



Australia

# SURVIVING AND THRIVING IN A PANDEMIC





## Agenda

- Dr. Oetker – who are we?
- Queen – the history!
- Dr. Oetker Queen Australia – the acquisition
- Thriving in a pandemic – the demand
- Our COVID plan and execution



## The Oetker Group operate in diverse business groups



**Food**



**Beer &  
Non-  
Alcoholic  
Beverages**



**Sparkling  
Wine,  
Wine &  
Spirits**



**Banking**



**Other  
Interests**



## Dr. Oetker – Where It All Began

- It all began in the back room of a Bielefeld chemist's shop in 1891: the young pharmacist Dr. August Oetker was busy working late into the night developing the baking powder - Backin.
- Tiny paper bags were filled with precisely the right quantity for one pound of flour.
- Because of the exact proportions of the mixture and the quality of the raw materials used, Dr. Oetker was able to guarantee that each cake would turn out successfully.



**Dr. August Oetker**

(\*1862 †1918)

Brand pioneer and company founder





## Dr. Oetker – Growth of the Business

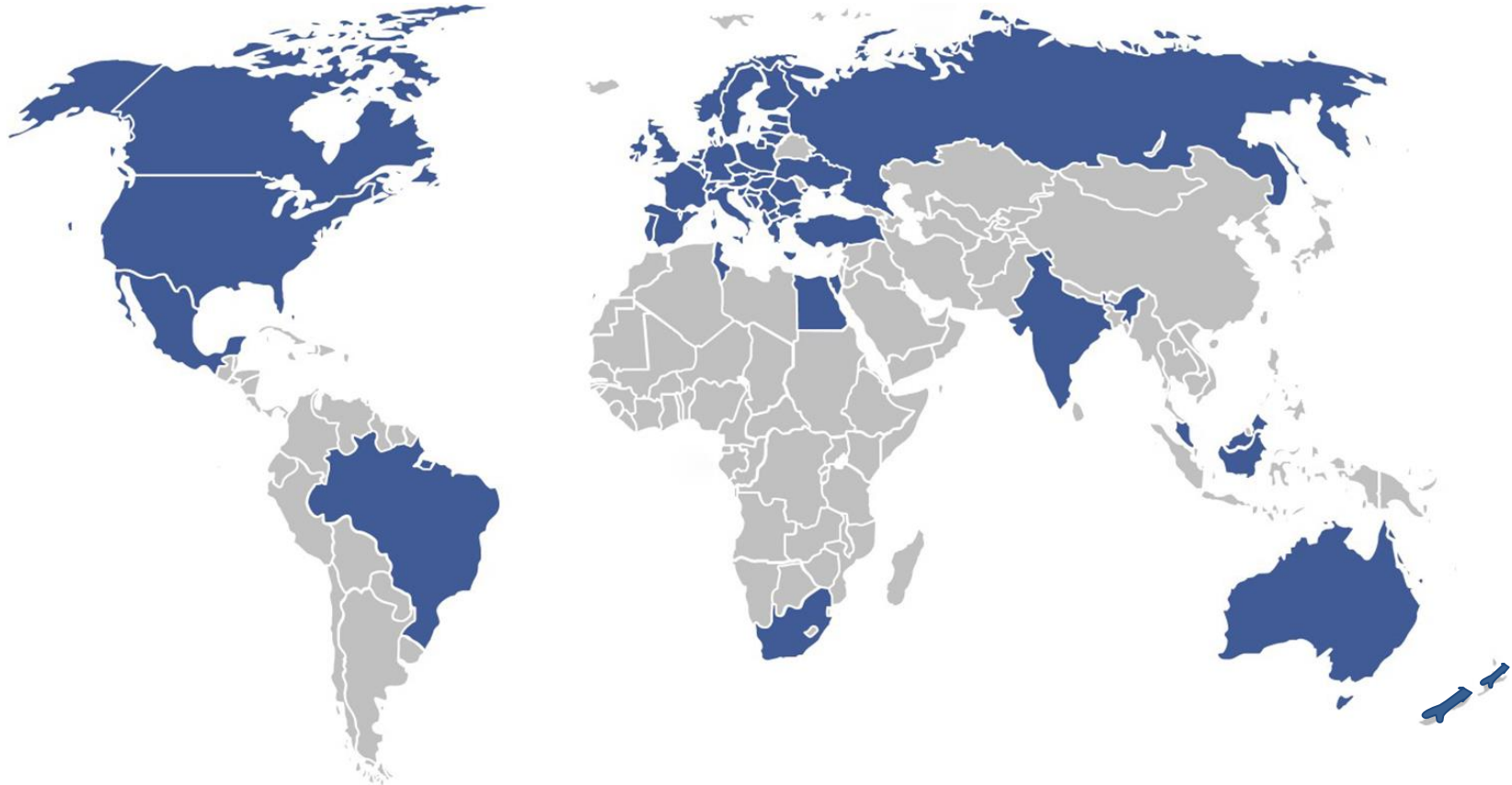
- The success of his discovery vindicated the idea, and further products, such as pudding powders, flavours and dietary starch followed.
- In 1900 Dr. Oetker abandoned the chemist's shop, moved into a newly built factory in Bielefeld and, a few years later, ventured into foreign markets for the first time.
- By 1920, Dr. Oetker the company had products that were already being manufactured and distributed by more than 600 employees.
- At a time when increasing numbers of freezers were finding their way into households, Dr. Oetker launched the first frozen pizza in Germany in 1970.
- Shortly thereafter, the company also entered the field of chilled desserts.
- Dr. Oetker is present worldwide with around 3,500 different products.



