



Spotlight on Commercial.
Exciting Array of News from our
Centre and across our business.

NEWS FROM THE CENTRE

Catching up with Andre Lubbe - Group Commercial Head	04
Reporting on the Group Commercial Conference	08
Reorganising ISSA'S Downstream Businesses	10
Developing Our Future Leaders	12
Welcoming Group ExCo to Kilombero Sugar!	16
Recognising Our Safety Ambassadors	18
Progress In Agrcultural Excellence	20
Raring To Go For A Good Cause	22
We Are Connected	28

NEWS FROM OUR BUSINESSES

ILLOVO SUGAR MALAWI

Maize Donations Bring Relief to Stricken Households at Nchalo and Dwangwa	30
Sweet Success: Illovo Sugar Malawi's Sales Drive	32

ILLOVO SUGAR SOUTH AFRICA

The customer is king!	34
Illovo Sugar South Africa hosts inaugural stakeholder breakfast	36

KILOMBERO SUGAR COMPANY

Kilombero digs deep to assist district flood crisis in Morogoro region	38
Celebrating International Nurses Day at Kilombero Sugar Hospital	39
Kilombero Sugar Unveils SAP S4 Project	40

UBOMBO SUGAR LIMITED

Ubombo's SHERQ team hosts Food Safety Seminar	42
Ubombo 2024 Suppliers Day a great success!	43
Ubombo partners with the Eswatini Revenue Services to educate employees on "Pay As You Earn"	44

ZAMBIA SUGAR PLC

Whitespoon Brand Health	46
-------------------------	----

49



Andre Lubbe

A steadfast journey of strategy and execution to commercialise the business.

We took the time out recently to connect with Andre Lubbe, Illovo Sugar Africa's Group Commercial Director, ahead of the commercial

team's biennial commercial conference in Durban in June. This comes around seven years on from the commencement of an extraordinary journey of commercial muscle building, evidenced today by vibrant African market places for our quality and branded sugar products, with loyal consumers and customers; together a well-oiled exports division which focuses primarily on supplying neighbouring regional markets, together with exports to international customers.

ANDRE, THANK YOU FOR SPEAKING TO US. YOU JOINED ILLOVO IN 2017 - IN YOUR OWN WORDS, WHERE DID IT ALL BEGIN?

Thank you for this opportunity, I'm really keen to share some of our commercial experience over the past number of years, speaking as well for all of our team members across the group. However, I think it's important that we start by looking forward as to what lies ahead for commercial. I believe, having come this far, it's our next set of challenges that we need to get right otherwise we could easily lose our ability to continue serving our markets. And if that happens, the likely revenue losses could potentially jeopardise the long-term success and financial sustainability of the business.

For me it's about recognising that we are on a continuous journey and to remain relevant, my first priority is to ensure that we continue to strengthen our existing commercial muscle, as we have up to now. 2nd priority is the development of "sourcing" muscle so that we become a reliable supplier of sugar not only off our own production base, but also via sourced sugar from other supply chains. These are important pre-requisites for priority #3 which is to grow our supply footprint

across Africa, so that we truly live out our advocacy purpose of supplying African Markets with African Sugar. I'm also very excited about the commercialisation of South Africa's downstream businesses and the commercial opportunities which will arise out of its sugar optimisation project.

What gives me confidence about achieving these goals amounts to a couple of things, but most recently I was extremely pleased that we grew revenue to a record R11 billion in the six months to 29 February 2024, which came off the back of good domestic sales volumes. It was not all plain sailing with marked currency devaluations across our businesses but we took some well-timed decisions to manage local pricing in order to compensate partly for consequent cost inflation.

WHAT ARE THE OTHER "COUPLE OF THINGS"?

I am particularly proud of our strong Route to Consumer (RtC) development and the revenue growth capabilities that go with it; the creation and execution of our small format prepack strategy selling 426 million units across our markets since inception; together with the capability development of our people.

