



**ILLOVO
NETWORK NEWS**



**INTERNAL MAGAZINE
ISSUE 18 | AUGUST 2023**



AN EXCLUSIVE SNAP SHOT:

CATCH UP ON OUR
BUSINESS UPDATES
AND EVENTS



**KILOMBERO
SUGAR COMPANY**



**MARAGRA
AÇUCAR SA**



Zambia Sugar

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ABF SUGAR CHIEF PEOPLE & PERFORMANCE OFFICER

A Note from Kim Usher

“One of the key enablers in making the Illovo operating model effective is the **role of the line manager**. This is from the Exco to a frontline manager. It is the Country MD who takes ownership for leading the business, which includes the people agenda.

When you start to see all line managers - from frontline level and above - taking responsibility for engaging with their people, managing their teams well and taking personal ownership for the broader business agendas (such as safety, performance, efficiencies, sustainability and people development), that is when you start to **see the magic unlocked!**” - Kim Usher, Chief People and Performance Officer, ABF Sugar.

In this edition of the **INN Magazine**, we focus on just one of the many leadership development programmes within the business, namely the Illovo Group Leadership Development Programme but there are various programmes designed to develop leadership capability at all levels in the business. We took this opportunity to catch up with Kim Usher who reflects on a multi-year effort to develop leadership capability at a time of significant change, not only for Illovo but also for the continent as a whole.

FOCUSING ON DEVELOPING LEADERSHIP CAPABILITY

It was around 2016 when – working with Gavin Dalgleish - we realized that there had been a significant under – investment in leadership development. There were huge shifts in our business model, we needed to change our strategy, our customers and markets were changing – and fundamentally, we needed to invest in building stronger leadership capability. Gavin wanted to move the needle on how we managed and led our business and ultimately this resulted in the introduction of Fit4Future which brought with it, a new operating model.

The change in the operating model meant a shift to local ownership and accountability, and with that the

business leaders and their teams became responsible for their full value chain, profit and loss, and for their strategies and performance. At this time, we reviewed our leadership capability across the business and identified competencies that were required at each level of leadership (from frontline to executive) in order for our business to grow. Most importantly, it was about earning their right to attract capital investment – their right to reinvest. These competencies include the ability to build, manage and lead high performing teams, enable strategy execution and drive change leadership in a sustainable way. I think fundamentally, we were also a very “near-focused” organisation, only focused on performance this year and next – which blinded us to long-term opportunities and challenges.

THE “AH-HA” MOMENT FOR LEADERSHIP DEVELOPMENT

It was less of an “ah-ha” moment, and more about seven years of hard work and a real focus building leadership capability through attracting, developing and retaining leaders with the right skills, behaviours and potential. From an attraction perspective, we brought in leaders that the business needed. An example is when we recruited Andre Lubbe (Group Commercial Director) to build a newly required commercial capability in Illovo. Andre and others have brought leadership skills and technical capabilities that have transformed our business and have made an incredible difference to their respective functional areas and our business performance overall.

From a leadership development perspective, and in order to develop our leadership muscle, the leadership team co-created the Illovo DAC (Direction, Alignment, Commitment) leadership model with the 9 leadership behaviours. Aligned to this and our Illovo Values, we introduced the leadership segmentation framework (refer to image below).

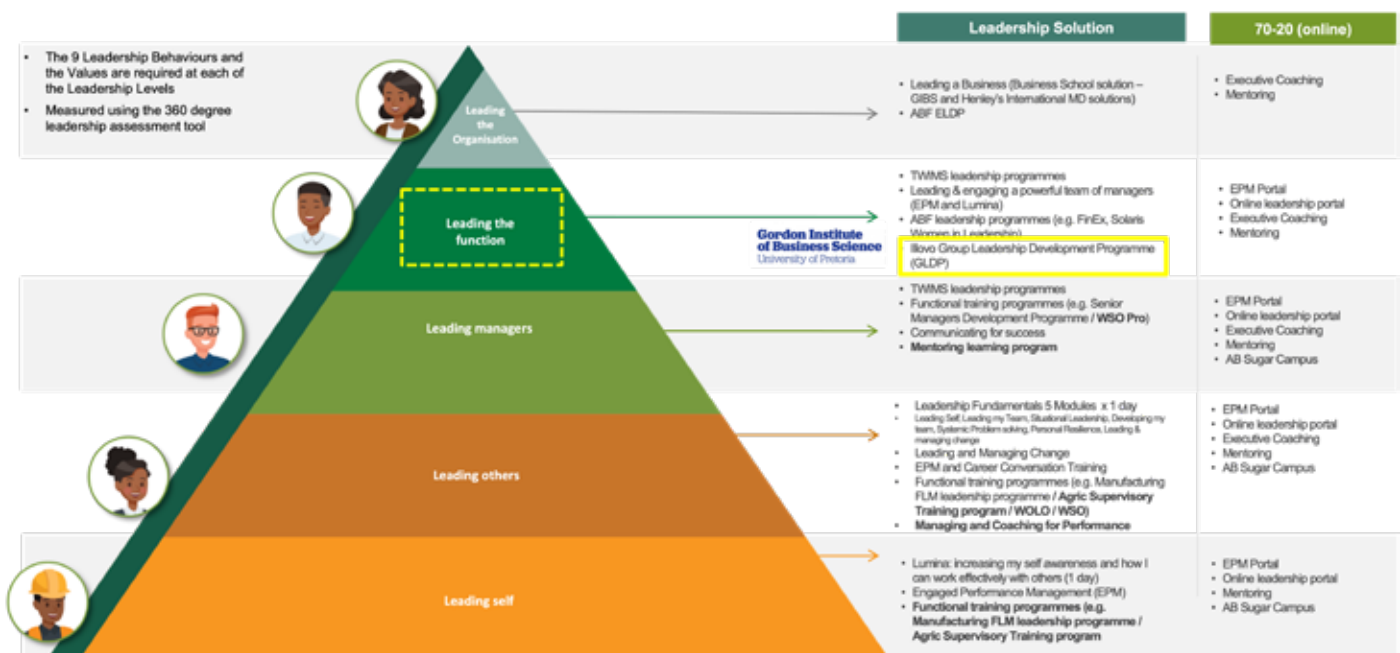
This starts at (1) leading self, (2) leading others, (3) leading managers, (4) leading a function and (5) leading the organisations.

There are competencies required at each level and learning programmes available so that leaders can be effective at every level.

I can't emphasize enough – at the level of “leading self”, the importance of self-awareness and working effectively with others to achieve common goals and deliver. Lumina has been valuable from providing the opportunity for individuals' to increase their self-awareness and personal growth, to enabling effective teams, and to leveraging our diversity.

