



ILLOVO NETWORK NEWS

INTERNAL NEWSLETTER
ISSUE 03 | MARCH 2024



In this issue, we connect with Dr. Ernest,
our new Social Development Director on driving our
SOCIAL AGENDA and so much more...



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MESSAGE FROM THE CEO

GAVIN DALGLEISH

Warm Greetings to the Illovo Sugar Africa Team,

We are halfway through our financial year with all our South African mills having started up for the 2024 sugar milling season. As always, with our African business, the prospects to August 2024 are a mix of exciting upside opportunity, and currency and climate headwinds. Recent news of flooding in and around Dwangwa earlier in the month thankfully drained well with estimates of crop downside not as bad as first anticipated. More impactful have been the continued heavy rains in Tanzania, crippling agricultural, grower and milling operations at Kilombero.

I am pleased that we finished the first half of our financial year in a very strong position, on the back of good domestic sales volumes and a strong focus on price management. This has been a period marked by currency volatility across our business. This volatility included the steady devaluation of the Zambian Kwacha by 60% through to January and the sudden devaluation of the Malawi Kwacha by 44% in November. In response to this volatility the commercial and financial teams of our business have taken proactive decisions to manage local pricing and, where we had product to sell, maximise US Dollar export realisations. Through these actions we achieved a record R23bn in revenue for the six months to March 2024. During the same period our operations have, with the exception of some much needed sparkle in South Africa, generally been tough for our factory and agricultural teams across Africa.

Sezela not only crushed the most cane within the South African industry but was also the top ranked mill in overall recovery performance. Noodsberg has seen a spectacular turnaround in fortunes (See page 20) and we look forward to the results of a successful offcrop programme at Eston aimed at stepping up performance to a new level this season. Zambia agriculture had a strong year with sustained good cane purity throughout the season. This cane quality helped the factory to finish 10 000 tons of sugar above the F24 3+9 forecast, after a poor start

to the milling season. A strong replant programme is underway at Nakambala and with the factory team buoyed by their season closing performance, Zambia Sugar is looking for a positive year. Crop forecasts in both Eswatini and Malawi dropped significantly towards the end of last year, but it is encouraging to see how the teams have pulled together to support a good turnaround in performance in the season ahead.

It is exciting to see the K4 factory rising out of the ground at Kilombero in Tanzania. It is a magnificent factory and will set a new standard for factory builds in Africa. In the shadow of this proud engineering achievement, we have had six months of significant rainfall that has disrupted agriculture, grower and factory operations. We will make a twenty-year low in sugar production in this past season. Guy Williams and his team remain focused in the face of these weather-related operating challenges and preparing for the commissioning of the new factory. The sun will shine again at Kilombero. The flooding at Dwangwa is mentioned earlier in this note. I extend my heartfelt thanks to our Malawian colleagues who have risen to the challenge of supporting stricken and displaced communities at the same time as attending to the urgent rehabilitation of affected cane fields and the repair of significant irrigation and other critical infrastructure such as roads and canals.

In closing, it would be remiss of me not to acknowledge the teams of the Business Enablement Project (BEP) and Malawi management for going live on SAP S4 HANA on time and on budget on 4 March. The ABF FD, Eoin Tonge, hailed the achievement as a new benchmark for the ABF Group. Well done to Johan Swartz and Lekani Katandula and their teams.

With another six months to go before year end, and with the challenge of building on our positive financial performance to-date, I call on you all to stay focussed on the things you can control and help us deliver the production, commercial and financial targets which we have set for the financial year to August 2024.

Lift while you rise!

Warm regards,
Gavin



DRIVING OUR SOCIAL AGENDA

DR ERNEST PERESU

ILLOVO'S SOCIAL
DEVELOPMENT DIRECTOR

With the Group's fast-expanding social development footprint across its African business, it was welcome news late last year that Illovo was to create its own social development directorate, and that Dr Ernest Peresu – Illovo's Chief Medical Officer since 2018 – had been appointed as its first director. Among other things, Ernest will drive thought leadership for our maturing social development strategy and activities. As well as work with our businesses to envision and shape multi-party community projects THAT deliver social upliftment outcomes. As a new directorate within the Group, and one that will also assume responsibility for our medical services, we caught up with him recently to unpack what all this means and how he sees his responsibility unfolding...

Ernest, congratulations on your appointment and behalf of our readers, we hope that you are beginning to settle into your new role.

AS AN OPENING QUESTION, WE WANTED TO UNDERSTAND WHAT YOUR PRIMARY FOCUS IS AND HOW THAT LINKS TO OUR THRIVING AFRICAN COMMUNITY PURPOSE?

"Thank you for this important opportunity and just to mention, I'm hugely excited and honoured to be appointed to this executive position and have already hit the ground running!

For me, I believe the role is a major statement by the business to find our "true north" in terms

of social development – in essence, our purpose. It underscores the point that the business understands that the communities where we operate, in society in general and in our value chain, face considerable economic and social challenges which governments alone are unable to solve. Therefore, they need the private sector and other partnerships to help them respond to these adversities.

Our priority right now is to build a team of people who have a greater understanding of the different social development contexts, nuances, and similarities in the communities in which each of our businesses operate, and to properly support our businesses through this understanding. Importantly, getting to grips with the unique hardships that their communities face whilst developing our own understanding as to how these may evolve to impact our own businesses are the next steps.

In one sentence, we need to configure ourselves well in a way that we influence and change the mindset of our leaders to put social development at the core of our business activities and our investments. This will determine what we do in our communities, where we put our money and most importantly, where we don't. We need to get our boots on the ground!"

WHEN YOU SAT DOWN WITH GAVIN DALGLEISH TO UNDERSTAND THE CONTEXT OF THE ROLE, WHAT DO YOU REMEMBER MOST?

"While we have made solid social development progress in specific areas, his greatest concern was that many of our current social development activities don't have long term sustainability – in other words, described as random acts of social philanthropy in response to major events such as unrest, floods, droughts, etc.

His key message was that as a private sector company, we have an important role to play in addressing the challenges we find in our businesses – with the caveat that these should be approached from a partnership point of view where the expertise and delivery of other parties involved creates compounded positive impact.

So, he really emphasised the fact THAT we should focus more narrowly on issues which are at the core of our businesses and where we can have the highest and most sustainable social development impact.

Once we were clear on our initiatives, we then needed to align them directly with local, national and global development agendas and to the wider sustainability agendas for sugar and at ABF. His primary message was that we needed to develop a network of co-collaborators, mobilise more powerful partnerships and work more closely with governments.

His simple example was that as a business we are not experts in housing but we can develop expert partnerships with NGO's, development agencies, academic institutions, funders, governments and so on, to solve for some of the housing issues we find on our estates."

SO ON THAT NOTE – HELP US UNPACK THE THOUGHT BEHIND THE BENEFITS OF DEVELOPING PARTNERSHIPS WITHIN SOCIAL DEVELOPMENT...

"I think simply, we want to play a catalyst role in developing, shaping and nurturing new partnerships that will enable us to access the value pools that emerge in these ecosystems. We believe that through this approach and by collaborating with the partners described above, we will be able to develop capabilities that others have already built or are building.

In practical terms, focusing on decent housing and affordable accommodation as an example, we have a massive opportunity to tap into the experience and expertise that already exists in other labor-intensive industries such as mining and agricultural industries like our own.

If we add the benefit of an academic partnership with a local university or other academic resource to this mix, we can collaborate at the intervention level of initiative conceptualisation. This, in turn, helps us to surface existing evidence from previous tried and tested work. Utilising this collaboration to measure and report on the social impact of our housing and other development projects carries more weight with external stakeholders due to their independence and positive public credentials. Consequently, this positively impacts our ability to attract other independent partners and stakeholders who bring their expertise and resources."

THIS SOUNDS LIKE A BIG PIECE OF WORK! HOW ARE YOU GOING TO STRUCTURE YOURSELF AND WHAT RESOURCES WILL YOU NEED?

"Before I answer that, I want to make the point that Illovo is very proud of the socially transformative work that it has already done and is leading currently. This includes our involvement in the Malawi "Shire Valley Transformation Project" and the incredible work going into the development of local Tanzanian growers to create their own cane businesses ahead of the commissioning of the expansion there. We have other great examples such as our work to establish the "Thriving Community Foundation" which in time, will grow to serve the various social development agendas of the countries where we operate and other great projects of scale such as LUSIP II in Eswatini and the Science, Technology, Engineering & Technology (STEM) project in South Africa.