In the first instance, our journey to date has been defined by the strategy to "Unlock Growth" supported by our "Seven Commercial Imperatives" – simple, clear, unequivocal and achievable – and launched



across the group to drive adoption. **Affordability + Availability = Accessibility** became our commercial mantra at the start because getting that right, was the key to properly serving our consumers.

All of this was developed into a well-defined and articulated strategy, and then into an achievable execution plan to deliver sustainable and profitable volume growth, both at an overarching group level and within our consumer facing country businesses in Tanzania, Zambia, Malawi & South Africa. Built into the strategy at the outset was a deliberate intention to develop real connection among the businesses themselves, and among the businesses and Group, so we have one centre for alignment and the prioritisation of a group strategy via our strategic pillars.

If I look back at some of the successes, these were preceded by a concerted effort to improve our game across many facets of the Illovo commercial landscape. This included work to influence product quality and packaging at the factory level, as well as to look at our own game by adapting to local market preferences which among many other positive outcomes, led us strongly into our prepack strategy focused on providing quality, branded sugar in various pack sizes across the full range of price points.

And then to my second highlight, the "big hitter" as far as I'm concerned, was our highly-successful journey into small-format prepacks, now offered across our domestic markets. Taking Kilombero Sugar as an example, the 50 gram sugar prepack – dubbed as "Kitam Tam"

which means "sweet, sweet" and is also available as a strip pack – has taken the market there by storm becoming an absolute winner among many consumers. Again, and back to our mantra: availability + affordability = accessibility.

I must emphasise and going back to what I said earlier, we could not have achieved these wins without the strong and durable backbone of our "route to market" strategy together with the full development of our "route to consumer" journey. Those two maturities were the two big pieces in my mind as far as growing our revenue opportunity base was concerned. Launching our Winning Outbound Logistics Organisation (WOLO) was next, focused on operating our outbound logistics function in a cost effective and customer-centric way; and following that, the role out of our "Winning Sales Organisation" initiative, consisting of a series of sales "playbooks" which became the go-to tools for customised and common sales training modules for all our sales teams.



REFLECTING BACK ON RECENT HISTORY, THE PAST THREE OR FOUR YEARS HAS BEEN A TUMULTUOUS TIME FOR BOTH THE WORLD, WITH THE ADVENT OF COVID IN 2020, AND SOUTHERN AFRICA ALONGSIDE IT WITH SEVERAL WEATHER AND OTHER DISRUPTIVE EVENTS ACROSS OUR REGION. HOW DID “ILLOVO COMMERCIAL” FARE OVER THIS PERIOD?

Thankfully, and to Illovo’s credit, we took every step possible to keep our agricultural and factory operations safe and with sugar in our warehouses, albeit it at lower levels, we looked to continue supplying our domestic markets at whatever level we could. With our “where to play” priority and where possible, we also moved quickly to fill production deficits in Zambia and Malawi where other producers were not able to produce enough sugar of their own.

What this did, and post COVID, was to move our domestic supply to a new “high-water” mark and for example in Zambia, our domestic sales there have risen over the period from 170 000 tons of sugar per annum to more than 260 000 tons today. This is a fantastic achievement in an odd sort of way, all precipitated by COVID!

But to the question, COVID was not our only challenge. During the past 3 years in Kwazulu-Natal, we experienced public rioting in July 2021, and flooding the next. Over a similar period, cyclones Eloise, Ana and Freddy have wreaked havoc across our operations, particularly in Mozambique and Malawi, and the past phase of EL NIÑO has brought unending rains to the region, particularly in Tanzania and to the detriment of our operations at Kilombero. Dwangwa suffered torrential rains earlier in the year whilst dry conditions and power supply issues look certain to disrupt Zambia Sugar’s previously bright prospects for the current season.

Whilst how we manage the impacts of climate change within our business is becoming a pressing imperative, my point is that the combination of these events unfortunately conspired to create severe stock challenges across the group which in turn, has impacted

our ability to reliably supply our markets. Hence you’ll understand the importance of achieving the future priorities I mentioned at the start, at the same time as developing a different view on what markets we supply and how we make stock available from a profit and a FOREX earnings point of view, so that our exports help us pay for dollar-denominated imports such as fertiliser.