Line managers are also able to leverage psychometric assessments - to identify their specific strengths and development areas - so they have the best opportunity for personal and career growth. Our work in this area has seen a big shift and given our employees tools to aid in their leadership development and career planning.

WHERE DOES GLDP FIT INTO OUR LEADERSHIP FRAMEWORK



A Note from Kim Usher

NEXT STEP IN OUR PEOPLE LEADERSHIP DEVELOPMENT

I believe we have a wonderful opportunity in our development right now, to “invert the pyramid”. What does that mean? This talks fundamentally to our leadership style and internal engagement and its simply about developing our ability to really connect with our employees. To connect at ALL levels of our organisation. Organisations are typically very hierarchical and as a consequence, can be guilty of working within our own “boxes”. Inverting the pyramid talks to making sure that through genuine engagement and connection, we understand the needs of everyone in our business, that we can connect with our frontline in a way that unlocks their potential, that we understand their needs; and we are able to have

the right conversations with them.

We try to communicate level by level, but it can get lost along the way - so inverting the pyramid is really breaking the mould of our existing communications and instead, looking to touching the hearts and the souls of our employees. It’s only through this kind of personal “touch” that we can find out what our employees really want and what isn’t working for them – these are the things that you fix; ensuring that people have the right equipment, training and an enabling environment to do their jobs.

I think its here that our line managers across the group, who already own the people agenda, can be a major catalyst in shifting others’ behaviours for better employee relations on the one hand, and better businesses on the other.

IN FIVE YEARS WE HOPE TO HAVE STRONG LEADERS WHO:

1. Invest in leadership capability, and understand their role in managing and leading teams, and navigating complexity and change.
2. Drive better performance and hold our people accountable for their commitment.
3. Are able to think strategically and execute with precision, knowing which levers to pull and at what time.

AMONG THE RANGE OF PROGRAMMES, COURSES, ACADEMIES AND LEADERSHIP DEVELOPMENT INITIATIVES AVAILABLE AT ILLOVO ARE:

- | | |
|---|--|
| 1. Lumina team effectiveness | 8. Leading and Managing Change |
| 2. Leadership fundamentals | 9. Toyota Wessels Institute of Manufacturing Studies (TWIMS) Courses |
| 3. Agriculture Frontline Development Programme | 10. Executive Coaching and Mentoring |
| 4. Agriculture Senior Manager Development Programme | 11. Career conversations |
| 5. Winning Sales Organisation (WSO) and WSO Pro | 12. Individual Psychometric Assessments and feedback for development |
| 6. Logistics Academy | |
| 7. SHERQ Illovo Safe Academy | |

To find out more about any of these initiatives please do speak to your local HR Support team.

GROUP LEADERSHIP DEVELOPMENT PROGRAMME

2023 Takes Off

In March 2023 a group of Illovo leaders from six countries and various functions took their first steps towards what was destined to become a truly memorable learning opportunity for each one of them and so far it has exceeded expectations. The programme aims to accelerate personal and leadership growth. The re-launched Illovo Group Leadership Development Programme (GLDP) was designed and is being delivered in partnership with the Gordons Institute of Business Science (GIBS) leveraging the expertise of globally recognised lecturers.

Says Gavin Dalgleish, CEO Illovo Sugar Africa and one of the primary architects behind the programme, "During the significant change that the Group has been through over the past seven years or so, we recognised that leadership skills amongst our middle, senior and executive management cohort was something for us to work on. This in itself provided a huge opportunity for us to take on direct responsibility for developing our own leadership pipeline. And it's from here that we began a journey which has since resulted in us developing academic collaborations for post-graduate courses with best-in-class universities and business schools, such as the Universities of Cape Town and Stellenbosch, the Toyota Wessels Institute for Manufacturing Sciences in Durban (TWIMS), and the Gordon Institute of Business Science (GIBS) in Johannesburg."

The GIBS link-up gives our course leaders access to

world-class content and expert lecturers and high among the skills our "students" will learn, will be mastering their ability to build, manage and lead strong teams, and enable strategy execution and change leadership capability. As the course progresses, they will also begin to grow their own strategic and business acumen and armed with a deeper understanding of global, industry and business value-chains, will be well placed to create excitement amongst peers and Illovo teams about marketplace opportunities and the future strategy of the Group.

The GLDP is actually not a new initiative within Illovo but having started in the late '90's, the original version came to a natural halt around 2012, which was a pity really because it is still so revered by many of its previous graduates. As chance has it, our association with TWIMS and assisting with the sponsorship of its African Trade and Industrialisation Chair, led us to GIBS with whom TWIMS has an academic partnership.

"It was here that we began to re-invent the 2023 version of Illovo's GLDP, which now serves as a great example of us taking direct hold of our own leadership development. There is no doubt in my mind that GIBS is one of Africa's great business schools, with top class leadership and world-class African-based lecturers. Ultimately though, the thing I am most proud of, and working with Kim, our ExCo team and others in the business, we now have our own comprehensive leadership framework for the



Immersion - Kilombero

The delegates spent a few days at Kilombero, including a tour around the impressive K4 site to see the progress.



Lecture at GIBS

The delegates participated in 3 modules of week-long lectures at the GIBS Campus in Johannesburg.



MODULE 1: FEEDBACK FROM DELEGATES

"Very exciting, relevant, engaging and absorbing."

"Absolutely amazing - the facilitators, the content, the discussions were very helpful to me. There's a lot I'm taking back in my skill luggage."

"Good experience and good speaker line up with extensive knowledge and experience that they were keen to share. The quality of delivery by the speakers was also interactive and engaging - never a dull moment."

"It has been a truly humbling and unique experience being both part of the design and a student on this programme. It gives me the chance to continuously feedback and find ways we can improve the experience for the delegates on the programme"

