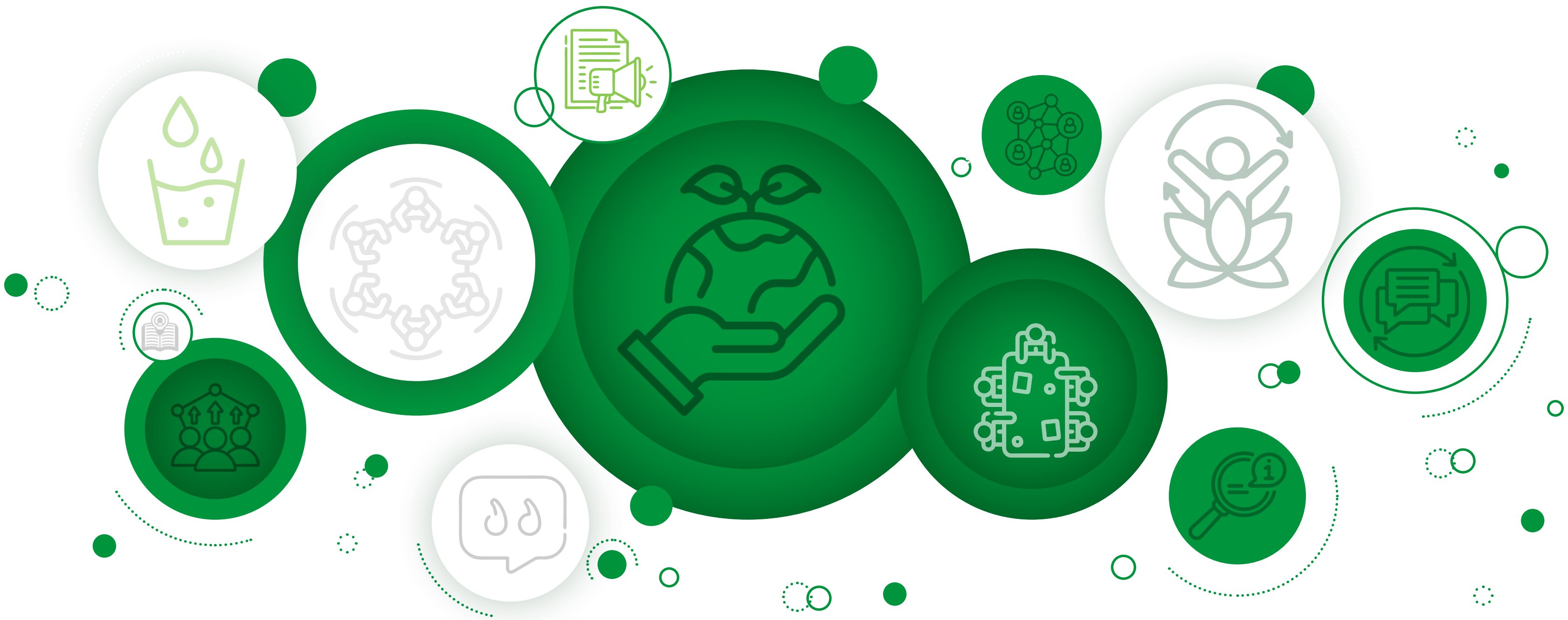
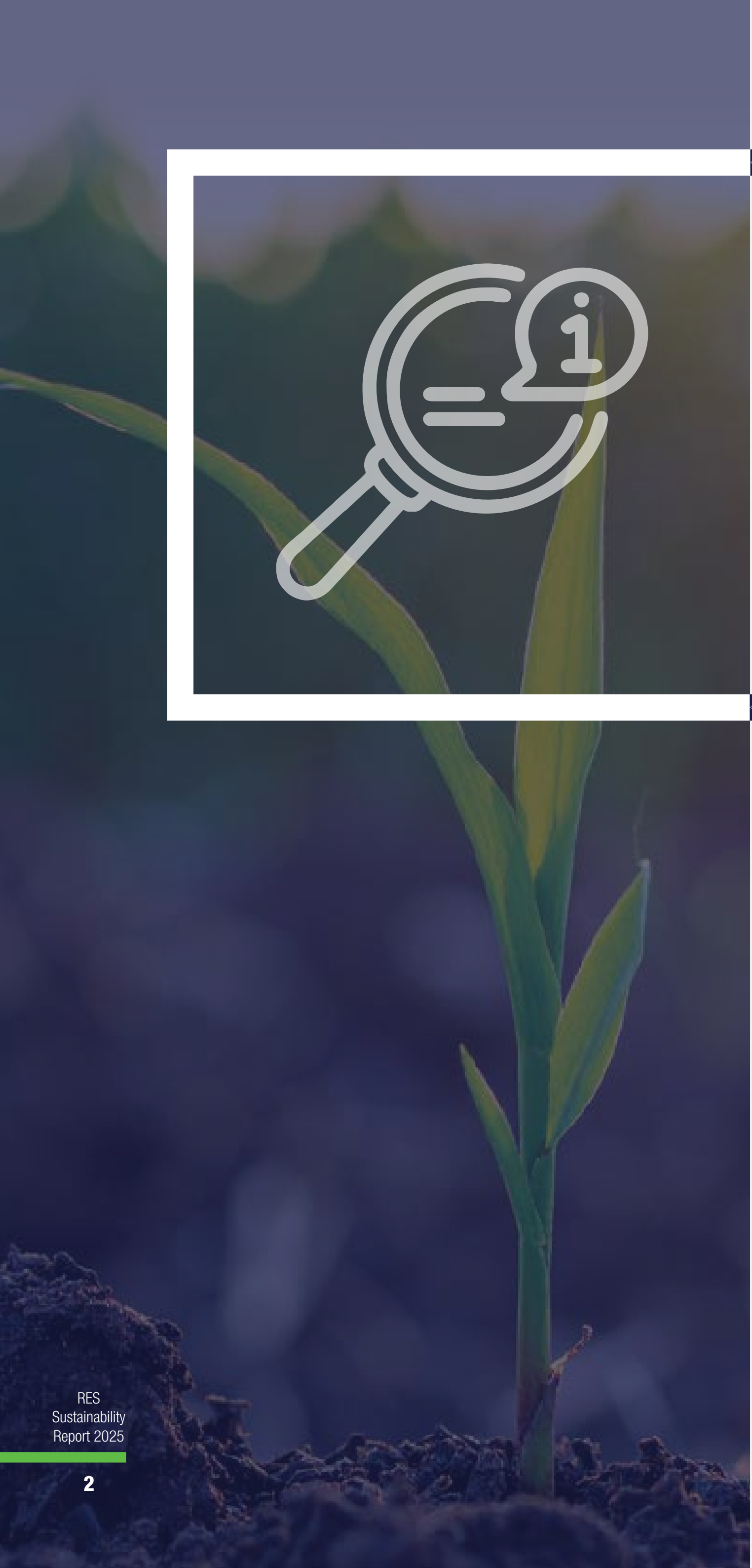
RES CORPORATION

SUSTAINABILITY REPORT

2025



This inaugural report outlines our environmental and social impact. It reflects our commitment to transparency, responsible business practices, and alignment with global sustainability standards.



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About Our Sustainability Report

We are pleased to present our Sustainability Report that is intended to communicate The Royal Eswatini Sugar Corporation's (RES) impact on the environment and society with an account of how we addressed the most material sustainability issues we faced during the year ended 31 March 2025. We commit to report on our sustainability journey annually.

This report has been prepared with reference to the Global Reporting Initiative's (GRI) Sustainability Reporting Standards, including the Agriculture, Aquaculture and Fishing Sector Standard. We also aim to work towards the relevant Sustainable Development Goals (SDGs).

All reported information is current as at 31 March 2025, unless otherwise indicated. The report has been prepared in collaboration with external and independent sustainability specialists. It has been reviewed by RES's Executive Management Committee and approved by the Board of Directors.

Report scope and boundary

The publication of this, our first Sustainability Report, is part of our sustainability journey. This report should be read in conjunction with our and Integrated Report, which focus on the factors that impact RES's ability to continue creating value. The Sustainability Report's focus is to demonstrate to all stakeholders how we manage the impact on the environment, economy and broader society, including human rights.

Our reporting scope and boundary incorporate entities over which we have control. The scope of our reporting also extends to an assessment of the group's sustainability risks, opportunities and material outcomes, which are impacted by factors such as our operating environment and external issues.

Determining materiality

RES's Board approved a materiality process to determine the material matters relevant for reporting. This materiality approach identifies the matters that impact our ability to create or preserve value (financial materiality) and our impact on the environment, communities and society (impact materiality) in the short, medium and long term. In this reporting period, we identified 28 material matters that are relevant to our operations and we report on them to serve the information and decision-making needs of our stakeholders.

Improving the integrity of our sustainability data

Sustainability data falls within the scope of our data management practices. We are increasingly digitalising our data processes and are developing a database to increase the accuracy of our reporting on all material issues. Our 2024/25 sustainability report must be seen as the baseline and any gaps in data will be addressed in the next report.

FORWARD LOOKING

Certain statements in this report may constitute forward-looking statements that, by their nature, involve risk and uncertainty because they relate to future events and circumstances that may be beyond the RES's control.

External Assurance

Our IR is our primary report to stakeholders, illustrating how the elements of our value creation story are connected and depend on each other.

Awards

We are pleased to report that during the reporting period RES was awarded for being the best in Water Conservation and Innovative Waste Management by Temvelo Awards hosted by Eswatini Environment Authority.

Feedback

We welcome any feedback or questions you may have about this report. Please contact Ms JABU R MYENI, Sustainability Manager, at Jabu.Myeni@res.co.sz or visit our website, www.res.co.sz for further information.

Statement By The Chairman Of The Board

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Dr. AT Dlamini

I am delighted to present to you Royal Eswatini Sugar's first Sustainability Report, a testament to our commitment to investing in our shared future, providing sustainable practices and responsible production for the betterment of society, economy and the environment.

Our commitment to social responsibility is evident in the various community engagement programmes and partnerships highlighted in this report. RES actively contributes to the communities where we operate, striving to make a positive difference in the lives of individuals and families.

Macro-environment

The past year has presented a dynamic and challenging environment, with global disruptions continuing to reshape the way we live and work. In recent years, the world has faced unprecedented challenges, from the accelerating impacts of climate change to deepening social inequalities and economic uncertainties. These issues have not only disrupted ecosystems but have also underscored the critical importance of corporate stewardship in fostering a resilient and equitable society.

Under the leadership of King Mswati III, supported by the Cabinet, Eswatini is an exemplary country where the King is upholding economic growth and advocating peace in the country. This brings confidence and hope for the people of Eswatini as well as the business community. RES commends the King for supporting this enabling environment.

Governance and growth

This year the Board supported the management team's operational and growth plans considering them to be in the best interests of RES and Eswatini. The Board is in close touch with the implementation of these plans and is pleased with the good progress to date.

Overall, the skills of the Board members are addressed on a continuous basis as new skills are needed in the ever-evolving environment. The Board is currently very strong on finance, legal and human resources, but will be upskilled to be able to make better informed recommendations regarding all dimensions of sustainability.

Management, under the guidance of the Board of Directors, is and has been aggressive regarding growth – if RES stops growing, it will be overtaken and stop existing. We are in a good position to accelerate growth by means of diversification, including power generation and retail ethanol production. Growth requires investment and capital with the associated risks. The Board continues to provide counsel on de-risking projects for growth stability.

Sustainability

Our Board Risk, Social and Ethics Committee functions well in its task of governing Sustainability. The Executive Committee (EXCO) unpacks sustainability and practical implementation thereof and then submits the concepts to the above Committee for recommendations, whereafter it is presented to the Board for consideration and approval.

RES aims to lead the country regarding sustainability – be the first and the best. Proudly, RES is the first company in Eswatini to adopt and lead by corporate governance practices concerning sustainability. We believe that good governance and sustainability go hand in hand.

We are certain that by integrating social, ethical, and environmental considerations into our business, we can build a socio-economic environment where growth, inclusion, and environmental stewardship exist in harmony.

Looking ahead

As we reflect on our sustainability achievements, we are also cognisant of the journey ahead. RES remains committed to continuous improvement, innovation and collaboration with all stakeholders. We understand that sustainability is an evolving process, and we are dedicated to staying at the forefront of responsible and sustainable practices.

In conclusion, I would like to express my thanks to all our employees, the senior leadership team and the Board for their resilience and commitment this year, and to our stakeholders for their continued support; all having been instrumental in making RES a leader in sustainability focused practices. Together, we are laying the foundation for a brighter and better future.

