieved a 17% reduction in overall complaints (per million units sold), a 5% reduction in insect complaints, and a 23% reduction in foreign objects complaints.
We recorded a 5% increase in the number of health-related complaints. On the back of two major product recalls over the past two years, we are happy to report zero product recalls in 2023, as well as zero notices from government authorities for regulatory food safety violations.

Our 2023 quality performance

%	2023 Target	2023	2022	2021	2020
Number of public recalls	Zero	0	1	1	Zero
Increase/(decrease) in marketplace incidents (%)	(40)	0	11	(40)	(25)
Increase/(decrease) in complaints (%)	(14)	(17)	(14)	(25)	(5)
Increase/(decrease) in foreign object complaints (%)	(15)	(23)	17	(35)	
Increase/(decrease) in health-related complaints (%)	N/A	5	(26)	(57)	Data not available
Increase/(decrease) in infestation complaints (%)	(12)	(5)	(25)	(2)	

KEY

- Better than target
- Worse than target, but better than prior year
- Worse than target and prior year

Update on the listeriosis class action lawsuit

Context

The 2018 listeriosis outbreak was a tragic event in South Africa. We cannot overstate the significant and far-reaching consequences of the listeriosis crisis, particularly for the victims of the outbreak and their families. A class action lawsuit was instituted against the company for its alleged role in the outbreak. Tiger Brands remains committed to participating fully in the legal process, which will determine whether the company is liable for the outbreak. We will continue to follow due process to ensure that the lawsuit is resolved expeditiously and fairly within the confines of the law, and that a conclusion is reached in the shortest time possible in the interests of all parties, particularly the victims of listeriosis. Tiger Brands sold its value-added meat products (VAMP) business at the end of 2020. The company has in place insurance cover appropriate for a group of its size.

Participating in the legal process

Various third parties contested subpoenas issued by Tiger Brands for disclosure of information related to the testing for and incidence of listeriosis. On 23 June 2020, the High Court in Johannesburg ruled in favour of Tiger Brands, compelling the National Institute for Communicable Diseases (NICD), the South African Bureau of Standards (SABS), two accredited national laboratories and various meat producers to provide critical epidemiological information required for the listeriosis class action lawsuit. All of the third parties (except the SABS) who applied for leave to appeal the decision were granted leave to appeal to the Supreme Court of Appeal (SCA). On 4 February 2022, the SCA handed down its judgment in which it overturned the earlier order of the Gauteng Local Division of the High Court.

The next steps in the litigation process entail working towards completion of preparations for trial, where liability will be determined by the court. The parties have continued to attend to pre-trial preparations, including discovery in terms of the rules of court in efforts to ensure a speedy resolution of the class action. The company is engaging with the plaintiffs' attorneys to ensure that the matter is resolved as expeditiously as possible.

Ethical supply chain

Our goal is to build an ethical and sustainable supply chain that adheres to the highest moral, legal, ethical and environmental standards.

Context

Over the last few years, our local and global supply chains have been affected by a perfect storm of converging factors including the pandemic, geopolitical conflicts, China's downturn, and extreme weather events like floods, drought and fires affecting our key commodities.

Locally, our agricultural suppliers face an underperforming economy and have been hit hard by erratic rainfall, floods, drought, pests, water supply disruptions, power cuts, and rising costs for labour, security, electricity, fuel, and fertilisers. Beyond South Africa, the situation is no less challenging. The shift from La Nina to El Nino is affecting commodities like wheat, palm oil, and cocoa. Major floods in West Africa caused a cocoa shortage, limiting chocolate production. Droughts across the EU, South America, and the US have adversely impacted orange concentrate supply, with South African citrus primarily for export. Deforestation in Indonesia, Malaysia and Brazil place caveats on the sourcing of palm oil and other major commodities.

These events have increased cost pressures and created shortages that have impacted our business. Commodity prices continue to fluctuate, and balancing security of supply against cost represents a significant challenge, necessitating a focus on securing supply regardless of cost. This approach, however, raises questions about future sustainability, particularly in light of escalating climate-change headwinds. Needless to say, it has been very difficult making planned and strategic progress in ethical sourcing and preferential procurement (see page 30) in this context, where security of supply is our number-one priority.

Challenges internal to procurement have also been a concern, including fraud risk and recruitment difficulties. We have fortunately closed key vacancies in our procurement team, and are addressing fraud risk through our ethical behaviour initiatives (see page 50) that support the necessary cultural shift across the organisation.

Approach

Ethical sourcing is a key tenet of our commercial processes and is subject to continuous improvement as we refine our supply chains. We strive for integrity and responsibility in all our sourcing, procurement and supplier-related dealings, and are continuously learning to drive improvements in our approach by participating in industry dialogues and through building relationships with potential partners.

Our ethical sourcing policy, approved by the board in 2018, is an uncompromising commitment to working with our suppliers to build a sustainable future anchored in sound governance. The policy encompasses the responsibilities of our staff and our suppliers to mitigate supply chain risk and build consumer and stakeholder trust. The policy directly aligns with our code and all other ethics policies, and explicitly integrates and articulates the key ethical principles to be adhered to, including but not limited to human rights and labour practices, preferential procurement, and environmental protection. Our ethical sourcing policy is available at **www.tigerbrands.com**.

Our key policies

- Procurement policy
- Preferential procurement policy
- Supplier management policy
- Ethical sourcing policy
- Code of conduct

Management

We consider ethical and sustainable sourcing very important, but we do not yet implement it in such a way that produces clear performance data. While we are very selective about who we work with, and scrutinise them carefully, our current system lacks robust checks and follow-ups. Our current procurement processes, including ethical sourcing and supplier engagement and assurance processes, are very manual in nature. Since July 2023, however, we started the transition to a centralised digital procurement process that supports more robust supplier assurance and auditing processes.

Critical anchors continued

Our current supplier assurance process includes a supplier self-assessment questionnaire that addresses labour practices, conflicts of interest, and basic health and safety. In recent years, we have strengthened the integration of due-diligence processes for food safety and quality (see page 61), and fraud risk (see page 50) into our risk management and internal auditing processes for both our own operations and suppliers. Currently, formal supplier audits are only performed in regard to food safety and quality. Going forward, we plan to strengthen these processes in relation to human rights and environment-related aspects.

As part of the transition of our procurement processes, we are now developing a more comprehensive supplier assurance process that will see us integrate the requirements of our ethical sourcing policy more comprehensively. Our new process will include a robust self-assessment checklist, yet to be designed, that will be sent to all our suppliers. Subsequently, we aim to hire a third-party auditor to inspect a randomly selected group of suppliers, as required for compliance with the Financial Intelligence Centre Act (FICA).