DRIVING OUR SOCIAL AGENDA

So our work will focus on building out that platform to create something special at Illovo, best in class and totally responsive to the social development imperatives of our businesses across our various countries of operation.



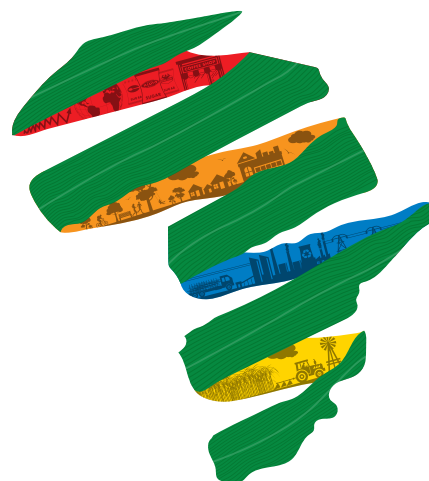
Local growers in Tanzania are to make a considerable impact in the expansion of Kilombero, increasing their own cane supply from 600 000 to 1.5 million tons of cane per annum. In time to come, the development of these farmers into commercial growers will have significant positive impacts on the social development of the region. Here a group of growers undergo a financial literacy course.

We are currently working on our social development operating model which must be configured in such a way as to provide strategic support to the country teams and to allocate resources that will help their businesses.

We need a strong team that is able to address complex issues in a strategic, big-picture thinking, and systematic way – a team that has energy, creativity, and listens to the voices in our country teams. Ultimately, some resources may be best at the Group level, but others will be better

placed in-country, close to where the fire is. And in this regard, I can see a closer relationship developing with our in-country Corporate Affairs and Communications Teams.

Our strategy focuses on the Group level, relying heavily on Corporate Affairs, estate support heads, and other key stakeholders for strategic guidance and support. This ensures that in-country execution is customised to specific needs”



ILLOVO
THRIVING
COMMUNITY

ANY FINAL COMMENTS?

“I think it is very important that we lift the lid on the communication of this work and get to our stakeholders in a way that captures their imagination and support. In this regard, I see our commercial and corporate brands working together and connected to our purpose-driven initiatives, to play a united role in sharing our narrative amongst our varied stakeholders who in turn, influence the environment where we operate – in a way that confers legitimacy upon our business activities.”

SBTI VALIDATION AT ABF SUGAR

ABF SUGAR DECARBONISATION JOURNEY HAS BEGUN IN EARNEST!

In response to the escalating impact of climate change both in Africa and globally, including shifting weather patterns and more frequent extreme events, Illovo Sugar Africa and the broader ABF Sugar Group are committed to safeguarding the future of our businesses, communities, and future generations.

The aftermath of Cyclone Freddy last year off the East Coast of Southern Africa serves as a poignant example of the devastating effects of climate change. The cyclone led to the closure of our Maragra sugar operation in Mozambique and caused severe damage to our operations in Malawi. Similarly, earlier this year, the Dwangwa region in central Malawi experienced unprecedented floods, resulting in loss of life and extensive destruction in the community, as well as detrimental impacts on our own fields and operations in the area.



The “after-shock” of the Dwangwa floods in Malawi which killed four people and resulted in massive destruction to Dwangwa town and communities – displacing many thousands of people, together with considerable damage to the Illovo agricultural estate, factory buildings and offices.



Greenhouse gas emissions are a primary driver of climate change. In 2018, ABF Sugar established decarbonisation targets under its Global Minds Local Champions sustainability framework with the aim of reducing our carbon footprint by 30%. To further align with the latest climate science, we are now transitioning to science-based targets (SBTs) through the Science Based Targets initiative (SBTi). This initiative offers a robust framework for setting emissions reduction targets based on current climate science, in line with the goals of the Paris Agreement to limit global temperature rise to 1.5°C above pre-industrial levels.

ABF Sugar has validated science-based targets with the SBTi. By embracing science-based targets, we are committed to reducing carbon emissions at our factories, in the fields, and during transportation. These targets will not only demonstrate our efforts in addressing climate change, but also showcase our commitment to innovation for long-term success, meeting the demands of stakeholders, customers, and society at large.

SBTI VALIDATION AT ABF SUGAR

Gavin Dalgleish emphasises the personal responsibility we all bear in addressing climate change and ensuring a sustainable future for the next generations. By setting science-based targets, ABF Sugar aims to significantly reduce greenhouse gas emissions with near-term goals and ultimately achieve net-zero emissions by 2050 across various aspects of our operations.

Says Gavin: *"I tend to take a personal view around climate change and look at 50 years down the line and imagine in my mind, what sort of future or living conditions am I bestowing on my son – what sort of world is he going to be living in, what hardships will he and his family face, will he have access to water – and so on. I think it is essential that we all take a personal view around climate change and look to the ways that we can personally start making a difference – if we don't, it will always be someone else's problem and yet another missed opportunity."*

ABF Sugar's commitments entail reducing emissions from forestry, land, and agriculture sources, as well as energy and industry emissions (see explanations below), through collaborations and initiatives along the value chain. These ambitious targets underscore our dedication to combatting climate change and contributing to a lower-carbon world.

WHAT ARE ABF SUGAR'S SCIENCE-BASED TARGETS?

Although the SBT's are set as Group targets, each business within the company will establish their own carbon reduction goals based on their specific operations. Some of the businesses under the ABF Sugar umbrella have already revealed their emission reduction strategies, each tailored to meet their individual needs. Although these targets may differ across businesses, they are all co-ordinated to support ABF Sugar's Science Based Targets.

ABF SUGAR HAS COMMITTED TO THE FOLLOWING TARGETS:

FLAG (FORESTRY, LAND AND AGRICULTURE)

- Scope 1 & 2 near-term 2030 target of 36.4% with Net-zero 2050 target of 72%
- Scope 3 near-term 2030 target of 36.4% with Net-zero 2050 target of 72%

E&I (ENERGY AND INDUSTRY)

- Scope 1 & 2 near-term target of 52% with Net-zero target of 90%
- Scope 3 near-term target of 30% with Net-zero target of 90%

Each ABF Sugar business will contribute to achieving the targets as outlined above, and its wider sustainability achievements.

Says Katharine Teague, ESG Director at ABF Sugar: *"We recognise the material risk that climate change poses to supply chains and businesses worldwide and the importance of the private sector's role in the transition to a lower-carbon world. Using 2018 as a baseline, we have already made significant reductions and invested in our decarbonisation roadmap and transition plan. Now, the validation of our SBTi targets marks another significant milestone – highlighting our drive to being a sustainable business that contributes to the fight against climate change."*

SO WHAT DOES THIS MEAN PARTICULARLY FOR ILLOVO AND ITS BUSINESSES?

As we continue this path towards reducing our climate impact, the validation of our SBTi targets marks a significant milestone in our sustainability journey. These endeavours reflect our collective commitment to achieving a more sustainable future and addressing the challenges posed by climate change.

The efforts toward achieving these targets involve individual businesses within the ABF Sugar division which includes Illovo businesses, collaborating with ABF Sugar on emissions reduction projects. With 27 carbon-saving projects identified, 15

approved for execution across six countries, and the potential to significantly reduce greenhouse gas emissions, Illovo is actively participating in the Decarbonisation journey.

“SCOPE” DEFINITION:

SCOPE 1:

Emissions from sources that a company owns or controls directly, e.g. nitrous oxide from soil or CO₂ emitted from the company’s fuel use.

SCOPE 2:

Emissions associated with indirect energy consumption – specifically from purchased electricity, steam, heat, or cooling from an external source, e.g. emissions caused by generating electricity for use in buildings.

SCOPE 3:

Emissions that are not produced by a company itself, and are not the result of activities from assets owned or controlled by them. Instead, Scope 3 emissions refer to emissions created by those within a company’s value chain, e.g. emissions associated with the transportation of goods and services used by a company.