RES is a well-run company and we are all proud of the achievements of RES and, the Chairman, I commend the Managing Director (MD) for his leadership.

Thank you for your continued support as we embark on this transformative journey.

Dr. AT Dlamini
Chairman

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Statement By The Managing Director

Nick Jackson

As we reflect on the 2024/25 reporting year, I am pleased to share the year's highlights and the progress we have made in delivering on our RES strategy, SIMAMA 20-25.

Guided by our mission, we navigated significant challenges while achieving impactful milestones that strengthen our position as a sustainable business leader.

Mission

We are an agri-business that competitively and sustainably adds value for all stakeholders

We operate in an increasingly complex global landscape, amid socio-economic challenges and the escalating impacts of climate change. Extreme weather events, which are occurring at an unprecedented scale and frequency, add pressure to our agricultural and milling divisions, underscoring the risks associated with the systems we are reliant on. At the same time, our stakeholders are placing greater emphasis on health, sustainability and ethical business practices.

Adapting to these evolving expectations, while managing increasingly complex operational challenges requires us to remain focused and resolute in upholding our responsibilities to all stakeholders.

RES benefited in previous years from favorable prices, however, prices are now dropping. RES is in the commodity business, and is therefore a price taker. Price is not only driven by supply and demand. There are also other entities, e.g. pension funds, who are buying and selling sugar worldwide in anticipation of changes in the sugar market. In the last couple of years sugar production has been static with no major changes, however, the world population is increasing, and sugar consumption and use are changing. According to forecasts by analysts, consumption will exceed production in the next 5 to 10 years, which in turn will have an influence on the price of sugar. It will be to the benefit of RES to get more cane in the ground and improve yields.

During the past year, the main issue RES encountered was the drop in the cane yields; tonnes cane harvested were 9.1% below estimate at 89 TCH (tonnes of cane per hectare) against the budget of 97.9 TCH. The low yields are attributed to unfavorable climatic conditions experienced during the season, too much rain as well as a severe windstorm which knocked over approximately 9 000ha of cane.

Other concerning issues were the increase in pests and crop diseases as a result of damaged cane; and soil profile changes as a result of either over-watering or under-watering. The latter relates to the excessive compaction of soil which stunts root growth of the cane thus negatively affecting cane yields. Yields can be affected for the remainder of the ratoon of the affected yields - this could be up to nine years and culminates in higher replant costs.

Climate change is our new reality, and we are now analysing weather patterns over the past 10 to 15 years and the outcomes thereof on RES. We are trying to understand trends and how to adapt our agricultural practices accordingly.

Our people are our most important asset and continue to play a key role in delivering our sustainability ambitions. We remain steadfast in our goal to protect their health and safety and provide a diverse, inclusive and equitable workplace and outstanding learning and development opportunities. I am saddened to report that we had one fatality during the reporting period.

We seek to attract, retain and develop talented people, providing outstanding and equal opportunities for personal and professional development. Our diverse workforce includes seasonal employees from various RES fence-line communities making up close to 40% of the total workforce. We have invested further in capacity building, both for our own employees and people in our value chains. We continued to regularly assess employee performance and support talented leaders by providing them with tailored learning courses. The journey to build a strong leadership team began with coaching and psychometric assessments. Personalized leadership programs have been crafted for at least 23 managers and beginning April 2025, the various development interventions for these managers will continue. These include continuation of leadership coaching, leadership training, leadership master classes and leadership conferences. All these various leadership initiatives will assist in building a strong leadership muscle.

Embedding our people-centred culture is a key focus anchored on “Crafting Sweet Moments Together” which supports an enabling environment for all staff. A symbolic tree-planting ceremony was executed in February 2025 with most employees from both Mhlume and Simunye attending. This was a pledge by management to create a people-centered culture which will allow growth and a voice for all employees by passing down decision-making to staff at levels below senior management.

Our relationship with our communities is essential for the sustainability of our existence. Our commitment to social responsibility is evident in the various community engagement programmes and partnerships highlighted in this report. RES actively contributes to the communities where we operate, striving to make a positive difference in the lives of individuals and families.

Our sustainability journey continues with this report being our first sustainability report. Although we have been integrating sustainability concepts in all our operations and activities, it will be formalized in our sustainability strategy which will complement our operational strategy. We are proud to be a leader in Eswatini regarding integrated sustainability management and communicate such to our stakeholders.

Future initiatives include the RES energy project which is a key driver towards our vision of sustainable sugar and renewable products. The sustainability of RES hinges on our ability to produce sufficient power to be self-sustained plus allowing for Outgrowers to irrigate their cane. The energy project will focus not only on biomass energy generation, but also on wind and solar energy generation. The aim is to produce green energy to power our operations with the possibility of exporting to the Eswatini grid for the benefit of Eswatini and its citizens

A further initiative is product diversification in ethanol to add valuable revenues for RES. We have started with the production of high-grade ethanol for the perfumery sector, low grade ethanol for fuel and are looking towards retail liquor by producing Rum.

In conclusion, by stepping up our efforts to conserve nature and protect the environment, empower people, and champion our values, we aim to make further progress over the next ten years and beyond. We ask all our stakeholders to partner with us in making long-lasting progress on sustainable manufacturing and livelihoods.

Thank you for your continued support and trust. Together, we are building a future where both RES, the communities and environments in which we operate can truly thrive in a sustainable manner.

Nick Jackson
Managing Director

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Our Sustainability Approach

In response to growing climate and resource challenges, RES is accelerating its sustainability efforts to ensure long-term cane security, improve Outgrower livelihoods, and safeguard the future of sugar production. By embedding sustainability, innovation, and responsible operations into its strategy, RES builds trust with stakeholders, reduces operational risks, and creates financial value.

> This commitment is deeply rooted in the company's culture and reputation, supporting growth ambitions and enabling impactful partnerships that extend beyond RES's own investments to benefit wider society.

RES's revised strategy, finalised in March 2025, is guided by its purpose and aligned with the UN Sustainable Development Goals, setting clear targets for 2030.Our sustainability ambitions embrace both environmental, economic, and social sustainability dimensions. They are:

- Improve economic development in Eswatini through an increase in direct and indirect employment
- Impact the lives of the people in our communities
- Protect the biodiversity of our natural ecosystems
- Drive progress towards a carbon-net zero future

This comprehensive approach reflects our belief in sustainable development through local engagement and co-creation of impactful programmes, reinforcing its dedication to meaningful, long-lasting contributions in the regions where it operates.

Approved in January 2025, the RES ESG Policy outlines the company's commitment to sustainable business practices and establishes a permanent sustainability function. It defines the roles, responsibilities, and accountabilities of internal stakeholders and supports the development of a comprehensive sustainability framework with clear processes for implementation and evaluation. The policy aims to fully integrate sustainability across the organisation, ensuring all employees understand its implications and are supported by integrated systems and tools to guide effective decision-making

Our ESG philosophy

RES integrates the principles of integrity, delivery, and respect across all operations and stakeholder engagements, positioning ESG (Environmental, Social, and Governance) as a core element of its governance and business strategy. ESG is embedded into daily activities, systems, and procedures through management oversight, regular materiality assessments, and management reviews to ensure alignment with RES's vision, mission, and strategic goals. By institutionalizing a culture of accountability, transparency, and sustainability, RES aims to drive performance while fulfilling its ethical and environmental obligations.

Long-term success for RES is built on responsible environmental management, social responsibility, and ethical business conduct. Its sustainability framework underpins daily operations and strategic direction, with a strong focus on safety, quality, and stakeholder collaboration. RES works to address social and environmental challenges where it can have the most impact, investing in surrounding rural communities, supporting agricultural skill development, promoting workforce diversity, and ensuring business resilience in the face of global uncertainties.

RES' contribution to the UN SDGs

RES is committed to supporting the United Nations Sustainable Development Goals (SDGs) and these have been integrated into the company's sustainability strategy. This integration aims to create measurable, lasting positive impacts in the communities where RES operates, aligning with global sustainability frameworks while contributing to local development, job creation, and poverty reduction. Through proactive initiatives and ongoing collaboration with stakeholders, RES continues to drive meaningful change toward a more sustainable future.

Our material issues

In 2023, RES conducted its first sustainability-related materiality assessment, confirming 28 material topics through a workshop with internal stakeholders to ensure a thorough understanding of the sustainability issues impacting its business, society, and the environment. The identified topics were evaluated based on their importance to both societal and environmental concerns, as well as their impact on RES's financial performance. While all topics are actively managed, thresholds within a materiality matrix help prioritize them, and they are fully disclosed in the Sustainability Report and GRI Index, with some grouped for clarity. This process will be repeated every three year with annual reviews for relevance.

List Of Material Topics For RES

ENVIRONMENTAL

- Climate adaption and resilience
- Climate change impact
- Emission
- Energy
- Natural ecosystem conversion
- Soil health
- Waste
- Water and effluents
- Supplier social and environmental assessment

SOCIAL

- Child labour
- Community development
- Employment
- Food safety
- Forced or compulsory labour
- Freedom of association and collective bargaining
- Health and wellness
- Land and resource rights
- Living wages and income
- Occupational health and safety
- Outgrower enablement
- Peace and stability
- Talent scarcity
- Training and development

ECONOMIC

- Anti-corruption
- Compliance
- Economic impact
- Procurement practices
- Supply chain traceability

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General Disclosures

Organisational details

Legal Name
The Royal Eswatini Sugar Corporation Limited

Certificate of Incorporation Number
156/1977

Legal Form
Publicly listed company incorporated under the Companies Act of Eswatini

Ownership Structure

53.1% SHARES

Tibiyo Taka Ngwane *in trust for EmaSwati*

51 173 160

29.2% SHARES

TSB Sugar International (Pty) Ltd RCL Foods

27 656 931

10.0% SHARES

Federal Government of The Republic of Nigeria

9 634 800

6.5% SHARES

Eswatini Government

6 262 511

1.2% SHARES

Other Miscellaneous Shareholders

1 618 981

Subsidiaries

Simunye Plaza (Pty) Ltd
25%

Mananga Sugar Packers (Pty) Ltd
50%

Royal Swazi Distillers (Pty) Ltd
100%

Mhlume Sugar Company Limited
100%
(Dormant)

Quality Sugars
25%

Enviro Applied Products (Pty) Ltd
35%

Swazican Citrus (Pty) Ltd
100%
(Dormant)

Activities and employees

The Royal Eswatini Sugar Corporation (RES) operates two sugar mills with a combined crushing capacity of 741 tonnes per hour, yielding over 430 000 tonnes of sugar per season. It also runs a sugar refinery at the Mhlume mill with a 170 000-tonne per annum capacity. As a member of the Eswatini Sugar Association (ESA), RES's sugar output is marketed collectively under the Sugar Act of 1967. In addition to sugar, RES produces up to 30 million litres of ethanol at Simunye, in the form of high-grade ethyl alcohol for global markets, and generates electricity for self consumption, positioning itself as a diversified energy farmer.

RES is one of Eswatini's largest companies, located in the north-eastern lowveld, employing over 4 000 people and producing about two-thirds of the nation's sugar. The company manages sugarcane on its three main estates and additional farms for third parties. It also supports more than 2 500 community families involved in cane farming, highlighting its role in regional agricultural development. Beyond its commercial operations, RES provides housing and full infrastructure to support the wellbeing of its employees and their families, reinforcing its commitment to social and economic sustainability.

Governance

RES is committed to upholding best practices in Corporate Governance, guided by the King Reports on Corporate Governance and other international standards. The organisation continuously evaluates recommendations to adopt those that align with its specific needs and operational context. The Board of Directors holds ultimate responsibility for ensuring good governance and is dedicated to embedding governance principles throughout business processes rather than treating them as a checklist exercise.

Following a detailed benchmarking exercise against the King Reports, RES has initiated improvements to enhance alignment with these governance principles. In cases where certain recommendations are deemed unsuitable for the Group's specific circumstances, RES provides clear explanations and implements alternative controls to maintain strong governance standards. This approach ensures a balanced, transparent, and accountable governance structure that supports the Group's long-term sustainability and integrity.