Most of our agricultural commodities are procured through cleaners, buyers or aggregators who act as intermediaries between Tiger Brands and farmers. We currently limit our engagement on biodiversity and sustainable agriculture in our supply chain to engage with these intermediaries, not extending to on-farm or primary production activities.

Palm oil and cocoa (liquor and butter) are key ingredients for our chocolate business, and we are concerned about deforestation, loss of biodiversity, and the use of peatlands in the production of these forest commodities. To address this, we set caveats on our sourcing of these raw materials that foreground traceability and sustainable certification. This safeguard provides some assurance that our supply chains for palm oil and cocoa are anchored by the principles and standards of sustainable production. Our preferred cocoa and palm oil suppliers have programmes in place to lift farmers out of poverty, eradicate child labour, become carbon and forest-positive, and source sustainable ingredients. All these suppliers are members of the International Cocoa Organization (ICCO), Fairtrade and the Supplier Ethical Data Exchange (Sedex), and are audited on a regular basis by these bodies to ensure compliance.

Performance

Our ethical sourcing declaration process is on hold due to the ongoing digital transition of our procurement operations. We plan to resume this process after 2024, using supplier questionnaires on our digital portal.

Safety, security, health and environment (SSHE)

Our goal is to operate in a manner that safeguards people and the environment. We prioritise zero harm in the pursuit of manufacturing excellence, and are building strong foundations in SSHE compliance and due diligence.

Context

Our key safety-related impacts and risks are site-dependent, and include common workplace accidents like slips, trips, falls, and more serious machinery-related injuries. Inadequate risk assessments of specific activities and lack of mitigation of ergonomics risks were also key contributors to injuries in 2023. Transport-related accidents and route-to-market security incidents exacerbated by conditions and events outside of our control pose significant risks. Contractors or temporary staff unfamiliar with safety protocols further contribute to our safety risks. Improving risk assessments and contractor management will be key focus areas in 2024.

Our key occupational health impacts and risks include potential exposure of employees to materials or conditions that can lead to enduring health issues, such as noise-induced hearing loss or respiratory problems caused by dust, and exposure to heat or harmful chemicals. Another significant area of concern is ergonomic risks, including physical strain injuries from incorrectly lifting heavy loads, and musculoskeletal disorders from repetitive tasks and poorly designed workstations. We also recognise psychosocial risks, including stress, burnout, and harassment as critical factors that can substantially affect employees' mental health and overall wellbeing (see page 59). All these health impacts and risks are site-dependent, and operate over the medium to long term, with the exception of sudden physical strain from the lifting of heavy loads.

In South Africa, the socio-economic landscape and elevated crime rates, along with the locations of our facilities and the appeal of our products, expose our business to a myriad of internal and external security threats. Our labour negotiations, occasionally conducted in a strained atmosphere (refer to page 60), can incite strikes and disciplinary procedures, both posing security risks to our assets and personnel. Currently, our key security risks include internal theft of products, route-to-market hijackings and armed robberies in the Albany business, and workplace-related employee threats/intimidation. Tiger Brands' security concerns have been escalating, particularly in the tough economic environment post-COVID-19, exacerbated by high unemployment and inequality.

Approach

Our ability to manage safety, security, health, and environment (SSHE) is vital to our operations. Safety, alongside quality (refer to page 61), is an uncompromising facet of our business. Our objective is zero harm: no fatalities, no workplace injuries, and no process-safety incidents. We have robust backing from our Exco and board to enhance SSHE throughout the business.

Legal compliance underpins our SSHE approach, shaping our policies and strategies, especially as we continue to establish foundational capabilities, systems, and practices. Our SSHE policy framework is informed by key legislation including the Occupational Health and Safety Act (OHSA), the Private Security Industry Regulation Act (PSIRA), and the National Environmental Management Act (NEMA), respectively.

Our key policies

- Health and safety policy
- Physical security policy
- Personnel protection policy

We take a risk-based approach to SSHE management, and place a strong focus on building a culture where safety is paramount, and managers lead visibly by example. We are continuously improving our processes to strengthen competencies, detect issues early, manage risks effectively, and audit our performance to prevent and reduce harm to our employees, visitors and contractors.

We have a five-year strategy for each sub-function within our safety, security, health, and environment (SSHE) function, focusing on compliance, clear risk management practices, building essential capabilities, and achieving excellence in performance. This strategy is endorsed by the chief manufacturing officer. Embracing digitalisation is a critical challenge we face, and a key shift that is pivotal to improving our SSHE performance across all aspects. Currently, our SSHE management potential is limited by manual systems for data management and reporting. Enhancing skills and technical competencies is another critical factor in our SSHE strategies, with ongoing SSHE training and coaching being a fundamental aspect of our approach. In 2023, we launched competence assessments for all our SSHE resources at all sites to identify improvement opportunities. The group SSHE team has been working with site resources to assist them in closing those competence gaps.

Integrated SSHE management

Management

Our management of safety, security, health, and environment (SSHE) is incorporated into our manufacturing, excellence, customs, and practices (MECP) management framework, which serves as our roadmap to achieving manufacturing excellence. This framework guides us by benchmarking our maturity level against industry best practice standards. The SSHE component of the MECP framework provides further tools and guidelines for systemising daily management practices at our operations, including standard operating procedures (SOPs), target-setting, risk assessments, and reporting. In 2022, we implemented the foundational stage of the MECP framework and established the SSHE pillar's management system. We assessed all our manufacturing sites on their compliance with our foundational requirements in the SSHE pillar, with the exception of our Chococam and peanut butter sites. In 2023, we progressed on the baseline maturity established in 2022, and plan to close out most of our foundational gaps in 2024.

Currently, our SSHE management efforts are concentrated on establishing compliance-related due diligence procedures and implementing standard operating procedures (SOPs). These SOPs define our approach to managing key SSHE areas and serve as a reference for auditing our management and operational processes. We have key performance indicators (KPIs) at group, category, site, and individual performance levels, enabling us to measure progress at all levels. Regular site-level reporting processes facilitate routine measurement and reporting of our KPIs, which are consolidated at group level. We review all SSHE incidents and performance monthly, holding discussions on performance across all sites in a SSHE forum held every second week of the month. Our internal and external audit programme ensures the robustness of our SSHE systems and plays a vital role in effective risk management and performance enhancement.

