



TIGER BRANDS LIMITED
RESULTS PRESENTATION TO INVESTORS

for the six months ended 31 March 2014

TIGER BRANDS

Agenda

Strategic Review

Financial Analysis

Business
Performance
Nigeria

Business
Performance
Grains

Business
Performance
Consumer Brands

Business
Performance
International

Outlook



Strategic Review

Peter Matlare
Chief Executive Officer



OVERVIEW

- **South African trading conditions remain tough**
 - Household income significantly constrained
 - Highly competitive retail environment as retail sales slow
 - Escalation in raw material, labour and input costs
- **Pleasing performance in Grains, TBI and Exports businesses**
- **Strategic pricing objective achieved in driving volume growth in Groceries**
- **Dangote Flour Mills**
 - Goodwill and intangibles impaired to reflect current underperformance of the business
 - Nigerian market remains attractive
 - Challenging trading conditions persist
 - Over-capacity in the sector fuels aggressive competitor activity
 - Impact of security concerns in northern Nigeria
 - Much work still to be done in DFM
 - Urgent action being taken to improve performance
- **UAC Foods continues perform satisfactorily**
- **On track with strategies to build a sustainable platform**
 - Investment in people and brands to maintain market leadership



GLOBAL ECONOMY RECOVERING SLOWLY BUT SUB-SAHARAN AFRICA GROWTH PROSPECTS ENCOURAGING

Y-o-Y % change	2012	2013	2014	2015
Global	3.1	3.0	3.7	3.9
Advanced markets	1.4	1.3	2.2	2.3
Emerging markets	4.9	4.7	5.1	5.4
SS-Africa	4.8	5.1	6.1	5.8
South Africa	2.5	1.9	2.3	3.0

Y-o-y % change	2013	2014	2015
Kenya	5.6	6.3	6.3
Nigeria	6.3	7.1	7.0
Ethiopia	9.7	7.5	7.5
Cameroon	4.6	4.8	5.1

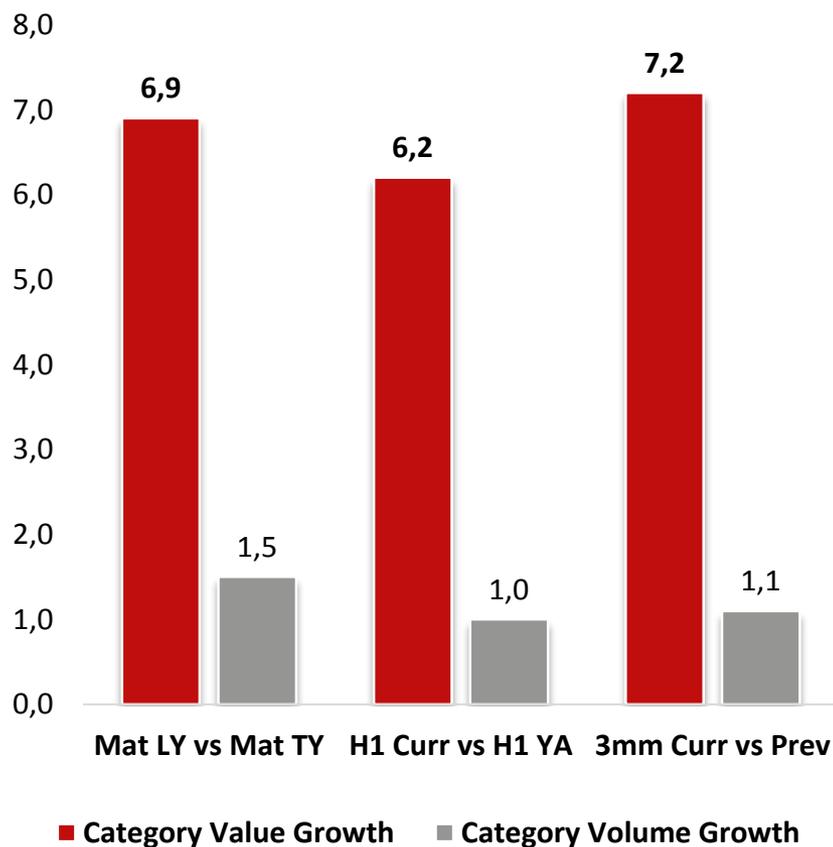
Global Economic Growth

- The IMF revised its outlook for **global GDP growth** upwards to 3.7% for 2014 on the back of muted recovery in advanced economies
- Global recovery is expected to be gradual and uneven
- **Emerging market** economies have faltered, experiencing financial volatility and domestic structural weakness
- Growth in **Sub-Saharan Africa** is forecast to remain robust and accelerate in 2014
- **South African** economy is expected to decelerate due to:
 - Tense industrial relations in the mining sector
 - Low private investment
 - Weak consumer and investor confidence



MARKET TRENDS SHOW SLOW RECOVERY FOR CATEGORIES IN WHICH TIGER BRANDS PARTICIPATES

Total South Africa
Category Volume and Value Growth Trends

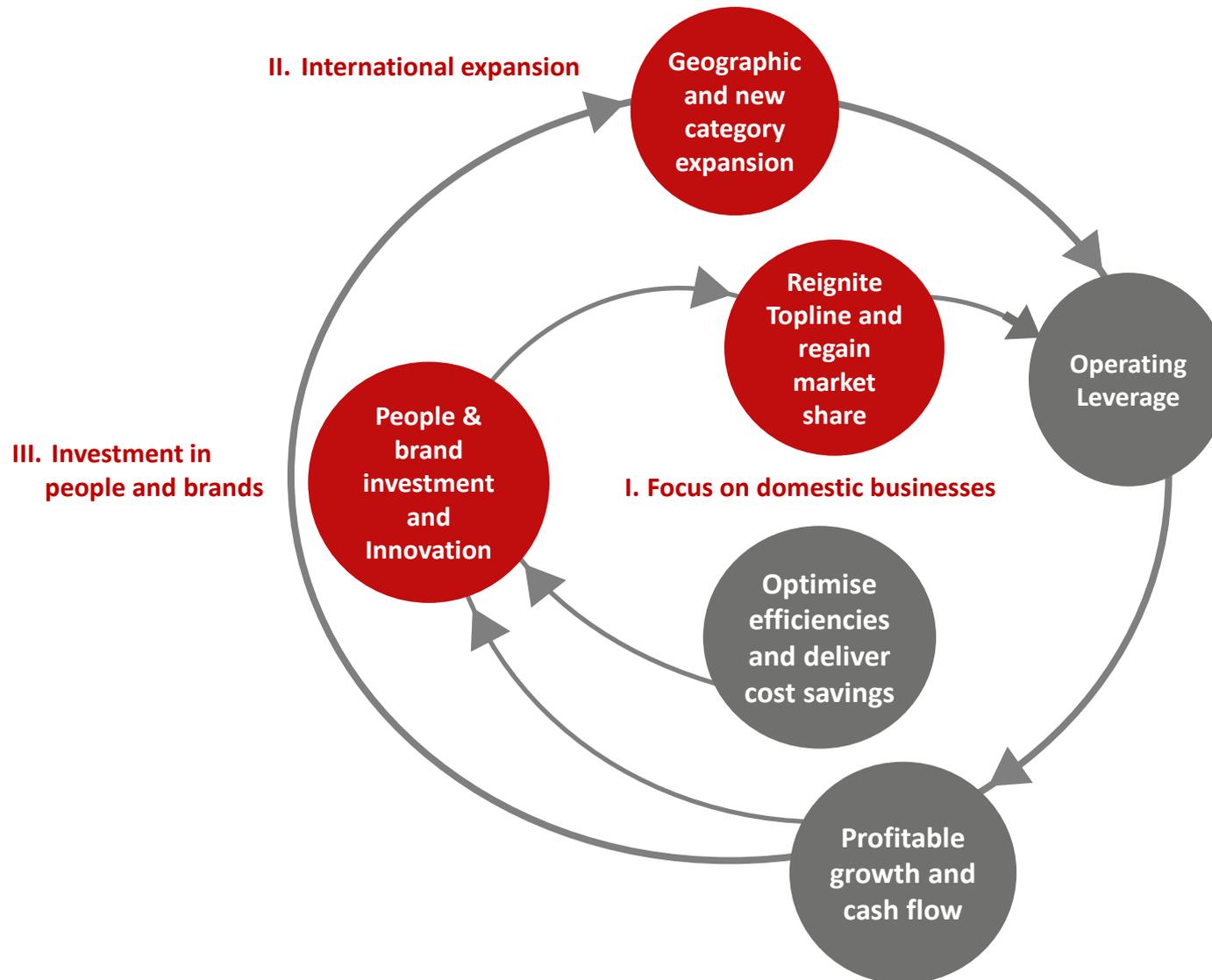


Market recovery slow

- Last 12 months' category volumes recover relative to previous year
- H1 2014 recorded a volume growth of 1%



STRATEGIC FOCUS AND BUSINESS MODEL

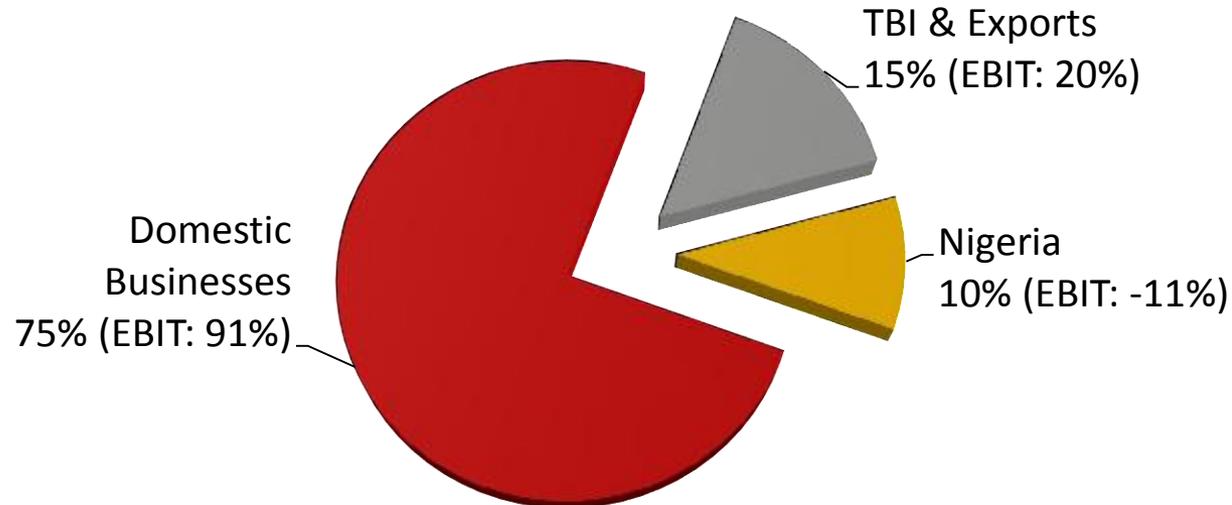




STRATEGIC THRUSTS – DOMESTIC BUSINESSES

- Tiger Brands' **domestic businesses** currently contribute 75% to group revenues and 91% to group EBIT, therefore continued health and sustainability is paramount
- Domestic businesses also underpin Tiger Brands' international expansion plans