ANDRE, TURNING TO YOUR THIRD HIGHLIGHT – WE KNOW THAT YOU ARE PASSIONATE ABOUT PEOPLE AND YOU ARE MORE THAN WILLING TO DEVOTE RESOURCES TO DEVELOP YOUR TEAM. TELL US MORE...

You are right – it is all about people, processes and technology with all three working in harmony to complement each other and deliver superior results. From my perspective, and while I would like to take the credit (!), I think it was an unplanned but fortuitous consequence that through our clear strategy with strong imperatives, we’ve built a strong muscle of commercial capability. Our CEO Gavin Dalgleish frequently likens the development of our employees’ commercial skills to a ‘capability flywheel’: when there are vacant positions, they are promptly filled by motivated team members eager to progress and enhance their careers. As they do, they create further opportunities for others in the business to progress or attract external candidates who revere to be part of our team – and so the “flywheel” spins.”

Such is the yearn to advance, as is our opportunity to help bring people into new roles, that we’ve established our own “School of Commercial” which runs formalised and ongoing development programmes to build commercial expertise and upskill our leaders to execute future thinking. Currently we run four formal certification courses: under **sales** (both our Winning Sales Organisation Baseline and Pro programmes); **marketing** (Illovo Marketing Masterclass); **logistics** (WOLO Logistics and Pro); and **sales and operations planning** (S&OP Maturity programme). The courses are role & workplace specific with success measures based on, among others, completion of modules with on the job assessments; successful implementation of projects, and so on.



In terms of measuring success, we just have to look at our route to market portfolio and our sales and operations planning (S&OP) disciplines which have become major game changers for the business. For example, and falling under our reliable supply imperative, Illovo’s S&OP function has advanced to such a point that at any one time, we can tell you with confidence when and where across the group we are going to run out of a single specified stock item. This allows us to immediately plan for any likely market impacts or other negative outcomes - once again highlighting the considerable success and continuation of our capability-build journey.

[TRACK ILLOVO'S COMMERCIAL JOURNEY](#)
[CLICK HERE...](#)



NEWS FROM THE CENTRE COMMERCIAL CONTINUES IT'S STEADFAST JOURNEY OF STRATEGY AND EXECUTION



REPORTING ON THE GROUP'S DURBAN CONFERENCE

The Group Commercial team hosted this year's conference in Durban on the 10th and 11th of June, bringing together all of the commercial teams from across our African businesses. Under the theme of: "Strategy Realised: Confirming the plan, Bringing it to life" it was a great opportunity to reflect on the resounding success of Illovo's commercial journey over the past seven years.

Says Andre Lubbe, Illovo Sugar Africa's Group Commercial Director: "Our journey to date has been led by our seven commercial imperatives which have been developed into a well-defined and executed commercial strategy across the group to deliver sustainable and profitable volume growth.

"On the back of a strong and durable route to market strategy, together with the full development of our "route to consumer" imperative, this conference was about hearing from our commercial teams about their recent performances, confirming their plans going

forward and then how, supported by our Group team, they will be brought to life," said Andre.

The high-quality presentations shared by the various commercial teams were data rich and demonstrated robust plans. They focussed on the challenges and opportunities of their markets, such as achieving accessibility of product through rural penetration, aligning to the needs of their consumers and customers and remaining relevant and competitive. From evidence provided across all teams, there was no doubt about the success of our small format prepacks which have provided accessibility of affordable, trusted quality sugar products to consumers.

The team were grateful to have Philip Myers, ABF Business Development Director, as the Guest Adjudicator who provided feedback on the countries' commercial plans.



The Group team is joined by both Commercial and Supply Chain Directors Chembe Kabandama & Richard Chipondo from Zambia Sugar; Fimbo Butallah, Commercial and Supply Chain Director at Kilombero; Hlako Rachidi Commercial and Supply Chain Director at Illovo South Africa and Maurice Njowoka Supply Chain head at Illovo Malawi.