Governance Structure

Board Committees

Committee	Chair
Remuneration Committee	Dr AT Dlamini)
Audit Committee	A Westermeyer
Risk Committee	ZR Magagula
Committee on Non-Executive Remuneration	Dr AT Dlamini
Technical and Support Services Committee	HRH Princess Lomajuba

Board's Role in Sustainability:

- Oversee sustainability via Risk and Social Ethics Committee *(mandate: environmental management, ethics, stakeholder relations)*
- Endorses UN SDGs and drives sustainability reporting (first report planned for 2024/25)

Collective Knowledge

Board skills include some sustainability, environmental management, risk/compliance, and stakeholder management

CONTINUES

Governance Structure *- continued*

Board Structure

Dr AT Dlamini
CHAIRMAN

Chief Zibuse Ndlangamandla
MEMBER

Mr Mike Shongwe
MEMBER

Ms Busangani Mkhaliphi
MEMBER

Mr Andrew Westermeyer
MEMBER

Dr Mrs Oluwatoyin Madein
MEMBER

Mr Jameson Gule
MEMBER

Mr Robert Field
MEMBER

HRH Princess Lomajuba
MEMBER

Mr Zombodze Magagula
MEMBER

Mr Nick Jackson
EXECUTIVE MEMBER

The Board comprised of one executive and eleven non-executive directors.

Secretary

Secretary L Masango

Registered Office

Simunye Sugar Estate
P O Box 1
Simunye

Remuneration Committee	Audit Committee	Risk, Social and Ethics Committee	Committee on Non-Executive Remuneration	Technical and Support Services Committee

Governance Structure *- continued*

Management Structure

Mr Nick Jackson
MANAGING DIRECTOR

Mrs Bonisiwe Masuku
GROUP HUMAN CAPITAL MANAGER

Mr Muhawu Maziya
GENERAL MANAGER COMMERCIAL

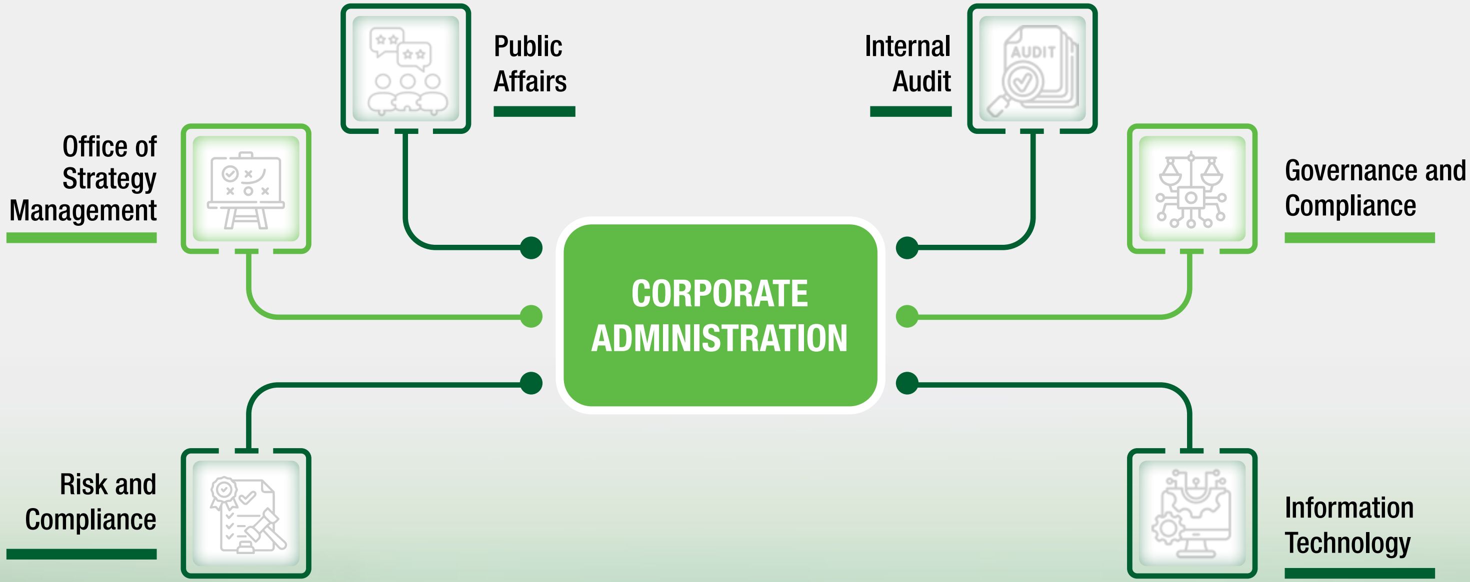
Mr Patrick Myeni
GENERAL MANAGER SPECIAL PROJECTS

Mr Dumisani Dhliwayo
GENERAL MANAGER FINANCE

Mr Jimson Tfwala
GENERAL MANAGER FACTORIES

Mr Isak B. Oosthuizen
GENERAL MANAGER AGRICULTURE

Governance Structure *- continued*



Compliance

RES's governance model—anchored in rigorous audits, ethical leadership, and stakeholder engagement—ensures robust compliance, risk mitigation and value creation.

A dedicated Governance, Risks and Compliance function ensures a robust compliance framework aligned with Eswatini's legislation, international standards (i.e., ISO 37301), and industry best practices.

The Risk, Social and Ethics Committee provides oversight of the ethical and social aspects of compliance, ensuring that the compliance framework addresses issues such as anti-corruption and stakeholder engagement.

The Audit Committee at RES plays a critical role in overseeing financial and regulatory compliance, ensuring the effectiveness of internal controls, adherence to financial reporting standards, and compliance with applicable laws. It reviews both internal and external audit reports, along with legal and regulatory updates from the Governance, Risk, and Compliance (GRC) function. Strong governance and proactive compliance are essential to minimizing legal risks, avoiding penalties, and maintaining stakeholder trust. RES's zero significant non-compliance cases during the 2024/25 reporting year demonstrate the effectiveness of its governance systems in mitigating financial, reputational, and operational risks.

In 2024/25, RES focused on improving IT governance and integrating the Data Protection Act (DPA) 2022, with progress made through awareness campaigns, control assessments, and organisation-wide activity mapping. Looking ahead to 2025/26, the company aims to achieve 100% real-time monitoring of regulatory changes and reduce minor non-compliance by 40% through more frequent compliance audits. Additionally, RES plans to roll out targeted compliance training, recognizing its importance in reducing violations and maintaining high standards of regulatory adherence and transparency.

Anti-corruption

RES is firmly committed to ethical business conduct, expecting all employees to act with honesty and integrity while safeguarding company resources. To uphold this standard, RES has implemented a formal procedure outlining its stance on fraud, theft, corruption, and dishonesty, including how such acts should be reported, investigated, and addressed. The procedure clearly defines what constitutes unethical behaviour and emphasizes the shared responsibility of all employees in detecting, preventing, and reporting such misconduct.

This procedure applies to both employees and external stakeholders such as suppliers, contractors, consultants, and service providers. RES maintains a zero-tolerance policy toward any form of criminal activity, regardless of an individual's position or background, and commits to consistent and strict enforcement. Management is tasked with ensuring effective control frameworks are in place and that the procedure is clearly communicated across the organisation to promote awareness and accountability.

Whistle blowing

The RES Whistle Blowing procedure is designed to support employees and stakeholders in reporting concerns related to serious misconduct, such as unlawful actions, financial malpractice, threats to health or safety, environmental harm, abuse, discrimination, or the misuse of company resources. The policy encourages individuals to voice concerns early—even before concrete evidence is available—and ensures that all members of the RES community, including permanent and temporary staff, contractors, and service providers, are covered under this protection. It emphasizes transparency and the importance of addressing wrongdoing proactively to maintain ethical and safe business operations.

RES is committed to taking all reported concerns seriously and assessing each to determine the appropriate course of action. Depending on the nature of the concern, investigations may be conducted by management, internal audit, security personnel, or through the disciplinary process. In some cases, matters may be escalated to external bodies such as the police or independent investigators. All reported concerns are logged by the Group Internal Auditor in a corporate register, which tracks the issue, investigative steps taken, and outcomes, ensuring accountability and proper resolution.

Child labour and forced labour

RES is firmly committed to upholding human rights, including the prevention and abolition of modern slavery, forced labour, and child labour, in alignment with International Labour Organisation (ILO) conventions, and as captured in our Human Rights Policy. The company has identified no significant risks of child labour or forced labour within its operations or supply chains and has implemented measures to help prevent such practices.

Strategies, policies and practices

Human rights policy was approved by the MD in 2024/25

The RES ESG Policy is not a stand-alone document and is informed by essential supporting ESG documents.

RES sustainability framework

This document will set out the mandate and authority of the Sustainability function as well as the minimum standards for sustainability risk management in support of the principles and philosophy contained in this Policy. The Sustainability Framework will be approved on the Board's behalf by the Audit Committee.

Whilst this ESG Policy and the Sustainability Framework document will focus primarily on 'what' needs to be done in terms of ESG management, ESG process documents will set out 'how' this will be carried out. The Sustainability function is mandated to develop and issue process documents in respect of all key areas of ESG management activities as required. These should be issued following appropriate consultation with affected RES stakeholders.

ENVIRONMENTAL

- Energy Policy Statement **(IMS 00 POL 06)**
- Environmental Policy Statement **(IMS 00 POL 04)**
- ESG Policy Statement

MISCELLANEOUS

- Business Continuity Policy Statement **(IMS 00 POL 10)**
- Grievance mechanism

SOCIAL

- Occupational Health and Safety Policy Statement **(IMS 00 POL 03)**
- Quality Management System Policy Statement **(IMS 00 POL 02)**
- Wellness Health & Disease Management Policy **(IMS 00 POL 05)**
- Wellness Policy **(HR PR1.12)**
- Communication Policy **(PA PO 01)**
- RES Stakeholder Mangement Policy **(PA PO 02)**

GOVERNANCE

- Procedure on Whistleblowing **(IA PR 01)**
- Procedure on Fraud, Theft, Corruption and Dishonesty **(IA PR 02)**
- IT Governance Policy (IT PO 01)
- IT Information Security Policy **(IT PO 02)**
- Procurement Policies and Procedures Manual **(PR PO 1.0)**

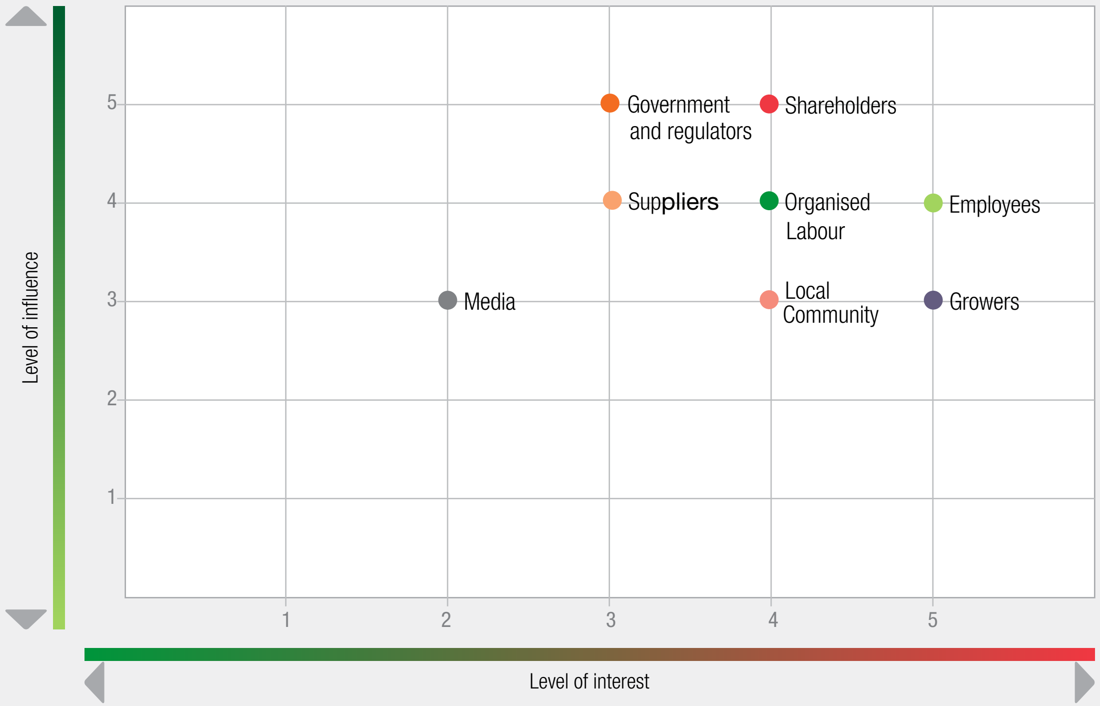
Stakeholder engagement

RES prioritizes building trust and creating value through proactive stakeholder engagement, ensuring that its decisions align with stakeholder priorities in a rapidly changing environment. The Board is committed to ethical and transparent engagement, empowering management to remain accessible, responsive to stakeholder concerns, and attentive to related risks and opportunities. Regular updates from stakeholder interactions are reported to the Board through the Risk, Social, and Ethics Committee

Stakeholder engagement approach

RES tailors its stakeholder engagement approach based on each stakeholder's geographical location, business relevance, level of influence, and specific interests or concerns. Engagement is conducted through sector-appropriate platforms to foster mutual understanding, encourage feedback, and address any issues raised, including those identified through media monitoring. A stakeholder engagement plan ensures consistent communication across all divisions, with significant concerns escalated to Risk meetings or Board level when necessary. An extensive review of the stakeholder engagement process and plan is scheduled for the 2025/26 reporting year.