## International Presence

From Europe, Africa, Asia, Australia to America, our multifaceted products are making Dr. Oetker a household name. Production sites in 40 countries with over 17,500 employees.

Annual Sales turnover of 3.8 billion Euro ~ 6 billion \$AUD





# Global Food Product Lines



Baking goods/  
Decorations  
Baking mixes



Ready to Eat Cakes



Dessert Sachets



Chilled Creams



Chilled Desserts



Preserving



Frozen Pizza



Frozen Desserts

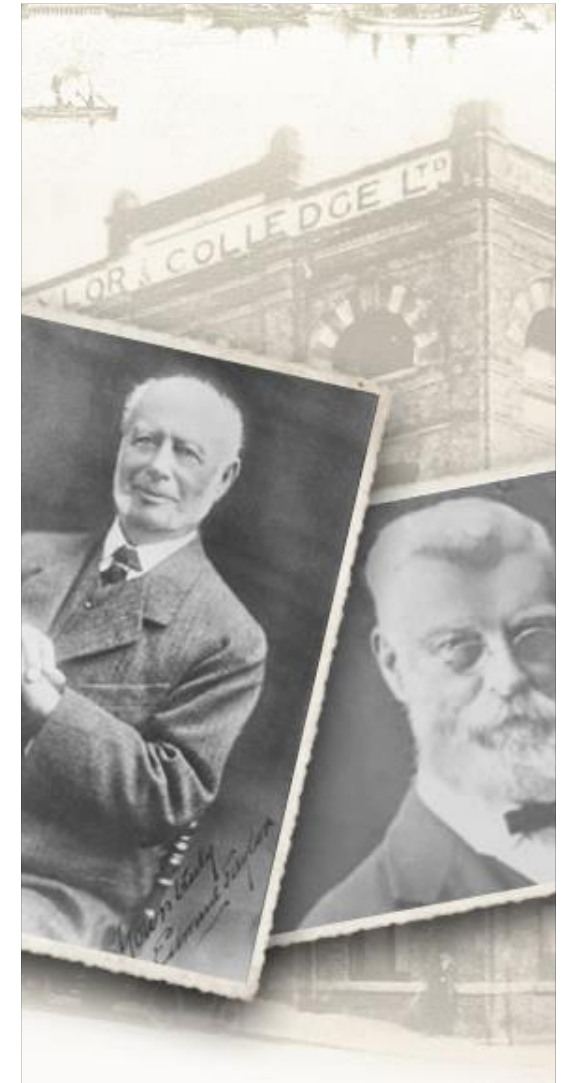


Breakfast Cereal



## Queen - Our History

- On the other side of the world to Bielefeld Germany another baking company was being established here in Brisbane.
- Established in 1897 by pharmacists, William Taylor & Edward Colledge.
- With connections to Queen Victoria and her love of Vanilla, Taylor and Colledge developed the **QUEEN** brand of Vanilla essences and other fragrances here in Queen Street, Brisbane.
- Acquired by Himstedt family in 1978 where manufacturing commenced in Alderley.
- Current site since 2000
- Today #1 in the Australian vanilla market
- Premium Vanilla available in 12 Countries