Contribution to Tiger Brands





CONTEXT FOR PERFORMANCE



- Slow down in consumer spending in 2013 continued into 2014 due to inflationary increases in food prices, fuel and energy costs
- Above CPI inflationary increases in producer price inflation, exacerbated by rand weakness
- Weak business confidence weighs on formal employment growth
- Consumers continue to adjust their consumption habits
 - Favouring lower priced products
 - Forgoing purchases of discretionary items

Y-o-Y % change	2012	2013	2014	2015
Durable goods	11.0	7.9	4.1	3.0
Semi-durable goods	6.2	6.7	4.9	4.8
Non-durable goods	2.5	2.2	1.7	2.6
Services	1.8	0.3	2.0	3.5
Total FCE – Volume growth	3.5	2.6	2.5	3.3



DOMESTIC PERFORMANCE CHARACTERISED BY CONSUMER SEARCH FOR VALUE

- Consumer buying behaviour driven by focus on “value”
 - Addressed in the domestic business through pricing restraint
 - Intensified customer activity
 - Discretionary category pressures
- Operational consolidation and efficiency gains
 - Manufacturing consolidation
 - Real procurement gains
 - Leverage supplier relations
- Sustained investment in key enablers
 - Capital projects
 - Investment in people – diversification of skills
 - Focus on innovation and brand strength



TIGER BRANDS CONTINUES TO RETAIN LEADING POSITION IN MOST OF ITS CATEGORIES

March 2014		Position
Homecare	Insecticides	1
	Sanitary cleaners	2
	Air Care	3
Personal care	Face Care	3
	Hand & Body	3
	Hair Care	3
	Hair Styling Preps	1
	Deodorants	6
Culinary	Tomato sauce	1
	Canned Tomato products	1
	Baked Beans	1
	Canned Vegetables	1
	Jam	1
	Peanut Butter	1
	Mayonnaise/salad cream	1
Grains	Rice	1
	Bread	1
	RTE Cereals	3
	Hot Cereals	1
	Pasta	1
Baby	Baby Care	2
	Baby Food	1
	Baby Cereal	1
Confectionery	Countlines	3
	Slabs	3
	Sugar sweets	1
	Boxed Assortments	1
CPM	Chilled Processed Meats	1
Beverages	Sports Drinks	2
	Liquid Concentrates	1

We understand and continue to invest in brands

- **All Gold** Tomato Sauce maintained market leadership for over seventy years
- **Albany** has held a leading position in the bread market for more than ten years
- **Koo** voted as one of South Africa's most loved brands (ahead of Coca-Cola) in the Sunday Times National survey 2013
- **Tastic** has been market leader for over fifty years; voted as the No.1 brand in the Essential Foods Category for the last twelve years





STRATEGIC THRUSTS – INTERNATIONAL EXPANSION

- **Strategic intent** – Tiger Brands will continue to expand internationally
 - Nigeria remains important to Tiger Brands and priority is to fix and grow our existing businesses
 - We will continue to evaluate opportunities as they present themselves
- **Dangote Flour Mills**
 - Goodwill and intangibles impaired in full
 - Underestimated challenges of operating in Nigeria
 - New industry surplus capacity came on stream as we entered the market
 - Increased wheat levy compounded margin compression
 - Paid strategic premium for the business to achieve immediate scale in Nigeria
 - Management changes made to strengthen the team
 - Seamless integration between SA Grains Business and DFM
 - Aggressive thrust to fix the cost base and grow topline



AFRICA AND GLOBAL EXPORTS – THE SUCCESS STORY CONTINUES

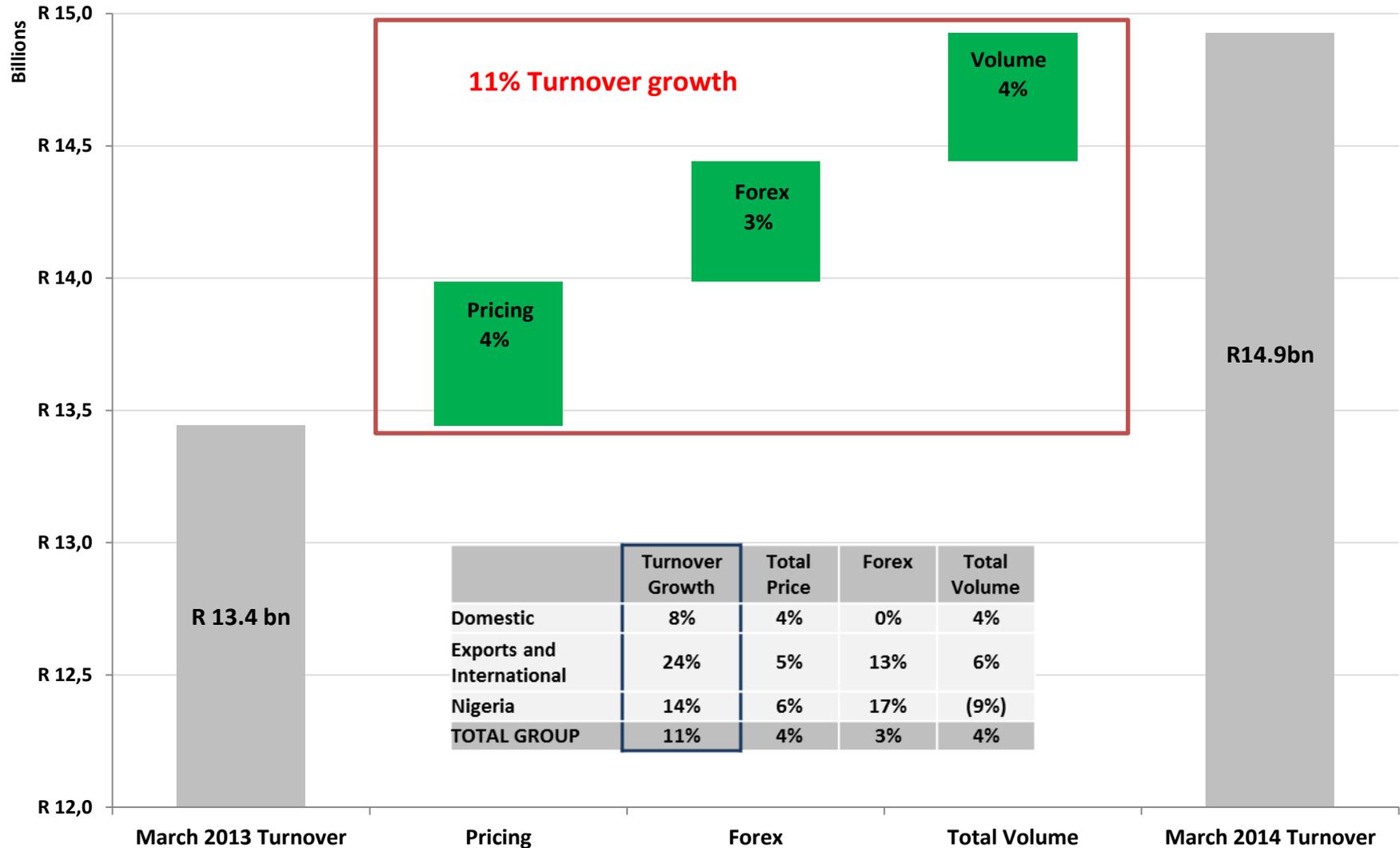
- **Tiger Brands International and Exports**

- Excellent performance driven by strong topline growth
- **Chococam** (Cameroon) – exceptional performance and growing export potential
- **Haco** (Kenya) – strong export growth and pleasing stationery sales
- **EATBI** (Ethiopia) – continued good progress
- **Davita** – building brand equity in neighbouring countries
- **Exports** – entrenching core brands in southern Africa
- **Langeberg & Ashton Foods** – pleasing performance