Our Key Stakeholder Groups



KEY STAKEHOLDER ENGAGEMENT MATRIX

EMPLOYEES

Link to capitals
- Human
- Social & Relationship
- Financial

Why we engage
- To provide employees with strategic direction and keep them informed about business activities
- To understand and respond to the needs of employees
- Ensure we remain an employer of choice that provides a safe, positive and inspiring work environment

Material stakeholder interests and expectations
- Provide a positive and inclusive culture with increased opportunities to thrive
- Ensure job security and business sustainability
- Fostering strong and inclusive leadership

How we engage
- Regular, direct communication between managers, teams and individuals.
- There's also a robust combination of face-to-face, written, digital and broadcast communications, culture and engagement surveys, management briefs, news boards updates, intranet and MD & Senior management roadshows across the estate.
- Recognition, feedback and ideation functions also held periodically with employees.

How we responded
- Creating learning opportunities and developing individual career paths and talent
- Providing competitive renumeration and equal pay
- Driving transformation and localization
- Robust internal communication initiatives

GOVERNMENT AND REGULATORS

Link to capitals
- Financial
- Natural
- Social & Relationship

Why we engage
- We engage proactively with government and regulators to build trust and ethically influence policy
- To cement our social licence to operate
- To partner in the economic development of Eswatini
- To maintain open, honest and transparent relationships and ensuring compliance with all legal and regulatory operational requirements

Material stakeholder interests and expectations
- Regulatory compliance
- Key player in the economic, social and environmental transformation of the country

How we engage
- Face to face meetings and business updates or engagements as and when required
- Periodic engagements in national forums
- Public annual financial reports
- Annual Integrated Report

How we responded
- Compliance with all statutory and regulatory requirements
Partnerships on shared interest initiatives

SHAREHOLDERS

Link to capitals
- Social & Relationship
- Financial

Why we engage
- To provide current and future shareholders with relevant and timeous information ensuring that shares are valued properly
- To get feedback that informs strategy, business operation and how we govern
- To manage shareholder expectation and reputational risk

Material stakeholder interests and expectations
- Return on investment
- Transparency
- Risk Management

How we engage
- Annual general meetings
- Integrated reports

How we responded
- Ensure business growth and profitability
- Share business strategy
- Proactive risk management strategies and tracking
- Provide business updates and feedback forums for engagement

KEY STAKEHOLDER ENGAGEMENT MATRIX - *continued*

CUSTOMERS

Link to capitals
- Human
- Social & Relationship
- Financial

Why we engage
- To ensure that we maintain high product quality they expect and deserve
- To develop client centered service solutions
- To understand them and their product needs better

Material stakeholder interests and expectations
- High quality products and consistency
- Competitive and transparent pricing
- Reliable supply and delivery
- Ethical and sustainable sourcing
- Technical support and accessible product information
- Regulatory compliance and certifications for food safety and fuel standards
- Strong customer service and communication

How we engage
- On-going depending on needs and identified sales service or guidance opportunities
- Customer relationship management (CRM)

How we responded
- Enforce effective customer relationship practices
- International standards certifications and regulatory compliance
- Responsive to customer feedback
- Ethical and sustainable sourcing

MEDIA

Link to capitals
- Human
- Social & Relationship
- Financial

Why we engage
- Utilize media channels to effectively communicate our business and citizenship story to stakeholders
- Safeguard and enhance our reputation
- To drive positive influence on stakeholders and public behavior that leads to desired business results.

Material stakeholder interests and expectations
- To empower media audiences to make informed decisions in relation to RES business
- To be informed on RES business developments and contribution to Eswatini economy
- To hold business accountable

How we engage
- Monthly business updates
- Invitation to provide coverage for company events
- Company media tours
- Annual financial reporting

How we responded
- Responsive to media enquiries
- Dedicated public relations practitioners

ORGANISED LABOUR

Link to capitals
- Human
- Financial
- Social & Relationship

Why we engage
- To proactively manage labour relations
- To promote fair and equitable employee relations and practices to foster sound working conditions
- To ensure that all matters that impact basic working conditions are addressed effectively through collective bargaining

Material stakeholder interests and expectations
- Fair labour practices
- Compliance to labour laws

How we engage
- Formal monthly consultations
- On-going consultations or meetings as and when required
- Annual salary negotiations

How we responded
- Compliance to labour regulatory framework
- The company adheres to labour laws and regulations minimizing the risk of legal issues and penalties
- Effective conflict resolution framework

KEY STAKEHOLDER ENGAGEMENT MATRIX - *continued*

SUPPLIERS

Link to capitals
- Social & Relationship
- Financial

Why we engage
- To obtain products or services required for conducting our business
- To maintain an ideal and timeous supply of goods and services for our operation

Material stakeholder interests and expectations
- Provide products and services
- To promote new products and service offerings
- To negotiate pricing and contracts
- To responds to tenders

How we engage
- On-going interactions for procurement purposes
- One-on-one negotiations and meetings
- Supply interactive web services
- Supplier education workshops

How we responded
- Enterprise resource planning engagements
- Transparency on how to do business with RES

LOCAL COMMUNITIES

Link to capitals
- Human
- Social & Relationship
- Financial
- Natural

Why we engage
- To create awareness on our integrated sustainability commitment
- Priority shared value creation partners
- Social licence to operate
- Workforce development
- Risk mitigation for social conflicts & disruptions

Material stakeholder interests and expectations
- Employment opportunities
- Community development projects
- Economic inclusion
- Cultural respect for local traditions and values
- Transparency and being informed in decisions that affect them

How we engage
- Quarterly local community development committee meetings
- Annual community leadership engagements with RES management
- On-going community projects and programmes
- Community surveys
- Community dialogues

How we responded
- Supporting community development projects
- Employment and economic inclusion
- Social investment in community development programmes - sports, education, health, enterprise development etc.
- Environmental stewardship
- Transparent communication and participation - community forums and grievance mechanisms

GROWERS

Link to capitals
- Financial
- Natural
- Social & Relationship

Why we engage
- For raw material supply because growers are the primary source of sugarcane, the essential input for sugar production.
- Supporting growers boosts local economies and ensures stable livelihoods
- Technical extension service to maintain consistent quality standards for sugarcane farming
- For mutual growth because a strong relationship ensures that both the company and growers thrive economically

Material stakeholder interests and expectations
- Fair and stable pricing
- Timely payments
- Access to inputs and resources
- Guaranteed market access
- Training and technical support
- Transparent quality assessments
- Environmental and social support

How we engage
- Capacity building on best agricultural practices and sustainable farming
- Partnership agreements with clear contracts outlining expectations, pricing and delivery terms
- Technical extension service support through the RES Outgrower department
- Inclusive dialogues of regular meetings and forums that include growers in decision making

How we responded
- Timely and fair payments by ensuring prompt compensation for delivered cane
- Continuous improvements by joking efforts to improve yield, quality and efficiency
- Incentive programmes for quality produce, early delivery and sustainable practices
- Open feedback channels for growers to share concerns or suggestions

6

Social

Our people are the core of our organisation

We appreciate fairness and respect in our relationships with our employees and business partners. Recognising the diverse cultures, and abilities within our workforce, we foster an inclusive environment where our employment practices prioritise employee safety, well-being and productivity, ultimately driving company performance.

We strive to provide a work environment in which all our people feel a strong sense of belonging, are enabled to realise their full potential and can bring their whole selves to work. Our people policies and practices reflect our commitment to diversity, equity and inclusion.

About our people

33
employees resigned between April 2024 and March 2025

56%
of the resigned employees are in the technical category (T07 – T11), mostly Artisans with specialised knowledge and skill that is difficult to replace quickly due to high mobility rate in the industry

Turnover rate stands at
1.83
as compared to the baseline of 5%

Recruitment update

130
vacancies were filled to date. 13 out of 130 (10%) vacancies were filled with external candidates. This shows a healthy internal pipeline in filling vacant positions.

Filling vacancies with internal candidates results in improved recruitment turnaround times, lower recruitment costs, improved retention and reduced training time. All these contribute to increased employee morale and better performance

Training

Capacity building for our employees is paramount for our continued success as a company. We provide technical, institutional, leadership and supervisory training, as well as training on our Integrated Management System (IMS).

Learning and Talent

RES has launched several strategic initiatives aimed at transforming its organisational culture and optimizing its workforce to support long-term productivity, profitability, and sustainability. The Culture Transformation programme, symbolized by tree-planting ceremonies at Mhlume and Simunye Estates, was formally introduced by the Managing Director and promotes psychological safety and a humane work environment, reinforcing zero tolerance for fear, bullying, and harassment. The Manpower Optimisation project, initiated in FY22/23, aims to enhance efficiency and reduce costs across manpower-related processes. Additionally, a Recognition of Prior Learning (RPL) Framework was introduced to certify employees in grades T01 to T06 who lack formal academic qualifications but demonstrate relevant competencies, helping align talent with organisational needs.

Supervisors have been positioned as key drivers of culture change, with 237 of them participating in empowerment sessions focused on ownership, resilience, optimism, and support, to foster a more engaging and productive workplace. RES also launched a Grassroots Development Initiative aligned with the UN SDGs, offering high school graduates a five-year engineering apprenticeship programme that includes practical training and tertiary education, improving youth employability in a skills-scarce market.

E26.4m
Training expenditure at year end against an annual budget of **E27m**

1 688
Staff trained at year end against an annual budget of **3 388**

Freedom of association and collective bargaining

RES recognizes employees' right to join trade unions but applies specific eligibility criteria through its Recognition and Procedural Agreements with organized labour. Certain employees are excluded from joining bargaining units due to the nature of their roles or seniority levels. While employees may choose whether or not to join a union, unionized structures may deduct agency fees from non-members. RES continuously monitors internal and external environments to assess risks related to freedom of association and collective bargaining and emphasizes that the responsibility to recruit union members lies with organized labour.

Additionally, RES evaluates its suppliers for compliance with freedom of association and collective bargaining rights through its Code of Conduct, due diligence processes, and regular audits. A clear grievance mechanism is in place for both employees and external parties to raise concerns. These practices aim to maintain harmonious employee relations and ensure protection of employee rights, with no management representatives allowed in union negotiations. Failure to manage this area effectively could risk compromising sensitive information and damage employee trust.

Occupational health, safety and wellness

At RES, safety is a core priority, driven by a Zero-harm culture based on the belief that all injuries and illnesses are preventable. This commitment extends to all employees, contractors, and seasonal workers, encouraging shared responsibility for personal and collective safety. RES fosters a supportive work environment where safety is a collaborative effort, ensuring everyone returns home safely each day. The company also complies with all relevant legislation and regulations and implements comprehensive safety programmes to uphold high standards of care across its operations

Occupational health and safety

RES manages occupational health and safety (OHS) through clearly defined policies and procedures that promote awareness of management's commitment to worker safety and outline the systems for reporting, investigating, and managing OHS incidents. These measures ensure that employees are informed about the controls in place to prevent and respond to safety risks, while management stays aware of the hazards linked to RES's operations to apply appropriate controls. The OHS policy applies to all workers, including contractors, and supports the implementation of an OHS management system through structured reporting, injury management, and incident investigation procedures.

A key element of RES's OHS approach is the procedure for hazard identification and risk assessment, which uses a risk matrix to evaluate hazards and implement control measures. Regular Integrated Management System (IMS) meetings ensure employee participation and consultation, with workers electing representatives to serve on IMS committees and contribute to incident investigations and risk assessments. Contractors are also held accountable for reporting any workplace incidents to RES, ensuring consistent safety oversight across all operational areas.

RES OHS and Wellness services during the reporting period

In 2024/25, RES provided extensive health education on chronic illnesses, communicable diseases, and mental health, reaching an average of 4 200 people monthly through Wellness Champions stationed at shop floor level. Occupational Health and Safety (OHS) training included toolbox talks, work instructions, and risk awareness sessions. The company achieved a 99% attendance rate for routine medicals among permanent employees, marking its highest rate yet. RES also adopted a holistic approach to mental health, offering psychosocial counseling and support to both voluntary and referred employees as part of its broader employee assistance programme.