# Dr. Oetker Queen Milestones in Australia

**2009**  *Quality is the best recipe*  
Dr. Oetker Australia Pty Ltd Incorporated


**2010** Commence export to AU 

**2011**  Dr. Oetker enters Manufacturing & Services Agreement with **Simplot Australia**  
Dr. Oetker acquires **Papa Guiseppi's** brand for ANZ including 'pizza manufacturing line' in Pakenham, VIC. 

**11 Apr:** Dr. Oetker commences trading  
**May:** Melbourne Office opens 

**Aug:** National Launch Ristorante

**2012**  Papa Giuseppe's Panini

**2013**  Papa G Bakery Range Bakehouse Crust

**2015**  **May:** Acquisition of Queen Fine Foods, 120 years of vanilla baking heritage  
**Oct:** Dr. Oetker Décor Launch 

**2016** **Apr:** Ristorante No. 1 Frozen Pizza promoted Brand in Australia!!   
**Oct:** Décor NZ 

**2017**  **Project One**  
**Project Uno**   
Import Fresh dough pizza and Pizza Pies 

**2018**  **Queen 120 Year Anniversary**  
**Oct:** NZ Pizza

**2019**  **Dr. Oetker Global Purpose Launch** *Creating a taste of home* 

**2020**  **Global Vanilla Centre of Excellence established**

**2021** **Feb:** DOQA Values Launch 



# Geography



## Brisbane, AU

- Wakefield Street, Alderley
- Manufacturing, R&D, Quality, Procurement
- 57 employees