- Angela Eustace

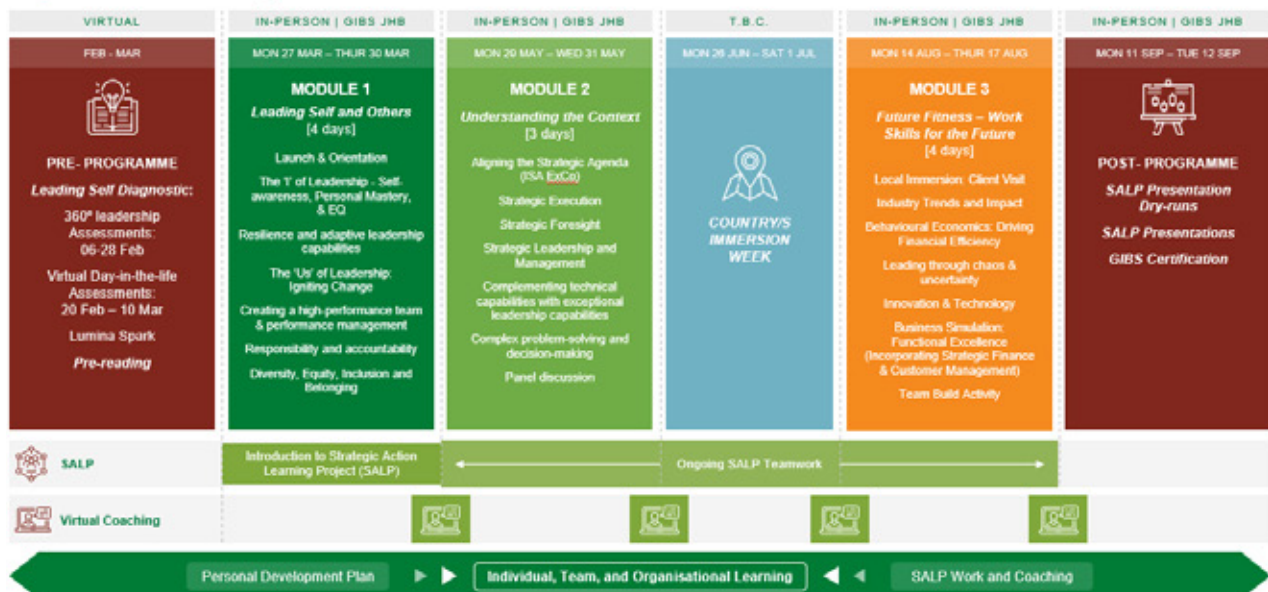
THE AIM OF THE PROGRAMME IS TO:

- Accelerate **personal leadership growth** and development.
- Develop the ability to **build, manage and lead strong teams** for high performance and succession development.
- Enable **strategy execution and change leadership capability**.
- Create know-how for **complex problem solving decision-making**.
- Build **strategic and business acumen** through a deeper understanding of global, industry and business value-chain including drivers.
- Create excitement amongst others about **marketplace opportunities and the future strategy** of Illovo.
- Explore ways to make **leadership, resilience and global cultural awareness** a competitive advantage.

Illovo Group Leadership Development Programme (GLDP) High Level Roadmap



Gordon Institute of Business Science
University of Pretoria



*In-person working days may be added at the request of participants/teams

THE PROGRAMME CONSISTS OF:

1. Assessment centre administered by Dr Carin Bergh
2. In-person classroom lecturers facilitated by GIBS faculty
3. Strategic action learning projects facilitated by Brian Isaacson
4. In-country immersion designed and facilitated by Angela Eustace, Brian Isaacson and the Kilombero leadership team
5. Strategic action learning projects are sponsored by Paul Kenward and Clinton Lee (Safety), Andy Nicolson and Christian Rees (Disruption), Mark Payne (Optimisation) and Craig Jensen (ESG – Water)

THE PROGRAMME MODULES COVER:

1. Module : Personal mastery and leading teams
2. Module 2: Understanding the operating context and future trends
3. Module 3: Future-fit leadership skills

Gavin went on to say that development is not an end in itself. "You develop people in your organisation so that they in turn, develop and sustain the performance of the business. In a similar way, I look forward to the future growth of this very special team of people and my challenge to them down the line will be to provide the same investment in the people they get to manage," says Gavin.

I've had enormous fun being in the lecture halls again and watching the team go through their paces. Some of the lectures and lecturers have been really provocative and

challenging, and it's been interesting to see how they behaved outside of their comfort zones! I'm not making fun of them, but we all know that the best learning takes place, as Rachel Nyaradzo Adams says: "...when you are somewhere between discomfort and terror!"

On his own journey of leadership across many roles both here and in different parts of the world Gavin says that the thing he remembers most, are the people he has helped to become better versions of themselves and have gone on to achieve things that they have thought impossible.

MODULE 2 FEEDBACK:

"Mind blowing. Very insightful and thought provoking on how we should be thinking about addressing tomorrow's business opportunities and challenges."

"As always, stretched our imagination and put us under pressure."

"Great content, good challenges presented by lecturers, valuable conversations between peers."

"Very practical to my role as a leader and to the vision of the business"



In a lighter moment, our delegates outside the GIBS Institute with Gavin and Brian – ready to learn!

ONE CENTRE EVENTS

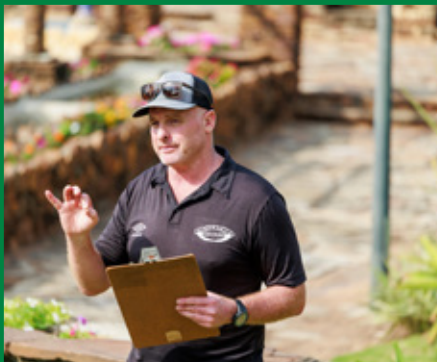
MAY LEADERSHIP CONFERENCE AND TEAM BUILDING

In a recent internal re-structure the Illovo Group office in Durban and our ABF Sugar office in United Kingdom have come together to form ONE CENTRE – working as one central team to most effectively service and support our business units across Africa, UK and Europe.

Wednesday 17th and Thursday 18th May, we hosted our ONE TEAM Conference. We were fortunate enough to bring together our South Africa and UK-

based team members for 2 action-packed days of alignment, team building, and strengthening the ONE CENTRE. Great fun was had by all and an excellent opportunity for everyone to connect. We have some exciting times ahead as we continue to focus on building a more aligned and effective central team, and as a result, add greater value to our businesses and the communities in which we operate.





ONE CENTRE EVENTS

JULY 4TH SHOE HANDOUT

To celebrate the significant change in how the One Centre now operates, all One Centre employees were gifted an awesome, customised pair of Bathu sneakers.

Bathu Shoes were chosen as the supplier of our new shoes, as they like Illovo, are an authentic local brand and Bathu's tagline "walk your journey" aligns perfectly with the One Centre goal of walking the journey ahead together. Bathu Shoes, founded in 2015 by Theo Baloyi, originated from a small room in Alexandra township with the primary goal of sharing untold stories of the South African pride with the world through the sale of unique shoes. The name "Bathu" is South African township slang for shoes. The brand has experienced significant growth with 30+ retail stores in South Africa. Bathu currently employs 300+ staff, creating a positive contribution to job creation in South Africa while reigniting hope

and creating sustainable jobs to the youth. With a now stronger growing customer base in East and West Africa, there are bigger plans to expand the business across Africa.