TIGER BRANDS

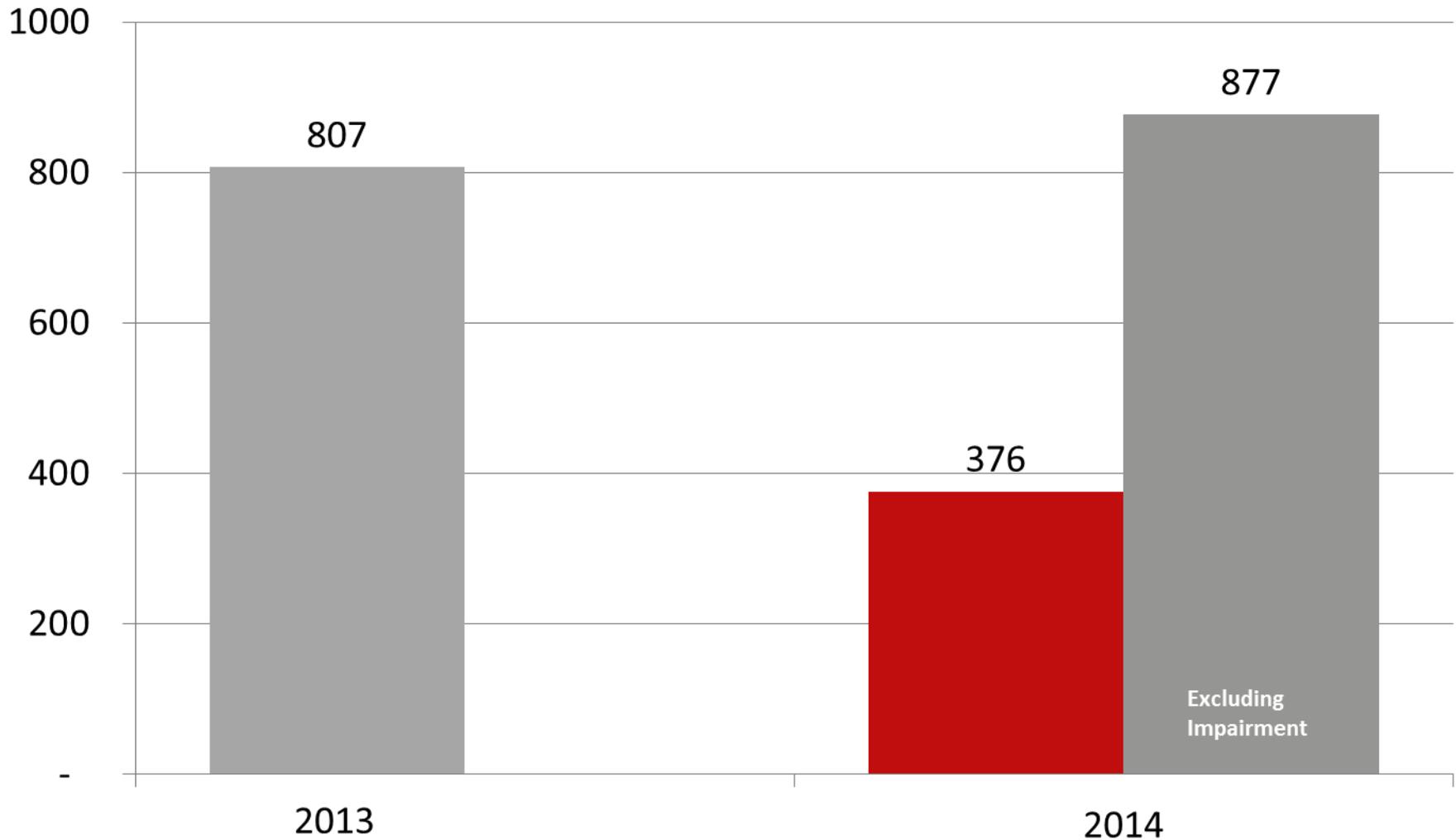


ANALYSIS OF TURNOVER GROWTH FOR THE SIX MONTH PERIOD ENDED 31 MARCH 2014





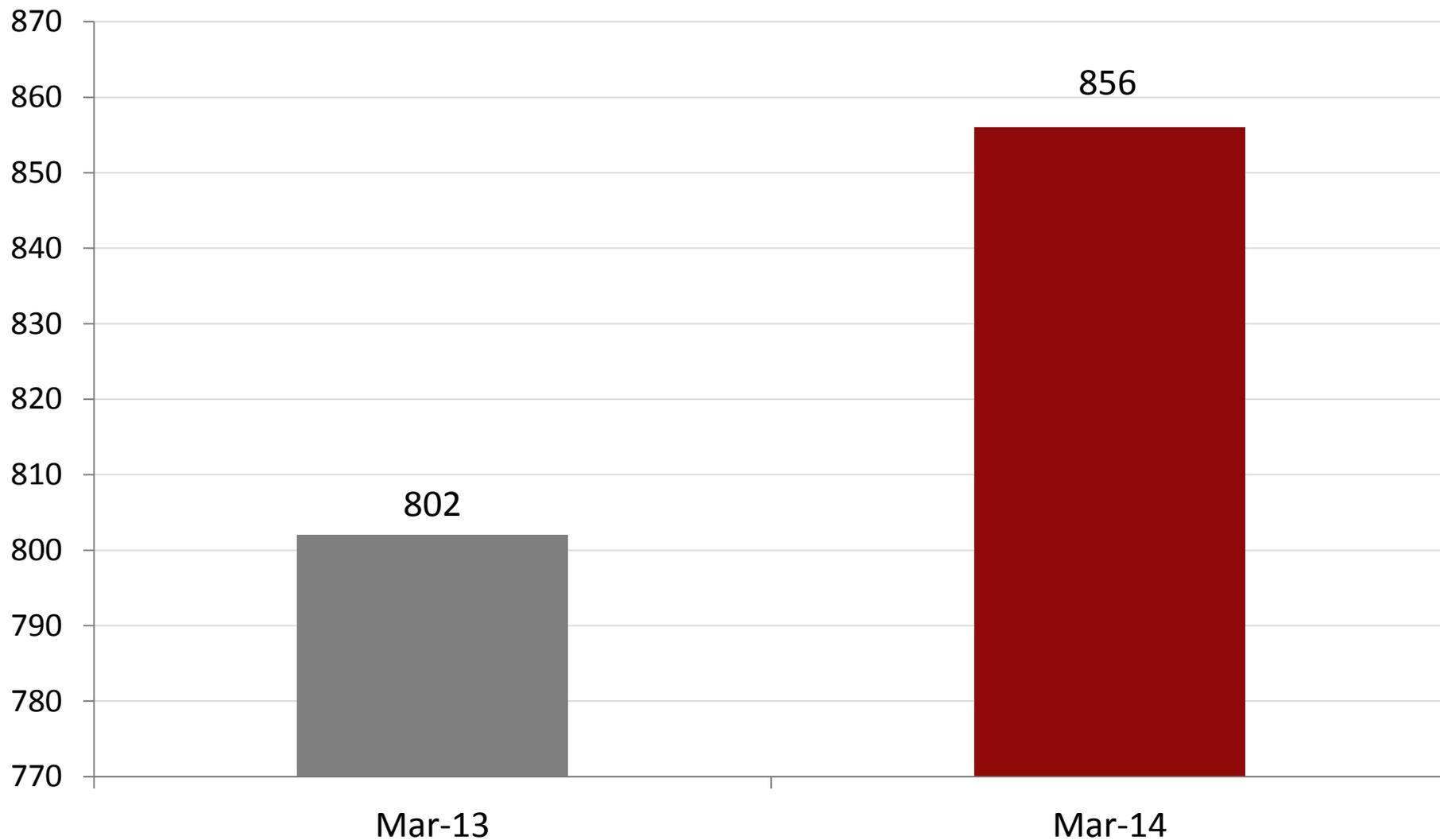
EARNINGS PER SHARE – CONTINUING OPERATIONS



TIGER BRANDS

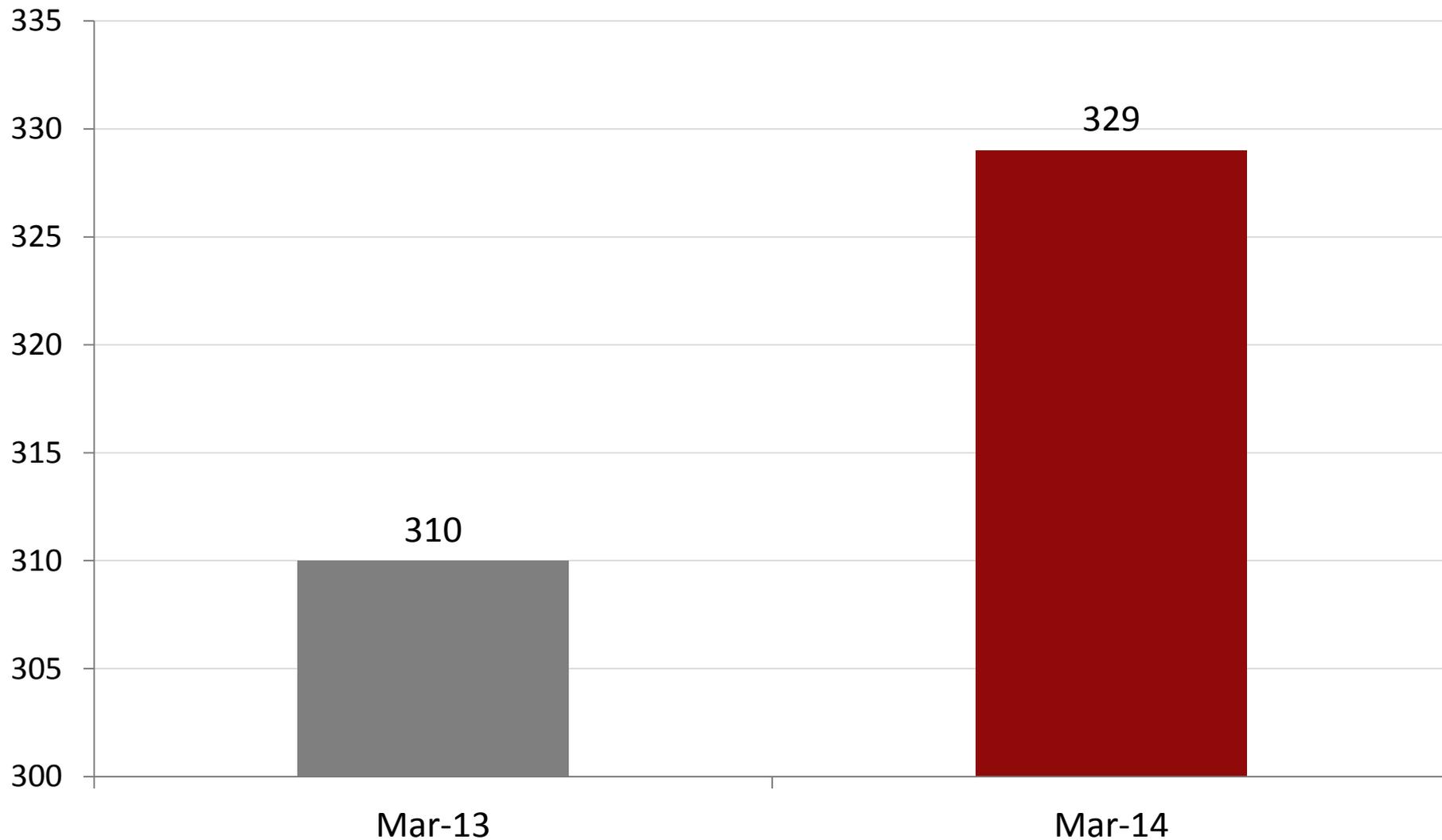


HEPS (CENTS) – CONTINUING OPERATIONS FOR THE SIX MONTHS ENDED





TOTAL DISTRIBUTION CENTS PER SHARE FOR THE SIX MONTHS ENDED 31 MARCH





Financial Analysis

Funke Ighodaro
Chief Financial Officer



INCOME STATEMENT FOR THE SIX MONTH PERIOD ENDED 31 MARCH EXCLUDING DFM IMPAIRMENT

Rm	2014	2013	% Change
Turnover	14 926.9	13 443.2	11%
Operating income before IFRS 2 charges	1 711.2	1 663.5	3%
IFRS 2 Charges	3.1	(93.8)	-
Operating income	1 714.3	1 569.7	9%
<i>Operating margin (%) – After IFRS 2</i>	<i>11.5%</i>	<i>11.7%</i>	
Income from investments	1.2	9.9	(88%)
Net financing cost	(206.3)	(176.2)	(17%)
Income from Associates	265.9	255.2	4%
Income tax expense	(430.1)	(407.7)	(5%)
Income after tax before abnormal items	1 345.0	1 250.9	8%
Abnormal items - after tax	4.6	5.5	(16%)
Non-Controlling interests	54.1	32.4	67%
Profit from continuing operations	1 403.7	1 288.8	9%
Discontinued Operation	29.9	30.3	(1%)
Profit from total operations	1 433.6	1 319.1	9%
EPS (cents) - continuing operations	877.4	807.2	9%
HEPS (cents) - continuing operations	855.5	801.6	7%