THE TABLE BELOW SETS OUT THE DIFFERENCES BETWEEN FLAG AND E&I EMISSIONS, AND HOW THIS IMPACTS ABF SUGAR’S VALUE CHAIN:

FOREST, LAND AND AGRICULTURE (FLAG) SBT’s		
MEANING: Science-based targets that include land-based emissions reductions and removals	SPECIFIC FACTORS: SCOPE 1 • Cane burning • Cattle • Mobile fuel • Fertiliser • Soil SCOPE 2 • Purchased electricity	VALUE CHAIN: In ABF Sugar operations, these are present in: • Grower agriculture • MCP (own land operations) • Brought in raws & whites (Sugar)
ENERGY AND INDUSTRY (E&I) SBT’s		
MEANING: All other fossil-based/ industrial emissions	SPECIFIC FACTORS: SCOPE 1 • Mobile fuel/ own transport • Ethanol • Other fuels • Waste • Coal • Wastewater SCOPE 2 • Purchased electricity	VALUE CHAIN: In ABF Sugar operations, these are present in: • Transport • Manufacturing • Waste and wastewater



PEOPLE MATTERS

KIM USHER

ABF SUGAR'S CHIEF PEOPLE & PERFORMANCE OFFICER

PEOPLE & PERFORMANCE ANNOUNCEMENT NEW ORGANISATIONAL STRUCTURE

To support and enable the achievement of the ABF Sugar's strategic imperatives, we announced the People and Performance leadership team and the interim transitional structure. This structure was implemented to ensure continuity and delivery during the transition.

Throughout this transition phase, we actively engaged with numerous stakeholders across the division to finalise the People and Performance operating model, aligned to serve the Division's and the BU needs.

CHIEF PEOPLE & PERFORMANCE OFFICER

CHIEF PEOPLE & PERFORMANCE OFFICER		
Organisational Effectiveness Director Linda King	Talent Director Angela Eustace	Reward & Technology Director Kathy Pillay
OE Specialist Daryl Williams	Talent Management Specialist Kreshona Pather	Reward Specialist Tracey Olivier
OE Specialist Mike Davies	Talent Management Specialist Celeste Beath	Reward Analyst Vacant
OE Specialist Predhie Naidoo	Talent Management Specialist Vacant	Reward Analyst Vacant
OE Analytics and Governance Specialist Vacant	Talent Data Analytics Specialist Vacant	
Learning and Development Manager Vacant	Leadership and Talent Development Manager Vacant	
L&D Specialist (<i>Technology</i>) Justin Lowe		
L&D Specialist (<i>Solution Design</i>) Vacant		
L&D Admin Vacant		

This comprehensive process adhered to the requisite due diligence protocols, incorporating progressive consultation sessions, which have culminated in the placement of several key personnel within our People and Performance division.

The new People and Performance function will play an active role in setting strategic direction, effecting strategic operating model shifts, managing people development and performance, building succession, standardising key processes for the benefit of the whole, enabling governance for continual improvement, provision of specialist skills that add value and, partnering with the business to solve strategic problems in divisional and BU performance.

We are pleased to share that as we aim to ensure the One Centre People and Performance function is diverse and represents the markets in which we operate, there are a number of vacancies available. Over the next three months, we are dedicated to filling all remaining positions. These opportunities will be widely advertised across the ABF Sugar division, and transition support will be provided to guarantee uninterrupted business continuity. Attached is a full view of the People and Performance central structure as at 1 February 2024.

Please join me in congratulating these colleagues on their appointments and wishing them every success in the future!

KIM USHER		
HR Operations Director <i>(Incl ISA Exec BP)</i> Vacant	P&P Manager One Centre Vacant	ER / IR Head Horst Wortmann
Mobility Specialist Mcdonald Ngobese	P&P Business Partner Vacant	
HR Excellence and Governance Specialist Theana Whitehead	P&P Practitioner Sarah Jex	
HR Reporting Specialist Vacant	P&P Practitioner Jadine Appalsamy	
HR Systems & Data Specialist Nevoshnee Latchanna	P&P Administrator Carol Waghorn	
HR Systems Contoller Nonkosi Thunzi		



MAKING IT HAPPEN!



PAUL KENWARD

ABF SUGAR'S CEO

ABF SUGAR CONFERENCE NAIROBI, JANUARY 2024

ABF Sugar's senior divisional leadership from eight European and African businesses met for the first time as a group to **"MAKE IT HAPPEN"** over three days of conferencing aimed at getting the right balance between building new skills, committing to a pragmatic approach to excellence and fostering new and existing connections. Through a varied programme of developing an understanding of each others' divisional priorities and business-specific "must win battles", it was a great way to revisit the overarching ABF Sugar strategy which, as Paul reiterated, "is something we can anchor ourselves in as this is not going to keep on changing."

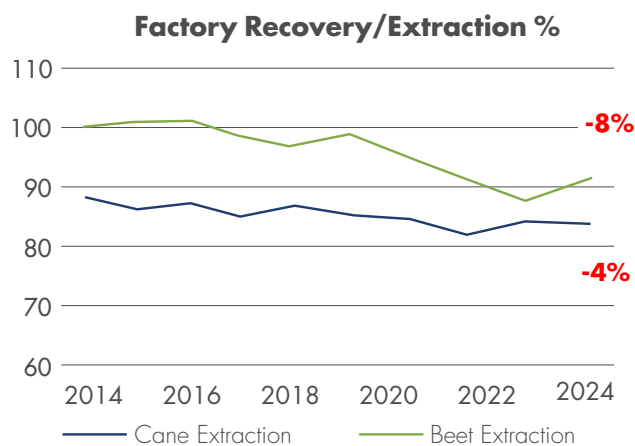
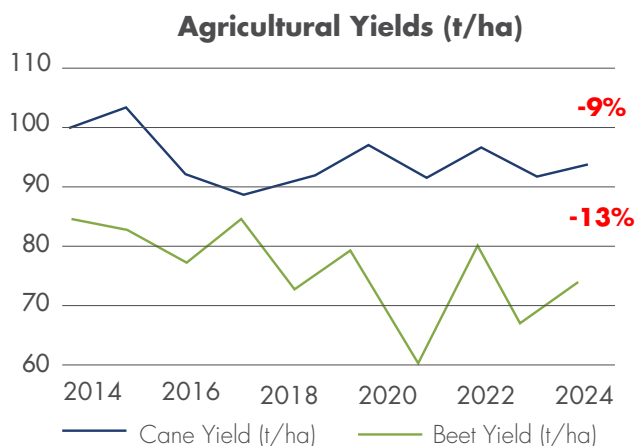
Bringing his important messaging to life, we share the essence of his opening presentation...
"From my point of view, we have to move from

strategy to action. My example is that if you take a look at sugar businesses in general, it's the ones that get things done that are successful – it's their ability to get things done that places some international sugar businesses way above their peers. But this can't be done in isolation, and hence the sub-theme of this conference is to **build lasting connections** among us all, so as a collective – with a great cross pollination of people across the Group – we **drive performance** and we take the responsibility to deliver – that's what matters!"

In scoping the way forward, Paul pointed to a marked and consistent positive trajectory in profit over the past five years, with a further big jump forecast for the current financial year to 31 August.




"Whilst this is a phenomenal achievement that we should be proud of, I hasten to add that we have been helped by very good market conditions supported by consistently strong world raw and refined sugar prices. We should be very careful about over-estimating our performance against great prices particularly against the background of declining agricultural yields, both beet and cane, and factory recoveries over the past 10 years. These are things that are in our control and by not producing what we are capable of, we are leaving a lot of money on the table, amounting to millions of pounds," said Paul.

OUR UNDERLYING PERFORMANCE ISN'T WHERE IT SHOULD BE



“And it’s not just financial. On safety, the gains we’ve made have plateaued and last year if we take our employee fatalities, contractor fatalities and 3rd party fatalities all into account, 93 people died in and around our businesses over the past 5 years. Safety is a particular passion of mine and as a strategic priority I have, with my executive team, focussed a lot of attention on creating a safe operating environment to prevent fatalities altogether, along with serious injury. This goes across the entire group – we have a massive duty of care to our employees and ourselves; we simply have to try harder and do better”, said Paul.