Mandisa Radebe, Imraan Ramsamy, Anthony Mwakanema, Msa Kubekha, Pamela Kalamatila, Yotam Saka, Natalie Davey and far right, Fimbo Butallah



Raquel Van Niekerk, Alex Masiku, Luis Fernandes, Victor Hamooya, Leonard Ndzimande, Mark Whitehead



Tyrone Naiker, Esther Atukwase, Malose Matshekga, Wanangwa Thindwa, Kaiza Kabongo, Gill du Plessis, Chembe Kabandama, Deena Moodley, Johann Van Der Merwe

"A wonderful occasion bringing the whole team together to celebrate successes to date and share strategy for future commercial resilience and growth"

A DUAL WIN FOR THE SOUTH AFRICAN SUGAR AND DOWNSTREAM BUSINESSES

The South African business as we've come to know it has recently undergone some major transformative change with the splitting out of the sugar and downstream businesses, into two separate entities with one major ambition: to gear for growth and position for future opportunity.

To this end, a number of structural changes have already been effected with:

- Ricky Govender remaining as MD of Illovo South Africa to focus on the optimisation and sustainable performance of the sugar business,
- Ian Parrott appointed as Downstream MD responsible for the furfural and alcohol businesses,
- Rodney Rogan appointed as MD of the Lactulose business.

These outcomes follow an exhaustive review of South Africa's downstream operations under the leadership of Ricky Govender and his management team, after which a joint decision was reached to restructure the business. With the subsequent separation of the two responsibilities now having been realised, it allows Ricky and his team to focus on the sustainable performance of the South African sugar business, while Ian will provide leadership to

drive the commercialisation and growth of the furfural and alcohol businesses, and Rodney manages the lactulose business while looking to a number of future growth opportunities which are already underway.

Currently, the lactulose business is one of the world's top three suppliers of pharmaceutical lactulose, producing around 9 000 tons per annum. Under scope at the moment is a motivation for a major capital



The diacetyl plant at Sezela in the foreground with the furfural plant behind it;

expansion together with a business assessment related to the transfer of the businesses (Lacsa & Relax) to the ABF wholly-owned pharmaceutical company "SPI Pharma", which has operations in the USA, Europe and India. If approved, the lactulose plant will remain a part of ABF but under a new management structure which will capitalise on the existing business model to support the its growth ambitions.

At the same time, the Merebank distillery itself also requires a significant investment in energy security and effluent treatment, whilst our well-performing furfural business at Sezela is engaged in reviewing the current distributor relationship in its most important market (USA), together with evaluating the opportunity of establishing operating joint ventures and licensing of our unique and long-held production technology.

During the review process, it became clear that the downstream businesses would not be able to achieve its mapped-out objectives and ambitions without a significant increase in leadership capacity to deliver the growth and investment opportunities ABF Sugar so desires – hence setting the stage for a major restructure.

Ian Parrott's first priority will be to finalise and implement his direct reporting structure, post which he and his new leadership team will start the process of separating downstream from the sugar business. At the same time, Rodney Rogan, has now fully taken on his

role as Lactulose MD and will continue to support the due diligence process required to transition lactulose out of Illovo South Africa and into SPI Pharma (ABF).

"I urge all of you involved in this change to be patient as we work through the detail, at the same time as encouraging you to actively participate in the process thereby helping us to reach a desirable outcome for everyone. Please also help by engaging with your teams to ensure they are informed and supported through the transition. On a personal note, I would like to wish Ricky and his team all the very best as they work to transition the South African sugar business to execute their planned strategy for optimisation and sustainability. Thank you to Rodney for his leadership and valuable contribution to the review process and we wish you and the lactulose team all the very best as you embark on your restructure," said Gavin. 🟩



Merebank Distillery



The Lactulose plant situated at Merebank

DEVELOPING OUR FUTURE LEADERS: CLASS OF '24

Following the great success of Illovo's Group Leadership Development Programme (GLDP) last year, we now have a second group of leaders who have embarked on this incredible learning journey.