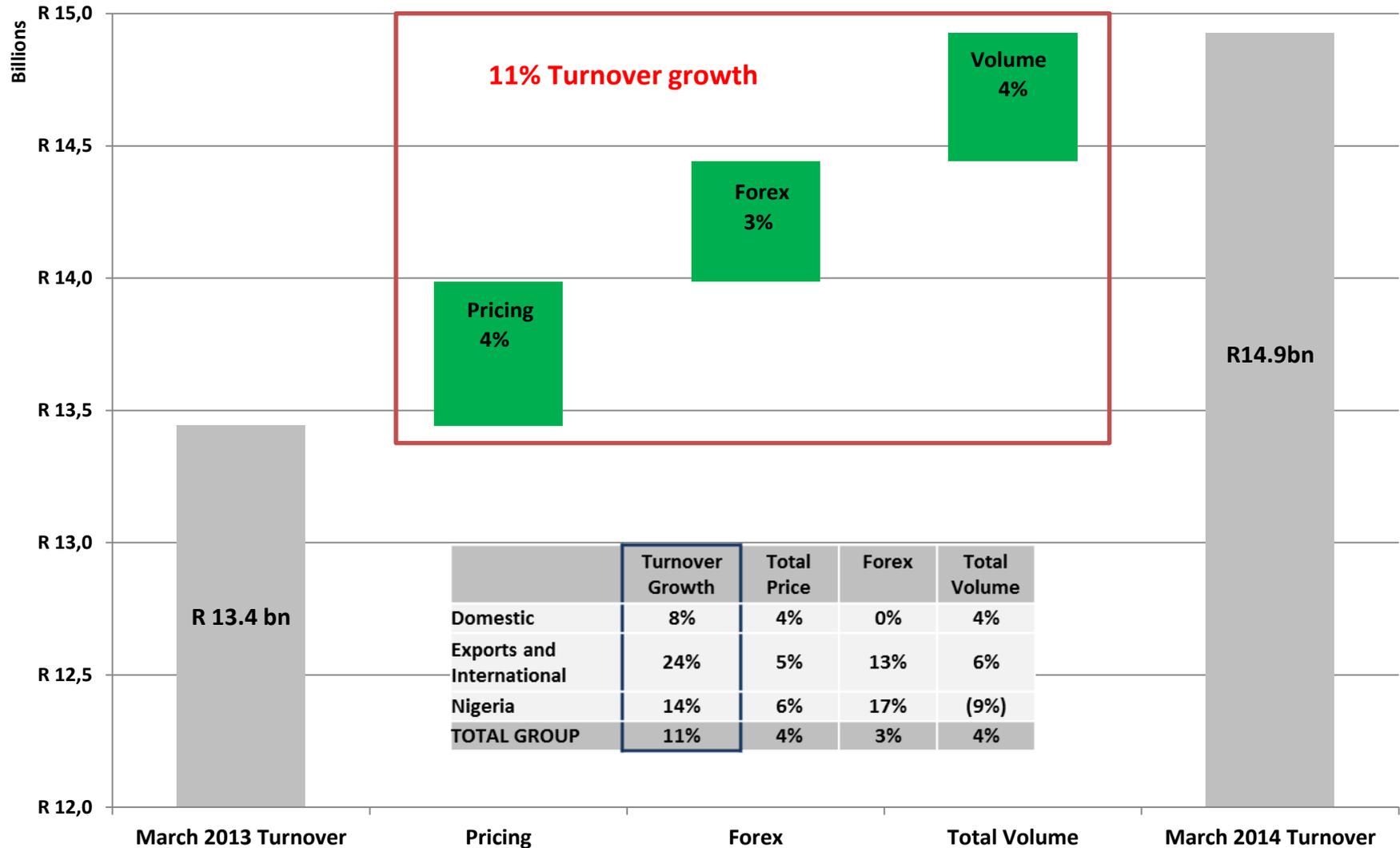


INCOME STATEMENT FOR THE SIX MONTH PERIOD ENDED 31 MARCH AFTER DFM IMPAIRMENT

	2014 Before DFM Impairment	Impairment	2014 After DFM impairment	2013	% Change
Turnover	14 926.9		14 926.9	13 443.2	11%
Operating income before IFRS 2 charges	1 711.2		1 711.2	1 663.5	3%
IFRS 2 Charges	3.1		3.1	(93.8)	-
Operating income	1 714.3		1 714.3	1 569.7	9%
<i>Operating margin (%) – After IFRS 2 Charges</i>	<i>11.5%</i>		<i>11.5%</i>	<i>11.7%</i>	
Income from investments	1.2		1.2	9.9	(88%)
Net financing cost	(206.3)		(206.3)	(176.2)	(17%)
Income from Associates	265.9		265.9	255.2	4%
Income tax expense	(430.1)		(430.1)	(407.7)	(5%)
Income after tax before abnormal items	1 345.0		1 345.0	1 250.9	8%
Abnormal items – after tax	4.6	(822.6)	(818.0)	5.5	-
Non-Controlling interests	54.1	20.9	75.0	32.4	-
Profit from continuing operations	1 403.7	(801.7)	602.0	1 288.8	(53%)
Discontinued Operation	29.9	-	29.9	30.3	(1%)
Profit from total operations	1 433.6	(801.7)	631.9	1 319.1	(52%)
EPS (cents) - continuing operations	877.4	(501.1)	376.3	807.2	(53%)
HEPS (cents) - continuing operations	855.5	-	855.5	801.6	7%



ANALYSIS OF TURNOVER GROWTH FOR THE SIX MONTH PERIOD ENDED 31 MARCH 2014





TRADING RESULTS FOR THE SIX MONTH PERIOD ENDED 31 MARCH

Rm	Turnover			Operating income after IFRS2			Operating margins	
	2014	2013	% Change	2014	2013	% Change	2014	2013
Domestic operations	11 204.9	10 331.9	8%	1 571.4	1 581.0	(1%)	14.0%	15.3%
Grains	5 338.7	4 917.9	9%	832.1	756.9	10%	15.6%	15.4%
Consumer Brands	5 866.2	5 414.0	8%	739.3	824.1	(10%)	12.6%	15.2%
Total International	3 722.0	3 111.3	20%	154.0	92.1	67%	4.1%	3.0%
Exports and International (Ex Nigeria)	2 258.3	1 823.3	24%	335.0	265.6	26%	14.8%	14.6%
Nigeria	1 463.7	1 288.0	14%	(181.0)	(173.5)	(4%)	(12.4%)	(13.5%)
Corporate and IFRS2 charge				(11.1)	(103.4)	89%		
Total Group	14 926.9	13 443.2	11%	1 714.3	1 569.7	9%	11.5%	11.7%



TURNOVER BY OPERATING SEGMENT FOR THE SIX MONTH PERIOD ENDED 31 MARCH

Rm	2014	2013	% Change
Domestic operations	11 204.9	10 331.9	8%
Grains	5 338.7	4 917.9	9%
Milling and Baking	3 862.3	3 463.4	12%
Other Grains	1 476.4	1 454.5	2%
Consumer brands	5 866.2	5 414.0	8%
Groceries	2 039.5	1 726.9	18%
Snacks & Treats	1 024.2	952.8	8%
Beverages	618.3	632.6	(2%)
VAMP	942.6	901.2	5%
Out of Home	206.7	203.5	2%
HPCB	1 034.9	997.0	4%
International operations	3 722.0	3 111.3	20%
Exports and International (Ex Nigeria)	2 258.3	1 823.3	24%
Nigeria	1 463.7	1 288.0	14%
Turnover - continuing operations	14 926.9	13 443.2	11%



OPERATING INCOME BEFORE ABNORMAL ITEMS FOR THE SIX MONTHS ENDED 31 MARCH

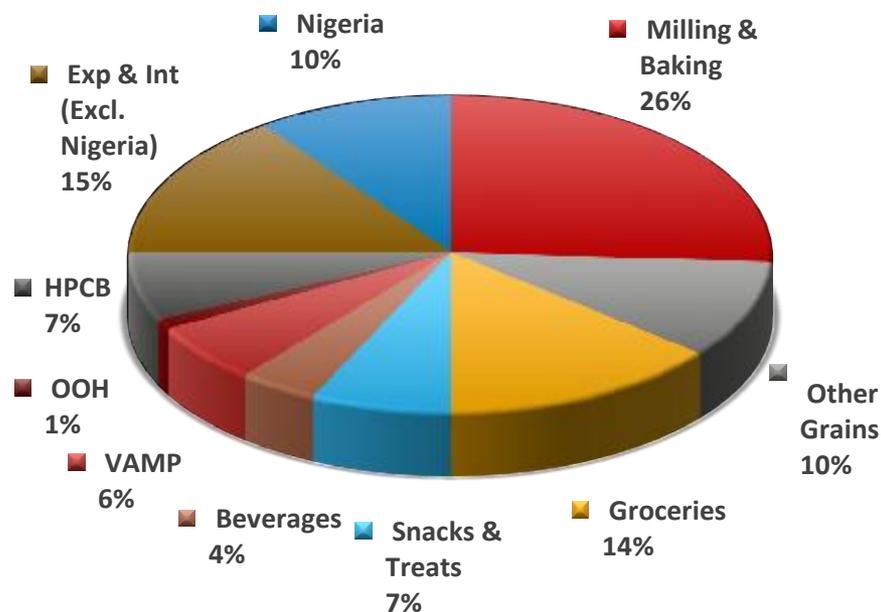
Rm	Operating Income		%	Operating Margins	
	2014	2013		Change	2014
Domestic operations	1 571.4	1 581.0	(1%)	14.0%	15.3%
Grains	832.1	756.9	10%	15.6%	15.4%
Milling and Baking	689.0	623.9	10%	17.8%	18.0%
Other Grains	143.1	133.0	8%	9.7%	9.1%
Consumer Brands	739.3	824.1	(10%)	12.6%	15.2%
Groceries	151.2	225.0	(33%)	7.4%	13.0%
Snacks & Treats	175.2	157.7	11%	17.1%	16.6%
Beverages	84.0	88.1	(5%)	13.6%	13.9%
VAMP	62.3	64.2	(3%)	6.6%	7.1%
Out of Home	42.0	39.7	6%	20.3%	19.5%
HPCB	224.6	249.4	(10%)	21.7%	25.0%
Corporate and IFRS2 charge	(11.1)	(103.4)	89%	-	-
International operations	154.0	92.1	67%	4.1%	3.0%
Exports and International (Ex Nigeria)	335.0	265.6	26%	14.8%	14.6%
Nigeria	(181.0)	(173.5)	(4%)	(12.4%)	(13.5%)
Operating income – continuing operations	1 714.3	1 569.7	9%	11.5%	11.7%