EMBRACING OUR THREE STRATEGIC PRIORITIES FOR CHANGE

- 1. BE A SAFE PLACE TO WORK 
- 2. GIVE CUSTOMERS WHAT THEY NEED 
- 3. BE AS EFFICIENT AS WE CAN BE 

It’s no surprise then that safety leads our three strategic priorities for change but it also goes hand-in-hand with giving our customers what they need and at the price they can afford, as well as

listening to their voices so that their requirements drive our business. As Paul says, “we have great opportunities to further invest in downstream products; equally we should continue optimising our commercial positions and for instance lead the competitors in our markets by developing an even stronger prepack portfolio. When it comes to efficiency, we need to create value by using fewer resources – such as coal, water, other natural resources, and power – to produce the same outputs. This also goes to ensuring that we fill our factories, we bring about portfolio changes to our existing business that create value and realise the great opportunities that exist around decarbonising our operations in Europe.

“All said and done, we have so much to go after that’s near and known that over the next ten years we could almost double our profit forecast for the current year, and the best part is that there is no need for risky investments nor transformative mergers and acquisitions. Among our other ABF divisions, we stand in an enviable position through our own people and processes such as our PIP programme as enablers, together with our communities as good neighbours, we need to unlock the investment that will get us there; we need to be better run and we need to show we can deliver better results,” said Paul.

VALUES, PEOPLE AND BEHAVIOURS	DRIVE FOR PROFIT GROWTH AND BUSINESS PERFORMANCE
 SAFETY LEADERSHIP AT ALL LEVELS	 AMBITIOUS STRATEGIES AND CLEAR DRIVE TO ACTION
 GREAT PEOPLE IN EMPOWERED, ACCOUNTABLE, EFFECTIVE TEAMS	 CUSTOMERS AND CONSUMERS DRIVE BUSINESS CHOICES
 PURPOSE AND VALUES ARE EXPLICIT AND LIVED BY ALL	 LEAN, EFFECTIVE, WELL-GOVERNED PROCESSES WITH CLEAR OWNERS



DRIVING THE SAFETY AGENDA AT ABF SUGAR

CLINTON LEE
ABF SUGAR'S SAFETY DIRECTOR

SAFETY, OUR #1 PRIORITY

It's been just on a year now that Clinton Lee, then filling the role of Group SHERQ Lead for Illovo, was appointed to head up the critically important safety portfolio within the ABF Sugar group. Now as Group Safety Director for our businesses in England, Spain and Africa, Clint's primary urgency is to prevent workplace fatalities across the wider group, and reduce the number and/or severity of injuries.

These imperatives are core to the comprehensive safety journey that has been initiated. Needless to say, Clint has had a busy year and we caught up with him to reflect on progress so far, the big developments that have helped him to do his job and just what it's going to actually take to achieve his most important KPI's...

"I must admit that my appointment, reporting directly into Paul Kenward's office for safety across the ABF Sugar group, came as a big surprise. However, more important to me was the recognition given to safety by the members of the ABF Sugar executive, who collectively recognised safety as The No. 1 strategic priority of the Group – so elevated in ranking above operations, commercial, finance, HR and so on.

This said to me, this team is SERIOUS about safety. To be honest, I couldn't have been happier to hear that and I understood immediately that with all of

the support I had from the executive and many others across the businesses, the time had come for us to lead something different, something with impact, something that would stop fatalities in our business. We carry a huge responsibility to ensure that all our employees return home unharmed after a day's work."

IN YOUR OWN WORDS THEN AND TAKING INTO CONSIDERATION THE VAST DIFFERENCES IN OPERATING ENVIRONMENTS ACROSS THE GROUP, HOW DO 'WE' ACHIEVE THAT?

"I'm glad you said "we" – this is not only about me nor the single responsibility of our safety fraternity across the Group; this is owned by each and every employee at ABF Sugar, including our contractors. As you would have seen, and applying the most current expertise and science in human safety across the globe right now, we have developed our own customised "Safety Journey" which stretches through to every part of the organisation, no matter what kind of work you do.

Clearly, there is weighted focus on our operations where we traditionally and still have the highest proportion of safety incidents, but safety applies to all of us whether we are in the factory or walking up a flight of stairs in an office - so equally as important."

AS MUCH AS WE HAVE TAKEN THE LEARNINGS OF SOME OF THE WORLD'S MOST PROMINENT EXPERTS ON SAFETY, THERE ARE A FEW GOLDEN RULES AT THE HEART OF OUR SAFETY PROGRAMME THAT, IF ALWAYS FOLLOWED, WILL REDUCE SIGNIFICANTLY THE CHANCES OF AN ACCIDENT:

ALWAYS BE ON THE LOOK OUT FOR POTENTIAL SAFETY INCIDENTS

These can happen at work, when you are in public transport or when you are playing at home with your children. This talks to developing your own intuition – seeing things that could go wrong and taking direct and immediate action.

MAKE THE RIGHT CHOICES

How often do we let our minds tell us that we are not in harm's way.

BUILD ACTING SAFELY INTO YOUR SUBCONSCIOUS BEHAVIOUR

So sitting at your desk, on a holiday, working in a cane field or driving a vehicle - be constantly aware of where a potential safety incident may be lurking.

LEARN TO CALL PEOPLE OUT WHEN YOU SEE THEM COMMITTING AN UNSAFE ACT

Irrespective of who they are, for example, your own superior.

NEVER UNDERESTIMATE THE POTENTIAL IMPACT OF A SINGLE SECOND OF IN-ATTENTION

When driving a car for example, one second of distraction could easily make the difference between life or death.

My overarching concern is that we each carry a deep-seated view of our own safety and/or risk profile – we need to look to ourselves, understand how we think about this and if not for our own safety, then be conscious of the outcomes of our own behaviour on other people.

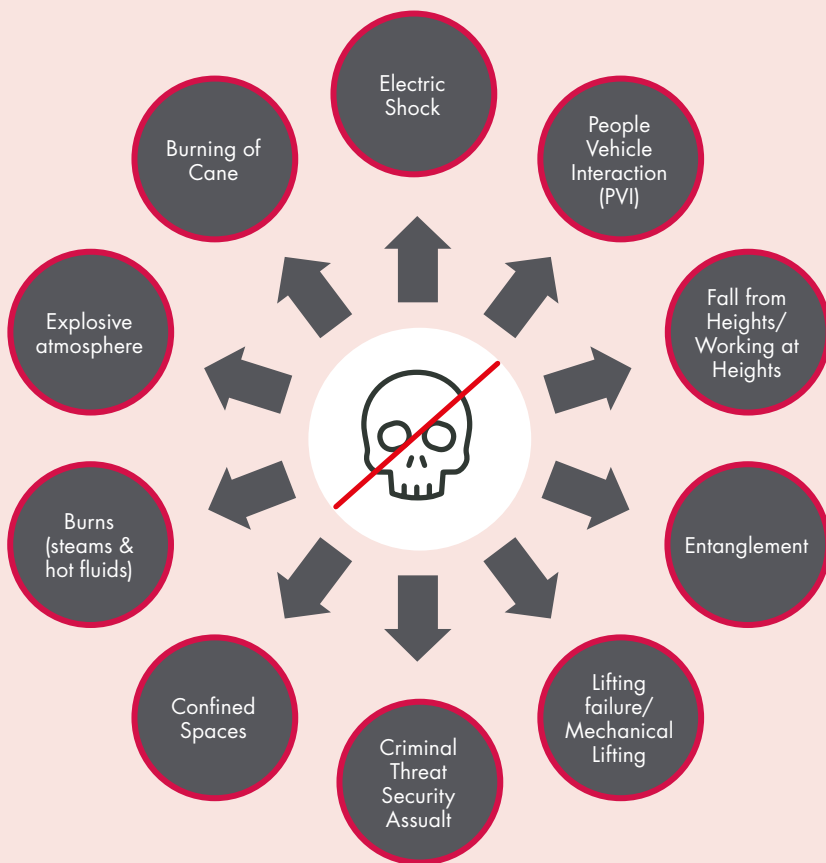
DRIVING THE SAFETY AGENDA AT ABF SUGAR

WHERE HAVE YOU MADE THE BIGGEST STRIDES SO FAR?

"Our single biggest focus in the Group is stopping fatalities wherever they might occur and this goes to the foundation of safety management, which

is actually risk management. With that intention, we've identified the top ten 'fatal risks' across the business and have developed standard controls that need to be deployed in advance to prevent fatalities, or serious injury from actually happening.

FATAL RISKS



The top 10 Fatal Risks across the ABF Sugar Division identified.

Standards developed to identify and close gaps that may result in fatalities in identified risk areas.

