

# Tiger Brands



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PO Box 78056, Sandton 2146, Republic of South Africa

8<sup>th</sup> August 2008

The Chief Executive Officer/Managing Director

**Re: Broad Based Black Economic Empowerment (BBBEE) ratings for Suppliers to the Tiger Brands Group**

Tiger Brands Ltd has a stated vision of being the most admired branded FMCG company in emerging markets. A key enabling feature of realizing this ambition is delivering against our agreed BBBEE targets. To his end, Tiger Brands will look to advance its transformation status by at least one level per year.

As a consequence, all Tiger Brands Ltd suppliers will be expected to mirror this progress per year.

However, it is important to note that Tiger Brands will be taking a far more demanding stance on non-compliant suppliers, (i.e. level 9), as well as those who achieve minimum compliance, i.e. 7 and 8. In this regard, we confirm that suppliers with a BBBEE status of levels 9, 8 and 7, will be expected to evolve two levels per year, until a minimum level of 5 is achieved and thereafter one level per year. It is also confirmed that suppliers who are deficient in these expectations will be granted a three-month grace period, with Tiger Brands thereafter being forced to consider alternatives.

In line with the above requirement, your organization is requested to please confirm your current rating as well forward a detailed plan as to how your organization plans to improve your BBBEE contributor level over the next year.

**TIGER BRANDS LIMITED Registration No. 1944/017881/06**

**Directors**

**Non Executive:** L C van Vught (Chairman), B L Sibiyi (Deputy Chairman), D D B Band, S L Botha, R M W Dunne (British), U P T Johnson, K D K Mokhele, A C Nissen, G N Padayachee, A C Parker

**Executive:** P B Mallare (Chief Executive Officer), N G Brimacombe, B N Njobe, P M Roux, C F H Vaux

Company Secretary: I W M Isdale

All plans aimed at improving your organization's contributor levels should be communicated by the 30<sup>th</sup> of November 2008.

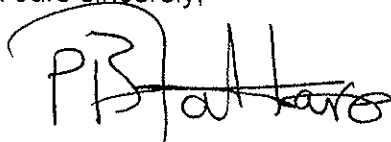
Please sign this letter as acknowledgement of receipt of this correspondence by no later than the 30<sup>th</sup> of September 2008.

Your organisation's plans as well as the signed letter of acknowledgement is to be communicated to below contact:

E-mail: [dave.webster@tigerbrands.com](mailto:dave.webster@tigerbrands.com) OR  
Fax: 011 840 3331 for attention: Dave Webster

Tiger Brands appreciates the support of its suppliers and would like to thank you in advance for your assistance with this request.

Yours sincerely,



Peter Matlare  
**Group Chief Executive Officer**

Received by:

Name \_\_\_\_\_

Signature \_\_\_\_\_

Designation \_\_\_\_\_