## Melbourne, AU

- Chifley Business Park, Moorabbin Airport
- 21 employees

Brisbane & Melbourne share Sales, Marketing, Supply Chain, Finance & Controlling

## Auckland, NZ

- 3 employees
- Sales & Marketing



Australia

# Our Brands in Australia & New Zealand

## BAKING



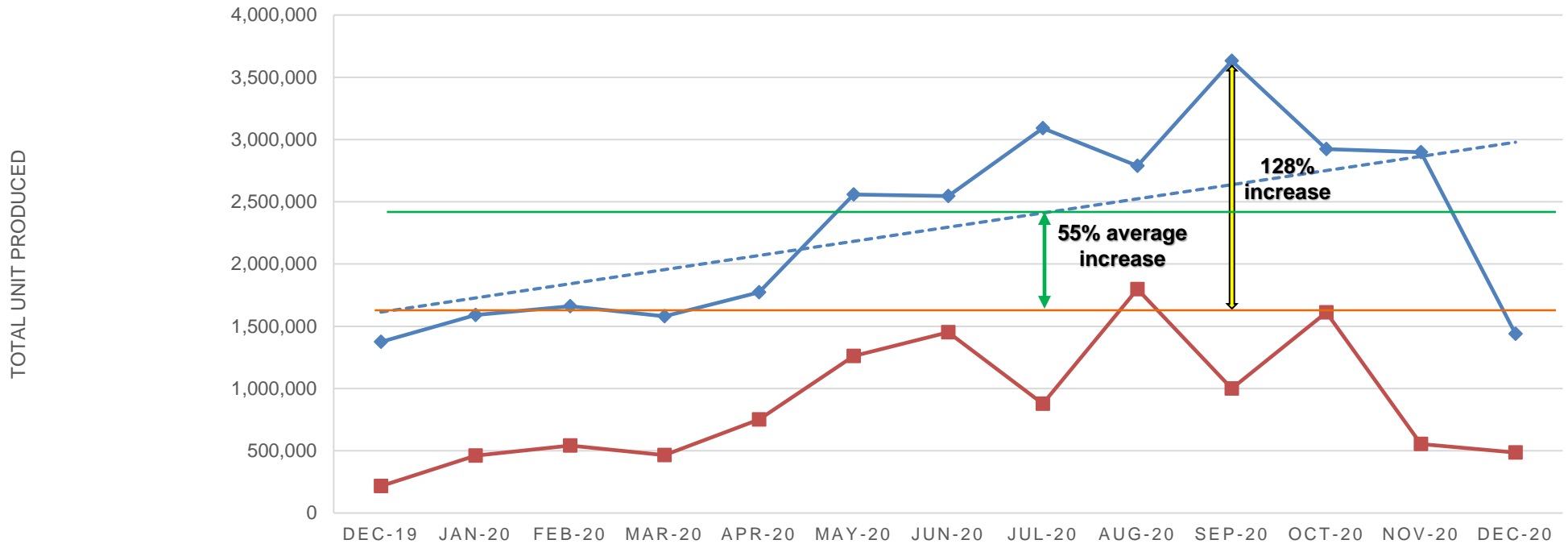
## PIZZA





## 2020 – Surviving & Thriving in a Pandemic, the Factory Perspective

### TOTAL PRODUCTION FROM DECEMBER 2019 TO DECEMBER 2020



	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
◆ Total production	1,374,555	1,590,030	1,660,370	1,580,722	1,773,851	2,558,856	2,545,379	3,091,928	2,787,620	3,631,096	2,923,267	2,898,633	1,438,941
■ Total Natural Vanilla Production	216,383	461,663	542,406	465,638	750,353	1,260,059	1,451,164	878,343	1,798,456	1,000,260	1,612,130	554,047	486,532

**YTD Oct 2020 = 94.6% Case Fill to Major Retailers**

## A COVIDSafe Plan

- Task Force Covid-19 Action Plan
  - DOQA Employer Obligations
  - Onsite Conditions
  - DOQA Employee Obligations





## Employer Obligations

- Limited any on site visitors, contractors, third party service providers.
- If necessary – onsite register with full details for contact tracing.
- Reporting was mandatory
- No employee to come to work with any cold or flu like symptom.
- If showing any symptom, must be tested, isolate until result.
- Must report if being tested, and report results of the test.
- Government reporting put in place.
- Additional cleaning was instigated.