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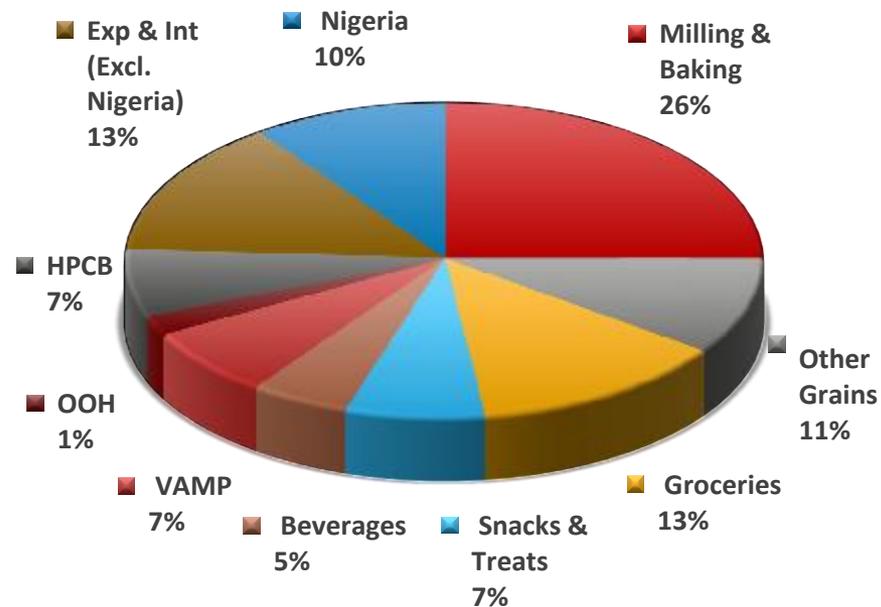
CONTRIBUTION TO TURNOVER FOR THE SIX MONTH PERIOD ENDED 31 MARCH

2014



**2014 Turnover from Continuing operations:
R14.9 billion**

2013



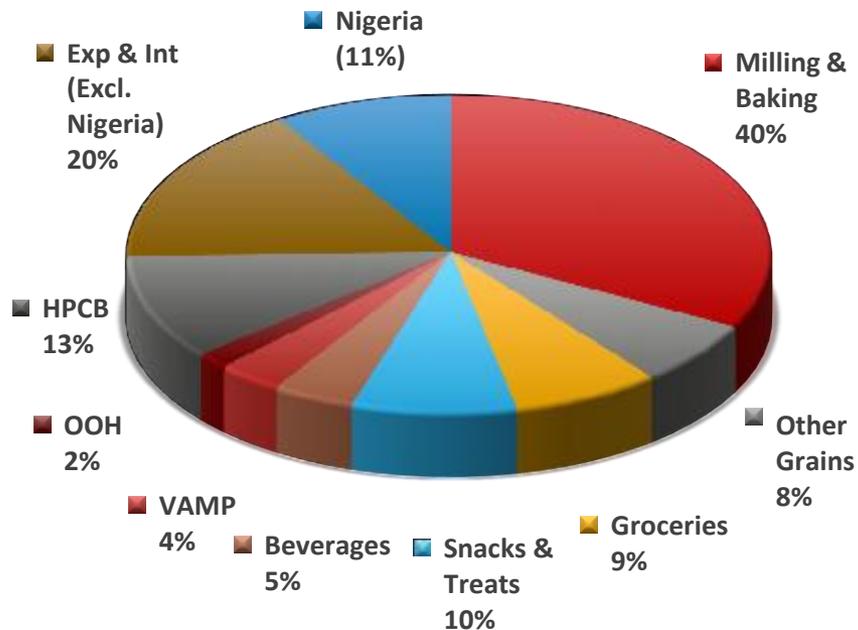
**2013 Turnover from Continuing operations:
R13.4 billion**

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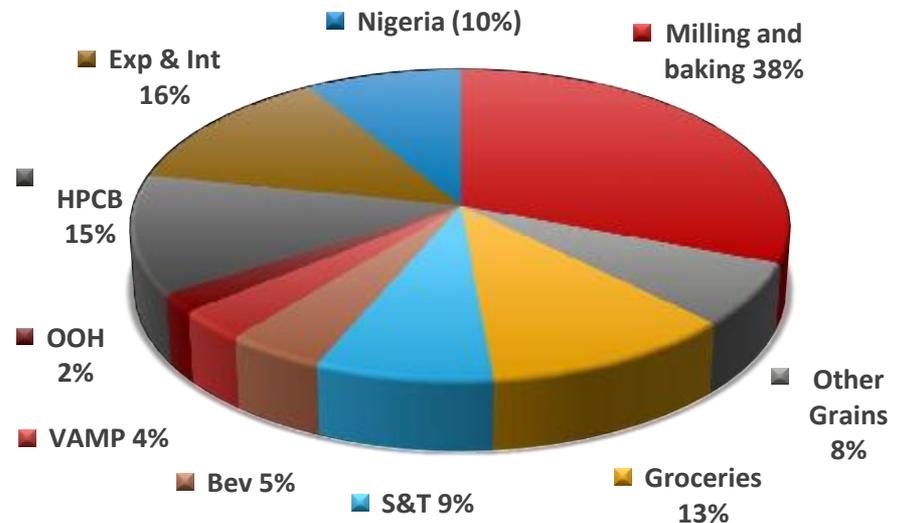
CONTRIBUTION TO OPERATING INCOME FOR THE SIX MONTH PERIOD ENDED 31 MARCH

2014



**2014 Operating Income from
Continuing operations:
R1.7 billion**

2013



**2013 Operating Income from
Continuing operations:
R1.6 billion**



INCOME FROM ASSOCIATE COMPANIES FOR THE SIX MONTH PERIOD ENDED 31 MARCH

Rm	2014	2013	% Change
Income from Associates			
Carozzi	75.2	101.5	(26%)
Oceana	124.8	109.3	14%
UAC Foods	28.4	21.6	31%
National Foods Holdings Ltd	37.5	22.8	64%
Group share of income from Associates	265.9	255.2	4%



RECONCILIATION BETWEEN PROFIT FOR THE PERIOD AND HEADLINE EARNINGS

Rm

2014

2013

Continuing operations

Profit for the period attributable to owners of the parent

602.0

1 288.8

Impairment of intangible assets

801.7

-

Profit on disposal of property, plant, equipment and intangible assets

(14.2)

(9.0)

Insurance claim income

(20.7)

-

Headline earnings adjustment - Associates

- Profit on disposal of property, plant, equipment and intangible assets

(0.1)

-

Headline earnings attributable to owners of parent company

1 368.7

1 279.8

Discontinued operation

Profit for the period attributable to owners of the parent

29.9

30.3

Profit on re-measurement to fair value of net assets held-for-sale

(11.8)

-

Headline earnings attributable to owners of the parent company

18.1

30.3



CASHFLOW STATEMENT FOR SIX MONTHS ENDED 31 MARCH

Rm	2014	2013
Cash operating profit	2 149.8	2 164.9
Working Capital	(427.4)	(339.9)
Cash generated from operations	1 722.4	1 825.0
Net Financing costs (after dividends received)	(91.3)	(80.8)
Tax paid	(487.7)	(550.3)
Cash available from operations	1 143.4	1 193.9
Dividends paid	(907.8)	(910.8)
Net cash inflow from operating activities	235.6	283.1
Capital Expenditure	(481.8)	(288.7)
Acquisitions (2014: 2.31% increase in DFM due to mandatory offer)	(74.1)	(1 836.0)
Disposals – Agrosacks (net of cash held in subsidiary on disposal)	430.2	-
Proceeds on sale of property/ insurance proceeds	62.4	-
Underlying debt at acquisition in DFM	-	(1 497.8)
Other Items	16.2	30.5
Net cash movement for the period	188.5	(3 308.9)
Exchange Rate Translation	(48.3)	(116.5)
Opening Balance	(4 470.0)	(1 181.7)
Closing Balance – net debt	(4 329.8)	(4 607.1)



GROUP BALANCE SHEET

Rm	31 March 2014	30 September 2013
Assets		
Property, plant & equipment	5 736.6	5 498.7
Goodwill and intangible assets	4 592.3	5 424.6
Investments	3 322.3	3 413.3
Current Assets	9 385.7	8 852.6
Held for sale assets	-	1 280.7
	23 036.9	24 469.9
Equity and Liabilities		
Ordinary Shareholders Equity	12 302.9	12 787.1
Non-controlling Interests	825.8	1 028.4
Net Debt	4 329.8	4 470.0
Non-current Liabilities	798.6	806.2
Current Liabilities	4 779.8	4 679.6
Held for sale liabilities	-	698.6
	23 036.9	24 469.9



KEY STATISTICS AS AT 31 MARCH

	2014	2013
Net (Debt)/Cash (Rm)	(4 329.8)	(4 607.1)
Net Debt/Equity %	33.0	36.0
Working capital per R1 turnover (cents)	18.4	20.9
Net interest cover (times)	8.3	9.0
Operating income margin % (after IFRS2 charges)	11.5	11.7
Effective tax rate % (before abnormal items and associates income)	28.5	29.2
RONA %	22.8	26.3
Net working capital days	72.3	92.5
Stock days	76.0	81.9
Debtors days	42.7	53.5
Creditors days	46.4	42.9



CAPITAL EXPENDITURE AND COMMITMENTS AS AT 31 MARCH

Rm	2014	2013
Capital expenditure	481.8	288.7
- Replacement	265.7	197.5
- Expansion	216.1	91.2
Capital commitments	442.8	1 077.9
- Contracted	197.2	168.2
- Approved	245.6	909.7

As at 31 March 2014, proposed capital commitments amounting to R783million had not yet been approved

www.tigerbrands.com



Tiger Brands Nigeria

Noel Doyle
Business Executive



TIGER BRANDS IN NIGERIA

In summary

- DFM challenges persist, however, there are signs of improvement
- Deli delivered strong volume growth but this was not reflected on the bottom line
- UAC Foods delivered satisfactory profit growth



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DFM

Difficult first half, consequently poor results

- Q1 saw volumes contract significantly with a delayed response to downward pricing pressures
- Naked margins in Q2 were impacted by reduced pricing implemented in December and a higher wheat cost
- However, Q2 volumes grew by 31% vs Q1 and operating losses reduced by 20% vs Q1
- With product quality at acceptable levels, Pasta and Noodles should benefit from continued robust category growth