Once again, Illovo Sugar Africa is partnering with the Gordon Institute of Business Science (GIBS) to run a customised, certified Leadership Development Programme, providing the opportunity to access world-class content and expert lecturers.

The Illovo GLDP class of 2024 is made up of 22 Illovo leaders from across five African countries, representing the full diversity of our business.

This leading business programme focuses on accelerating personal leadership growth and equips individuals to effectively lead teams, build strategic thinking, develop business acumen, explore future thinking, and provides participants with work skills for the future. In addition, participants are required to work in teams to deliver a strategic action learning project, with all projects designed for actual delivery on a critical business need over the next 6 months.

We are proud to be collaborating with GIBS once again to provide our leaders with such an exceptional development programme. We know the participants will be challenged and tested along the journey, but they will also have wonderful experiences together, strengthen relationships, and have a lot of fun along the way.



ISA CEO Gavin Dalglish addressing the 'Class of '24'



Mission Impossible – Doing the incredible!



"We wish the Illovo GLDP Class of 2024 every success on their leadership development journey!"

Front row (L to R): Tessa Stuart (Centre), Justine Liebenberg (Centre), Brian Isaacson (GIBS Integrator), Kim Usher (ABFS CPPO), Gavin Dalglish (ISA CEO), Lerato Mahlasela (GIBS Managing Executive – Corporate Education), Anastasia Chirambo (Malawi), Lungile Nxumalo (Ubombo), Mandy Venters (ABFS CFO), Ntombifuthi Sukati (Ubombo) & Stella Mdyanyama (Malawi).

Middle row (L to R): Shaun Ramsunder (ISSA), Nigel Simmonds (ISSA), Ernest Peresu (Centre), Cinisani Tfwala (Ubombo), Oswald Magwenzi (MD Zambia), Chumba Munthali (Malawi), Jonah Lyall (Centre), Ricky Govender (MD ISSA), Céleste Beath (ABFS Talent) & Oscar Mwasanga (Kilombero).

Back rows (L to R): Precious Chiwaya (Centre), Brent Griffiths (Kilombero), Mark Whitehead (Centre), Guy Williams (MD KSC), Jeremy Ngolombe (Malawi), Andre Lubbe (ISA Commercial Director), Rainer Talanda (Centre), Collins Phiri (Zambia), McLean Debwe (Malawi), Simbarashe Garaba (Zambia), Donovan Moses (ISSA), Muzi Siyaya (MD Ubombo) & Kondwani Msimuko (FD, Malawi).

WHAT'S IN THE SMALL-PRINT REGARDING THE GLDP:

- ◆ GLDP participants are nominated by their Business Unit's Executive Directors;
- ◆ Prior to the programme, our 'students' complete a range of assessments, including psychometric assessments, Lumina Spark, a 'day in the life of' assessment and 360° Leadership feedback;
- ◆ The three modules are supported by pre-reading, and resources to support personal resilience and wellbeing;
- ◆ Additionally, the programme includes engaging learning experiences such as an action learning project, a simulation tribunal and a week's immersion in one of Illovo's countries of operation to embrace a different leadership context and learn leadership lessons from leaders both within, and outside, our business;
- ◆ **MODULE 1** explores leading self and others, as well as the impact of leadership of Diversity, Equity, Inclusion and Belonging (DEIB), culture, geo-politics and strategy;
- ◆ **MODULE 2** focuses on agile leadership in the African context, and the importance of strategy and strategy execution, future thinking, and disruption and design thinking;
- ◆ **MODULE 3** concentrates on behavioural economics and advocacy, strategic leadership and finance, ESG and digitisation.



Challenging and growing our people through exceptional development programmes.

