

TIGER BRANDS



BEVERAGES SITE VISIT

05 October 2022

Acquired from Bromor Foods in 2006



- The plant was initially owned by Cadbury Schweppes trading as Bromor Foods
- The Roodekop site was built in 2001
- Tiger Brands acquired Bromor Foods and the Roodekop facility in 2006



Roodekop produces and distributes a wide range of ready to drink and pre-mix beverages



1981

It all started as Brookes LEMOS and Moir's owned by Murray & Roberts

1984-1999

- Murray & Roberts sold Bromor Foods to Cadbury Schweppes
- Bromor Foods continued to operate from facilities in Durban, Cape Town and Wadeville
- Acquired Pan Foods (Cherry Supplier) & Rodney's (Sweeto) & SuperJuice

2006

- Tiger Brands acquires Bromor Foods, becomes Tiger Brands Beverages Division and continues to drive growth



1982 -1983

- Brookes LEMOS and Moir's renamed Bromor Foods (word play combining 'Brookes' and 'Moir's')
- Beverages being manufactured at the time were Oros, Lemos, Multi Z, and SodaStream concentrates

2000-2006

- Bromor Foods in Wadeville moved to Roodekop, Germiston, expanded warehousing & manufacturing
- Energade joined the product range, acquired Moni's from Stellenbosch Winery