DFM

- There are significant actioned initiatives which should have a tangible impact on future financial performance



	Timing	Impact	
		H2 2014	F2015
Improved extraction rates (May '14 vs Oct '13 +3%)	Ongoing	√	√
Volume momentum	Ongoing	√	√
Expansion of silo capacity	Complete Q2 F2015	–	√
Mothballing of facilities	Q4 F2014 & Q2 F2015	–	√
Sourcing from alternative geographies	On expiry of current commitments	–	√
Rationalisation of current fleet configuration	Q4 2014	–	√
Launch of consumer value added offerings in flour	Q4 2014	–	√
Launch of new brand offerings Pasta & Noodles	Q4 2014	–	√

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DFM

In Conclusion

- Whilst progress is currently being made, the current core DFM business remains challenging in the short term
- New CEO for DFM appointed effective 01 July 2014
- Significant opportunities exist to make a significant dent in loss levels in F2015
- In parallel, by December business cases will have been developed and considered for entry into adjacent / related categories, **not at the expense of fixing the core**
- The carrying value of the company's investment in DFM will be re-evaluated in the light of the above at the end of the financial year

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UAC FOODS

Satisfactory profit growth, however new entrants have intensified the competitive landscape

Salient points

- Intensified competitor activity
- Pleasing progress in market penetration
- Sustained turnaround in dairies and beverages
- Drive recent innovation launches





Grains

Noel Doyle
Business Executive

TIGER BRANDS



GRAINS OVERVIEW

- Volume growth and share gains sustained. Margins maintained notwithstanding significant cost push and judicious price point management

The six months under review was characterised by

- Continued cost push and volatility in most soft commodities exacerbated by the depreciating rand
- Continued pressure on disposable income intensifying a consumer search for value
- Sustained intense pricing competition between customers
- Strong volume performances across all categories except Maize and Rice
- Brand investment up 34% for the period

	CYH1 Vs PYH1	H2F13 Vs H2F12	FY13 Vs FY12
Δ	%	%	%
Volume (tons)	4.0	2.8	0.1
Net sales	8.6	12.4	9.4
EBIT	9.9	(5.1)	(6.8)
% EBIT Margin (ppt.)	0.2	(3.0)	(2.7)



MARKET SHARE RECOVERIES WERE SUSTAINED IN A TOUGH TRADING ENVIRONMENT

Volume

	* Market Growth	*Tiger Growth	*Market Share Performance
Bread			
Buns & Rolls			
Rice			
Pasta			
Maize			
Flour			
Consumer Premixes			
Breakfast			
– Oats (Jungle)			
– Maize (Ace Instant)			
– Sorghum porridges			

* 6 Months to March



MILLING - WHEAT

Strong retail/wholesale market share recovery reflected in profit growth

- Pleasing volume growth ahead of a recovering market
- Wheat procurement cost pressure
- Brand value proposition aligned in a competitive market
- New Consumer Premix pack formats perform well ahead of market growth
- Pleasing performance; however market remains challenging

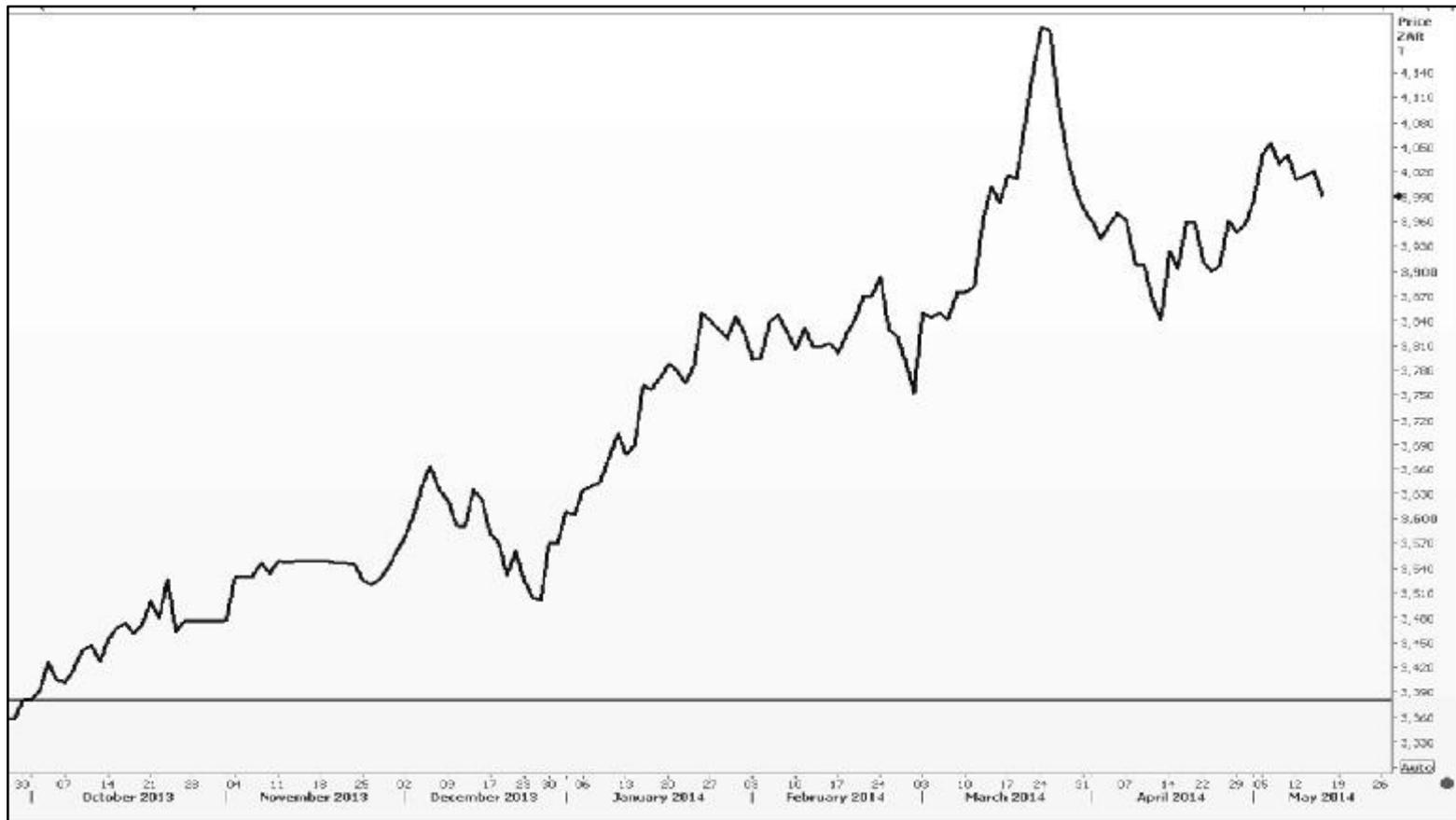




MILLING AND BAKING - WHEAT

- Wheat price reflects significant upward cost pressure

SAFEX WHEAT (price change)





MILLING - MAIZE

Tough market dynamics but volume declines have been arrested

- Extremely high maize price volatility and record prices experienced in H1 due to local maize shortage
- H1 reflects slight market share losses but volume decline arrested
- The latter part of H1 has seen a recovery in Consumer demand, however, the search for value sees continued downtrading to Regional and Dealer Owned Brands (DOBs)



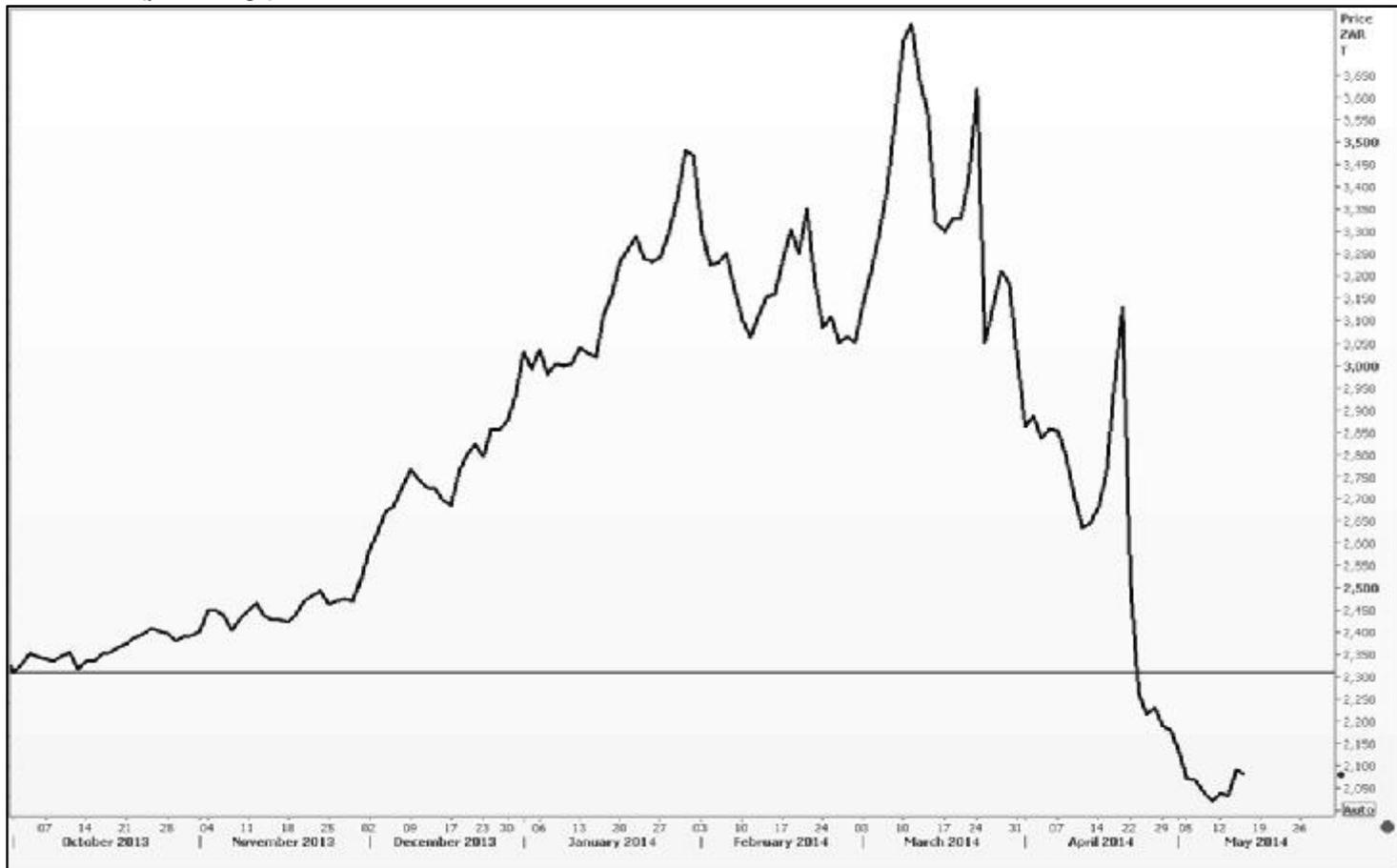
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MILLING - MAIZE

- Record maize prices followed by a sharp decline

White maize (price change)





MILLING - BAKERIES

Good volume performance drives strong profit growth and increased market share

- Albany enhances market leadership position
- Q2 saw bread category return to growth after a contraction in Q1
- 50% growth in buns and rolls enhances Albany market leadership in this segment



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Ultimate

Make the
SMART CARB choice!