Illovo leaders from across six countries in Africa are continuing their leadership journey on the Illovo Group Leadership Development Programme, in partnership with the Gordon Institute of Business Science (GIBS). Our team attended a week of lectures at the GIBS campus, in Illovo Johannesburg, to complete their module 2 of this world-class program. This module focused on empowering Illovo leaders to understand the context within which they lead.

The sessions included strategy and strategy execution, disruption and design thinking, agile leadership, futures thinking, economic and global insights, and generational trends. A guest speaker presentation was delivered by Illovo Sugar Africa Commercial Director, Andre Lubbe. The leaders also participated in a simulation tribunal, having an opportunity to debate a critical and complex business issue.

Feedback from the participants on **MODULE 2** was incredibly positive and encouraging:

"A WELL-STRUCTURED PROGRAMME WITH GREAT VALUE AND BENEFIT DERIVED FROM EACH LECTURE!"

"THIS IS SUCH A POWERFUL PROGRAMME AND I FEEL VERY PRIVILEGED TO BE A PART OF IT!"

"SO FAR, IT'S BEEN A FANTASTIC EXPERIENCE!"

This past week, the 1st week of July, the team has embarked on the next module of this Leadership Development programme, travelling to Tanzania for an in-country immersion to gain on-the-ground experience, learn directly from business leaders, and further enhance their leadership skills. ■



NEWS FROM THE CENTRE

WELCOMING GROUP EXCO TO KILOMBERO SUGAR!

KILOMBERO SUGAR COMPANY



Kilombero played host to Illovo's Group Executive Committee mid-June 2024, welcoming members to a busy operational site with three factories in production, cane rolling in from the fields and the new "K4" and fourth factory site, still under construction.

Aside from a busy agenda, it was also a great opportunity for the ExCo team to catch up on Kilombero's own business activities, particularly progress in relation to its ongoing expansion programme. When complete, the project will deliver a state of the art sugar factory capable of doubling production to 270 000 tons of sugar from additional cane supplied mainly by new and existing local growers. The project is in alignment with Tanzanian Government policy to achieve self-sufficiency in sugar production by 2025 and is the biggest to date across the continent.

Welcomed by Kilombero's managing director, Guy Williams, this was a great moment to interact within the various teams, catch up on strategic business matters of the Group and Kilombero in particular to see first-hand some of the incredible progress being made towards the completion of the new factory...



Not shown previously, Gavin Dalglish ISA CEO, Ian Parrott Downstream MD Illovo SA and Etienne Rousseau, Manufacturing Director Kilombero.

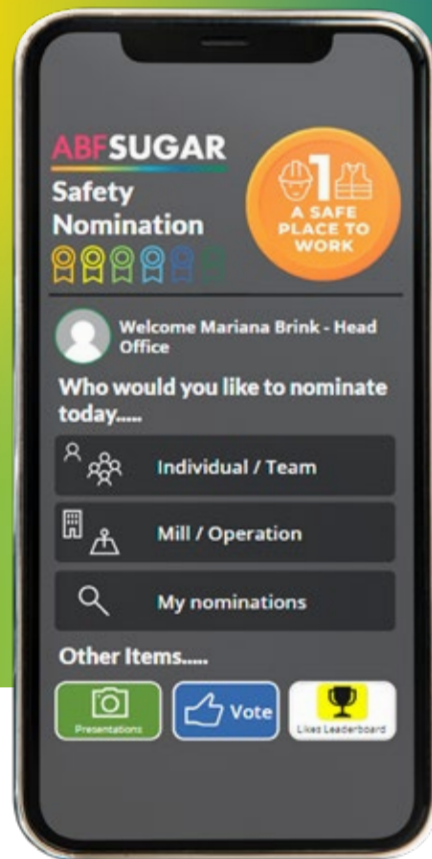


Around the table are: Andre Lubbe, ISA Commercial Director, Craig Jensen, ISA Operations Director, Ricky Govender, MD Illovo SA, Guy Williams, MD Kilombero, Stuart Watson, Project Head Kilombero, Filipe Raposo, MD Maragra, Tessa Stuart, Senior Legal Council (ABF), Justine Liebenberg Group Strategy Head and Jonah Lyall, Executive Finance Business Partner.