PROGRESS TO DATE

- Global Fatal Risk Champions and Site Fatal Risk Champions identified and engagements commenced in 2023
- All operations have completed the Site Self-Assessment training.
- Site gap analyses across all businesses to be completed within the next three months.

For example, a control in electrical shock prevention is regular maintenance inspections to ensure system integrity.

If you look at each of the risks, the controls obviously vary in effort aligned to their severity, or potential danger. And I must say that over this period it's been rewarding to see that our people in the business have moved quickly to take safety very seriously and have also taken the responsibility to identify their own situational risks, to build in preventative controls and most importantly to allocate resources such as budget to remedy the risk profile. As a business, we are also taking advantage of new technologies now at our disposal, such as the implementation of the SAP Enterprise Asset Management system across our factories. Among its various contributions to factory operations, it emphasises condition-based monitoring, offering early warnings for potential issues, which in turn helps us to plan ahead and to take advanced action to avoid a safety event. I must add however, that I'm deeply disappointed about the fatality that we had in the current financial year and it's a real concern that we have a such a high number Lost Time Injuries numbering 49 as at 1 March 2024. Despite the fact that the majority of these were of a very low-level consequence, a number were potentially fatal.

It would be amiss of me not to mention what we term as "third-party" accidents and to underscore the reality that our ongoing operations are intertwined with the communities around our factories and fields, particularly those in our African businesses. Against this background, I'm particularly pleased that we have made a concerted effort to apply utmost rigour to 3rd party safety investigations, the learnings from which we are using to put in preventative safety controls.

Needless to say though, whether it's one of our own people or a community member, the consequences of serious injury or death impacts the well-being and livelihoods of many people – we all have the same duty to prevent safety events from happening."

WHAT WOULD YOU SAY ABOUT SAFETY TO ALL OF OUR PEOPLE

"The key thing is that people need to believe that we can do this – we can stop fatalities and serious injuries but as much as we have launched the safety journey, we also have to take direct responsibility for our own risk mitigation."

SO ASK YOURSELF:

- What am I going to do? Is this a safe working environment?
- What tools and equipment will we be using, and are these safe?
- What can go wrong and are we safe?
- What am I going to do now to ensure that we do the job safely?

AND FINALLY, GET PERSONALLY INVOLVED!

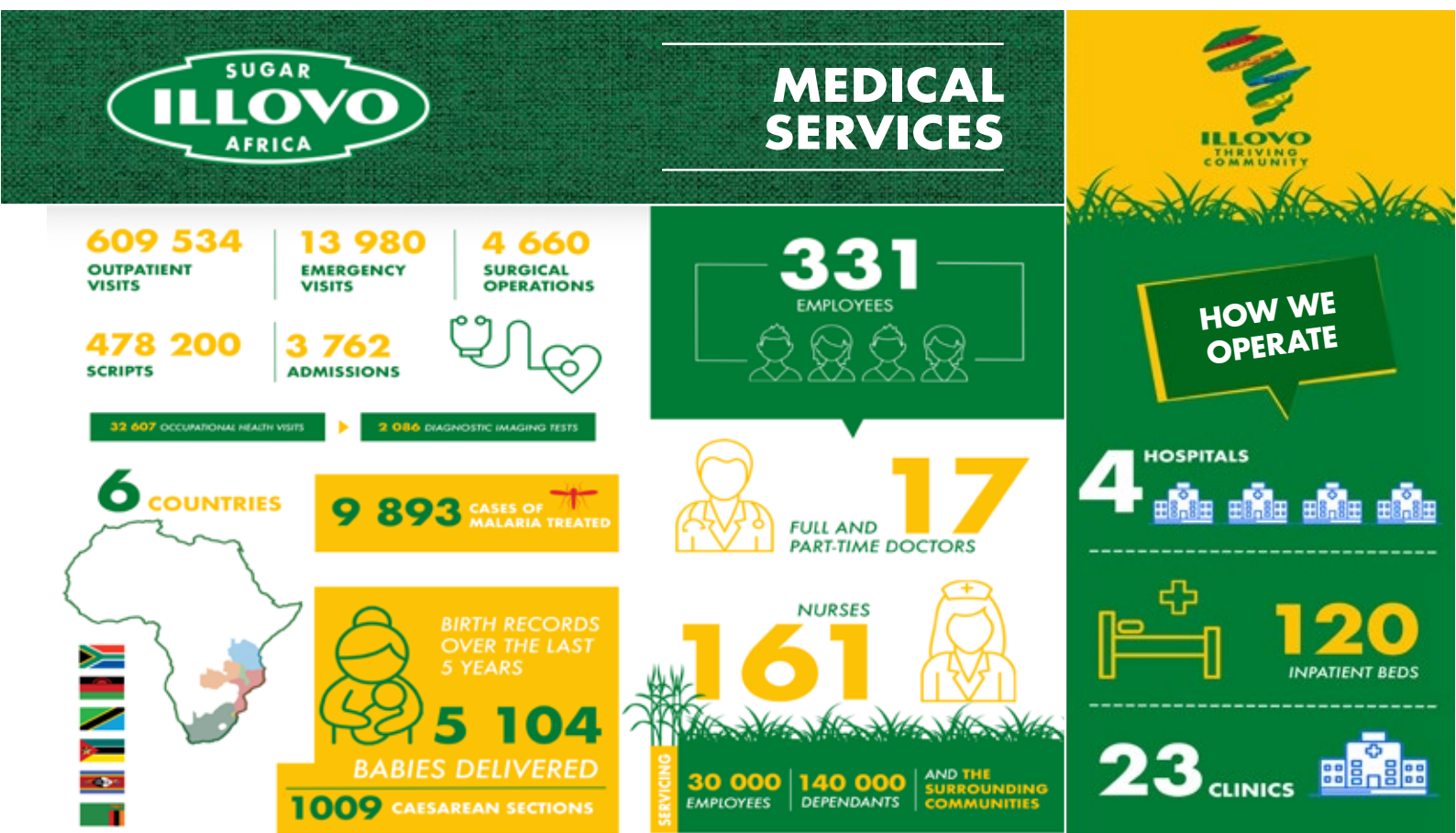
YOU BE THE LEADER OF
SAFETY, AT WORK
AND AT HOME.

MEDICAL SERVICES MAKING A BIG IMPACT

TAKING A BIG STEP FORWARD

Dr. Ernest reports that: "Over the past number of years, and working with public and other health medical authorities, Illovo has made an extraordinary dent in the number of opportunistic TB cases we diagnose across our business, falling from more than 100 over the past number of years to around about 10 per annum at each site. So marked has been the drop that the World Health Organisation itself has become deeply

interested in our infection prevention record and they have requested an opportunity to explore our model, which we welcome. This is a very important moment for Illovo because we can share our leadership in this area directly with our partners in the hope of bringing down the rate of TB infection in other African countries."



HELPING TO PREVENT TB ACROSS OUR BUSINESS

Towards the end of this month, our Medical Services teams across the Group celebrated World Tuberculosis Day. Our teams, working alongside local public health authorities, provide WHO-recommended quality screening as well as preventative, diagnostic and treatment regimens. As Dr. Kizito Gondo, acting Group Chief Medical Officer at Maragra says: "We operate in poorly resourced geographical areas where TB coupled

with HIV/AIDS is rife and our communities are at high risk of being severely impacted by TB infection. Through our commitment to create Thriving Communities, we support national efforts to reduce the prevalence of the disease by implementing comprehensive TB control initiatives at all our sites through partnerships with local TB control programmes."

24
MAR

World Tuberculosis Day

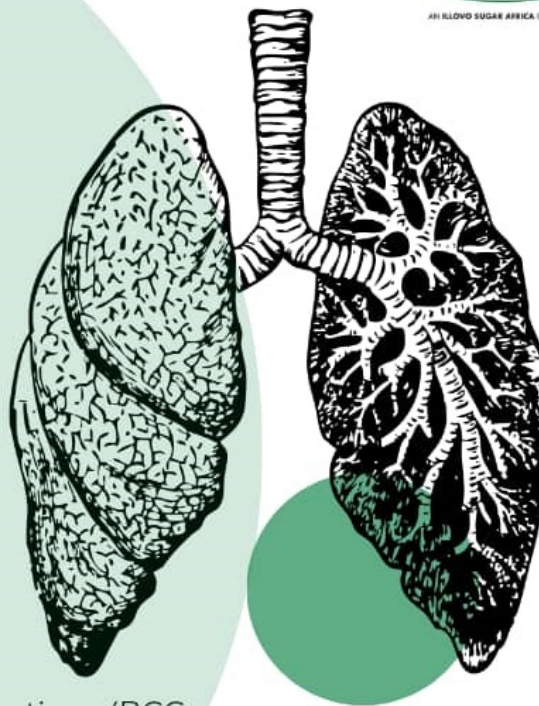


The theme for World Tuberculosis Day 2024 is **"Yes! We Can End TB"**

Can TB be prevented?