In partnership with Bathu our shoes were customised with the red representing the ABF SUGAR branding and the colourful laces representing the brands and diversity of our various business units. These bright, new shoes have quickly become a firm favourite with everyone and will be worn every Friday and at company events as a reminder of our commitment to one another, our businesses and the values we share.





COUNTRY COMMERCIAL REVIEWS ROADSHOW

The Illovo Commercialisation Journey started in 2017/18 and since its inception has seen significant growth across our various businesses. To reflect on this milestone, the Group Commercial team replaced

the Annual Commercial Conference with a Country Commercial Review (CCR) that took place from 10 to 13 July 2023 in each of the various countries.

Illovo Sugar Malawi



THE PURPOSE OF THE COUNTRY COMMERCIAL REVIEW WAS TO:

- **Reflect** on the **commercial journey** since the start of commercialisation.
- **Identify current position**, highlighting opportunities and risks ahead.
- Share a **clear, precise and deliberate** plan for 2023/24.
- Share **strategic direction** to **FY27** with high level roadmap.
- **Inspire all** and demonstrate their commercial muscle that will deliver **volume and value** for ILLOVO AFRICA.

Zambia Sugar



Illovo Sugar South Africa



During this week, Illovo Sugar South Africa (including Downstream), Illovo Sugar Malawi, Zambia Sugar, Exports, and Kilombero Sugar, had the opportunity to showcase their commercial reviews, in country, in the form of a market stall and take visiting and all local stakeholders through their review, while showcasing their trade execution with a market visit. Countries were encouraged to invite as many of their local cross functional teams to share in the review. Visiting members included ISA Executives, ISA Group Commercial Leadership team, various ISA Group Commercial

members, and ISA Group Operations Excellence Head. After two months of preparation, with all team members involved in every facet of the commercialisation journey, the teams delivered and exceeded all expectations. "I am of the opinion that we achieved all the CCR objectives we set out from the beginning. As a first CCR attempt, my expectations were exceeded by each of our Country Commercial, Outbound Logistics, Export and S&OP Teams. Well done and a big thank you." - Andre Lubbe, ISA Commercial Director.

Kilombero Sugar



MANDELA DAY

18TH JULY 2023

At Illovo, our purpose of Thriving African Community, aligns strongly with the values taught to us by Nelson Mandela.

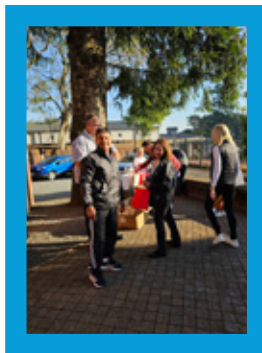
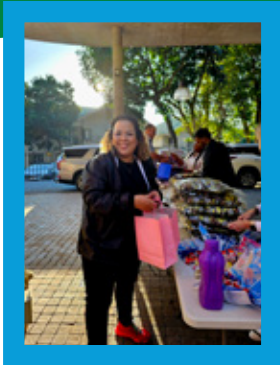
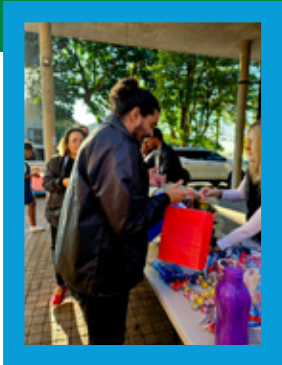
On the 18th July the Illovo Sugar Africa group office team joined in celebrating 'Mandela Day' which is an annual celebration of Nelson Mandela's life and a global call to action for people to recognise their individual power to make an imprint and change the world around them. Illovo chose to partner with multiple organisations in support of Mandela Day:

Zero2Five, a local organisation that focuses on promoting and supporting early childhood development (ECD) in formerly disadvantaged areas

across KZN. Employees from the Durban Group office volunteered to help pack 1 000 children's goodie bags which included a cereal bowl/spoon & various treats plus 100 goodie bags which included 10kg sugar and syrups as well as donated face towels and toiletries.

The second chosen organisation, We are Durban, aids charities in the eThekweni area to reach their potential. Illovo Volunteers prepared 67 loaves of sandwiches to support various recipient charities.

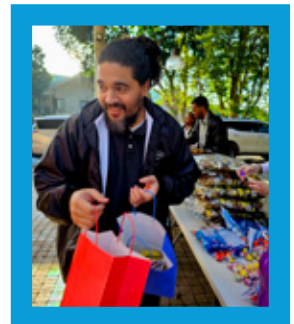




Finally, partnering with CHOC Childhood Cancer Foundation, a non-profit organisation that advocates for the health and well-being of children and teenagers diagnosed with cancer or life-threatening blood disorders and their families. Illovo showed support by donating various items such as groceries, cleaning items and toiletries.

Throughout the day, we witnessed an overwhelming display of kindness and solidarity as we joined hands

to honour the legacy of Nelson Mandela. Together, we embraced his vision of creating positive change and making a lasting impact in the lives of others. Let us remember that Mandela Day is not confined to a single day but serves as a reminder of our ongoing responsibility to make the world a better place. Well done to all who got involved and gave of their time to help these worthy organisations.



ILLOVO SUGAR MALAWI



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MARY'S MEALS SPONSORSHIP



Lekani Katandula on the left, with Mary's Meals Country Director Angela Chipeta-Khonje on the right.

MARY'S MEALS

Pupils at four primary schools at Nchalo in Chikwawa province are to benefit from an investment in their continued nutrition and therefore education, following Illovo Malawi's support of Mary's Meals School Feeding Programme by way of a financial sponsorship signed in Limbe on the 26th of May this year. The programme, now in its 21st year of operation in the country, seeks to improve the nutritional status of children thereby increasing their chances of doing well in their schooling.

Currently the program feeds more than one million school children in over one thousand schools across the country with the aim of ensuring that every child under the Programme receives a daily meal at their place of education every day.

For its part, and measured over the past 9 years, Illovo Sugar Malawi has invested more than K8 billion in Vitamin A fortification, with K915m spent in the 2022/23 financial year alone. These efforts form part of the businesses' national drive to reduce

malnutrition, especially among children.

It is against this background that when approached, Illovo had no hesitation in positively responding to the sponsorship proposal. "Our individual efforts naturally aligned as our Vitamin A Fortification programme, which is primarily focused on reducing the debilitating impacts of Vitamin A deficiency among children, also seeks to improve their nutritional status thereby increasing their chances of doing well in their schooling," said Lekani Katandula, MD of Illovo Malawi.

Committing K110m to support the project, this funding will favourably impact the Chimbiya, Nambesa, Mwanza and Namicheni primary schools under the programme, providing meals to 4 954 students for a period of 12 months – equating to a total of 979 878 meals over the period.