## Onsite Conditions

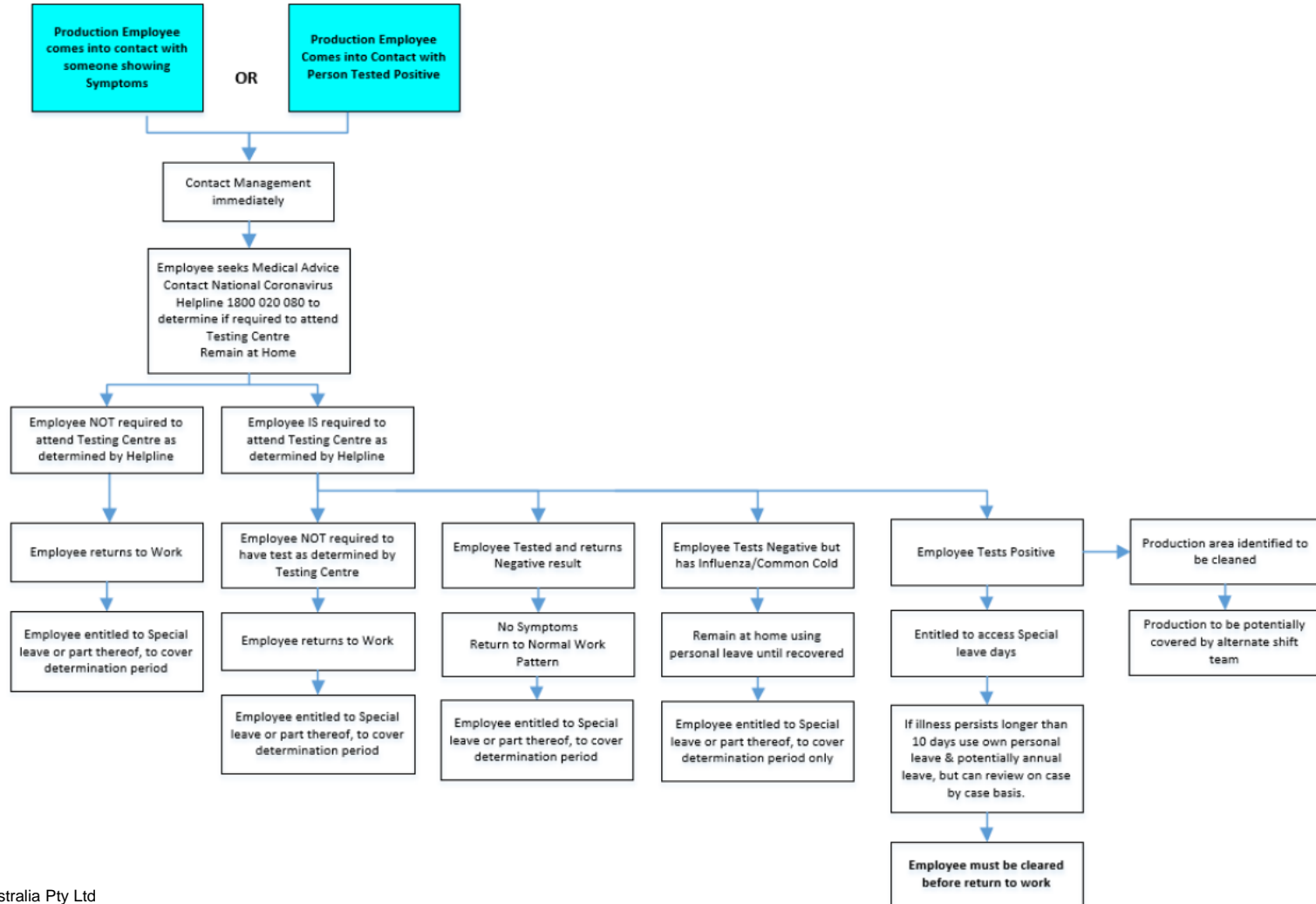
- Training on Covid-19
- Training on increased hygiene requirements
- All staff were issued with individual hand sanitisers
- Full segregation between production and administration staff
- Shift separation
- Specific rostered breaks
- Cleaning and sanitizing lunch room
- Maximum numbers in areas to maximize social distancing
- Social distancing applied on the production floor
- Face masks
- Cleaning and sanitizing between shifts



## Onsite Conditions (cont.)

- All transport and courier drivers were logged with full details for contact tracing
- All visitors logged with full details for contact tracing
- Signage across the site – distancing and hygiene measures
- Meeting rooms restricted to a maximum number to apply social distancing
- Administration teams were split into two and rotated into the office
- Full work from home permitted for all administration staff

# Onsite Conditions (cont.)





## Employee Obligations

- To read, understand and follow the COVIDsafe workplace plan
- Do not come to work if unwell or have the mildest of cold or flu like symptoms
  - Test, isolate, report and report results
- Adhere to all social distancing, hygiene measurements enforced by the employer

## The Team – It was all about the Team

- Communication
- Training
- Separation
- Health & wellbeing
- Reward

### OUR VALUES

<p><i>Family</i> HOW WE MAKE EACH OTHER FEEL.</p> <p><b>TRUST</b> HEALTH &amp; WELLBEING</p> <p><b>RESPECT</b> SAFETY</p> <p>We genuinely care, respect &amp; trust each other, and always act with integrity. We are honest, consistent, reliable &amp; supportive – and we are in it together!</p>	<p><i>Grow</i> WHAT WE DO FOR ONE ANOTHER.</p> <p><b>COURAGE</b> LEARNING CULTURE</p> <p><b>EMPOWERMENT</b> SUSTAINABILITY</p> <p>We take responsibility for ourselves, and empower each other to learn, adapt &amp; challenge the status quo. We draw on our combined expertise to maximise results for today, and leave a legacy for tomorrow.</p>	<p><i>Us</i> HOW WE WORK TOGETHER.</p> <p><b>SIMPLIFICATION</b> TOGETHER</p> <p><b>OPENNESS</b> PURPOSE</p> <p>We make things happen together. We are curious and driven to find better and more innovative ways to work. Everyone has a role to play. We take pride in what we do, and we have fun along the way.</p>
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## Communication