At all sites, plant managers and SSHE officers work alongside our group SSHE team. This central team facilitates compliance and performance by assisting site-level personnel in comprehending compliance requirements, addressing impacts and risks, and mitigating issues identified through risk assessments. Risks are prioritised based on their likelihood and impact, guiding resource allocation. In areas of security where we lack visibility into impacts and risks, we depend on our service providers for this information.

We've set reporting standards with service providers to ensure data and feedback are relayed to site managers and the group level. The application of the management system and standards is supervised through internal assessments and monthly progress meetings with the relevant site-level SSHE officers. We track the resolution of discrepancies and gaps through corrective action plans.

Updates on all priority risks are provided to the chief manufacturing officer, who oversees their resolution alongside the legally appointed representative from each manufacturing plant.

Looking forward, our aim is to provide targeted training to the SSHE community on key MECP topics, including monthly online and one-on-one engagement sessions to standardise practical application of these topics.

Performance

In 2023, our aim was to improve our SSHE pillar foundational practice score, setting a target of 70% compliance across all sites, excluding Chococam and peanut butter. We successfully achieved this goal and aim to get all sites to a 95% compliance level in 2024, as well as improve compliance to excellence requirements. Presently, we are constructing a new peanut butter facility, which will be included in future assessments once it becomes operational.

Safety and health

Our health and safety strategy strictly adheres to the Occupational Health and Safety Act (OHSA) and associated regulations, ensuring complete compliance for our operational licensing. We place emphasis on cultivating safety-oriented behaviour, focusing on consistent awareness initiatives and ongoing employee engagement to mitigate risk. As part of our commitment to safety, we have tied safety performance to remuneration incentives at management levels, contributing 10% to the individual's variable performance reward under our short-term incentive (STI) scheme (see page 59). In 2023, we made a significant breakthrough in our approach to handling route-to-market (RTM) injuries within our Albany business operations by focusing on the injuries caused by risks that were within our control.

Safety

The key aim of our safety management programme is to reduce our lost-time injury frequency rate (LTIFR) through better management standards and procedures, sharper operational discipline and behavioural compliance, and stronger synergy between our standards and discipline. Our safety management processes are integrated into the SSHE pillar of our MECP framework, and include clear annual targets, management systems and SOPs, strengthened operational discipline, and behavioural safety initiatives that foster a safety-oriented culture driven by visible demonstration and accountability from managers and leadership. Moreover, we work actively on identifying and rectifying any ergonomic challenges within our office and manufacturing spaces to ensure a safe work environment.

Our safety management protocols mandate a root-cause analysis for each incident, facilitating proactive prevention and ongoing improvement. We enforce disciplinary measures

Critical anchors continued

as necessary, particularly when incidents stem from employee negligence; however, we intentionally focus on addressing the real root cause of injuries rather than searching for someone to blame. Every fatality and lost-time injury is thoroughly investigated by a multi-disciplinary team and senior management. Findings are examined at group level to promote company-wide learning from each incident. The group safety team, chief manufacturing officer, and respective plant managers conduct individual sessions with each site that records a lost-time injury (LTI), which ensures accountability and supports targeted enhancement of our preventive strategies.

We remain dedicated to reinforcing robust safety management foundations and nurturing a culture that prioritises safety. With an emphasis on basic safety behaviour, we've conducted regular safety training, enhanced the reporting of unsafe acts, conditions, and both major and minor near misses, as well as acknowledged our staff's positive contributions to safety management. Despite needing to make further improvements, our consistent and constructive efforts have led to progress in preventing serious incidents. Key endeavours and advancements include launching behaviour-based safety programmes at our Milling, Bakery, and Ashton sites. We have also facilitated SSHE workshops focused on management in Mills and Culinary, extending from last year's bakery focus. These workshops aim to solidify the commitment of managers and operations directors, and boost visible safety leadership, both areas that have posed challenges in recent years.

A critical issue we identified and rectified this year involved the safety of cleaning staff in our manufacturing operations. The majority of our cleaners are contracted, and an unfortunate serious incident highlighted a lapse in their safety training, which unfairly exposed them to risks. In response, we initiated specific engagements with cleaning contractors and staff to address their safety concerns, and reinforce essential safety practices. We also evaluated the risks encountered by cleaning personnel, and implemented targeted control measures. Finally, we introduced the BIG 5 safety campaign, which included the Safer Together aspect to ensure that we all make an effort to care for the safety of each other. These improvements will be incorporated into our future training of cleaning staff.

Managing route-to-market incidents

In addressing persistent safety and security issues in the Albany route-to-market (RTM), we organised an interactive session with key stakeholders to dissect incidents and brainstorm on improvement strategies. The workshop revealed that many incidents previously attributed to external security threats were in fact due to internal behaviours and lack of basic safety practices. This discovery prompted a shift in our approach to managing Albany RTM risks. We have now made RTM a distinct area of focus in our behaviour-based safety efforts, incorporating drivers and van assistants into the process of reporting near misses, unsafe conditions, and risk observations. Prioritising these behavioural aspects in RTM has led to a notable reduction in lost-time injuries and is a standout aspect of our performance this year. In 2023, no lives were lost in RTM incidents. More information on our management and performance relating to RTM injuries is provided on page 72.

Tiger Safety Week 2023

In May 2023, our yearly Tiger Safety Week event was held to re-emphasise the significance of safety. Throughout the week, we orchestrated numerous safety awareness initiatives and refresher discussions on diverse topics across our facilities. We brought significant attention to the BIG 5 Safe Behaviours campaign and continued our I'M SAFE campaign in manufacturing, expanding the reach to address route-to-market (RTM) injuries.

Health

Our occupational health management processes fall under the SSHE pillar of our MECP framework. These include clear annual targets, management systems and SOPs, reinforced operational discipline, and initiatives to promote health awareness in daily work activities. Our core occupational health programme emphasises formal health risk assessments, occupational hygiene surveys, annual medical surveillance programmes, primary healthcare, and employee wellbeing support.

We identify our top health risks through occupational hygiene surveys and health risk assessments for various tasks within our manufacturing environment. These processes, which include reporting abnormal or significant health surveillance findings, are relayed to upper management. This informs operational risk management planning, health awareness campaigns and training, and facilitates ongoing improvements in our occupational health performance. We also proactively address ergonomic issues within our office and production facilities to maintain optimal health conditions for employees. In 2022, we completed ergonomic risk assessments across our sites, and we have continued to conduct updates to our occupational hygiene surveys as required. In 2023, we focused on closure of the recommendations highlighted in the occupational hygiene surveys.