Lekani Katandula said: "We believe that sharing with those who lack even the most basic things is aligned directly to our purpose - a business cannot thrive when its surrounding community is failing."

SALIMA TECHNICAL COLLEGE SUPPORT

And in another development more recently, Illovo Malawi has donated a computer server worth K54m (R900 000) to Salima Technical College in Central Malawi to among other things, assist students to access the internet for use during their studies. Olive Kawelama who heads up Communications and Stakeholder Relations in Blantyre said at the time that supporting the communities surrounding Illovo's operations was extremely important. "We are particularly interested in giving back when we can help students who are pursuing science, technology, engineering, and maths-related qualifications.

Once qualified, their chances of being employed are considerably heightened, particularly in industries

requiring innovation and technology," said Olive Kawelama.

College Principal at Salima Technical College Benson Zigona was especially happy about the donation, not only for use by its current students but also in attracting a steady stream of future learners who were keen to pursue IT / administrative studies. "This server symbolises more than just a piece of hardware; it represents opportunity, innovation, and the boundless possibilities that lie before our students. It is a gateway to knowledge, enabling them to connect with the global community, access information at their fingertips, and acquire the skills needed to thrive in the digital era. I extend my deepest gratitude to Illovo Sugar Malawi for their generous contribution," said Mr Zigona.

**Olive Kawelama centre,
with Salima Technical
College Principal,
Benson Zigona on the
left and ISM IT Manager
Mr Chande Mwafulirwa
the right .**



ZAMBIA SUGAR



WORLD ENVIRONMENT DAY

In support of this year's World Environment Day which we commemorated 5 June, our Zambia Sugar team came together to actively contribute to this day. They took part in their local district march, planted trees at the Zambia Sugar tree planting site and even rolled up their sleeves to help clean the

biggest market on their estate, ensuring all plastic was disposed of. The theme for 2023 was "Protect the environment by stopping plastic pollution" and the Zambia Sugar team took action to make this a reality on their estate, well done to all involved!



Felistus planting a tree on World Environment Day



Garbage segregation in Njomona Market in commemoration of World Environment Day



Garbage segregation in Njomona Market in comemoration of World Environment Day



Collecting plastics in line with World Environment Day theme



Garbage segregation with Area Concillor at Njomona Market commemorating World Environment Day



ZS Team marching to tree planting site in commemoration of World Environment Day

ZAMBIA SUGAR

BUSINESS NEWS



On the 30th and 31st May, Zambia Sugar proudly hosted Executive members from Illovo Sugar Africa, ABF Sugar and ABF. During this trip the Zambia Sugar team was able to showcase their particular commercial journey and provide the leadership team with a real trade experience.



Gavin Dagleish and Paul Kenward



Luka Tembo with George Weston at Soweto Market



Simbarashe Garaba, Craig Jensen, Paul Kenward, Oswald Magwenzi and Seth Chindima in the open market at Soweto Market



Luka Tembo, Andre Lubbe, Miriam Ngandu and George Weston at a stockists (not in picture) shop in Soweto Market



Craig Jensen, Ami Mpungwe, Oswald Magwenzi, Andre Lubbe, George Weston and Ahmed Ginwala at PAZA Offices



Oswald Magwenzi, George Weston and Ahmed Ginwala at PAZA Trading

KILOMBERO SUGAR

**KILOMBERO
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TANZANIA EXPANSION PROJECT UPDATE



News from Tanzania is that the skyline around Kilombero is quickly changing as construction forges ahead on the new K4 factory. The expansion project will not only double Kilombero's annual sugar production to around 270 000 tons of sugar, but also involves the establishment of more than 15 000 to 20 000 hectares of land under cane by local Tanzanian growers. The expansion project aligns strongly with the Tanzanian Government's ambition to reach sugar self-sufficiency by 2025 and in

addition to creating considerable employment along the value chain, will also contribute significantly to Tanzania's economic growth.

Currently, the procurement and delivery of equipment is progressing well with key equipment having already arrived on site. To-date, the overall project progress has reached the point of just over 50% completion with the commissioning of the plant still targeted for July 2024.

KILOMBERO SUGAR

BWANA SUKARI NEW MINI PACK

On the commercial front and earlier in the year, Kilombero launched a 50 gram sugar prepack – dubbed in Swahili as “Kitam Tam”, which means “sweet, sweet” - with a view to adapting to and catering for the needs of its consumers. And early responses are that these initiatives have already prompted increased market demand for Bwana-Sukari prepacks. Commercial activities to launch

the new pack, which is also available in strip packs, have included listing functions at retail stores, on-ground events, radio advertisements and social media awareness campaigns. At a retail price of TZS 200/- the new pack extends the range of products which are aimed specifically at consumer affordability.



Kilombero's Commercial Head, Fimbo Butallah together with Guy Williams, Managing Director had great fun introducing the new pack to the market.



ILLOVO SUGAR SOUTH AFRICA

EXCO ROADSHOW



Illovo Sugar South Africa hosts Exco Roadshows bi-annually. The purpose behind the Exco Roadshow is to inform the business on the year-to-date performance, which includes an update from all 4 sites (Merebank, Eston, Sezela and Noodsberg) on their performance to date, as well as financial updates on where we are as a business financially, where we would like to be and what our challenges are. These updates also cover various departments, including commercial, downstream, safety, manufacturing, and strategic direction, while also highlighting the progress the business is making.

It is also an opportunity for the executives to engage directly with employees on the ground. This year's theme was 'Around Here, Driven by Unwritten Ground Rules (UGR)', an HR-driven campaign for workplace culture transformation. It serves as a reminder to employees that at Illovo, we uphold uncompromising values, including safety, quality, the significance of our people, accountability, integrity, teamwork, effective communication, and strong leadership. The next Roadshow is set to take place this year in November.





UBOMBO SUGAR

CHANGE LEADERSHIP AND COFFEE SESSIONS

CHANGE LEADERSHIP FOR MANAGERS

Ubombo Sugar Limited is running a Change Leadership Training for managers across the business, a program aimed at transforming the business's approach to managing change. The program is part of the business' leadership development initiatives to improve leadership capability — a response to feedback from employee engagements and the recent employee engagement survey, which pinpointed a gap in people leadership.

The Change Leadership Training covers several topics that are crucial for successful change management and is designed to equip managers with the necessary skills and knowledge to lead effectively in times of change. Through the Learning & Development Centre, Change Champions were nominated and underwent training on leading change.

During the training, the managers and change Champions are capacitated about the stages of change, building a change-ready culture, and leading and motivating teams through transition. The training also covers topics on challenges that may arise during the change process. The objective is to ensure that with the skills and knowledge gained from this program, managers will be better positioned to lead and manage change in a way that will ensure the success of the organisation's strategic initiatives.