- Leadership team communicated weekly formally on Covid-19 Action Plan
- 38 formal company communications between March and August 2020
- Informal onsite meetings weekly
  - Reinforced formal communications
  - Update on production forecasts
  - Obligations reminder / reinforcement
  - Thanks and encouragement
  - Answer any concerns
- Video playbacks in the lunch room (QCM's)

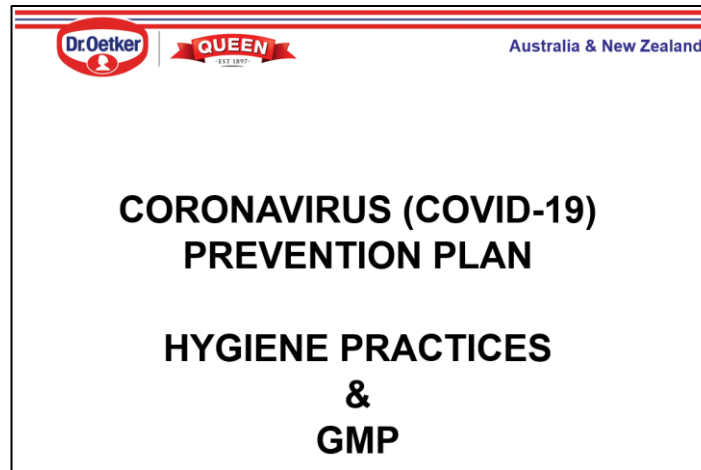


## Communication (cont.)

- Created a FAQ sheet for employees to read
- Created specific communication letters for all contractors and potential visitors
  - ONLY if absolute, they had to come to site
- Any change in external COVID conditions – a communication was developed and circulated to:
  - All staff
  - Casual labour agencies
  - Suppliers
  - Transport companies
  - Contractors



## Covid-19 Training



- Compulsory training for all staff including labour hire staff
- Competency and understanding assessment conducted
- Employee sign off on the understanding to compliance
  
- Buddy system training for additional labour hire staff to meet production demand



## Separation

- Separation was a key factor to our success
  - Locked the production team away
  - No personnel cross over with administration or QA staff – doorways were physically closed



## Separation (cont.)



Rostered breaks with limited numbers



Additional cleaning

## Separation (cont.)

- Shift separation – no overlap
- Limited numbers in locker room/amenities
- Rostered breaks for crib breaks and lunch breaks – limited numbers
- No Administration staff allowed in lunch room – cross functional contact
  
- Administration work from home
  - IT system infrastructure had to be bolstered
  - All hardware was permitted to be taken home
    - Desktops, screens, keyboards etc.





## Health & Wellbeing

- Employees arriving at the factory everyday was critical
  - Essential Services worker – authorization letter
  - Pre-op checks with every employee
    - Health Status
    - Mental Status



### Working Together Survey Feedback - Snapshot

79% of eligible employees completed the survey

## Health & Wellbeing (cont.)

- Psychological status was just as important
  - All permanent employees agreed to share private contact numbers for support
  - For those working from home – daily Skype calls between each functional team
  - Weekly total business Skype call – virtual stand ups
  - When we were in the office: (Coloured hair nets for factory staff)





## Rewards

- All staff received an additional 14 days sick leave to be used:
  - Testing, isolate, 2 weeks quarantine – if needed
  - Applied to permanent and casual labour hire staff
- Additional one weeks pay for all factory permanent and casual labour hire staff
  - Get through the year – reward at Christmas
- Monetary gift vouchers twice through the year and at Christmas
- Visits of food and coffee trucks



## Today

- Any change in COVID status – communications are distributed
- Minimise large team meetings to comply with social distancing
- Hygiene standards have been maintained
- QCM's are still virtual
- Production & Sales demand have returned to Pre-COVID levels



Thank you