We conduct regular medical surveillance for our staff, focusing on the management of chronic diseases. All employees and contract workers are screened for lifestyle diseases, including diabetes, cholesterol, HIV/Aids, and hypertension. Those diagnosed with multiple chronic conditions are encouraged to join our THRIVE wellness programme (see page 59). We offer continuous primary healthcare to all employees, managing infectious disease risk and incidence through this programme. Our onsite clinics provide occupational health support and essential primary healthcare, available free of charge to all onsite permanent and temporary employees.

Performance

Regrettably, the past year saw one fatality and two serious injuries. We mourn the loss of an employee at Chococam in Cameroon due to a stack of sugar bags collapsing on him, a result of unsafe stacking practices. The incident, which occurred at an off-site warehouse, has been investigated and closed, with control measures implemented to avoid a repeat incident. We will continue to pursue further improvements at these operations.

In the first of two other serious injuries, a cleaning contractor lost three fingers in November 2022 after unknowingly inserting his hand into an active auger, exposing a gap in safety training for cleaning staff, and a shortcoming in risk assessment. We've comprehensively addressed this through additional risk assessments, the implementation of new control measures, and routine follow-ups while working in partnership with our cleaning service providers.

The second serious incident involved a contractor at our Ashton site who lost his thumb during trailer maintenance. The incident revealed a lapse in contractor management and site access controls, as the contractor was not authorised for site access. Members of the site management team were subjected to disciplinary action following this incident, and refresher training was conducted to bolster contractor management and access control. All incidents have been reported to the Department of Labour, as required by law, including non-injury-related incidents. We make every effort to maintain contact with injured employees and contractors to ensure they receive necessary care and rehabilitation support.

At group level, our emphasis on behavioural safety has resulted in a significant decrease in both incidents and lost-time injuries (LTIs). A significant decrease in manufacturing LTIs and Albany RTM incidents and injuries has been a key accomplishment. Consequently, our safety performance in 2023 has improved, and we aim to carry this positive momentum into the following year. Our total recordable case frequency rate (TRCFR) decreased from 0,62 in 2022 to 0,28 in 2023, and our lost-time injury frequency rate (LTIFR) decreased from 0,45 in 2022 to 0,25 in 2023. We recorded 72 LTIs in 2023, representing a 44% decrease from 128 in 2022. No lives were lost in RTM incidents.

In regard to occupational health, we significantly improved our compliance processes, particularly in relation to COIDA Section 24 incident reporting and occupational health conditions across our sites. This lays a solid foundation for future progress. In the same year, we contracted new service providers to boost our occupational health management procedures and ensure compliance at all sites, including our primary health clinics.

Critical anchors continued

Our 2023 group safety performance

	2023	2022	2021	2020	2019
Fatalities*	**1**	3	0	3	1
Total fatal injury frequency rate (FIFR)**	**0,004**	0,01	0	0,01	–
Total recordable case frequency rate (TRCFR)	**0,28**	0,62	0,46	0,79	1,86
Lost-time injuries (LTIs)	**72**	128	99	129	139
Total lost-time injury frequency rate (LTIFR)	**0,25**	0,45	0,31	0,34	0,38
Total medical treatment cases (MTC)***	**46**	53	48	45	58
Total first-aid cases (FAC)***	**229**	334	131	101	149

* *The fatality in 2023: one temporary employee in Logistics in Cameroon*
** *Only the manhours of manufacturing and route-to-market are included*
*** *These figures apply predominantly to manufacturing, as this is where reporting is strongest. There has been an improvement in reporting of injuries in RTM but improvements are still required in sales and logistics*

Our 2023 manufacturing safety performance

	2023	2022	2021	2020
Manufacturing fatalities	**0**	1	0	1
Manufacturing lost-time injuries (LTIs)	**37**	72	46	Not reported
Manufacturing lost-time injury frequency rate (LTIFR)	**0,13**	0,25	0,17	Not reported
Manufacturing medical treatment cases (MTCs)	**42**	43	43	Not reported
Manufacturing first-aid cases (FACs)	**219**	317	130	Not reported
Manufacturing near misses	**384 381**	8 321	10 006	916
Manufacturing unsafe conditions	**359 832**	62 543	3 353	108
Manufacturing behavioural safety observations	**187 225**	47 463	16 375	737

Note: While we distinguish between employee and contractor injuries in the narrative text, both categories are included in our total injury statistics. This practice has been consistent since 2022. In prior years, contractor injuries weren't consistently reported, leading to the rise in our injury statistics between 2021 and 2022

Security

We make a continuous effort to understand current and emerging security trends, including cyber-security trends (see page 54), and we undertake consistent work at all our facilities to continuously improve our security controls and security management. We are currently focusing on ways to make our security execution more proactive than reactive. We are investing in security knowledge-building across the organisation to ensure that security is not viewed as the sole responsibility of the security function, but as a shared responsibility.

Our approach to managing security is informed by the Private Security Industry Regulation Act (PSIRA) and other related legislation such as the Firearms Control Act, and we remain in full compliance with all relevant requirements and regulations. Ongoing collaboration with law enforcement authorities and other key industry and security stakeholders, including networking with fellow security managers from other organisations, is a key part of our approach.

Our physical security policy, supplemented by a draft security strategy and corresponding procedures such as the access control procedure, is integral to our overall security governance framework, detailing the security model, structure, roles, and responsibilities. Our group security manager oversees these policy reviews and updates, designed to safeguard physical assets, personnel, business processes, and information from threats like theft, malicious attacks, personal harm, and violent protests through defined risk control measures and compliance requirements. In order to ensure a standardised site-level security approach, we have developed a site security design standard that outlines minimum standard site security measures to be fulfilled by all sites. The critical success factor lies in ensuring that policies, procedures and standards do not only exist on paper, but that they are fully implemented and consistently complied with.

Based on lessons learnt from the 2021 unrest, the organisation has continuously been working on improving its security response plans to be able to respond effectively to similar future events. We have engaged additional service providers and strengthened our focus on enhancing skills and capabilities to ensure a swift response to cases of immediate or sudden threats. We have also instituted a personnel protection policy, focusing on employee safety, as well as a gun-free zone policy, for which compliance procedures are currently being developed. The gun-free zone policy demonstrates Tiger Brands' commitment to ensuring the safety of its employees.