67 Calories 88 Calories

The
Ultimate
slice of slim!

www.albany.co.za



BREAKFAST CEREALS AND SORGHUM BEVERAGES

Exceptional performances in breakfast porridges offset by volume declines in Sorghum Beverages

- Porridge remains an area of focus for the remainder of the year with brand activation and innovation
- Ace Instant and Morvite show good volume growth and market share gains in H1
- Long term volume decline in sorghum beverages exacerbated by the impact of higher raw material prices



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BREAKFAST CEREALS - JUNGLE

Good operating results continue to reflect successful execution of strategy

- Very strong volume performance driven by execution of “Oats All Year Round” strategy
- Innovation and additional through-the-line initiatives drive consumption
- Positive market share growth





OTHER GRAINS - RICE

Modest profit growth despite volume decline

- Thai/Indian price differential has narrowed
- Raw material savings deployed into recovering margins and marketing support
- Volumes significantly down on last year in a flat Rice market characterised by intense competition from DOBs and new entrants
- Both Tastic and Aunt Caroline show short and medium term share declines which are being addressed



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OTHER GRAINS - PASTA

Market share recovery comes at a cost

- Positive volume performance is attributed to successful Q1 campaign driven by extremely competitive pricing
- Decline in profitability reflects aggressive pricing strategy but share gains restore brand presence





GRAINS SUMMARY

- Underlying business health metrics continued to improve in H1, reflected in satisfactory volume and EBIT growth
- Continued focus on in-market execution and marketing investment behind brands
- Full impact on the consumer of price increases caused by commodity and currency movements will only be felt in H2
- Tough trading conditions persist into H2



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Consumer Brands

Grattan Kirk
Business Executive



GROCERIES – BACK TO BASICS APPROACH

- Strengthened management team in place
- Strategy to recover volume and market share in H1 successful
- Price increase implemented in H2 to recover margins
- Supply chain optimisation projects on track
- Aggressive go to market strategies across our customer base
- Continued innovation and renovation
- Resolution of manufacturing architecture
- Capex to increase capacity and capability





GROCERIES – REBUILDING MARKET SHARE

Significant growth in volume and value

Sales	R 2 039.5m	+18%
EBIT	R 151.2m	(33%)

- Volume growth of 17% and value growth of 18%
- No price increase in H1 resulted in volume recovery
- Improved market share across all categories except baked beans
- Significant cost push impacted margins by 6 ppt
- Continued shopper search for value and growth of private label
- Manufacturing facility optimisation (Tomato paste and Mayonnaise)
- Price increase in H2 to recover margins

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GROCERIES – POINT OF PURCHASE ACTIVATIONS





SNACKS AND TREATS

Volume growth & efficiency focus generates pleasing profit growth

Sales	R 1 024.2m	+ 8%
EBIT	R 175.2m	+ 11%

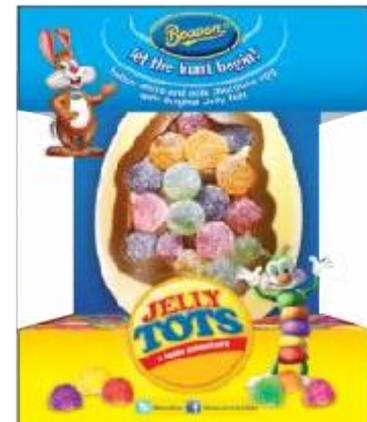
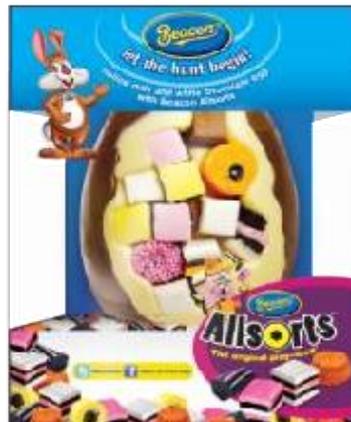
- Excellent Easter performance and solid growth in Sugar confectionery brands
- Continued focus on judicious price management
- Continued focus on innovation
- Relentless focus on “in store” execution
- Conversion cost savings offset significant input cost push on cocoa and gelatine
- Enhanced capability and capacity capex in execution phase



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SNACKS AND TREATS - INNOVATION





BEVERAGES - PERFORMANCE NEGATIVELY IMPACTED BY COMMISSIONING CHALLENGES DURING RELOCATION OF PRODUCTION LINES

Sales	R 618.3m	(2%)
EBIT	R 84.0m	(5%)

- Service levels negatively impacted by consolidation of factories
- Manufacturing reconfiguration has been completed and is delivering cost savings
- In-store focus on core brand visibility and impact
- Successful launch of Carbonated Soft Drinks range
- Excellent growth of Oros in a challenging economy
- Service levels largely resolved



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BEVERAGES - INNOVATION





VALUE ADDED MEAT PRODUCTS - ROBUST INNOVATION DRIVE DELIVERS A MODEST TOP-LINE GROWTH DESPITE AN EX-GROWTH MARKET

Sales	R 942.6m	+ 5%
EBIT	R 62.3m	(3%)

- VAMP market moves into modest growth in Q2
- Price competitiveness and innovation deliver sustained market share gains
- Maize prices and exchange rate impact margins negatively
- Enhanced distribution network
- Retail collaboration delivers category leadership



First to market with Zip-lock!



OUT OF HOME - LEVERAGING TIGER BASKET INTO NEW CUSTOMERS AND CHANNELS

Sales	R 206.7m	+ 2%
EBIT	R 42.0m	+ 6%

- Pleasing performance from out of home division
- Positive leverage from more favourable sales and channel mix
- New customer acquisition strategy pays dividends
- Long term opportunity to grow this division





IN SUMMARY

- Tough trading conditions are likely to persist
- Relentless focus on innovation and renovation
- Fixation on cost control
- Deliver on supply chain optimisation projects
- Continue with the momentum achieved in Groceries Division in H1



Consumer Brands (HPCB)

Neil Brimacombe
Business Executive

TIGER BRANDS



HOME, PERSONAL CARE AND BABY

Tough trading conditions continue

Net Sales	R 1 034.9m	+ 4%
EBIT	R 224.6m	(10%)

- Disappointing Baby performance
 - Consumer down trading and product substitution
 - Market shares, however, remain positive
- Headwinds in Home and Personal Care driven by
 - Market contraction in most categories
 - Market pressures result in fiercely competitive pricing environment (Detergents, All Purpose Cleaners)
- Pleasing volume share growth in eight out of twelve categories



Artline™



Dolly
Vaseline



STATUS®

uni
MITSUBISHI PENCIL



expert
kair





HOME, PERSONAL CARE AND BABY

Home Care: Aggressive Competition

Net Sales	R 395.9m	+ 8%
EBIT	R 49.0m	(24%)

- EBIT impacted by defence of Surface and especially Laundry Care
 - Highly aggressive competitor activity
- Top line Growth driven by Pest (+23%) and Air Care (+14%)
 - DOOM and Airoma relaunches see good traction
 - Focus on consumer value and single unit pricing (taking lead away from banded packs)
 - Compelling consumer communication





HOME, PERSONAL CARE AND BABY

Personal Care: Categories under pressure

Net Sales	R 261.0m	+ 1%
EBIT	R 65.1m	(8%)

- Pleasing growth on key skin brands
 - Ingram's (Independents' distribution)
 - Dolly Varden (price points)
- Hair Care category declines
- STATUS relaunch into 200ml holding top line
- Compelling innovation launch
 - Ingram's Moisture Plus and roll-on deodorants
 - STATUS STRONG – high efficacy Roll-on





HOME, PERSONAL CARE AND BABY

Baby Category: Market Contracts

Net Sales	R 378.0m	+ 2%
EBIT	R 110.5m	(3%)

- Q1 Category inflation affecting Baby Nutrition market volumes
 - Down trading to Cereals and home prepared meals
 - Purity Innovation drives share growth in both JBF and Cereals
- Baby Toiletry segment volumes contract
 - Purity / Elizabeth Anne's growing share with relaunched range and larger value packs





HOME, PERSONAL CARE AND BABY

In Summary

- Tough trading conditions and highly competitive environment to persist
- Emphasis on Innovation execution
- Management of critical price points
- HPCB remains an important investment vector for Tiger Brands



**Tiger Brands International
(excluding Nigeria)**

Neil Brimacombe
Business Executive



TIGER BRANDS INTERNATIONAL (EXCLUDING NIGERIA)

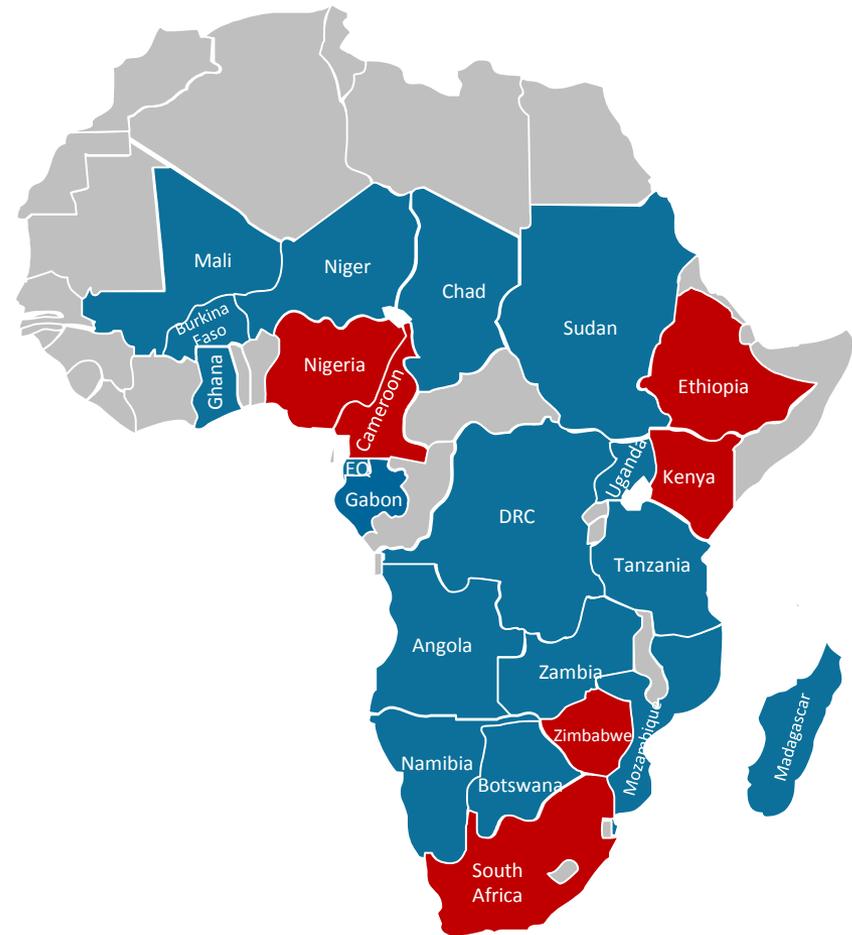
Tiger Brands International (excl. Nigeria)