COFFEE SESSIONS WITH THE MD

As part of the initiatives to improve employee engagement, Ubombo Country Managing Director Muzi Siyaya recently launched an exciting initiative styled, "Coffee Sessions with the MD." This is an opportunity where employees across the business from all levels, sit with the MD to discuss issues pertaining the improvement of the business.

The monthly sessions started in February 2023 and has had positive reception from the employees. During these sessions, employees from different departments indicate their interest by registering

for participating in the sessions and are randomly picked to have each session representative of all departments. This initiative aims to encourage a free flow of ideas, ensuring that the best solutions arise.

When launching the initiative, the MD said, "It can be quite challenging to meet all employees and get their take on the business and the working environment, and that is why I came up with this idea to engage all employees on an up-close and personal level".

Issues that have been raised by employees from the sessions so far include employee welfare, housing/ accommodation, company policies, salaries/ job reviews, employee benefits, allowances, management issues, to name a few.

Once the issues are discussed from the coffee sessions, they are directed to the relevant departments for further action when necessary.



ILLOVO SUGAR KIGALI

PREPACK UPDATE

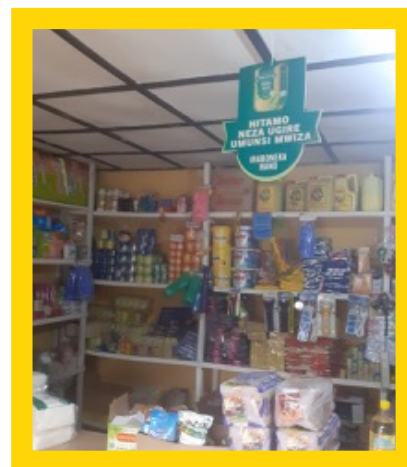


Illovo Sugar Kigali, established in 2018, launched our first prepack in November 2022. In the past 6 months we have been working hard to establish this brand new pack among customers and consumers in Rwanda. Our 1kg brown sugar prepack is the first of its kind for Rwanda consumers, offering them a branded and sealed sugar product that previously was only available to be purchased in unbranded scoop envelopes that was decanted in the store from an open bulk bag. Also a first for Rwanda, our 1kg prepack is fortified with Vitamin A. Customers and consumers alike have been quick to recognise the value of our trusted quality product.

However, as this is a completely new product and an unknown brand for this market, our team has had to work hard to achieve availability of this product and to grow awareness among customers and consumers and educate them on the unique benefits of our prepack. Gaining availability and awareness was a bit slow

to start, but now with our route consumer established through the appointment of key resellers and retail chains, we are gaining the momentum we require.

Through a sales exchange program, we were fortunate to host a sales manager colleague from Illovo Sugar Malawi for 3 months, Mr. Grant Njema, who assisted with the training and coaching of our sales team. We now have 4 sales representatives covering 3 sales territories, who complete over 1200 sales calls per month. Our team focus on the pull-through of product in stockists, grocers and supermarkets as well as brand visibility through the placement and management of effective point of sale materials.





Our marketing campaign has also assisted in gaining awareness of the product and establishing the Illovo brand, through providing the sales team with effective sales tools, as well as achieving visibility through billboards, street pole advertising, trade visibility, radio advertising and ongoing social media campaigns. This combined effort of RTC, Sales and Marketing is now gaining the traction we desire in market and we are seeing an upward trend in monthly sales, having sold 2308 tons to date (over 2.3 million units!).

Our prepack is packed in our own packing facility in Kigali, housed within our warehouse we currently have 1 packing line converting our bulk sugar into our 1kg prepacks. Bulk sugar is imported into Rwanda from one of our associated Illovo mills, ensuring we maintain consistent Illovo trusted quality sugar. Our packing facility has been audited and approved by the Rwanda Food & Drug authority as well as receiving certification from the Rwanda

Bureau of Standards. Aligned to Rwanda's stringent environmental policy our prepacks are packed in paper, and all plastic outer packaging is collected for recycling. We have recently introduced a second shift on our packing line to increase capacity, and to date have successfully packed nearly 3000 tons. Our logistics team are doing an excellent job managing our warehouse and have recently initiated a pilot project conducting direct deliveries to customers located in the area of Kigali.

We are proud of the efforts of our full team in realising this ambition and are grateful for the support of our Group office colleagues. We have started small and are currently learning from year 1 of our prepack sales, but are confident that the Illovo brand will continue to grow from strength to strength in Rwanda.



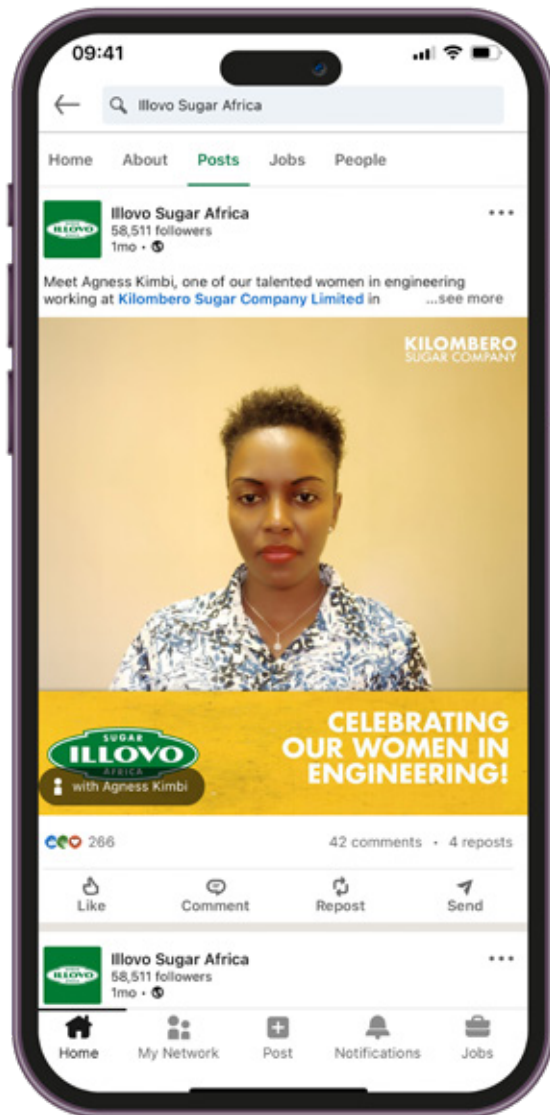
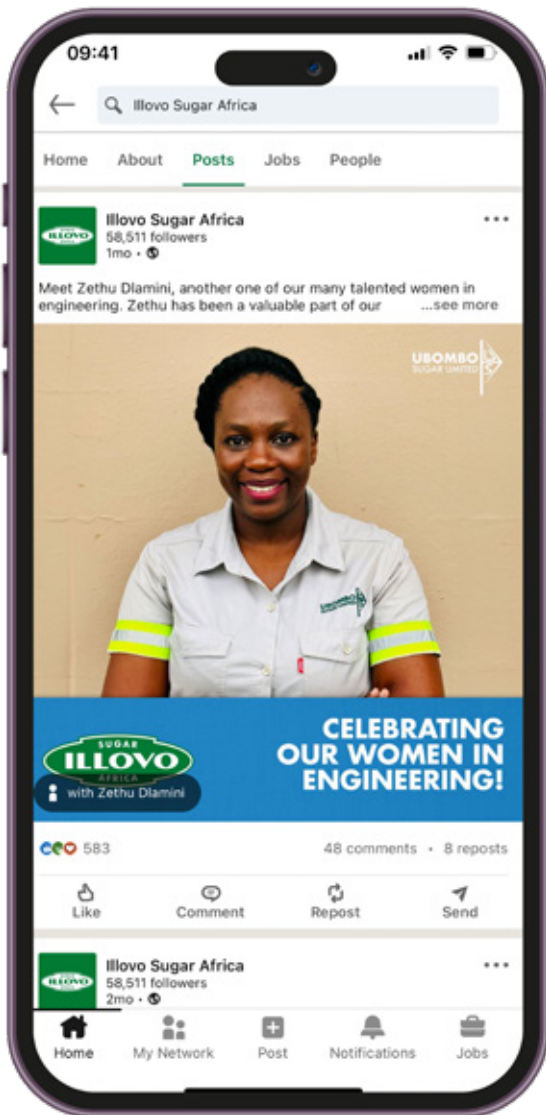
WHAT YOU MISSED