Our strategic security objectives

- Ensure a well co-ordinated, standardised, professional and consistent security service
- Ensure security operational efficiency and cost-effectiveness
- Meet current and future organisational security needs
- Benchmark with industry best practices
- Create and maintain a safe and secure operating environment and enhance business continuity

Management

Our management processes are governed by the SSHE pillar's MECP management framework (referenced above). Quarterly risk assessments guide our onsite security actions, helping us identify, prioritise, and mitigate significant security risks. Our internal site security design standards adhere to Marsh security design standards, aligning with industry best practices. Marsh South Africa performs security risk control audits at our manufacturing locations and warehouses as part of our combined assurance process (see IR page 2). We have physical security measures in place at our manufacturing sites and distribution centres, including perimeter fencing, security officers, CCTV cameras, access control systems and intruder alarm systems. Training and awareness raising are ongoing.

A group-level security steering committee, consisting of business managers, plant managers, and key directors, convenes quarterly to discuss risk management programmes, initiatives, and security capacity enhancement. Service-level agreements are in place with contracted security service providers, setting service and performance standards for all sites. Site managers, alongside the operational management of security service providers, regularly evaluate operational performance against the agreed targets. Our daily operations are assisted by security contract managers, who monitor performance, assess progress, and aid in compliance. The group security manager, in conjunction with site-level SSHE officers, oversees the enforcement of our security design standards and ensures compliance.

In addition to the virtual monthly SSHE forums for site-level resources, we host a separate monthly security forum involving site-level staff and service providers. This forum provides an essential platform for security personnel to stay updated, raise awareness on crucial developments, and propose improvements. Monthly team and individual performance evaluation meetings are conducted to monitor team and individual progress. These routine engagement sessions are aimed at ensuring effective collaboration and alignment between security and the business.

In 2023, our core focus remained on enhancing basic security compliance standards and practices under the SSHE pillar of our MECP framework and addressing gaps identified through risk assessments. We began a process to hire service providers for the regular upkeep of our CCTV security camera systems, a need identified in our risk assessment. We've now included CCTV maintenance as a standard operating practice, necessitating routine reports and actions to ensure consistent high-quality surveillance. We finalised arrangements for backup security services to supplement our in-house teams during emergencies or crises, such as the civil unrest witnessed in South Africa in 2021. We are continuously raising awareness through communications at both site and group levels. To augment this, we are initiating development of a more comprehensive employee security awareness training programme.

Managing route-to-market incidents

Route-to-market (RTM) incidents in the Albany business remain our biggest security challenge, and reducing these safety and security incidents is a top priority. We continue to implement preventive measures, including continuous risk assessment, the provision of armed security vehicle escorts on high-risk routes, and various site-level measures, yet the risk remains very high and difficult to address, due to the unpredictable nature of the external environment and the sophistication of criminal threats. In 2023, we held a workshop with key stakeholders to dissect incidents and brainstorm on improvement strategies. The workshop revealed that many incidents previously attributed to external security threats were in fact due to internal behaviours and lack of basic safety practices. This discovery prompted a shift in our approach to managing Albany RTM risks.

In addition to managing the issue through a security lens, route-to-market incidents have been included as a distinct area of focus in our behaviour-based safety efforts (see page 69). Prioritising these behavioral factors has significantly reduced RTM incidents, marking a key achievement this year. We are currently rolling out defensive driving training at our Bakery sites. While this may not eliminate the risk of robbery or hijacking, it equips our drivers with the skills needed to make informed decisions that minimise the risk of injury and loss of life.

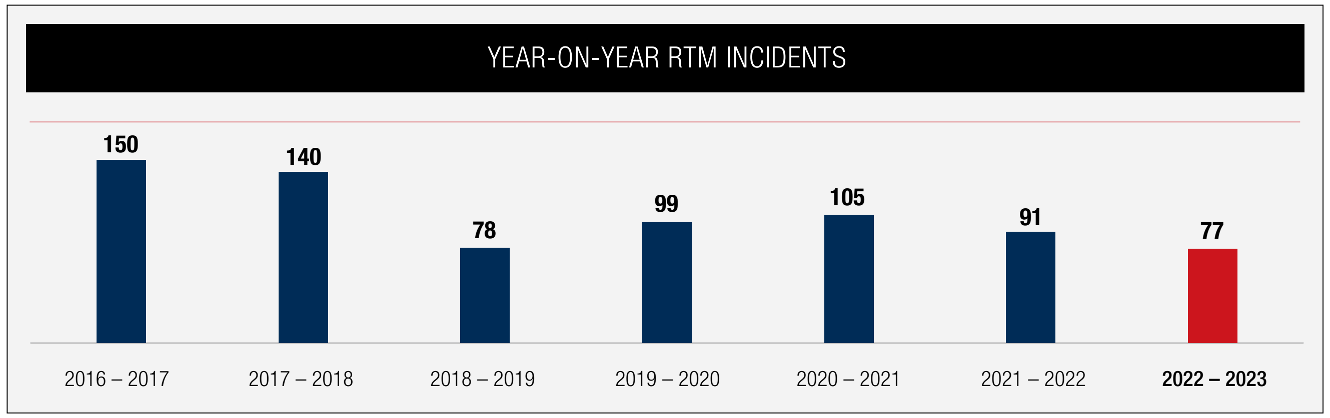
Critical anchors continued

Performance

We performed commendably this year, reaching our goal of an 85% security practice score across all sites, excluding Chococam and peanut butter. With plans to surpass this target next year, we've implemented our strategy, management systems, and SOPs more thoroughly than ever before. We've improved our service provider management, enhancing their performance and ensuring consequence management for those implicated in theft. We've conducted quarterly site-level risk assessments and strengthened reporting processes, resulting in an uptick in incident reporting. We've smoothed out inconsistencies in our site security plans and are advancing towards standardisation, including access controls and procedures, across all sites. Our personnel protection policy has been activated, with compliance procedures developed and enforced in response to threats against employees. Despite effectively managing common security risks such as petty crime, theft, and strike-related risks, these persistent challenges continue to present new scenarios with each incident.

In 2023, we documented 148 security incidents, comprising 87 RTM and 61 site incidents. Of the site incidents, 45 were minor, mainly caught by security officers during patrols. Internal petty theft, largely by contractor employees, is rising due to tough economic conditions. Over eight years, we've logged 740 Albany RTM incidents, varying from petty theft to major robberies and violence. After an uptick from 2019 to 2021, incidents decreased in 2021/2022. This year, we noted 77 armed robbery/hijacking RTM incidents (2022: 91), including bread theft and two sales rep vehicle hijackings. No lives were lost. Despite fewer RTM incidents in 2023, we incurred a slightly higher financial loss of R497 699, compared to R446 000 in 2022.