[CLICK HERE](#)
FOR RECENT VIDEO UPDATE OF CONSTRUCTION HERE





PROGRAMME OVERVIEW

The ABF Sugar Safety Recognition Programme is designed to recognise and celebrate exceptional safety behaviour and performance among our employees, teams, and operations. Safety is not just a priority; it is the cornerstone of our operational ethos. This programme underscores commitment to fostering a robust safety culture by recognising those who lead by example by maintaining high safety standards.

ACHIEVEMENTS TO DATE

Since its inception, the programme has recognized over 40 outstanding employees with well-deserved certificates of recognition. Additionally, we have celebrated the great safety performances of two operations: Ubombo Sugar in Q1 and Zambia Sugar in Q2, while Q3 winners will be announced soon in the coming weeks. These milestones are not just numbers but a testament to our collective dedication to safety.

HOW THE PROGRAMME WORKS

Every three months, nominations are solicited for

ABF SUGAR

CELEBRATING SAFETY EXCELLENCE: THE ABF SUGAR SAFETY RECOGNITION PROGRAMME

As we journey through 2024, we are thrilled to highlight the success and ongoing impact of the ABF Sugar Safety Recognition Programme. Launched in December 2023, this initiative has already seen remarkable engagement and significant achievements across our global operations.

individuals, teams, and operations that exemplify excellence in safety practices and are linked to the programme criteria/guidelines. The process is streamlined through our innovative Safety Nominations App which is available to Business Unit Safety Heads/Leads via their desktops and/or mobile devices. The user-friendly app allows for easy submission of nominations, including the option to upload photos to showcase the excellent work being recognised or capture the moment when recognition certificates are awarded, adding a personal touch to the acknowledgment process.

FOR THOSE OF YOU WHO HAVE BEEN GIVEN ACCESS TO THE APP BUT ARE NOT SURE HOW TO GET THE BEST OUT OF IT, PLEASE CONTACT YOUR LOCAL SAFETY LEAD.

LOOKING AHEAD: Q4 NOMINATIONS

As we move into Q4, we encourage all operations to participate actively in the nomination process by getting your entries logged on to the app by the end of August 2024. This is your opportunity to acknowledge



Oswald Magwenzi, MD of Zambia Sugar (right) receives the Q2 Safety Award from Gavin Dalgleish, ISA CEO.



...and the Ubombo team celebrating their Q1 Safety Award.

colleagues & teams who go above and beyond in promoting safety. By nominating, you contribute to a culture that values safety and recognizes hard work.

THE BENEFITS OF PARTICIPATION

Participating in the Safety Recognition Programme has numerous benefits:

- **Enhancing Safety Culture: Recognizing safety excellence fosters an environment where safety is a shared responsibility.**
- **Boosting Morale: Employees feel valued and appreciated, leading to higher engagement and motivation.**
- **Promoting Healthy Competition: Friendly competition among peers and operations drives continuous improvement in safety practices.**

SUCCESS STORIES

The recognition of the Top Safety Operations is a source of pride and inspiration. Their dedication to safety and exemplary practices serves as benchmarks for all our operations. These stories, along with individual recognitions, will be featured in our upcoming safety journey newsletters and info shares, highlighting the tangible impact of this Programme.

CONCLUSION

The ABF Sugar Safety Recognition Programme is more than just an award system; it is a crucial component of our commitment to safety. By actively engaging in the programme, you help build a safer work environment and reinforce our collective commitment to safety excellence. Let's continue to recognize and celebrate those who make safety their top priority.

We look forward to receiving your nominations in the upcoming quarter and celebrating more Safety Ambassadors, Safety All-Stars, and Top Safety Operations within our organisation. Together, we can achieve a safer, more supportive, and motivated workplace.

LET'S KEEP THE MOMENTUM GOING AND MAKE SAFETY A CORNERSTONE OF OUR SUCCESS! ▀

LOOKING FORWARD TO THE ABF SUGAR Q3 SAFETY RECOGNITION TROPHY ANNOUNCEMENT.