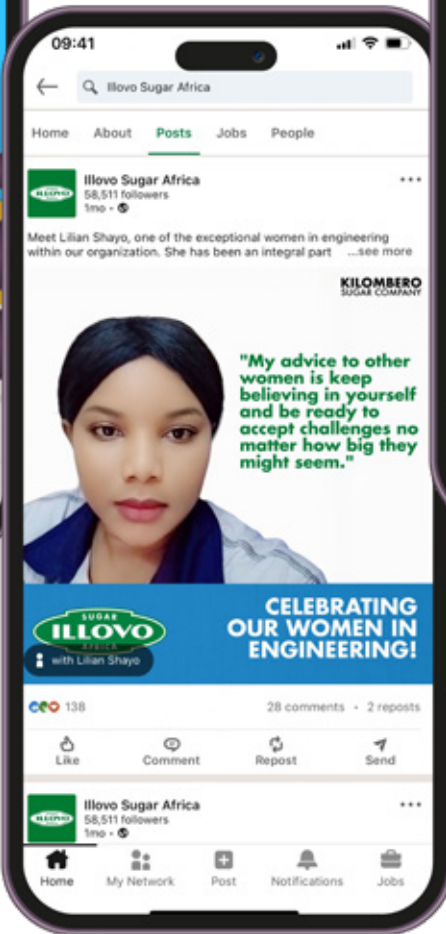
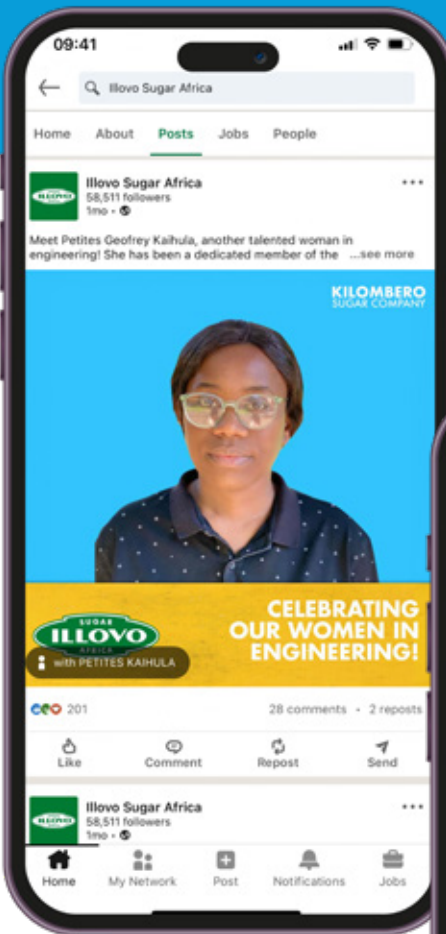
LINKEDIN CAMPAIGNS

The Illovo Sugar Africa LinkedIn account is aimed at educating people about our great company, the work we do and introduce some of our talented people.

Our LinkedIn account is full of interesting business facts, updates and participates in celebrating global recognition days where relevant. In June this year, we

celebrated International Women in Engineering Day, we celebrated by profiling some of our impressive female engineers across the business. Here is a snapshot of the posts, in case you missed it, to read their full profiles visit our Illovo Sugar Africa LinkedIn page.





FOLLOW US ON LINKEDIN,
 STAY UP TO DATE WITH OUR
 CONTENT AND TAG US IN
 YOUR CAREER MILESTONES!

ILLOVO MEDICAL SERVICES

We would like to shine a spotlight on the trained doctors, sisters and nurses and other health-care staff who work across our businesses delivering world-class medical services to all of us and our surrounding communities. Each one of us may have had different interactions with various members or facilities within our medical services department, but most of us are probably unaware of the significant scale of the services they provide and impact they have on an ongoing basis.

Who could forget in 2020 and '21 the incredible

DID YOU KNOW?

- Our fine teams of doctors, sisters and nurses have world class experience in dealing not only with traditional medical health, but also in the regular outbreaks of measles, cholera, malaria and other epidemics common across the continent.
- As our services have grown, so too has our ability to offer medical services to surrounding communities, particularly in areas where no such facilities exist. You may not know it but, for example, the Ubombo Hospital in Eswatini is regarded locally as one of the finest hospitals in the country.
- During COVID-19, our hospitals and some clinics were among the few medical institutions in the country which had mechanical ventilators to help severely ill patients.
- Currently, with four hospitals and 23 clinics, manned by 17 doctors and 161 nurses, the medical services team handled around 610 000 outpatient visits, dealt with 14 000 emergency visits and performed nearly 5 000 surgical operations in the past year.
- Our team has also helped deliver over 5000 babies over the past five years! For more interesting stats see the visual below.