2023 route-to-market incidents



Responsible marketing

Our goal is to always label, market and advertise our products in an ethical and socially responsible manner, in line with our corporate values and sustainability strategy.

Approach

We are committed to responsible marketing, advertising, and labelling of our products, aligning with the unique needs of our consumers to earn and retain their trust. We follow the Advertising Regulatory Board (ARB) code in South Africa, and have endorsed the 2008 South African Marketing to Children Pledge. Our marketing strategies and materials are developed to correspond with responsible practices, complying with national labelling regulations, and adhering to our own Eat Well Live Well (EWLW) nutrition labelling requirements (see page 23).

Our responsible marketing policy governs our practices in marketing, advertising, and labelling, ensuring compliance with the ARB advertising code and Marketing to Children Pledge. The policy aligns with our ethics code and related ethics policies (see page 50), and is part of our broader framework of policies covering general marketing, research, packaging design, and digital/social media marketing. Applicable across all channels, the policy reflects our commitment to aid consumers in making health-positive food choices (see page 22).

Our key policy

- Responsible marketing policy

Responsible Marketing to Children Pledge 2008

We are a signatory to the 2008 South African Marketing to Children Pledge, initiated by the Consumer Goods Council of South Africa (CGCSA) and incorporated into the ARB's advertising code in 2018. This commitment obliges us to uphold responsible marketing and advertising principles for children aged 12 and under, focusing on the promotion of healthy food and lifestyle choices directly to this age group.

The pledge stipulates restrictions on advertising and marketing to children in the following areas:

- The nature of the products and core messaging of television adverts
- The use of well-loved celebrities or fictional characters for product endorsement
- The nature of products used in marketing promotions
- The nature of products marketed or advertised at or near pre-school and primary school premises

Our responsible marketing principles

We are committed to ensuring that our marketing communications:

- Are ethical and truthful
- Are non-discriminatory
- Encourage inclusion and diversity
- Encourage a healthy, balanced diet, active lifestyle, and mental wellbeing
- Encourage portion control and discourage excessive consumption of any food or drink
- Do not harm or take advantage of children, nor undermine their parents' authority
- Do not allow gender stereotyping or negative gender portrayal
- Provide accurate nutritional information
- Back up any claims with scientific or testimonial evidence

Management

We always strive for full compliance with industry and regulatory marketing codes, including the voluntary responsible marketing to children pledge.

Our EWLW nutritional guidelines and responsible marketing principles are well-integrated across our marketing organisation (see page 23). Our senior marketing leaders and core team are fully aware of our commitments, standards, and ethical principles that must be adhered to. We perform internal audits of our labelling, marketing, and advertising activities to ensure alignment with agreed principles, plans, and budgets, and to manage practices correctly.

We manage our labelling, marketing, and advertising practices through standard operating procedures encompassing everything from product ingredient formulations to consumer services and media procurement. These procedures integrate our nutritional guidelines and responsible marketing principles, and are also considered in our product innovation processes (see page 24). Before final sign-off, our nutrition, regulatory, and legal teams review all product formulations, artwork, labels, marketing materials, and advertisements. When third-party agencies are involved, all relevant policies and guidelines, including those ensuring responsible marketing to children, are shared at contract signing. Our own brand teams then sign off on all creative material.

Critical anchors continued

Partnerships for sustainability

Our goal is to build partnerships that support collective impact on sustainability.

We engage proactively with our stakeholders, and have a structured stakeholder relations strategy in place. More information on our key stakeholders and how we engage with them is reported in our IR, available at www.tigerbrands.com.

We play an active role in industry forums, and partner with external organisations to help shape our sustainability practices and commitments, and contribute to building a more just and sustainable food system in South Africa.

Our key sustainability partnerships are described throughout this report, and include the following:

- We partner with the National Business Initiative (NBI) and Consumer Goods Council of South Africa (CGCSA) on initiatives relating to the SDGs, climate change, water, food waste, plastics waste and responsible marketing
- We partner with the Coalition for Ethical Operations on combatting unethical behaviour and corruption in the food and beverage industry
- We partner with Stellenbosch University's Centre for Food Safety on research to address food safety challenges and advance food safety knowledge and practice in South Africa
- We partner with Food Forward and SA Harvest on minimising food waste and donating near-expiry food to vulnerable communities

Sustainability at Chococam, Cameroon

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

Chococam supports the Tiger Brands sustainability 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 investments in response to the needs of local and institutional communities.

Chococam 2022 sustainability performance

- **Health and nutrition** – Chococam continues to provide 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. Chococam has gained the position of vice president of the committee in charge of technology and food products
- **Enhanced livelihoods** – Chococam continues to improve access to potable water in the community surrounding their operations by providing a free daily water-delivery system alongside their factory. The company also provides quarterly food hampers to four orphanages
- **Environmental stewardship** – Chococam recycles all paper at their facilities into egg trays, and has reduced packaging used in production by 3,6% per tonne and electricity consumption intensity by 17,1% per tonne produced
- **Food quality and safety** – Chococam retains an ISO 9001 quality management system certification and is currently preparing to upgrade its food safety infrastructure and management system
- **Corporate social investment (CSI)** – Chococam sponsors an annual local street clean-up on World Clean-up Day

Appendix

Sustainability data table

Note: Data from the VAMP business is included in figures for 2019 and 2020. The VAMP business was sold in November 2020.

Environment

Energy	2023	2022	2021	2020	2019
Total energy use (electricity and thermal)[1] (GJ)	**2 958 084**	2 967 616	–	–	–
Energy use – grid electricity[2] (GJ)	**884 583**	900 878	–	–	–
Energy use – thermal[3] (GJ)	**2 073 501**	2 066 739	–	–	–
Percentage of total energy use from grid electricity (%)	**30**	30	–	–	–
Electrical energy intensity (kWh/tonne)	**108,5**	109,5	118,9	119,0	125,9
Increase/(decrease) in electrical energy intensity	**(0,9%)**	(7,9%)	(0,1%)	(5,5%)	–
Increase/(decrease) in absolute energy use	**(0,3%)**	–	–	–	–

[1] The 2022 figure has been restated this year due to improved accounting of electricity generated from diesel generators. Some of this was not correctly recorded in 2022 and this was fixed in 2023. Some sites had errors on their electrical energy reporting in 2022 which was detected and corrected in 2023
[2] The 2022 figure has been restated this year due to the inclusion of electricity generated onsite from diesel generators in the electrical energy intensity. Some sites had errors on their electrical energy reporting in 2022 which was detected and corrected in 2023
[3] The 2022 figure has been restated this year due to the removal of diesel used in generators being recorded under thermal energy intensity. This has been recorded under electrical energy because that is the form that the energy is used in