Net Sales	R 2 258.3m	+ 24%
EBIT	R 335.0m	+ 26%

- Exports
 - Rest of Africa: Excellent performance
 - Davita: Good performance
 - L&AF: Significantly improved performance
- East Africa
 - Kenya: Excellent performance
 - Ethiopia: Continued good progress
- Central Africa
 - Cameroon: Exceptional performance

Key Themes

1. Availability and Visibility
2. Investment in Facilities, People and Brands
3. Continued strong partner relationships

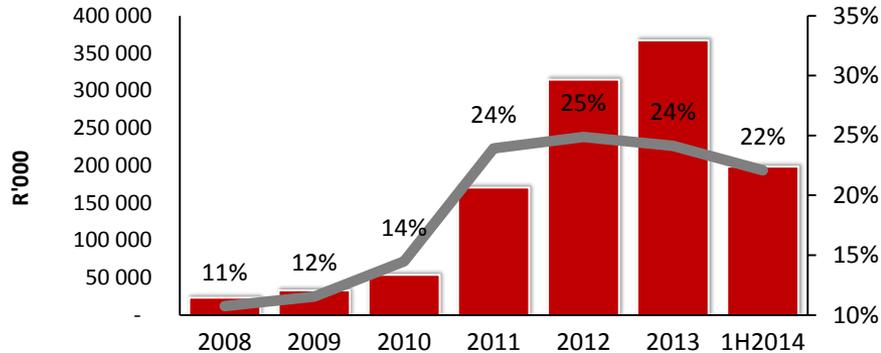


■ On shore manufacturing ■ Export territories



INTERNATIONAL EXPANSION - THE SUCCESS STORY CONTINUES ...

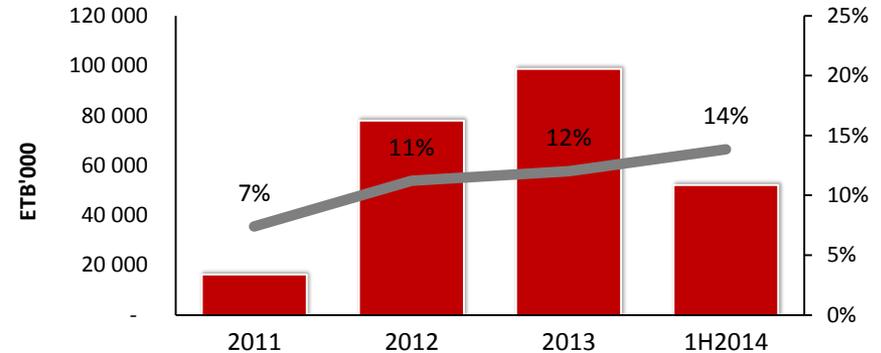
Exports & Davita



Davita acquired : 2011

■ EBIT — EBIT%

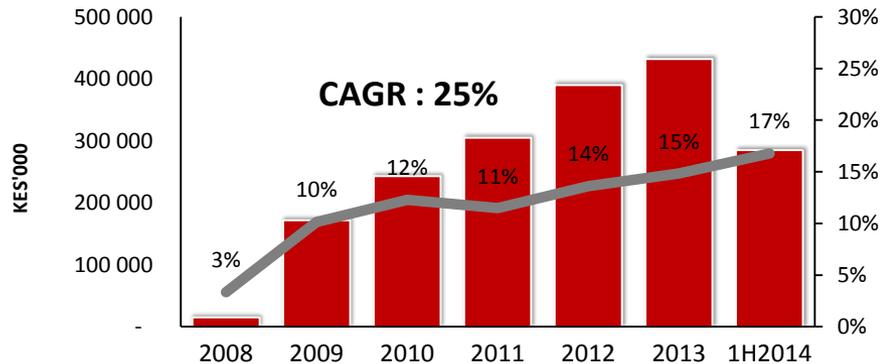
EATBI (Ethiopia)



EATBI acquired : 2011

■ EBIT — EBIT%

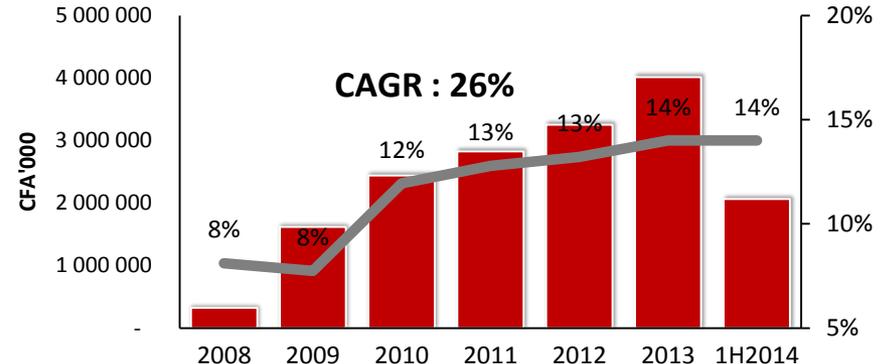
HACO Tiger Brands (Kenya)



HACO acquired : 2008

■ EBIT — EBIT%

Chococam (Cameroon)



Chococam acquired : 2008

■ EBIT — EBIT%



TIGER BRANDS INTERNATIONAL - EXPORTS (INCLUDING DAVITA)

Tiger Brands Exports: Excellent Growth

Net Sales	R 897.6m	+ 23%
EBIT	R 198.4m	+ 16%

Rest of Africa Exports : Growth drivers

- Excellent growth in Southern African countries
- Sustained growth momentum in key categories viz: C&I, Rice, Pasta, Snacks & Treats, Personal Care
- Slight margin compression due to domestic cost push
- Sustained Brand Investment

Challenges

- Price competitiveness outside of SADC region
- Mozambique border challenges and civil unrest

Mozambique, Zambia

DOOM concurso bairro sem malária

Habilite-se a fantásticos prémios!
Compre já a nova embalagem Doom e participe.

Embalagem Antiga

Nova Embalagem

A mesma fórmula Insecticida poderoso



TIGER BRANDS INTERNATIONAL - EXPORTS

- Continued investment in core brands

Mozambique



Mozambique, Zambia, Zimbabwe



Mozambique, Zambia, Malawi



Zimbabwe





TIGER BRANDS INTERNATIONAL - DAVITA

Good Performance

Davita Growth drivers

- Benny and Davita record strong performances
- Strong Mozambique performance. Nigeria performance hampered by unrest and temporary Forex shortage
- Innovation progress:
 - Jolly Jus new flavours
 - Benny Curry Powder Launch
- Benny capacity expansion now in progress

Challenges

- New low cost PSD entrants impact Jolly Jus





TIGER BRANDS INTERNATIONAL - LANGEBERG & ASHTON FOODS

Significantly Improved Performance

Net Sales	R 679.9m	+ 21%
EBIT	R 30.9m	+ 59%

Key points

- Pleasing volume growth in key markets
- Performance enhanced by weak ZAR, as well as improved productivity in labelling and better yields
- Demand for SA products positively impacted by poor crops in key producing countries





TIGER BRANDS INTERNATIONAL - EAST AFRICA (HACO TB AND EATBI)

Very Good Performance: On Track

Net Sales	R 413.0m	+ 14%
EBIT	R 61.2m	+ 29%

Kenya growth drivers

- Strong export sales to Ethiopia, Burundi and Rwanda
- Performance driven by strong BIC sales but slower growth in HPC
- Market penetration initiatives continue to gain traction
- Innovation progress
 - Hand & Body
 - Hair Care

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BRAND DEVELOPMENT - INNOVATION IN 2014





TIGER BRANDS INTERNATIONAL - EATBI, ETHIOPIA

Tough trading conditions

Ethiopia Growth drivers

- Slower performance in Personal / Home Care
- PSD entry with Oros brand continues to gain traction
- Excellent progress in facilities upgrade
- Market penetration initiatives

Ethiopia trading challenges

- Forex shortages
- Djibouti port corruption clampdown
- Consumer slow down
- South Sudan civil unrest impacts exports





TIGER BRANDS INTERNATIONAL - EATBI, ETHIOPIA

- Investments in Facilities and People





TIGER BRANDS INTERNATIONAL - CENTRAL AFRICA

Cameroon: Exceptional Performance

Net Sales	R 331.0m	+ 42%
EBIT	R 44.5m	+ 64%

Growth drivers

- Excellent volume and share growth in all core categories
- Strong innovation pipeline - Hair care entry with Miadi brand gaining traction
- Chad volumes continue to positively contribute
- Strong brand support sustained
- Excellent progress on market penetration

Challenges

- Gabon export logistics





DRIVING BRAND GROWTH

- Driving Market Penetration





TIGER BRANDS INTERNATIONAL

Very pleasing results

- International expansion remains key growth vector
- Continue to drive growth on core: availability and visibility
- Continued investment in Facilities, People, Brands
- Acquisitions remain a key theme

DAVITA

MAMBO

JOLLY JUS



KOLA
BIG GUM
menthe





Conclusion

Peter Matlare
Chief Executive Officer



OUTLOOK

- Tough market conditions will prevail in all territories
- International businesses expected to continue to contribute positively to the Group's performance
- DFM continues to receive urgent management attention
- Strategic execution
 - Focus on operational excellence
 - Embed agility in response to fast-changing and challenging markets
 - Continued focus on costs
- Entrench our already strong brand positioning
- Continuous evaluation of opportunities for expansion



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TIGER BRANDS LIMITED
RESULTS PRESENTATION TO INVESTORS

for the six months ended 31 March 2014