TB can be prevented through vaccination (BCG vaccine), early detection, and appropriate treatment. Addressing social determinants such as poverty and malnutrition is also crucial for TB prevention.

**Health is a human right, and by fighting TB,
we uphold that right for everyone, everywhere.**



ILLOVO SUGAR MALAWI

ILLOVO SUGAR MALAWI EXCO STAFF APPOINTMENTS

Illovo Sugar Malawi has remained committed to investing in key talent by developing employees through the acquirement of skills and experience that ensure higher capability levels and better overall business performance. Employees have

been given opportunities to advance their careers and this is evident in the recent appointments that have taken place within the business. Key highlights are the recent EXCO movements below:



CHUMBA MUNTHALI

Chumba Munthali was appointed as the Business Improvement Head, effective 1st January 2024. Chumba joined the company in 2008 as a Laboratory Manager, and post participating in the Group's MIT programme, was appointed as Dwangwa's Business Improvement Manager. He subsequently took on the position of Project Manager in 2020, significantly contributing to the successful implementation of the Tisinthe and Fit4Future programmes.



RICKY PILLAY

Ricky Pillay was appointed as the General Manager of Nchalo Estate, effective 1st March 2024, having previously occupied the role of Supply Chain Head based in Limbe. Ricky has an impressive 33-year journey with the Illovo Group traversing many roles including Business development Manager at Illovo South Africa and spending the last seven years within the Malawi business.



MAURICE NJOWOKA

Maurice Njowoka was appointed as the Supply Chain Head, effective 1st March 2024. Maurice has been an integral part of our team, serving as the Commercial Head from March 2020. His wealth of experience and expertise has significantly contributed to our undeniable success and growth, especially in the Commercial space. Before joining Illovo Sugar Malawi, Maurice served as the Group Route-To-Consumer Manager at the Group Head Office in Durban where he championed the development of multi-country Route-To-Consumer strategies, supporting top-line revenue growth.



NITA MUSYANI-CHIPETA

Nita Musyani-Chipeta was appointed as Commercial Head, effective from 1st March 2024. With over 13 years of experience in the commercial sector, specialising in marketing, Nita has demonstrated her expertise throughout her career. She previously held the role of Trade Marketing Manager showing impressive growth. Involved in many initiatives, Nita's adept management skills also contributed to Illovo Malawi's highest brand equity score of 91% in FY23, showcasing her commitment to excellence and brand building. Her appointment also brings up the female representation in the Exco up to 30% which is a milestone for the Company.

ILLOVO SUGAR MALAWI COLLABORATES WITH SOUTHERN REGION WATER BOARD TO TRANSFORM WATER ACCESS IN NCHALO AREA

In a transformative collaboration, Illovo Nchalo, in partnership with the Thriving Community Foundation, has teamed up with the Southern Region Water Board (SRWB) to tackle pressing water supply challenges in the Nchalo area. This initiative is geared towards addressing issues such as salinity, insufficient supply, and vulnerability in the existing water infrastructure. With a substantial investment and vigorous advocacy efforts, Illovo Sugar Malawi (ISM) has played a crucial role in securing government funding for the SRWB. This funding will facilitate the construction of new Water Treatment Works, slated to commence in the first quarter of the current year.

Upon completion, these works will empower the Water Board to expand its distribution network, granting access to clean water for more than 47,000 individuals, including residents in five additional villages and two estate villages under Illovo Nchalo's care. With Nchalo Estate serving as a key stakeholder for the future water system, the SRWB aims to extend its services in a sustainable manner, reaching out to more low-income customers through community kiosks. The anticipated completion date for the new Water Treatment Works is April 2025, signifying a significant milestone in enhancing water accessibility and quality for the Nchalo community.



ILLOVO SUGAR SOUTH AFRICA



IT'S ONWARDS AND UPWARDS FOR NOODSBERG

The transformation efforts at Noodsberg are yielding promising results, marking a turnaround in its fortunes. As the 2023 crushing season concluded, the site celebrated several noteworthy accomplishments, signalling progress not only in factory performance but also in off-crop activities.

Among the remarkable achievements, Noodsberg recorded its lowest coal usage since 1998, achieved its best Overall Time Efficiency (OTE) since 2015, and packed the highest volume of refined sugar since 2017. Despite these strides, General Manager Duduza Madlala remains modest, acknowledging that while progress is evident, the site's aspirations are yet to be fully realised.

Enhancements in equipment reliability, operations, and maintenance, as well as Operating Model Enhancement (OME) changes, have been instrumental in driving Noodsberg's improvements. Improved boiler efficiency, attributed to reduced bagasse moisture and optimised factory operations, has led to a substantial decrease in coal consumption, a significant breakthrough for the site.

Focused efforts on key boilers, coupled with proactive maintenance strategies, have contributed to enhanced operational stability. Additionally, structural changes implemented during OME, such as the reinstatement of specialised engineering roles, have bolstered stability and efficiency across the board.

The dedication and resilience of the Noodsberg team have been pivotal in overcoming challenges, exemplified by their innovative response to a Turbo Alternator failure. Capital project execution has also seen marked improvement, with ongoing initiatives aimed at fortifying performance and reducing production costs.

The onset of the off-crop season in October 2023 saw heightened in-house prefabrication work, resulting in early progress and cost savings. Proactive planning and procurement further streamlined operations, ensuring readiness well in advance of previous seasons.

Looking ahead, Operations Head Rainer Talanda expresses confidence in the Noodsberg team's ability to execute strategies and achieve greater success, buoyed by robust support from ISSA Exec and the Group. Notably, improvements extend beyond factory performance, encompassing effluent management and stakeholder relations.

Madlala attributes the site's turnaround to collective ownership of the strategy by leadership and staff, fostering a positive and collaborative environment. This shared commitment to excellence epitomises the ethos of "Team Noodsberg," where unity and dedication drive collective triumphs.

Indeed, teamwork lies at the heart of Noodsberg's success story, where collaborative efforts continue to propel the site towards its envisioned future of sustained growth and prosperity.

STEM PROJECT LEARNERS SHINE WITH THEIR MATRIC RESULTS

After years of commitment and resilience by matriculants across South Africa, the results were finally released on 19 January and the learners from Illovo Sugar South Africa's adopted schools across KZN had much to celebrate.

ISSA runs a Maths and Science project for Grades 10, 11 and 12 in four high schools close to its mills. The intention is to improve maths and science results of the learners in these schools to enable them to pursue careers that can eventually benefit ISSA.

Says Malithatwe Nombewu, ISSA's Communications and Social Impact Manager: "ISSA invests a significant amount of time and effort into this project so we were keen to see what this year's matric results will be like, and our learners did not disappoint."

Gobizembe from KwaSwayimane near Noodsberg recorded a 92% pass rate; Lamontville High from Lamontville clocked 81%, Mabomvini from Eston recorded a 96% pass rate and Sihle from Sezela celebrated a pass rate of 85%. With the exception of Sihle, all three schools' results were an improvement on 2021 and 2022.

In addition to the school's overall pass rate, their maths and science results also improved, with the exception of Lamontville. Says Malithatwe: "The kind of improvements we are seeing are exactly what we hoped this STEM project would achieve. We are very encouraged by the progress."

Assistance provided to the schools via the ISSA project includes extra maths and science classes on Saturdays, teacher workshops and science experiments. "It is a significant effort and the results speak for themselves," says Malithatwe, adding that a total of 172 learners from the four schools achieved Bachelors passes.

Some of the top achievers from these schools are now part of the selection process for ISSA bursaries for studies that include engineering, finance, computer science and agriculture. Managing Director Ricky Govender congratulated the learners. "The commitment shown by our implementing partner ScienceCEO, teachers, parents and, of course of all our students has brought us these results. We are so proud. We want to enable these learners to reach their full potential, and to come back to their communities and do well, maybe even join the ISSA executive team in the future," said Ricky.