During 2024/25, RES's clinic effectively delivered preventative and treatment services for infectious diseases such as HIV, diarrhoea, and respiratory infections, while also experiencing high utilization of services for non-communicable diseases (NCDs). There were 2,786 NCD-related clinic visits, with hypertension being the most prevalent condition, followed by rising cases of gastritis and lower back pain—likely linked to lifestyle and occupational stress. Emergency NCD cases increased, particularly those related to asthma, indicating a need for improved outpatient management of chronic conditions. The company recorded a disabling injury frequency rate (DIFR) of 0.82, above the target of 0.6, which remains the goal for 2025/26. Tragically, RES reported one fatality: on 24 December 2024, a contractor at the Simunye Factory fell 1.8 meters from a platform and sustained fatal head injuries.

Lost time injuries was a total of 80 for the year and minor injuries were reported as 68.

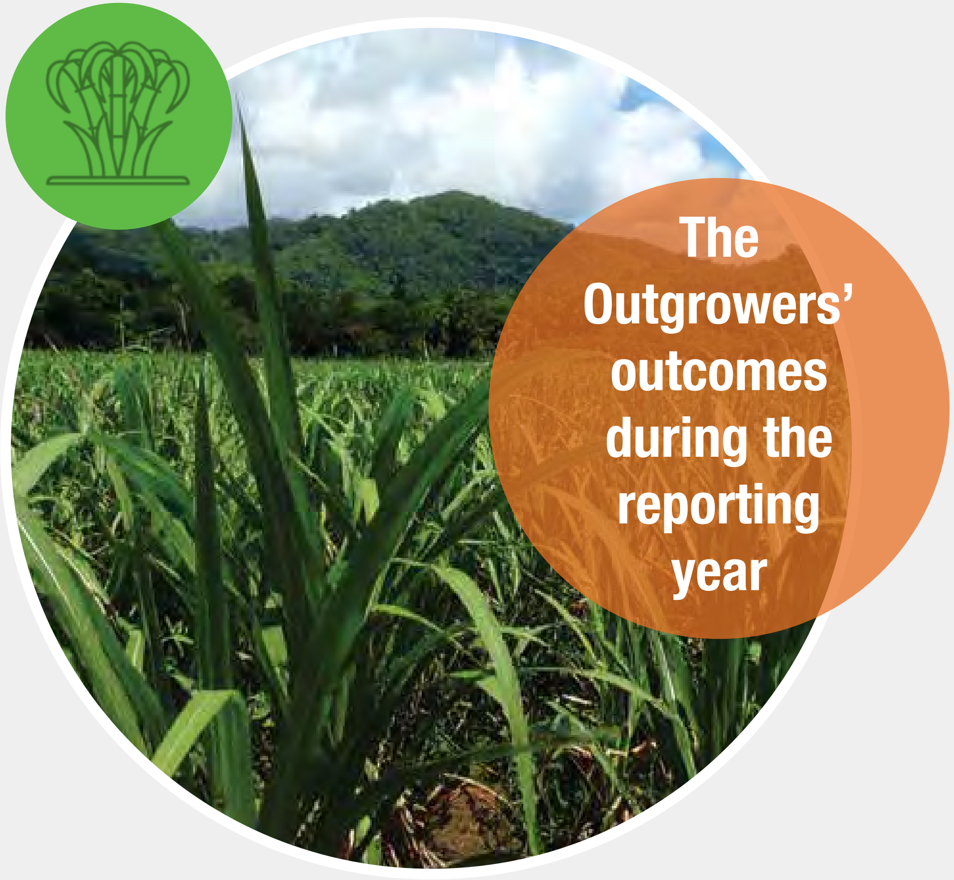
0.82
2024/25
lost time injury frequency rate (LTIFR)

0.69
2024/25
Medically treated injury frequency rate (MIFR)

Outgrowers

To ensure a sustained flow of cane to the mills. RES invests heavily in its outgrowers who supply the company with sugar cane.

RES provides extension services to the growers and assists them with planning and budgeting. RES also provides field demonstrations, technical training and corporate governance and business training. This helps the growers in making sound business decisions and increasing their yield.



Increase tonnes sucrose per hectare (TSH)
- Achieved 12.33
- Target 12.13

Reduce the burn to crush time
- Achieved 50.71 hours
- Target 48 hours

Improve the SLA audit score
- Achieved 78%
- Target 81%

Improve unit cost
- Achieved E52 per ton of sucrose
- Target E56 per ton of sucrose

Improve crop husbandry costs
- Achieved E2 500 per ton sucrose
- Target E3 200 per ton sucrose

Improve transport subsidy
- Achieved 99.96% utilization
- Target 97% utilization

Improve revolving fund utilization
- Achieved 99.96% utilization
- Target 97%

Deliver the Hhohho expansion project
- Achieved 0ha
- Target 70ha

Replant outgrower fields
- Achieved 621.81ha
- Target 510ha

Deliver corporate governance training to outgrowers shareholders
- Achieved 476 shareholders
- Target 300 shareholders

45 field demonstrations were provided to farmers.

320 members from the farming companies were trained on corporate governance
- Against a target of 300

Food safety

RES is certified under FSSC 22000 version 6, with its implementation found compliant during the most recent audit in October 2024. The audit also reviewed food safety impacts throughout the RES value chain, both upstream and downstream, yielding positive results. While RES has not assessed the direct or potential impacts of its products on end-users—since the Eswatini Sugar Association (ESA) manages marketing and downstream activities—it addresses potential risks through regular Hazard Analysis Risk Assessments, employee training, and a robust HACCP plan.

To further support its food safety efforts, RES carries out stakeholder needs analyses and conducts supplier visits to evaluate raw materials and processing aids for potential risks. These measures help ensure food safety throughout its operations. External communication and public awareness regarding RES's products are managed by ESA, which also manages interactions with broader stakeholders.

Community developments and CSI

RES places strong emphasis on maintaining positive relations with surrounding communities through its Corporate Social Investment (CSI) philosophy, which focuses on meaningful contributions to social, economic, and environmental development. By allocating 5% of its annual budget to CSI projects, RES aims to uplift communities, improve quality of life, and promote sustainable socio-economic growth, especially in the Lubombo region and across Eswatini. The company prioritizes initiatives in social and economic development, community empowerment, health, education, and environmental sustainability, maintaining a balance between business operations and community expectations as a responsible corporate citizen.

Social and economic development

RES actively identifies and addresses the social and economic needs of surrounding communities through long-term, practical strategies that aim to uplift living standards while ensuring business sustainability. As part of its corporate social responsibility, RES regularly engages with various organisations, contributing to initiatives such as drought relief, health, and education. The company's Corporate Social Investment (CSI) office leads efforts to enhance community welfare while preserving profitability. Many of the communities around RES are rural, dependent on subsistence farming, and face significant challenges like infrastructure shortages and poverty—evident in the 68.7% poverty rate reported in the Lubombo region in 2022.

RES maintains strong ties with local communities, especially considering that its unskilled labor force comes from nearby areas. The company interacts with communities through structured programs such as development projects, community meetings, annual leadership engagements, surveys, and outreach initiatives. These efforts include providing market shelters, supporting crime prevention, organizing sports leagues, offering healthcare outreach, promoting engineering studies in local schools, and executing water projects. To ensure effective community relations, RES implemented the External Grievance Procedure in January 2025, providing a formal mechanism for addressing concerns from neighboring communities and stakeholders.

RES's CSI Objectives and Targets

OBJECTIVE	KPI	TARGET FOR 2024/25	PERFORMANCE
Mapping for all RES neighbouring communities	Number of RES communities mapped	**3** communities mapped	**6** communities contact maps developed (Shewula, Lomahhasha, Madlangempisi, Dvokolwako, Mnjoli, Khuphuka)
	Number of established Assest Based Community Development (ABCD) committees in communities	ABCD communication forums established	• Quarterly ABCD committees' meetings established for all communities
Conduct stakeholder insight review	Stakeholder insight review and stakeholder engagement plan to be developed	Stakeholder insights review completed, and stakeholder engagement plan developed	• Internal review underway – RES database • External review to be completed
Implement community development initiatives	Community sports initiatives initiated	Initiative implemented as planned	• Siyakha 1800 Soccer Youth Program • Sakhelene Community League
	Environmental/ water initiatives	Programs initiated as planned	• Water projects – Lomahhasha, Shewula + Maphiveni • Waste bins donations to Eswatini Enviroment Authority (EEA), Vuvulane & Siteki Town Councils • Ngomane High School – greenhouse project • Landfill use by neighbouring communities
	Women empowerment initiative(s)	Initiatives impacting 10 beneficiaries	• Market shelters – Manzana + Dvokolwako • 12 beneficiaries
	Health/Education initiatives	Initiatives implemented as planned	• Rotary Health Outreach at Madlangempisi Clinic • End Malaria campaign

RES has also invested in the following community programmes

PROGRAMME	KEY PARTNERS	AREA SUPPORTED	OUTCOMES
RES Siyakha 1800 Youth Soccer Development Programme	This project was executed in co-operation between the Lubombo Region Football Association, Schools in the areas and CSI Department	The program was implemented in several sub-communities – Mafucula, Shewula, Mhlume, Simunye, Ngomane, Tshaneni and Vuvulane which are RES fence line communities.	Over its 9-year implementation, the program has successfully engaged over **4 500** boys and girls
RES Market Shelters in Fence Line Communities	This project was executed in co-operation between the RES CSI Department, Local community service providers such as bricklayers, painters etc., Standard Bank Eswatini and Swazi Trac	Construction has been completed in ten areas – Simunye, Mhlume, Mananga, Nduma, Mafucula, Mzaceni, Mangweni, Mliba, Tsambokhulu and Khuphuka communities	Economic Empowerment, approximately ninety women have benefited from this initiative since its inception back in year 2018
Community Water Projects	This project was executed in co-operation between the National Disaster Management Agency (NDMA), Charity Golf Sponsors and the RES CSI Department	Eleven boreholes excavated to date at – Mnjoli, Khuphuka, Njojane, Mpolonjeni, Hlane, Malindza, Sitsatsaweni, Bhalekane Clinic, Sigcaweni East, Emgwenyane and Esiteni	OVER **4 532** HOUSEHOLDS with year-round safe water access

Supply chain

Maintaining a well-organised and ethical supply chain is vital to RES's business growth, operational excellence, and its social licence to operate. In recognition of the environmental and human rights risks in multi-tiered and globally dispersed supply chains, RES places a strong emphasis on sustainability and responsible sourcing. The company ensures suppliers are vetted through rigorous assessments—both for new applicants and existing partners—categorizing them as local or foreign and using structured procurement procedures through S4/Hana, including public or restricted tenders for purchases above E500 000.

RES demonstrates a clear commitment to local procurement by incorporating local empowerment considerations into its supplier evaluations. Specifically, 5% of the total evaluation score is allocated to local ownership and management by Emaswati, as well as partnerships with local entrepreneurs. During the 2024/25 reporting period, RES promoted local supplier capacity by facilitating financial management training in collaboration with the Eswatini Construction Industry Council and hosting a suppliers' day event that included key regulatory bodies to address compliance challenges and support supplier development.

The company's local procurement strategy has yielded significant results. In 2024/25, RES met its goal of full compliance with the Eswatini National Provident Fund (ENPF), the Construction Industry Council (CIC), and labour legislation. Impressively, 70% of total tenders were awarded to local suppliers, amounting to E1.068 billion across 107 tenders, while fifty-eight tenders were awarded to foreign companies valued at E0.464 billion. For the upcoming year, RES aims to maintain this level of compliance and continue supporting local economic empowerment through sustainable procurement practices.

Supplier social and environmental assessment

RES has established robust assessment and audit protocols to ensure suppliers comply with its standards and code of conduct. A risk-based due diligence process is carried out for new suppliers, with more stringent reviews depending on whether the supplier is local or international and the nature of goods or services offered. Evaluation criteria cover social, environmental, and legal compliance, including labour and Eswatini National Provident Fund (ENPF) adherence. Supplier reassessments are scheduled every three years, with the next cycle in 2026/27. During the reporting period, 151 new supplier applications were reviewed 48% were approved, while 52% were declined due to documentation issues or inadequate capability. Two suppliers were removed from the approved list, one for safety violations and another for submitting falsified documentation.