2011-13

Tiger Brands consolidates facilities

Strong brand portfolio positioned for growth

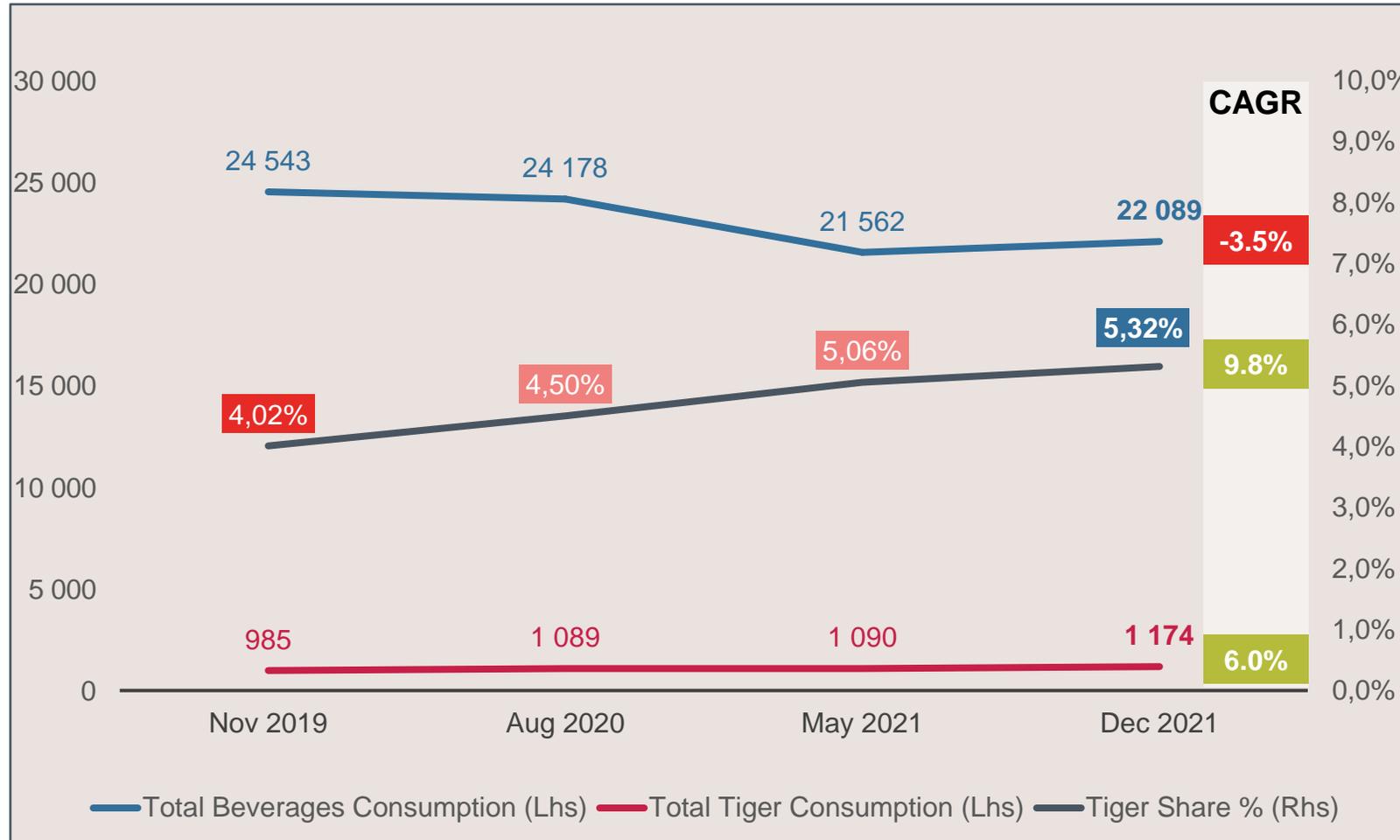


	 PREMIUM		 MAINSTREAM		 VALUE	
						
BRAND ROLE	Premium brand playing in the lifestyle/experiential space	Premium brand playing in the Health & Wellness space	Mainstream beverage brand that helps you to perform at your best	Mainstream brand offering fun refreshment for every occasion	Value brand providing quality refreshment for the whole family (modern trade)	Value brand making more glasses of refreshment (traditional trade)
REASON TO BELIEVE	Adult beverages range	Low sugar, low kilojoule beverages range	Functional beverages range that supports physical and