KILOMBERO SUGAR COMPANY



KILOMBERO'S EXPANSION PROJECT TAKES SHAPE



Tanzania, like many other countries, has experienced a consistent increase in sugar demand over the last few years with the growing population contributing to the rising consumption of sugar in the country.

To reduce reliance on sugar imports and achieve sugar-sufficiency, the Tanzanian government has implemented several initiatives and policies to boost domestic sugar production. The government has actively encouraged local and foreign investments in the sugar industry to expand production capacities and increase sugar production. In supporting government in its goal of achieving sugar-sufficiency by 2025, Kilombero Sugar Company embarked on an Expansion Project worth USD 292 - TZS 732 billion.

The completed project will see the Kilombero crushing at 420 tons of sugarcane per hour and is expected to increase sugar production by 144,000 tons, reaching 271,000 tons per year once production is steady. In order to meet the demand of the new factory, the Kilombero growers will further increase their cane supply with growers expected to more than double their supply from the current 600,000 tons to 1,500,000 per year.

Currently, the Company sources cane from a total of 26,000 hectares of sugarcane plantations.

10,000 hectares are owned by the Company while an average of 16,000 hectares are from the Growers within the Kilombero Valley. The growers contribute 45% of the sugarcane processed by the mills.

In addition to the increased production and cane supply, the expansion project is expected to contribute to the government's revenue through tax payments, amounting to approximately 150 billion Tanzanian shillings per year, compared to the current 54 billion Tanzanian shillings. As a shareholder in KSCL (Kilombero Sugar Company Limited), the Tanzanian government also receives dividends through its 25% stake in the Company.

The project is making steady progress, with construction gaining momentum and procurement of equipment well underway. As at the end of January 2024, the overall expansion project progress stood at 75%, and we anticipate commissioning in October 2024 (subject to rain delays). Upon steady production, the Company will more than double our sugar production from the current annual average of 130,000 tons to an annual average of 271,000 tons. This project not only makes Kilombero Sugar stronger for the future but creates several other positive impacts and multiplier effects to the surrounding communities as well as the country, while maintaining their position as a leading sugar producer.

ENGAGING WITH OUR KILOMBERO GROWERS

Since its privatisation in 1998, Kilombero Sugar has undergone remarkable growth, increasing sugar production from an average of 30,000 tons per annum to an average of 130,000 tons at present per annum, under the well-known brand - "Bwana Sukari".

While owning its own plantations covering around 10,000 hectares, Kilombero collaborates with small-scale sugarcane growers in the Kilombero Valley, who grow their cane on approximately 16,000 hectares of land.

Currently, around half of the sugarcane required for production is sourced from approximately 9,500 small-scale growers, vide a Cane Supply Agreement. The revenue-sharing agreement in place ensures growers receive payments based on sugar and molasses sales while also considering market conditions. The price paid by Kilombero to sugarcane growers per ton is the highest in Tanzania. These growers, hailing from surrounding communities, bring their sugarcane through 17 geographically located Agricultural Marketing Co-operative Societies (AMCOS).

Purchases from Kilombero Valley growers have soared from 140,000 tons in 1998 to 666,012 tons in the 2021/2022 season, making it the highest amount of cane to ever be supplied. Remarkably, Kilombero paid these growers around TZS 70 billion during that season and TZS 75 billion in the 2022/23 production season.

While growers independently manage their agricultural activities, including planting and harvesting, they are closely monitored by the regulator of the sugar industry - Sugar Board of Tanzania (SBT) and the Tanzania Cooperative Development Commission (TCDC).



Abdulkaid, a councillor for Kidodi Ward, is one of many new growers who will be supplying cane to the new expanded Kilombero factory. Here he meets Paul Kenward, CEO of ABF Sugar at a recent and well attended, local growers day.

Kilombero actively supports the capacity building of AMCOS and growers by facilitating collaborations with key stakeholders, offering education and financial services. Institutions such as the Tanzania Agricultural Research Institute (TARI), particularly the Sugar Research Institute (SRI), work closely with these growers and the Financial Sector Deepening Trust (FSDT) in building capacity on Governance and financial literacy.

In extension services, the company has significantly improved the structure of the Grower's Agriculture Department, now equipped with Grower Support Managers leading Extension Officers in different geographical zones, a Grower Optimisation Manager, a GIS Specialist and a Community Relations Specialist.

With the ongoing Expansion Project, growers are expected to contribute up to 1.5 million tons of sugarcane, while Kilombero will contribute 1 million tons, producing a total of 271,000 tons of sugar annually once production is steady. This will almost triple the amount sourced from Kilombero Growers. Additionally, the number of growers is projected to double to approximately 16,000, resulting in their income rising to about TZS 165 billion by 2028/29, a significant increase from the TZS 75 billion earned in the 2022/2023 season.

In conclusion, fostering a stable and robust sugar market is vital for the prosperity and sustainability of both Kilombero and the sugarcane growers in the Kilombero Valley.

UBOMBO SUGAR LIMITED

TIBIYO, ABF SUGAR AND UBOMBO SUGAR COMMIT TO RESOLVING SUGAR INDUSTRY CHALLENGES

Dr. Absalom Themba Dlamini, Managing Director of Tibiyo Taka Ngwane, hosted a significant visit from Paul Kenward, the Chief Executive Officer of ABF Sugar, to address various issues facing the country's sugar industry. Joining them were Muzi Siyaya, the Managing Director of Ubombo Sugar, alongside executives from Illovo Sugar and ABF Sugar.

Muzi facilitated key discussions which covered a wide array of topics crucial to the sector's advancement, including finding solutions to challenges encountered by cane growers, enhancing production capacity, exploring opportunities for sugarcane beneficiation, and contemplating methods to bolster power generation to augment production levels.

Ubombo Sugar Limited, established in the 1950s, stands as the oldest miller-cum-planter in the country, situated in the sugarcane-rich town of Big Bend. With Tibiyo Taka Ngwane holding a 40% share and Illovo Sugar Africa owning the remaining 60%, the Company has a strong foothold in the local sugar industry.

There was also a keen focus on exploring avenues for sectoral expansion, with Dr. Dlamini extending gratitude to Ubombo Sugar Limited and Illovo Sugar Africa for appointing a local to lead the Company. He underscored the significance of local representation and envisioned robust collaboration between major shareholders to achieve shared objectives, including diversifying into other by-products such as power generation. Dr. Dlamini further addressed the challenges

posed by external factors like climate change, acknowledging Ubombo Sugar Limited's resilience in mitigating these challenges. Paul, in his second visit to the country, acknowledged the strides made by Ubombo Sugar Limited under Muzi's leadership and urged the team to intensify efforts to enhance yields, ensuring the long-term sustainability of the business.

The visit also included a tour of sugarcane fields and discussions regarding the development of LUSIP II, as well as a dinner engagement which provided an opportunity for conversations regarding future investments, with a focus on effective strategy execution for sustained growth. Safety concerns were emphasised, reaffirming the Company's commitment to providing a secure working environment for all its employees.



EMPOWERING EMPLOYEES THROUGH EDUCATION

In the true essence of “Empowerment”, Ubombo Sugar entered a ground-breaking partnership with two national Education Development Centres, aimed at empowering USL employees to close literacy gaps and to help those who never completed their high school education. The initiative reflects Ubombo’s commitment to supporting the educational growth and development of its employees.

The partnership with Emlaladini Development Centre is designed to provide educational opportunities for employees who may have faced challenges in completing their high school education. The institution offers correspondence secondary education which is offered in a form of open and distance learning.

This initiative not only benefits individual employees but also contributes to the overall success of the business. By investing in the education and development of the workforce, Ubombo is fostering a culture of continuous learning and growth as employees who participate in these classes will have the opportunity to improve their job performance, advance their careers, and enhance their overall quality of life.

The programme will offer a variety of classes tailored to meet the diverse needs of employees. Whether someone is looking to earn their high school diploma or improve their literacy skills, there will be resources available to support their educational journey. This partnership ensures that these classes are taught by qualified instructors who are dedicated to helping employees succeed.

The programme has been received with enthusiasm with over 300 employees registering with the Learning and Development Centre.



ZAMBIA SUGAR

COMMISSIONING OF THE NEW NAKAMBALA TARRED ROAD!