Emissions*	2023	2022	2021	2020	2019
Total GHG emissions[1] (tCO_2e)	**436 647**	439 423	441 182	630 775	–
Total GHG emissions intensity[2] (CO_2e/tonne)	**0,19**	0,19	0,23	0,20	0,22
Increase/(decrease) in GHG emissions intensity	**(0,0%)**	(17,4%)	15%	(9,1%)	–
Total scope 1 and 2 GHG emissions[3] (tCO_2e)	**436 647**	439 423	475 444	630 775	–
Scope 1 GHG emissions[4] (tCO_2e)	**208 079**	199 799	209 314	350 143	–
Increase/(decrease) in scope 1 GHG emissions	**4,1%**	(4,5%)	(40%)		
Scope 1 GHG emissions intensity[5] (CO_2e/tonne)	**0,091**	0,086	–	–	–
Increase/(decrease) in scope 1 GHG emissions intensity	**5,8%**				
Scope 2 GHG emissions[6] (tCO_2e)	**228 568**	239 625	266 130	280 633	–
Increase/(decrease) in scope 2 GHG emissions[7]	**(4,6%)**	(10%)	(5,2%)		
Scope 2 GHG emissions intensity[8] (CO_2e/tonne)	**0,101**	0,104	–	–	–
Increase/(decrease) in scope 2 GHG emissions intensity	**(2,9%)**				

** The significant reduction in GHG emissions between 2020 and 2021 is attributable to the sale of the VAMP business in November 2020*
[1] The 2022 figure has been restated this year due to the adjustments made on diesel reporting for various sites where errors were detected. Some sites had errors on their electrical energy reporting in 2022 which was detected and corrected in 2023
[2] The 2022 figure has been restated this year due to the reasons listed in note 1 above
[3] The 2022 figure has been restated this year due to the reasons listed in note 1 above
[4] The 2022 figure has been restated this year due to the adjustments made on diesel reporting for various sites where errors were detected
[5] The 2022 figure has been restated this year due to the reasons listed in note 4 above
[6] The 2022 figure has been restated this year due to the reasons listed in note 1 above
[7] The 2022 figure has been restated this year due to the reasons listed in note 1 above
[8] The 2022 figure has been restated this year due to the reasons listed in note 1 above

Water	2023	2022	2021	2020	2019
Total water use (kℓ)[1]	**3 474 348**	3 544 841	3 863 743	3 791 666	–
Water intensity (kℓ/tonne)	**1,53**	1,54	1,73	1,5	1,6
Increase/(decrease) in water intensity	**(1,9%)**	(7,1%)	5,5%	(5,9%)	(5,4%)
Increase/(decrease) in absolute water use[2]	**(2%)**	(8,3%)	(1,9%)	(8,8%)	(7,2%)

[1] The 2021 figure for total water use was restated in 2022, as an error was discovered
[2] The 2021 percentage change has been corrected this year

Appendix continued

Waste	2023	2022	2021	2020	2019
Waste intensity[1] (tonne/tonne)	**0,0028**	0,0041	0,09	0,02	0,02

[1] *The 2022 figure has been restated this year due to errors detected on waste reporting at some sites. This is a landfill waste intensity value and was not correctly recorded at some sites*

People

Workforce	2023	2022	2021	2020	2019
Total number of permanent employees (SA only)	**8 866**	9 280	9 791	10 838	10 074
Total number of permanent employees (outside of SA)	**430**	76	367	350	571
Total number of contractors*	**473**	348	324	120	1 114
Total number of employees and contractors	**11 967**	12 591	10 115	10 958	11 188
Percentage of employees who are "permanent" (SA only)	**94,6%**	92,3%	99,9%	99%	90%
Percentage of employees who belong to a trade union (SA only)	**50,4%**	45%	57%	59,6%	61,0%
Employee turnover**	**8,7%**	6,8%	8,9%	9,1%	8,8%
Total number of person days lost due to industrial action	**–**	31	132	–	43
Percentage of total person days lost due to industrial action – calculated or reported	**0%**	1,5%	1,12%	0%	17,2%

* *The 2020 figure includes fixed-term contractors (FTC) employed for less than three months, and excludes seasonal workers*
** *This figure is an annualised turnover rate, which includes all leavers, and not limited to resignations*

Inclusion and diversity	2023	2022	2021	2020	2019
Percentage of South African employees who are African, Coloured or Indian (ACI)	**96%**	94%	95%	94,0%	93,4%
Percentage of South African management who are African, Coloured or Indian (ACI)	**80%**	78%	76%	74%	60%
Percentage of employees who are female	**31%**	31%	30,2%	30,4%	29,6%
Percentage of employees who are people with disabilities	**0,6%**	0,6%	0,3%	0,3%	–

Skills development	2023	2022	2021	2020	2019
Total number of employees trained in South Africa	**3 298**	4 249	4 579	2 972	3 946
Percentage of employees trained in South Africa	**45%**	47%	45%	27%	39%
Total number of employees trained on ethics*	**2 053**	2 500	2 650	NR	851
Percentage employees trained in human rights	**–**	–	100%	100%	100%
Average hours per FTE of training and development	**30,9**	36,8	10,4	8,9	–
Average spend per FTE on training and development (R)	**9 948**	9 594	9 160	8 978	12 607
Total spend on employee training (Rm) (SA only)	**93**	96,9	93,8	97,3	127
Percentage of total payroll part of training	**3%**	3%	3%	3%	4,2%

* *Figures for 2020 and 2021 were consolidated and reported in 2021, due to the impact of COVID-19 on ethics training during these years*

Safety and health	2023	2022	2021	2020	2019
Fatalities*	**1**	3	–	3	1
Fatal-injury frequency rate (FIFR)**	**0,004**	0,01	–	0,01	–
Fatality in a route-to-market incident***	**–**	–	–	3	1
Total recordable case frequency rate (TRCFR)	**0,28**	0,62	0,46	0,79	1,86
Lost-time injury frequency rate (LTIFR)	**0,25**	0,45	0,31	0,34	0,38
Lost-time injuries (LTIs)	**72**	128	99	129	139
Medical treatment cases (MTC)****	**46**	53	48	45	58
First-aid cases (FAC)****	**229**	334	131	101	149