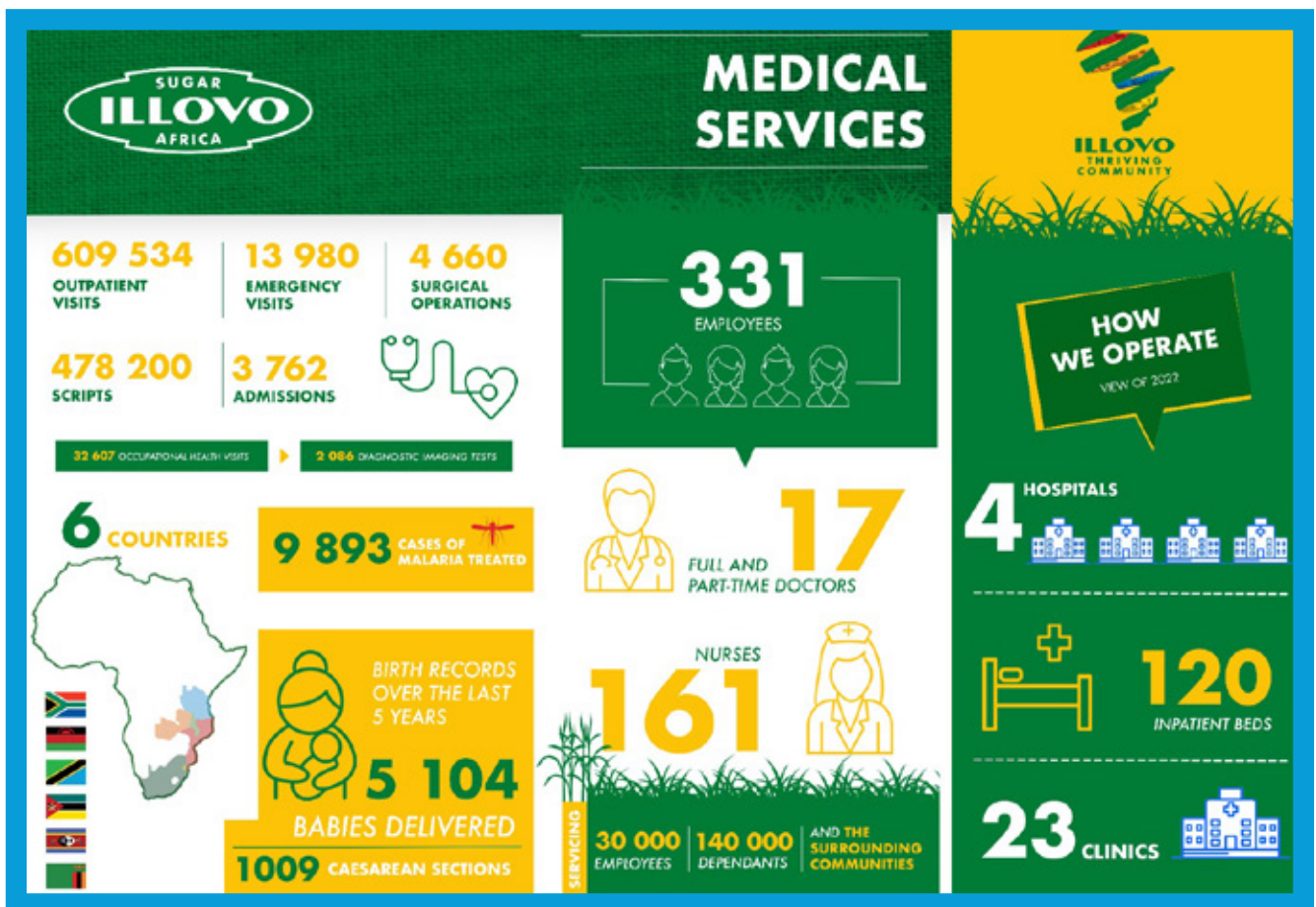
response of our medical team to the real threat and challenges caused by the COVID-19 pandemic. Their response required the rewiring of our medical systems, hospitals and clinics to reconfigure its operations, they provided extensive preventative education campaigns, secured life-saving equipment, provided dedicated care even at their own personal risk and acquired and administered the vaccine. As employees and community members alike, we all benefitted hugely from the massive support and care provided through this very challenging time.





These are everyday people, our colleagues, work-friends and family members around us who are suffering from personal, social, financial and other psychological health issues. My call to them is that we encourage anyone suffering from stress, anxiety or depression to contact us as soon as possible at their nearest Illovo medical services facility.”

And if that was not enough, our medical services have already extended its focus from physical health to employee and community well-being as well. Says Chief Medical Services Officer, Dr. Ernest Peresu, “post the pandemic, there has been an exponential increase in the number of people who are suffering from mental health issues.



We owe our deep gratitude to Dr. Peresu and the amazing medical team who support our business. Thank You!

TEST YOUR KNOWLEDGE!

CAN YOU ANSWER THESE ILLOVO QUESTIONS?

1. HOW MUCH SUGAR DO WE PRODUCE ANNUALLY?

- a) Approximately 1.7 million tons
- b) Approximately 45 billion tons
- c) Approximately 6 million tons

2. WHAT AUTHENTIC LOCAL SHOES BRAND WAS SELECTED TO BE PART OF THE ONE CENTRE EVENT HOSTED IN MAY?

- a) iFele
- b) DRIP
- c) Bathu Shoes

3. HOW MANY MODULES DOES THE ILLOVO GLDP COVER?

- a) Three
- b) Five
- c) Seven

4. ILLOVO CHOSE TO PARTNER WITH MULTIPLE ORGANISATIONS IN SUPPORT OF MANDELA DAY, NAMELY: ZERO2FIVE, WE ARE DURBAN AND _____.

- a) SPCA
- b) CHOC
- c) UNICEF

5. HOW MANY BABIES HAVE OUR MEDICAL TEAMS DELIVERED OVER THE PAST 5 YEARS?

- a) 5104
- b) 3010
- c) 106

6. WHICH OF OUR BUSINESSES CAME TOGETHER TO PLANT TREES ON WORLD ENVIRONMENT DAY?

- a) Malawi Sugar (Plc)
- b) Ubombo Sugar
- c) Zambia Sugar (Plc)

7. WHAT DO THE COLOURFUL LACES ON OUR BATHU SHOES REPRESENT?

- a) Diversity of our businesses and brands
- b) Our various people
- c) The different communities we operate in

1) A 2) C 3) A 4) B 5) A 6) C 7) A

ANSWERS



ILLOVO
NETWORK NEWS



KILOMBERO
SUGAR COMPANY



MARAGRA
AÇÚCAR SA



UBOMBO
SUGAR LIMITED

 **Zambia Sugar**