As Zambia Sugar commemorates its 60th anniversary, a milestone was reached with the commissioning of bituminous standard roads, a first in the nation's history. The inauguration of the 4.5km bituminous road took place on 7 February and was officiated by Honourable Gary Nkombo, Minister of Local Government and Rural Development, and Mazabuka Area Member of Parliament, alongside Zambia Sugar Managing Director Oswald Magwenzi.

Addressing the gathering, Oswald expressed profound significance of the occasion, stating, "Today marks a realisation of our collective dreams. It's a momentous day for all of us! Our focus extends beyond mere road construction; it's about ensuring safety for all road users, including pedestrians, and enhancing the aesthetic appeal of our living and working environment. These roads benefit not just the estate residents but also visitors from within and outside Mazabuka."

Highlighting the broader vision, he emphasised that the commissioning of Nakambala Road marks the commencement of an ongoing road upgrade initiative, aimed at transforming Nakambala into a beautiful and safe estate. He affirmed the Company's commitment to continuous improvement, signaling the first phase of a comprehensive road upgrade program.

Furthermore, Zambia Sugar reiterated its pledge to collaborate with the government and local authorities, extending the road improvement programme beyond Nakambala to positively impact the entire district.

In his address, Minister Nkombo expressed excitement about the development, applauding the swift execution of the project and Zambia

Sugar's unwavering resolve. He commended the Company's consistent partnership with the government, praising its commitment to collective progress.

Acknowledging the significance of the occasion, Minister Nkombo underscored that the road commissioning represents the initial phase of Zambia Sugar's broader development agenda for Nakambala Estate. He affirmed the Company's commitment to ongoing road upgrades, reflecting a long-term dedication to community enhancement.

Moreover, Minister Nkombo seized the opportunity to express gratitude to Zambia Sugar for its substantial support in the national fight against Cholera. He lauded the company's generous contributions of K3.5 million in medical supplies and Mazabuka's additional K1.6 million worth of goods, reinforcing their commitment to public health and community welfare.

The Nakambala Road commissioning ceremony witnessed attendance from Zambia Sugar staff, government dignitaries, including Mazabuka District Administrative Officer Timothy Mulenga, Deputy Mayor Saul Mwiinga, Director of Housing and Social Services Ireen Kayuni, and other officials, highlighting the collaborative spirit between public and private sectors in driving local development initiatives.



NAKAMBALA BOILER FOUR UNDERGOES REFURBISHMENT

At Nakambala, high-pressure water tube boilers play a crucial role in generating superheated steam, which serves various functions within the facility. Initially, the steam acts as the prime mover for turbines, facilitating both cane milling and power generation. Subsequently, it is utilised for heating purposes, aiding in the sugar production process at lower pressures and temperatures.

The water tube boiler employed at Nakambala operates through a system where water circulates within a network of tubes, heated externally by combustion. Bagasse, a form of fuel, undergoes combustion inside the furnace, generating hot gas that heats water within the steam-generating tubes. The heated water ascends into the steam drum, where saturated steam is drawn off the top and then superheated through a superheater before being used to drive turbines.

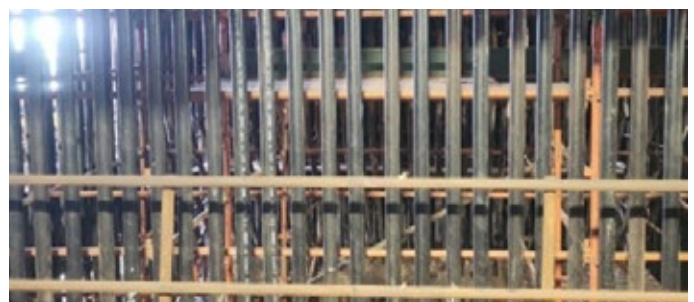
The Nakambala Boiler House comprises two high-pressure boilers operating at 31 bars pressure with a final steam temperature of 410°C, along with four additional high-pressure boilers operating at 17 bars pressure, yielding a final steam temperature of 263°C. The steam produced at 17 bars pressure is pivotal for powering cane milling tandem turbines and generating electricity, with an installed capacity of 10MW.

One of the boilers, Boiler 4, manufactured by Clarke Chapman in 1977, plays a critical role,

boasting a maximum continuous rating (MCR) of 68 tons per hour. However, over time, the forest of tubes within the boiler has faced degradation due to sandblasting by the heating gas, leading to tube failures. Consequently, as more tubes fail and are plugged, the boiler's efficiency diminishes, jeopardising optimal crushing operations.

To address these issues and ensure compliance with Pressure Equipment Regulations, Illovo Group standards, and Engineering standards, a decision was made to retube Boiler 4. The Original Equipment Manufacturer (OEM), John Thompson, was contracted for this refurbishment project. The scope of work included supplying and installing boiler tubes to the correct specifications and codes, with authorisation from the Local Pressure Vessel Regulator.

Local contractors, Quamech Engineering Services and Pasi Skinner Enterprises, collaborated with the OEM to provide skilled labor for erecting scaffolding, general tasks, and transportation services. Scheduled for commissioning in late March, this project is expected to bring several benefits to the business, including extending the operational life of the 1977 Boiler, enhancing boiler efficiency, and averting unscheduled downtimes, thereby ensuring the continued production of sugar.



SUMMITTING DIVERSITY



ILLOVO SUGAR AFRICA'S EXPEDITION TO THE TOP OF KILIMANJARO!

GENDER EQUALITY EXPEDITION

A big congratulations to 16 of our own employees who have been chosen by their businesses to participate in a "once in a lifetime" adventure, by climbing Mount Kilimanjaro in Tanzania, Africa's highest mountain peak! This is an awesome pioneering venture arranged by Illovo to summit this iconic climb in the name of diversity, gender equality and in the spirit of adventure with two employees selected from each of our African and European businesses.

Our climbing team not only embodies the spirit of unity in diversity; it's also about each member serving as ambassadors and catalysts for change and that change is all about teaming up with Trek4Mandela, which, in addition to honouring Nelson Mandela's living legacy, is also dedicated to supporting the Caring4Girls programme. This program provides access to menstrual products for girls in some of Africa's poorest countries.

Quoting Trek4Mandela, research has shown that girls from poor backgrounds could miss up to 50 days of school each year due to menstrual related challenges. According to UNICEF, girls' education and empowerment literally saves millions of lives - more educated women tend to be healthier, work and earn more income, have fewer children, and provide better health care and education to their own children.

Our collaboration with these two organisations will enable a year's supply of menstrual products to almost

20 000 girls over the next year within the countries we operate, a region which evidences alarming statistics in the prevalence of "period poverty".

Aligned to our own Thriving African Community purpose, the Illovo Kilimanjaro Expedition is set to transcend the physical challenge of our own employees – it also embodies a voyage of personal transformation and empowerment, and through their conquests will provide a valuable prompt to us all of the power of collective action, and of dreaming big!

It's also a reminder of the message recently sent by Gavin Dalgleish, sharing the words of Nelson Mandela who quoted Marianne Williamson as he was released from prison, on the 11th of February 1990:

"Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness, that most frightens us. We ask ourselves, Who am I to be brilliant, gorgeous, talented, fabulous? Actually, who are you not to be? You are a child of God. Your playing small doesn't serve the world."

To our intrepid mountaineers from Eswatini, Malawi, Rwanda, South Africa, Spain, Tanzania, UK, Zambia – GO BIG, holding the hand of Madiba's enduring spirit!

Good luck to you all!

MEET OUR TREKKERS



Abigail Tendayos
Farm Manager



Alicia Espejo-Saavedra
Legal Counsel



Ahimana Zubelle
Warehouse Controller




Chishala Musonda
Production Foreman




Daryl Williams
OE Specialist



Ernest Peresu
Social Development Director



Geoffrey Mwinuka
Grower Support Officer



George Moonga
Office Messenger



Judith Munsami
Maintenance Planner



Lilian Shayo
Production Team Lead - K4
Factory Readiness



Lindiwe Dlomo
Category Buyer




Lunga Mthuli
Lead Artisan - Mechanical



Mzwandile Magagula
Projects Manager - Business
Improvement



Pablo Puerta Vizcaino
Supply Chain Director



Ricky Pillay
Nchalo General Manager



Zandile Mkhathshwa
Hospital Administrator



ILLOVO

NETWORK NEWS



KILOMBERO
SUGAR COMPANY