mental performance	Fun and refreshing beverages range	Thicker viscosity, dual flavoured beverages range	Higher dilution ratio beverages range

Solid factory performance and strong brands drive Tiger's increased share in total consumption



Consumer beverage consumption



+189m additional servings from November 2019 and approaching 1.2bn servings

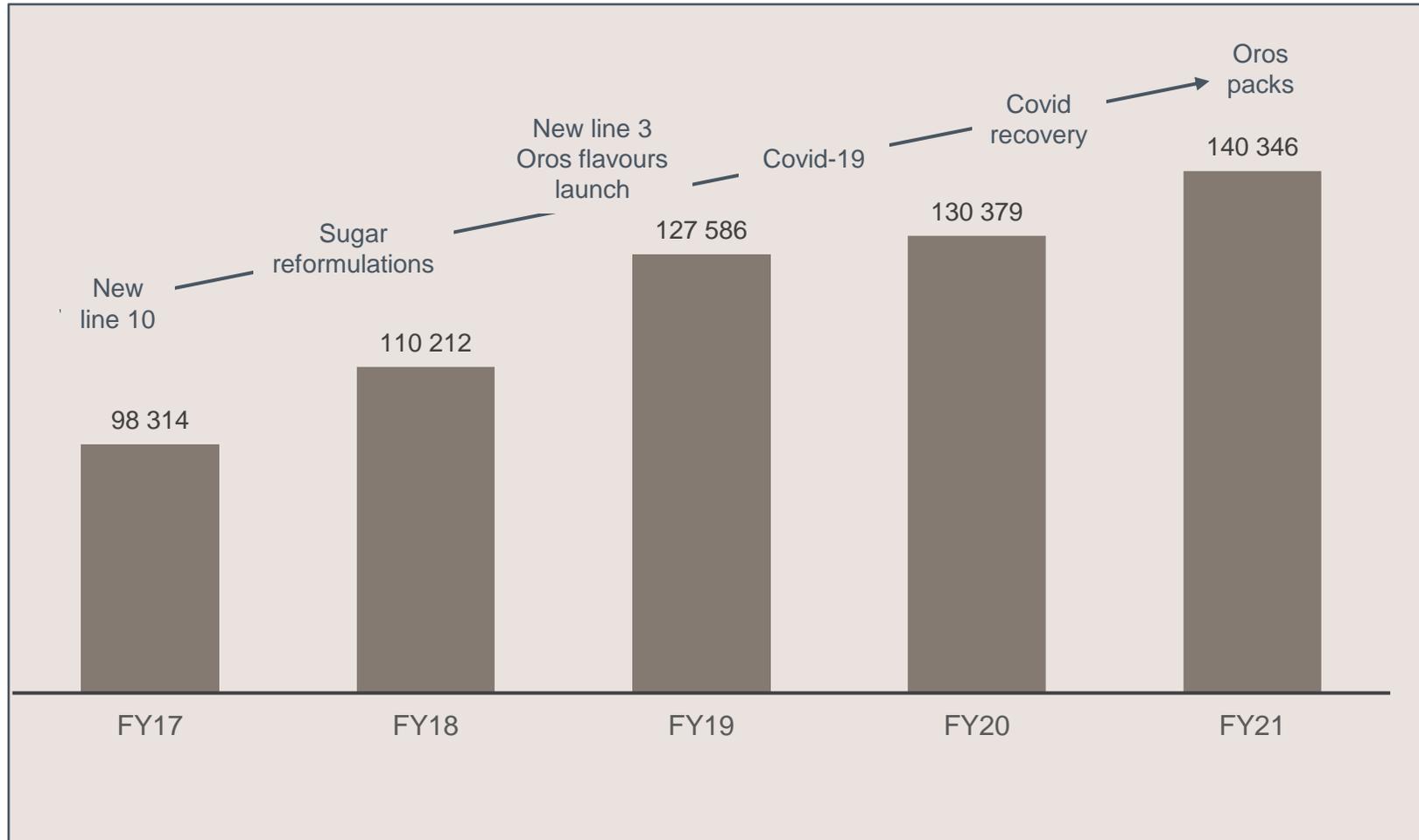
- The total beverage category consumption serving CAGR has declined from November 2019 (-2.5 billion servings)
- We have grown consumption in a declining category
- Over the COVID-19 period (Nov2019 – Aug2020) we delivered an additional **106m servings**, and since then have increased by a further **86m servings**