151
New supplier applications reviewed in 2024/25

48%
New supplier applications approved in 2024/25

70%
tenders award to local suppliers in 2024/25 amounting to
E1.068bn

7

Environment

Our management approach to the environment

RES has identified key environmental aspects of its operations, products, and services that interact with the environment and has implemented controls to mitigate negative impacts and enhance positive outcomes. These controls are periodically monitored through audits and inspections. The company focuses on several environmental priorities, including efficient water management, reducing greenhouse gas emissions through renewable energy and energy efficiency, adapting to climate-related challenges that affect cane yields, and minimizing waste. As an ISO 14001:2015 certified organisation, RES uses its environmental policy to guide departmental objectives aimed at pollution prevention, environmental protection, and awareness-building among employees and service providers.

To ensure continuous improvement and regulatory compliance, RES conducts regular internal and external audits of its Environmental Management System (EMS). These evaluations help monitor environmental impacts and the effectiveness of implemented measures. Beyond its operational boundaries, RES engages actively with local communities through stakeholder consultations and awareness events. These interactions are designed to foster transparency, gather input, and promote sustainable environmental practices that benefit both the company and the communities in which it operates.

BonSucro standard implementation

BonSucro is a globally recognized sustainability framework for the sugarcane industry. It sets social, environmental, and economic criteria that sugarcane producers, processors, and traders must meet to be certified. The implementation of this standard by RES in 2025-26 will help the organisation to ensure continual improvement of its environmental performance through good practice as it promotes sustainable sugarcane production by reducing the environmental and social impacts of sugarcane production, creating a supply chain that delivers positive impacts, focuses on climate action, human rights, and value in the supply chain to address critical challenges including environmental challenges.

Water and effluents

RES views water as a vital, shared resource and is committed to managing it responsibly, ensuring a sustainable balance between operational needs and the preservation of water quality and availability for surrounding communities. Recognizing clean water as a fundamental human right, RES integrates water stewardship into its strategic priorities. The company operates across two major catchments in Eswatini: the Komati River for the Mhlume Estate and the Umbeluzi River for the Simunye Estate. These rivers are essential not only for agricultural irrigation but also for treating and supplying domestic and industrial water across the estates and factories.

For the Komati River, water is managed by the transboundary Komati Basin Water Authority (KOBWA), jointly established by Eswatini and South Africa. RES submits its weekly water requirements through Mhlume Water to KOBWA, which regulates releases from the Enjakeni abstraction weir via a 68km canal system. On the Umbeluzi River, RES plays a more direct role by calculating water releases from Mnjoli Dam, accounting for internal needs, the Mozambican allocation per a bi-national agreement, and demands from downstream Tambankulu Estates. Water is then distributed across estates using canals, balancing dams, and storage systems, with a portion treated for domestic use and industrial operations at Simunye and Ngomane

Water and effluents management approach

RES actively participates in decentralized water management by having representatives in both the Mbuluzi River Basin Authority (MRBA) and the Komati River Basin Authority (KRBA), where various water user groups collaborate to manage resources within their respective catchments. Through its management of the Mhlume Water Company, RES also plays a crucial role in coordinating water distribution from the Komati River to twenty-three consumers, including its own estates. Additionally, RES is represented in the Komati Joint Operations Forum (KJOF), where transboundary water issues are addressed collaboratively.

To secure sustainable water use, RES has implemented several measures aimed at improving supply reliability, protecting water quality, and maximizing operational efficiency. These include a deficit irrigation strategy that adjusts water usage based on seasonal crop needs and available water resources, especially reducing consumption in winter. The company has also built reservoirs to capture and reuse runoff water, further conserving this critical input. Effective water and effluent management help ensure continued high-yield sugarcane production, supports domestic water needs, protects the company's reputation, and sustains supply chains involving external growers who feed into RES's production cycle. Awareness campaigns across the company reinforce water-saving behaviors as part of a broader environmental stewardship approach.

Our water consumption

RES only utilises surface water and treats water for domestic purposes.

Water consumption (ML) YTD

Actual: **208 285.8**

Budget: **221 820.3**

Variation: **6.1%**

Total RES irrigation usage is 6.1% below budget from the beginning of the water year to the end of the reporting period.

Irrigation

RES has achieved 30% water savings through converting furrow irrigation to drip irrigation and 20% water savings through converting from sprinkler irrigation to drip irrigation. To date, drip irrigation at RES accounts for 63% of the total area under irrigation. RES is the single biggest Estate in the world under drip irrigation amounting to over 14 022 hectares. With drip irrigation water application is direct to the root zone where water is required, there is no water wastage from run-off. The irrigation efficiency is 90% and above while in non-drip systems it is 65-75%.

Effluent management

Effluent is treated in wastewater treatment systems and monitored prior to discharge and industrial effluent is used for irrigating sugarcane fields. This is in line with the zero effluent discharge policy, to minimize raw water harvesting demand for sugar cane irrigation.
The advantages of managing the effluents are numerous, and include the following:

- Cost savings through reduced disposal fees, resource recovery, and recycling.
- Regulatory compliance, avoiding fines, penalties, and shutdowns.
- Enhanced reputation and brand image through sustainability initiatives.
- Operational continuity, ensuring an uninterrupted supply of water and reduced environmental risks.

We have also realised that by not managing our effluents there will be legal risks and possible operational shutdowns for non-compliance. This will emanate from environmental damage leading to long-term liabilities and public backlash. Furthermore, we might face reputational damage and loss of customer trust.

The minimum standards set for the quality of effluent discharge must be complied with. These are monitored daily for industrial effluent and monthly for domestic effluent

Wastewater treatment

RES has upgraded the Hambanathi and Ngomane Wastewater Ponds by introducing a constructed wetland planted with aquatic vegetation, this has improved the treatment capacity of the previously poorly performing domestic wastewater treatment ponds. The constructed wetlands have the capacity to clean up to 80% of the undesirable pollutants in the effluent, making the water safe for reuse by downstream users.

Water projects

RES has sponsored several community projects which include construction of boreholes to benefit nearby communities faced with water challenges. Since 2018 ten boreholes were constructed and others were rehabilitated which provides clean water to more than eleven communities within the Lubombo region. These communities include, Khuphuka, Hlane, Njojane, Mjoli, Sigcaweni East, Enzulweni Bhalekane etc. Over 40 000 people have benefited from this sponsorship.

Minimum Standards Effluent Quality

COD – 75 mg/l
Colour – 15 TCU
Suspended solids – 25 mg/l
Fecal Coliform – 0 CFU/100ml

30%
Water savings through converted furrow irrigation to drip irrigation

20%
Water savings through converted sprinkler irrigation to drip irrigation

14 022ha
under drip irrigation, RES is the largest single estate in the world using this method

Waste management

RES has established a comprehensive waste management system across its estates, focusing on reducing, reusing, and recycling waste to minimize environmental impact and promote sustainable resource use. The company has developed a Solid Waste Management Strategy and Action Plan, approved by the Eswatini Environment Authority (EEA), which guides the handling of all solid waste types. Strategic training is provided through the RES training centre with certified experts, while ongoing awareness initiatives—such as management briefs, newsletters, toolbox talks, and posters—help educate employees and the broader RES community on proper waste handling and reduction practices

Waste management approach

RES manages waste through various methods, including landfilling for domestic waste, recycling and a buyback centre for recyclables, incineration for clinical waste, and budgeted disposal for hazardous materials. Additional waste like builders' rubble is used for land reclamation, while soil waste serves as landfill cover. Effective waste management ensures regulatory compliance, cost savings, and improved brand reputation, while also fostering employee engagement and workplace sustainability. Conversely, poor waste handling could lead to higher disposal costs, regulatory penalties, reputational damage, and missed opportunities for innovation and market competitiveness

General waste management

Our goal is to minimise the amount of waste we produce on site, maximise the amount we recycle or reuse, and safely dispose of anything that we cannot reuse or recycle through bioremediation (for contaminated soils), incineration or landfill. We face a challenge in that our country often lack developed recycling programmes and facilities, but we work together with local communities and businesses in a responsible fashion.

Hazardous waste

We also generate hazardous waste on site primarily in the form of fluorescent lights, waste oils, solvents as well as waste from our laboratories and assays. The high amounts of hazardous waste (used ASMR oil) annually generated at the factory is problematic as it is expensive to dispose of this, since it it is normally transported to SA. To the extent practicable we recycle or reuse these wastes or dispose of them in line with international best practice and in-country legislation.

Current waste management activities and initiatives

Promote the sustainable management and efficient use of natural resources

Instead of using coal for our boilers, we are using bagasse which is fibre waste that remains after sugar cane juice extraction.

Stillage, which is waste liquid generated during ethanol production, is used for dust control on our internal roads. Boiler ash, resulting from the boiler operations, is used for improving soil quality in the fields and as cover material in our sanitary landfill to avoid barrowing for topsoil which might encourage soil erosion.

Building Rubble, which is waste resulting from building and structural maintenance, is used for land reclamation.

Reduce waste generation in line with waste hierarchy principles

Most goods/items are purchased and delivered in bulk as opposed to small quantities, this helps in reducing the amount of waste to handle at the end, for example chemicals are purchased in 1 Tonne containers as compared to 40 x 25L containers.

Internal procedures are in place to address accuracy in purchasing of goods this helps avoid overstocking, which might lead to increase in spoilt goods due to expiring, damaging, etc which may in turn increase the generation of waste.

There are internal programs in place that promote waste segregation at source this has helped in reducing the amount of waste that reaches our landfill as recyclable material is removed for recycling while the biodegradable organic material is then taken to our sanitary landfill where it is disposed of, this helps in increasing the life of the landfill.

Promote waste-related behaviour change to reduce waste to landfill

We have internal programmes that promote waste segregation at source, these are programmes like providing recyclable material specific receptacles and collecting recyclable waste (paper, plastics, scrap metals etc.) from the offices, mills and residents on Thursdays each week and reputable recycling companies are also engaged to assist in collecting the recyclables from our site for recycling.

Vegetative waste is composted and reused as manure in the nursery, and it is also sold to third parties.

Community projects included the reuse of empty 250L containers as they are donated to communities to be used as waste bins. Contracts are in place for supplying a contractor with used oil produced from our Fleet Workshops, Mills and the Distillery.

We use molasses for producing ethanol, molasses is produced during sugar manufacturing.

Demonstrate innovative technological solutions to waste challenges

Garden waste is chipped using a chipper at the Landfill and turned into compost whose manure is used at our nursery or sold to the public.

Chemical scrubbers have been installed in some of our boiler systems to minimize negative effects from our boiler emissions.

Another project was the building and installation of an incinerator where our infectious clinical waste is burnt. RES has constructed a licenced sanitary landfill for the proper disposal of organic general waste. At the landfill area, waste is monitored, segregated and properly disposed. We have also constructed a buy back centre at the Lusoti Village, to cultivate the recycling culture by giving incentives to residents and nearby communities for every recyclable material brought in.

RES have developed a Solid Waste Management Strategy and Action Plan, which has been approved by EEA, covering the handling and management of all solid waste types produced within RES, this has helped the organisation in taking strategic initiatives towards the management of waste.

For the year 2024/25 the total waste deposited in the landfill was 7 113 tons which shows a decrease from last year (2023/24) waste of 10 231 tons. This shows a 30% decline in waste deposited.

RES waste target for recycling for the next reporting period (2025/26) is 12%.

Waste recycling - perforated herbicide containers being collected for recycling by a recycling company.

7 113 TONNES
of waste deposited in the landfill this financial year.
10 231 deposited in the previous year.

30%
decline in waste deposited in the landfill

Climate change, energy and emissions

Climate change is one of the greatest risks facing the world today and requires committed and collaborative action. Energy is a critical input for our operations, representing a significant business cost and a major source of our greenhouse gas (GHG) emissions.

Climate-related physical risks may include a variety of effects:

- Direct damage to assets and cane fields, because of extreme weather events (i.e. floods, storms)
- Changes in water availability, sourcing, and quality, often with consequent social impacts
- Disruption to operations and cane yield, ability to transport goods and supplies and impacts on employee/community safety

Decisive action to address climate change is essential to solving Africa's most pressing issues. As one of Africa's largest sugar producers, RES recognises the important role we play in supporting Eswatini with its just energy transition.

Climate change management approach

RES is proactively addressing the risks of climate change to its operations and value chain by reducing its carbon footprint, enhancing energy efficiency, and collaborating with suppliers and communities on sustainable practices. Recognizing both the threat and opportunity presented by climate change, RES is committed to long-term solutions such as reducing greenhouse gas emissions and increasing the use of renewable energy. Skill development and climate-resilient agricultural projects are central to this approach, as is the Yield Turnaround Strategy, which aims to counteract climate-related yield losses and improve operational efficiency to ensure the company's sustainability.