* *The fatality in 2023: one temporary employee in Logistics in Cameroon*
** *Only the manhours of manufacturing and route-to-market are included*
*** *Only includes fatalities relating to route-to-market security incidents*
**** *These figures apply predominantly to manufacturing, as this is where reporting is strongest. There has been an improvement in reporting of injuries in RTM but improvements are still required in sales and logistics*

Workforce profile	2023	2022	2021	2020	2019
South Africa					
African	**7 134**	7 440	8 450	8 678	8 920
Indian	**518**	555	588	594	642
Coloured	**724**	749	1 458	909	890
White	**443**	488	546	614	677
Foreign nationals	**47**	48	32	43	59
Disability	**54**	59	13	12	14
Permanent	**8 866**	9 280	9 791	10 838	11 188
Temporary*	**3 101**	3 311	3 648	5 152	5 032
Total South Africa	**11 967**	12 591	13 439	15 990	16 220
Outside South Africa					
Permanent	**430**	76	367	350	571
Temporary	**0**	328	39	215	297
Total					
Total permanent	**9 296**	9 356	10 058	11 188	11 759
Total	**12 397**	12 995	13 845	16 555	17 088

* *This number reflects our peak number of seasonal employees and our FTC employees as at 30 September 2023*

Appendix continued

Employment equity profile

Workforce profile

		Male				Female				Foreign nationals		
Occupational levels	Band	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	Total
Top management	FL-FU	1	1	2	2	2	–	1	–	1	–	10
Senior management	EL-EU	8	4	11	22	8	3	15	12	–	1	84
Professionally qualified and experienced specialists and mid-management	DL-DU	87	33	50	105	80	12	49	48	5	8	477
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	CL-CU	518	141	86	102	326	60	55	72	11	6	1 377
Semi-skilled and discretionary decision making	BL-BU	2 119	137	106	15	635	94	65	56	6	2	3 235
Unskilled and define decision making	AL-AU	2 385	116	34	5	965	123	44	4	5	2	3 683

Employees with disabilities

September 2023		17	–	4	4	22	3	2	2	–	–	54

Society

B-BBEE ownership*	2023	2022	2021	2020	2019
Thusani Trust (benefits children of black employees)	**1,98%**	1,89%	1,9%	1,9%	1,9%
Tiger Brands Black Managers Trusts	**0,55%**	0,56%	0,6%	0,6%	0,6%
Tiger Brands Foundation	**5,05%**	4,8%	4,8%	4,8%	4,8%
Tiger Brands General Staff Share Trust	**0,11%**	0,11%	0,1%	0,1%	0,1%
Tiger Consumer Brands Limited	**5,73%**	NA	NA	NA	NA
Mandated investments	**1,98%**	26,56%	7,9%	7,48%	–

* *The 2023 B-BBEE results only become available after the publication of this report*

Preferential procurement (Rbn)	2023	2022	2021	2020	2019
Spend with B-BBEE-verified supplier	**18,3**	14,1	13,5	12,3	8,9
Spend with suppliers classified as qualifying small enterprises or exempt micro-enterprises	**1,5**	1,3	1,4	1,6	1,2
Spend with suppliers that qualify as black-owned	**6,9**	6,6	5,6	3,7	2,4
Spend with suppliers that qualify as black women-owned	**6,0**	5,1	4,3	3,4	1,7

Enterprise and supplier development (ESD)	2023	2022	2021	2020	2019
Black farmers supported through the aggregator programme	**9**	67	80	84	58
Permanent jobs created in the small farmer sector	**44**	271	302	262	45
Cumulative total invested in ESD agriculture initiatives* (Rm)	**54,4**	54,4	27,2	13,2	10

* *The Dipuno ESD Fund was paused in 2023, restricting investment in agricultural activities and the intake of new farmers*

Appendix continued

Socio-economic development (SED)	2023	2022	2021	2020	2019
Food packages distributed through our food and nutrition support initiative*	**228 648**	103 989	105 148	105 648	89 000
Direct and indirect beneficiaries reached monthly via the food and nutrition support programme	**78 275**	58 048	51 368	30 000	42 000
Total number of people trained in food gardening and community education**	**1 018**	635	699	596	396
Spend on food and nutrition support initiative (Rm)	**19,0**	16,7	15,5	15,4	13,7
Spend on cause and brand-related CSI (Rm)	**–**	–	0,7	0,6	0,9
Spend on alleviating child hunger initiative (Isondlo) (Rm)	**42**	NA	NA	NA	NA
Spend on employee volunteerism (Rm)	**0,11**	0,2	0,1	0,3	1,5
Spend on community skills and enterprise development (Rm)	**9,0**	8,2	5,5	7,5	11,3
Spend on bursaries for students (Rm)	**7,8**	6,7	6,1	6,1	7,0
Spend on additional SED projects (Rm)	**0,55**	0,68	0,56	1,0	1,0
Total SED spend (Rm)***	**70,8**	25,8	22,9	22,4	28,5

* The 2023 figure includes food hampers from both the food and nutrition programme and Isondlo initiative
** The 2023 figure includes people trained through EduPlant and the University of the Free State (UFS) food garden project
*** The 2023 total spend includes R28,8 million on SED and R42 million on the Isondlo initiative

Tiger Brands Foundation	2023	2022	2021	2020	2019
Total programme spend since 2011 (Rm)	**454**	414	373	240	206
Total number of partner schools	**91**	95	105	101	94
Total number of regional co-ordinators	**7**	8	10	10	10
Total number of kitchens constructed/refurbished since 2013*	**57**	55	49	44	38
Total number of learners supported through breakfast programme	**74 109**	74 177	79 640	74 455	73 056
Total number of breakfasts served since 2011 (million)	**125**	109	99	88	78,5
Annual number of jobs sustained as food handlers, monitors and regional co-ordinators	**397**	418	440+	430+	410+
Total number of people trained through the food handler training programme since 2017**	**626**	571	514	514	514

* The number of kitchens donated in years prior to 2022 was restated in 2022 to correct a calculation error
** Training was suspended in 2020 and 2021 during the COVID-19 pandemic

Company information

Tiger Brands Limited

(Tiger Brands or the company)
(Incorporated in the Republic of South Africa)
Share code: TBS
ISIN: ZAE000071080

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GJ Fraser-Moleketi (chairman), MO Ajukwu, FNJ Braeken, GA Klintworth, TE Mashilwane, M Sello, LA Swartz, OM Weber, DG Wilson

NON-EXECUTIVE DIRECTOR
S Sithole

EXECUTIVE DIRECTORS
TN Kruger (chief executive officer)
DS Sita (chief financial officer)

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THE OAK TREE GROUP