Source :Nielsen Expanded Database Nov 2019 to Dec 2021 | Consumption unit is 250ml serving



Consistent investment behind brands and plant resulting in efficient volume growth

Year-on-year annualised volume ('000 litres)



5-year CAGR

- Total volume – 9.3%
- OROS – 13.4%
- Energade – 8.2%

A step change in innovation with relevant consumer offerings



Nov
2021



OROS
1.25L & 2.5L

Launching tactical promo packs to reduce reliance on OROS 2L and keep the brand accessible at price points for an economically challenged consumer

Feb
2022



Watermelon
750ml

Tapping into a younger generation of consumers to drive the social occasion through ROSE'S Watermelon mixer

This keeps the brand relevant and drives recruitment

Q2
2022



1L & 5L
flavours

Relevant and top category flavours in the right price point packs on OROS dilutables

Sept
2022



Zero
500ml

Targeting the health-conscious consumer with a NO sugar proposition

Oct
2022



Carbonated
mixers

Entering the profitable and relevant carbonated mixer market through ROSE'S
A brand extension that was tested and resonates with consumers

Positioning the brand as 2/3 of a drink

Oct
2022

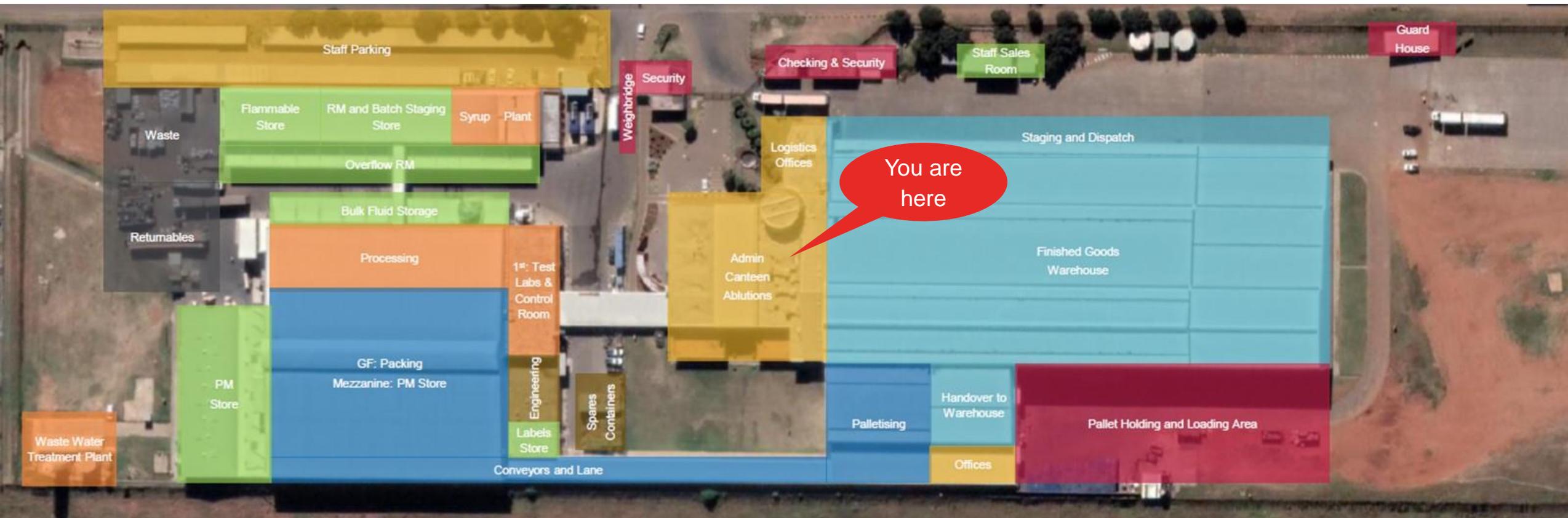


Boost
440ml

Entering the competitive ENERGY Drinks Category with a differentiated proposition around energy plus eye health

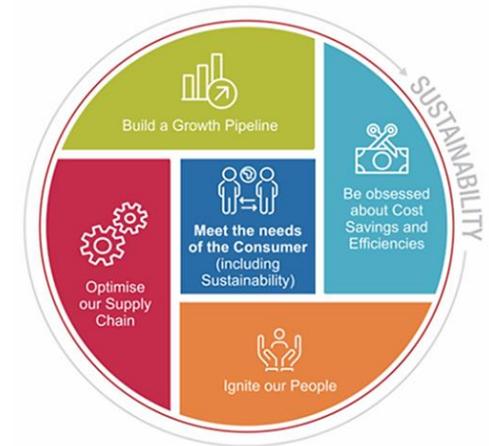
Focus on Gamers, Students, at work consumers

Plant layout



- Staff Areas
- RM and PM
- Processing and Support
- Packing
- Finished Goods
- Support Site Services

Manufacturing is supported by a robust beverages factory strategy focused on “achieving excellence through our great people”



Factory site optimisation, new in-house capacity, fixing our organisation

Significant investment since acquisition



- ✓ Line 3 – new packaging line, processing and sugar dissolving
- ✓ Line 10 – new packaging line and processing upgrade
- ✓ Line 6 – installation of a new line with rationalisation of packs from old line 4 and 6
- ✓ Automatic voltage stabiliser
- ✓ OROS pack architecture
- ✓ Cooler investment in trade to support RTD growth
- ✓ LED lighting

Looking ahead

- New RTD Line
- Raw material expansion
- Solar investment
- Sustainability



Current status



Line	#3	#5	#6	#8	#10
bph	20 000 (Conc)	3 900 (Conc)	12 000 (Supercon)	1 300 (Cordial)	30 000 (RTD)
Packs	→ 500ml → 1L → 1.25L → 2L → 2.5L	→ 2L → 5L	→ 200ml → 250ml → 500ml → 750ml	→ 750ml	→ 500ml → 300ml