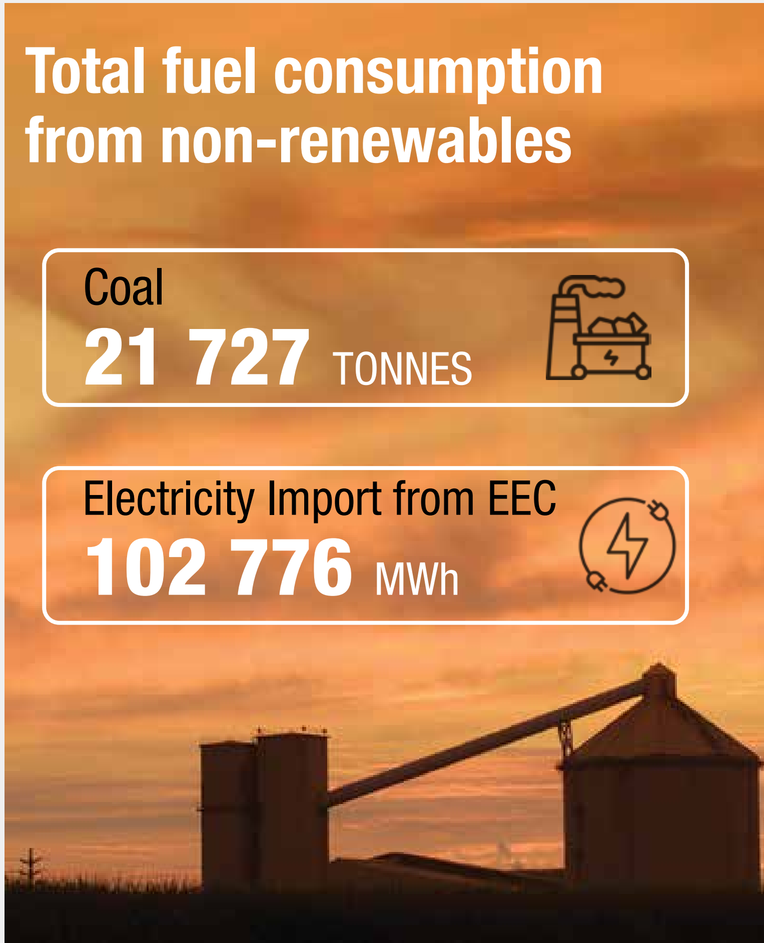
In alignment with its Corporate Strategy, RES has implemented various energy efficiency initiatives and will report progress annually through its sustainability report. Key mitigation actions include lowering carbon emissions, reducing water usage, and transitioning to renewable energy sources. These efforts are critical not only for minimizing RES's environmental impact but also for maintaining stakeholder confidence, market access, and brand reputation. Failure to act decisively could result in severe environmental and social consequences, including ecosystem degradation, biodiversity loss, and increased extreme weather, all of which pose risks to both the planet and the livelihoods of local communities.

Climate change has presented itself with the following impacts:

- Yield decline has been evident across the estate, industry as well as the region.
- The solar radiation, primary for the energy provision for the plant growth continues to be low throughout the year compared to LTM. This is also reducing each year, more pronounced in the last 4 seasons from 2020/21.
- There have been frequent occurrences of very high rainfall events, coupled with violent storms and strong winds, causing heavy lodging and cane damage. The last 3 seasons had different cyclone occurrences. The continued and persistent wet weather caused damage to infields and other structures used for growing the crop e.g. irrigation systems, sub-surface drainage structures etc.
- Some fields were harvested manually by carrying out cane, which damages the fields and has high harvesting losses. There is introduction of new pests that have not been observed before in the region, the most recent being the Perkinsiella saccharicida (Leaf hopper).
- The incidents of pests and diseases have risen enormously each year, particularly Aphids, Thrips, Eldana and others. This has necessitated the use of high volumes of chemicals for their control measures.
- There has also been observed a very high number of animal damage incidents to the crop, particularly from monkeys, bush pigs, baboons, and other game including hippos for those fields along the riverbanks. This is due to the shrinkage in food sources for these animals in the jungle and the only green available being the crop. They have also hugely increased in numbers.

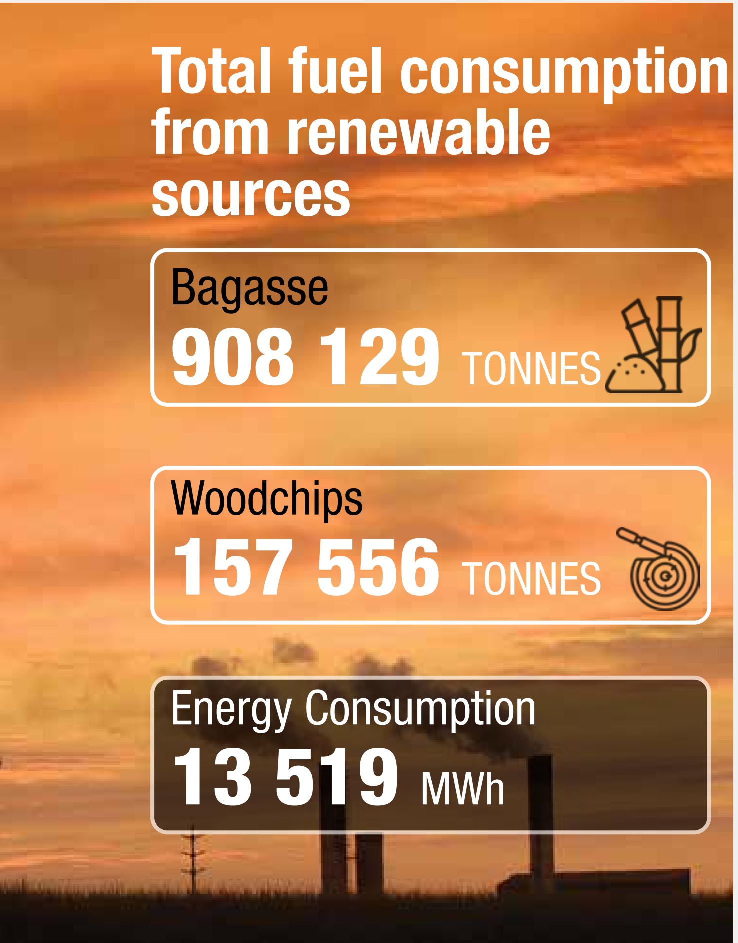
Financial implications and other risks and opportunities due to climate change:

The RES corporation has suffered very high financial expenditure because of the climate change impacts. These come about as a result of the requirement for repairs of damaged infrastructure, mostly of the irrigation system and sub-surface drainage. The other costs incurred are those of land reclamation and maintenance from wash aways following the high intensity rainfall damage experienced year on year. Some fields were harvested manually by carrying out cane, which damages the fields and has high harvesting losses. Some studies and investigations have been commissioned by the RES to look at options/alternatives that can be adopted to mitigate the impacts of climate change e.g. variety selection, planting season, season length etc.



Energy and emissions management

Managing energy consumption and associated emissions efficiently will reduce energy costs, increase low-cost internal generation, and reduce electricity import costs, and further reduce the company's carbon footprint. On the Supply Side Management, we procure and/or source electricity from Eswatini Electricity Company (EEC) and our factories for RES consumption and supply to third party clients within the RES Estate. We distribute electricity across the estate to both RES internal customers and 3rd party clients. On the Demand Side Management, we identify and implement Energy Efficiency Initiatives and processes. We also initiated awareness campaigns on electricity safety and the electricity supply contracts.



Soil and cane health

RES uses a variety of approaches for soil management, including amelioration programs, drainage programs, minimum tillage programs etc., to improve soil health.

- Sunhemp is used on all Autumn fields as a break crop, improvement in soil organic matter content (960.3ha in 2024/25).
- Milo is applied, both on plough-out fields as well as ratoon as milo rejuvenation. It improves the soil structure, organic matter content, nutrient status and microbial activity to create favourable conditions for growth. In 2024/25, 199.4ha were applied on the Spring replant fields and 531.3ha towards milo stool rejuvenation on the ratoon fields.
- Mill ash was applied (incorporated) on 180.0ha during Spring.
- Gypsum on some 705.2ha was applied to reduce sodium levels, improve soil structure and permeability during the 2024/25 season,.
- Drainage programs are used to facilitate the removal of excess surface and sub-surface water so that the soil erosion and degradation are minimized. A total of 61.38km sub-surface drainage was effected during the 2024/25 season.
- Controlled trafficking is also used as a means of soil management practice, wherein, infield traffic zones are dedicated only on the 10th line/row.
- Fertilizers are applied following a soil analysis, the recommendation of which is to apply only what is depleted to meet crop requirement.

Pest management is governed by a pest and disease control policy, with the aim of minimizing long and short-term effects of the pests and diseases.

Each type of pest identified is surveyed by a dedicated well trained survey team.

Where spraying is required, it is based on the threshold levels for the different pests identified. Pests levels below the economic threshold levels are not sprayed with chemical.

Gypsum applied on
705.5ha
to reduce sodium levels and improve soil structure

61.38km
sub-surface drainage effected during the 2024/25 season

All chemicals used to control pests are industry approved, and under no circumstance a chemical is used outside of the industry knowledge and approval. Where a new pest is detected, the industry Entomologist is called for advice on the control mechanism. Currently, an Integrated Pest Management plan is under development for the near future adoption.

Natural ecosystem conversion

RES developed and approved a Strategic Environmental Assessment (StrEA) for the agriculture expansion projects, to which she monitors the approved ecosystem conversion. The StrEA was planned for the years 2012 – 2017/18, however, due to other practical circumstances, particularly funds availability, the implementation process has extended to the last project being implemented in 2024/25.

All RES new development areas have undergone an Environmental Impact Assessment and Comprehensive Mitigation Plan (CMP).

The areas are monitored against their compliance with the approved CMP, and Project Compliance Reports (PCRs) are submitted to the Environmental authority at quarterly basis during the implementation phases of the project.

There are also fauna and flora rescue mission exercises prior to and during the implementation of the projects. Again, these are reported to the Environmental authority, who also, at intervals, visit the estate for their verification purposes.

Since 2021/22, 2 139.8ha have been converted into sugarcane at RES, the recent development being the last in RES StrEA.

In 2021/22 (545.7ha at IYSIS ranch Homestead), 2022/23 (832.6ha at IYSIS ranch Homestead and Ekuthuleni), 2023/24 (240.5ha balance at IYSIS ranch Homestead and Ekuthuleni) and 2024/25 (521.0ha at Volindi).

Biodiversity

The Corporation's vision, "Leading Africa's future in sustainable sugar and renewable products," reflects a strong commitment to sustainability, with biodiversity management playing a central role. RES is situated in an ecologically rich region and actively contributes to the conservation efforts of the Lowveld by integrating biodiversity preservation into its operations. RES's stewardship covers vast land bordering diverse land uses including over 22 000ha of irrigated sugar under cultivation, 2 000ha managed for partners, and an additional 500 000 tonnes of sugar cane sourced from Outgrowers. Ensuring flora and fauna management is part of its core decision-making processes, RES draws on staff expertise, partnerships, and scientific research to guide its practices.

The Biodiversity Management Plan (BMP) developed for the Simunye Estate outlines RES's strategic approach to managing and conserving biodiversity in line with BonSucro sustainability standards. The plan is tailored to identify, prevent, or mitigate negative impacts on key habitats, protected species, and ecological communities, while promoting conservation and sustainable development. It also aligns with both national legislation and international biodiversity frameworks, reinforcing RES's accountability and preparedness to address environmental impacts across its production chain.