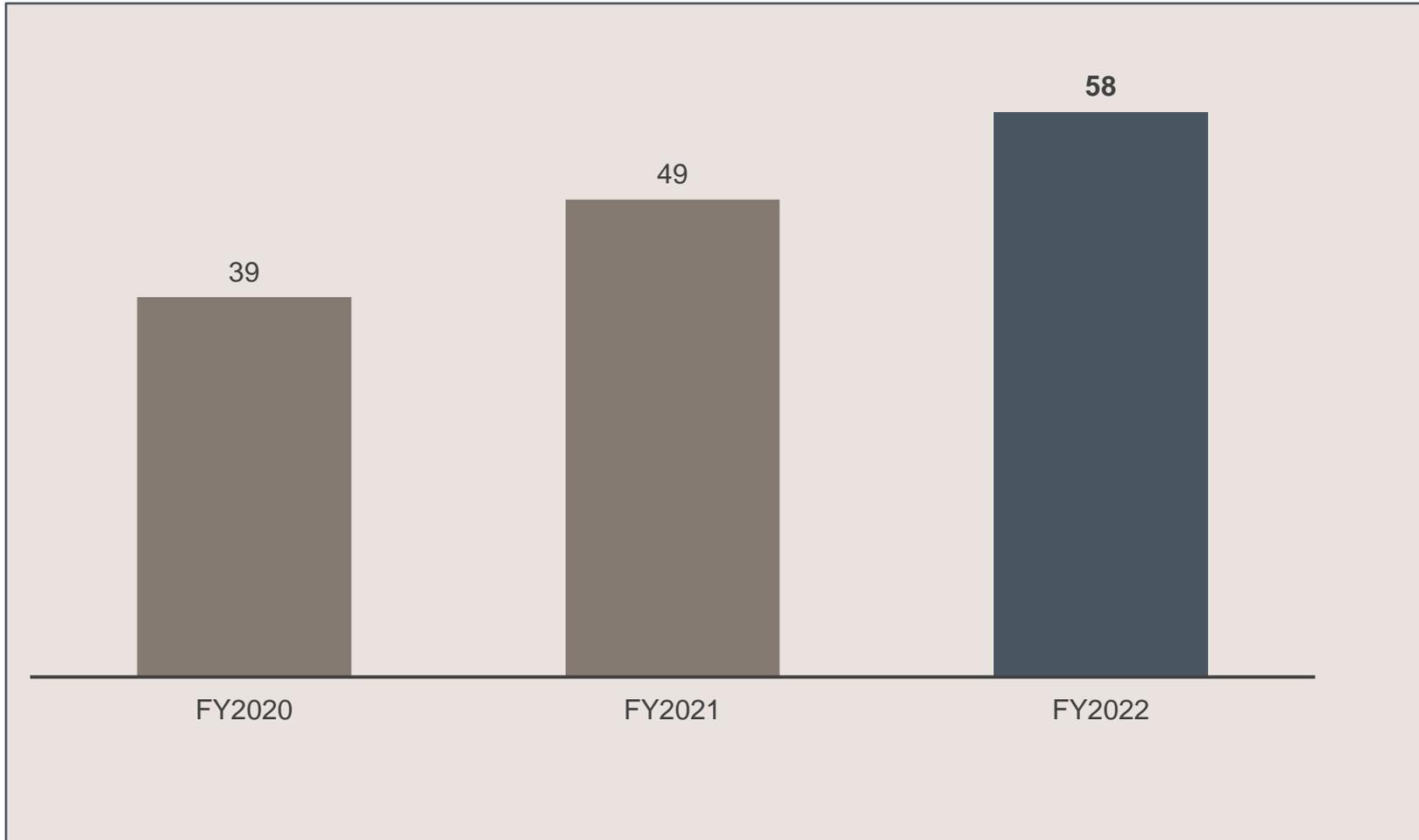
- People – 315 - 400
- Brands – 15
- SKU's – 98



Superior factory performance



OEE 2020 – 2022 (%)



- **Safety**

- 400 LTI free days-to-date
- 14001 & ISO 45001 Certified

- **Quality**

- Consumer complaints down 60% year-on-year
- Zero market place incidents

- **Cost**

- Material Usage Variance (MUV) improved 124% since FY20 (average of 103% per year)
- Fixed Costs maintained to R/L conversion to < 2021

- **Delivery**

- OEE improvement rate of 49% since 2020

- **Morale**

- High levels of engagement with improved engagement scores

TIGER BRANDS BEVERAGES

TIGER BRANDS



We nourish and nurture more lives every day

Looking ahead



Our plan is to double consumer consumption



By being the preferred beverage for all key consumer need states, occasions & pockets

Leverage occasions to drive consumer & shopper focus

Four key opportunities

#1

3.3bn meal occasions with a beverage



1. Shopper strategy linked to insights
2. ATL & partnerships to drive meals
3. Experiential at relevant food events
4. One Tiger approach to meal solutions
5. Channel strategy driving multiple POIs
6. Customers plans driving meal combos

#2

1.7bn snack occasions with a beverage



1. Shopper strategy linked to insights
2. ATL & partnerships to drive snack
3. Availability in OOH with key brands
4. Channel strategy driving multiple POIs
5. Cold availability in OTG channels
6. Customers plans driving snack combos

#3

6 key consumer health & wellness trends



1. Leveraging the portfolio to deliver functional benefits
2. Innovations and renovations
3. Consumer investment behind key H&W brands like Energade and LowCal

#4

Target 10% of SA OOH volume



1. Innovations in the mixers space
2. Leverage AB Inbev RTM
3. OOH investment ahead to grow
4. ROSE's increased investment and pipeline development

Wellbeing and protection are the top two most powerful consumer forces



Wellbeing

1 4

Global Score
134

Local Score
105

Boosted beverages

Affordable energy
(Get me through my busy day with energy I can afford)

Immunity Boosting Beverages
(Beverages with added protection boost, for an immunity focused consumer)

Optimal Hydration
(It's not just about water, it's about electrolytes and optimal absorption)

Implications & opportunities for beverages

Energade Boost to support immunity, eye health and muscle build along with energy release

Energade ZERO to support optimal hydration and immunity

Protection

2 1

Global Score
133

Local Score
133

Purposeful sipping

Functional sipping
(Drinks for my specific needs – rest, recovery, pre-workout, focus, mood management, sleep etc.)