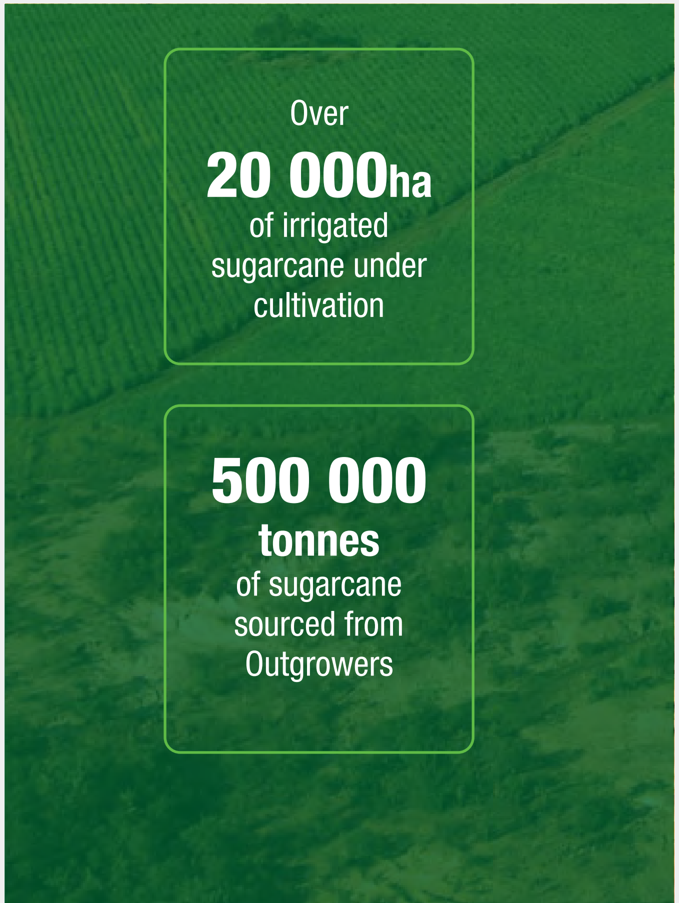
State of the biodiversity on site

The agricultural and industrial production processes have a potential to generate a wide range of impacts to the environment, habitats and ecosystems as well as ecosystem services. The predominant ecosystem that has been prevalent in the lowveld is the Savanna Woodland Mosaic which shows large trees interspaced by open grassland and woodlands. The change in land use has left a small remnant of this ecosystem along with others such as the riparian zones and wetlands.

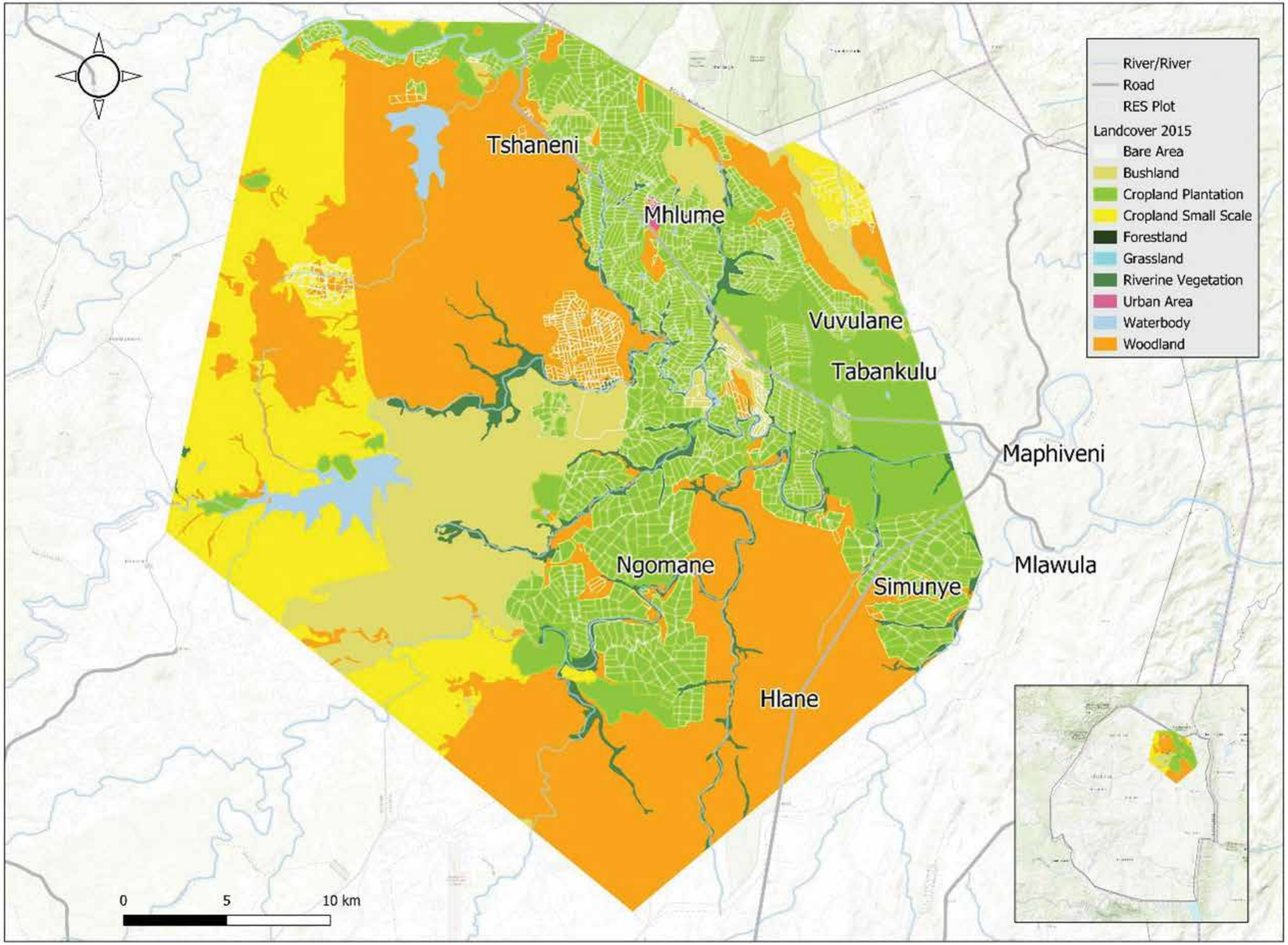
Land use map around the RES Estate

The flora of the RES estate is based on the typical Lowveld Savanna Woodland Mosaic, which is part of the Maputaland Biodiversity Hotspot, a globally significant ecosystem. The estate is also in proximity with the Mbuluzi river and several tributaries and wetland feeding into this ecosystem. These factors result into a rich flora biodiversity.

The estate has a low number of large mammals as few were observed during the surveys. While surveys were done in one season it is expected that little changes can be observed in winter months if surveys were to be conducted then. There is, however, a healthy population of Hippos in the Mbuluzi River. The Estate also has a high population of bird species also influenced by the proximity to conservation areas such as Hlane, Mbuluzi and Inyoni yemaSwati (formerly IYSIS) Reserves.



RES Estate land use map



Identified impacts

The growing of cane sugar has impacts on the environment, these are both positive and negative.

Positive impacts

- The introduction of species linked to agricultural areas such as the Threskiornis melanocephalus (black headed ibis) and Ciconia microscelis (Woolly necked storks). These birds are wetland dwellers and feed on frogs and other wetland insects. These are also significant conservation species
- Expansion of the aquatic ecosystems: these come in the form of holding dams that have naturalized into new ecosystems for other species such as fish, frogs and aquatic birds.
- Expansion of wetlands: this is impacted by the run-off from the irrigated fields and more wetland species find new habitat

Negative impacts

- Invasive species: invasive plants exist along the canal and wetlands as well as along access road. Water abstraction also distributes eggs and other species into other ecosystems.
- Water pH changes due to fertilizers and nutrients from fields

Integrated management of biodiversity impacts

Effective implementation of the Biodiversity Management Plan (BMP) at RES requires integration across all departments, not just production and environment, to distribute responsibility, reduce costs, and improve awareness and data accuracy. RES promotes an inclusive, stakeholder-driven approach involving internal units, regulatory bodies, service providers, local authorities, and surrounding communities, coordinated by the environment department. Successful execution of the BMP will depend on structured processes such as training, stakeholder engagement, clear delegation of roles, reporting mechanisms, grievance handling, and continuous monitoring and corrective actions

Biodiversity monitoring

Biodiversity monitoring is a continuous process. More specifically monitoring will aim at:

- Ensuring that the Estate is compliant with the EMA, 2002, its regulations and the BonSucro Standards as well as sustainable development principles.
- Ensuring that the magnitude of impacts and sensitivity of receptors are verified regularly to rapidly adapt the management plan.
- Determining if any changes that are observed onsite are attributable to production activities or are the result of other activities or natural variation; and
- Adopting continual review and improvement in design and execution.

Biodiversity management and monitoring is a long-term programme for the Estate and throughout the life of the estate. Progress on these targets will be disclosed during the next reporting period.

GRI CONTENT INDEX

Statement of use	Royal Eswatini Sugar has reported with reference to the GRI Standards for the period 1 April 2024 – 31 March 2025
GRI Standards used	GRI Sustainability Reporting Standards 2021
Applicable GRI Sector Standard(s)	GRI 13 - Agriculture, Aquaculture and Fishing sector standards

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION [SR page number/ reference to other reports]
General disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	SR page 10-11
	2-2 Entities included in the organization's sustainability reporting	SR page 11-12
	2-3 Reporting period, frequency and contact point	SR page 2-3
	2-4 Restatements of information	No restatement as this is our first report
	2-5 External assurance	SR page 3
	2-7 Employees	SR page 13
	2-9 Governance structure and composition	SR page 13-16
	2-12 Role of the highest governance body in overseeing the management of impacts	SR page 13
	2-17 Collective knowledge of the highest governance body	SR page 13
	2-22 Statement on sustainable development strategy • Chair of the Board • Managing Director	 SR page 4-5 SR page 6-7
	2-23 Policy commitments	SR page 18
	2-27 Compliance with laws and regulations	SR page 17
	2-29 Approach to stakeholder engagement	SR page 19-22
	2-30 Collective bargaining agreements	SR page 25
Material topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	SR page 9
	3-2 List of material topics	SR page 9
Economic performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR page 6-7 Discussed in statement by the MD
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	SR page 6-7 Discussed in statement by the MD
	201-2 Financial implications and other risks and opportunities due to climate change	SR page 36
Indirect Economic Impacts		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR page 27
GRI 203: Indirect economic Impact	203-1 Infrastructure investments and services supported	SR page 28-30
	203-2 Significant indirect economic impacts	SR page 28-30
Procurement practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR page 30
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	SR page 30
GRI 204-1 Additional	Report the percentage of the organisation's procurement spending on local suppliers.	SR page 30
Additional sector disclosure	Report the percentage of workers hired from the local community	SR page 30
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR page 17
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics - Energy	SR page 37
GRI 302: Energy 2016	302-1 Energy consumption within the organization	SR page 37
Water and effluents		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR page 32
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	SR page 32
	303-5 Water consumption	SR page 33
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss Biodiversity Management Plan	SR page 38
	101-2 Management of biodiversity impacts	SR page 38
	Disclosure 101-4 Identification of biodiversity impacts	SR page 40
	Disclosure 101-5 Locations with biodiversity impacts	SR page 39
	Disclosure 101-6 Direct drivers of biodiversity loss	SR page 40
	Disclosure 101-7 Changes to the state of biodiversity	SR page 40
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics - Emissions	SR page 37
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR page 34-35
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	SR page 35
	306-2 Management of significant waste-related impacts	SR page 35
Supplier environmental and social assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR page 30
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	SR page 30

GRI CONTENT INDEX *- continued*

Statement of use	Royal Eswatini Sugar has reported with reference to the GRI Standards for the period 1 April 2024 – 31 March 2025
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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION [SR page number/ reference to other reports]
Occupational health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR page 25
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topics	SR page 25
	403-1 Occupational health and safety management system	SR page 25
	403-2 Hazard identification, risk assessment, and incident investigation	SR page 25
	403-3 Occupational health services	SR page 25
	403-6 Promotion of worker health	SR page 25
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR page 25
	403-8 Workers covered by an occupational health and safety management system	SR page 25 100%
	403-9 Work-related injuries	SR page 26
	403-10 Work-related ill health	SR page 26
Training and education		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR page 24
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	SR page 24 Reported in man days
Diversity and equal opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR page 17
Non-discrimination		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR page 17
Freedom of association and collective bargaining		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR page 25
Child labour		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR page 17
Forced or compulsory labour		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR page 17
Local communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR page 29
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	SR page 29
	413-2 Operations with significant actual and potential negative impacts on local communities	SR page 29

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION [SR page number/ reference to other reports]
Food Safety	Topic 13.10 Food safety: Food safety concerns the handling of food products in a way that prevents food contamination and foodborne illness.	SR page 27
Outgrower enablement	Additional material topic	SR page 26
Peace and Stability	Additional material topic	SR page 6-7 (Statement by the MD)

Standing true to our values

Integrity
We conduct ourselves in an honest, fair and open manner in all our dealings

Delivery
We meet our targets and deadlines

Respect
We respect, value and care for each other

RES Sustainability Report

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