Clean & Natural
(Powered by nature, with no hidden nasties, think fruit, teas, botanicals, natural sweeteners)

Low-Cal Water naturally flavoured with essence

Low-Cal Feel Good infused with Fibre to support digestive wellbeing

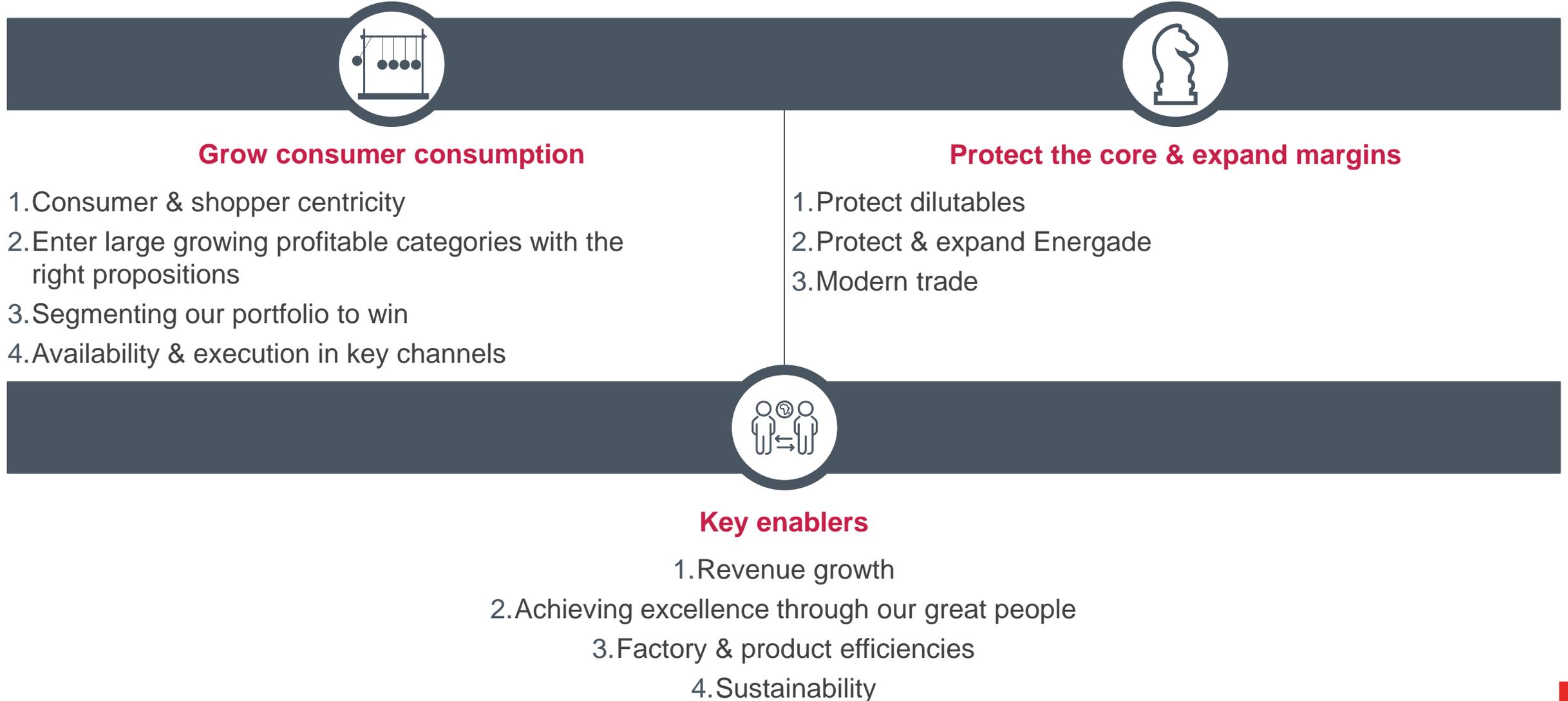
CBD/Hemp infused to manage stress & anxiety

Prioritising high impact opportunities supported by the right levels of focus



1 – Financial and market impact | 2 – complexity to implement using build/buy/partner options as enablers

The simplified plan to grow the business over 5 years



TIGER BRANDS BEVERAGES

TIGER BRANDS



We nourish and nurture more lives every day

Thank you