NEWS FROM THE CENTRE

ILLOVO HOSTS SAI PLATFORM GLOBAL CONFERENCE IN DURBAN



SMALL-SCALE GROWERS AND REGENERATIVE AGRICULTURE IN THE SPOTLIGHT!

Both the Group and Illovo South Africa had the privilege of hosting global food and beverage sector members of the international organisation SAI Platform who were in KwaZulu-Natal at the end of June to attend their annual conference. The SAI Platform is a global non-profit network and one of the primary food & drink value-chain initiatives for sustainable agriculture, enabling businesses to assess, improve, and validate on-farm sustainability through its tools, such as the Farm Sustainability Assessment tool (FSA). In 2022, Illovo achieved a major sustainability milestone when each of its agricultural estates across the Group were verified under the FSA. The large group of members visiting South Africa included representatives from Kraft Heinz, PepsiCo, Nestle, Yara, Agrana and Soufle Malt among others.

Split into two groups, a highlight of their trip to South Africa was the visit to the Sezela area on the South Coast of the province to learn more about the Jobs Fund Project which is an innovative small-scale grower development project that has created nearly 1 600 jobs and brings upwards of R80 million in sustainable annual income to a small, rural community not far from Sezela's sugar and downstream complex.

Focusing particularly on employment and the empowerment of rural women in the local sugar supply chain, the SA business signed an agreement with the South African National Treasury's Jobs Fund some years ago to secure a R63-million grant in order to plant 3 000 hectares of sugar cane on communal land over three seasons, and to provide training and support to all of the growers involved in the scheme.

The Treasury funding was matched by Illovo at the time and today, with the scheme very active and viable, it remains a great example of how public private partnerships can be successful in creating direct jobs in rural communities. Not only that the multiplier effect of the scheme has also resulted in a change to the landscape spurring on the implementation of

other socio-economic and commercial initiatives in the area, and transferring valuable farming and business skills to local people.

In addition, the group of more than 20 delegates then went on to Ashbrook Farm which is a large sugar cane operation spanning 600 hectares not far from Sezela, owned and operated by Richard Cole who is one of the leading proponents of regenerative farming within the industry. Richard's farming operations are focused on creating environmental and economic benefits by improving soil health and building resilience through regenerative practices.

In general, these include letting land to fallow between harvesting and planting, rotating fields with cover crops, using minimum tillage, minimising soil compaction caused by heavy agricultural machinery, reducing chemical application, improving in-field water drainage and green cane harvesting where possible. And there's a great benefits - focusing on macro elements such as building soil organic content and minimising chemical inputs, Richard has achieved higher cane yields and reduced costs, while also mitigating environmental impact. His holistic farm management approach emphasises the importance of nurturing healthy ecosystems for long-term viability.

The other half of the SAI Platform members visited Donovale Farming Company to meet up with Ant and Chris Edmonds who on their 985 hectare farm, produce a broad range of crops from sugar cane, to navel oranges, hass avocados and tea tree. The farm falls under SUSFARMS, which is a locally-relevant and globally recognised continuous improvement system which recently received gold level equivalency with the SAI Platform's FSA, to transition to more sustainable and regenerative agricultural practices.

There's no doubt that sustainability was the key theme underlying both visits – from the sustainability and continued viability of small-scale cane farmers in South Africa who face a number of obstacles to

remaining in business and profitable, to the broader issues around climate change and adopting farming practices which look towards reducing the negative environmental impacts of large-scale agriculture across the globe. We value our association with SAI Platform and its global members and look forward to supporting its ongoing initiatives towards sustainable agriculture worldwide! ■

"Focusing particularly on employment and the empowerment of rural women in the local sugar supply chain, the SA business signed an agreement with the South African National Treasury's Jobs Fund some years ago to secure a R63-million grant in order to plant 3 000 hectares of sugar cane on communal land over three seasons"



Silindile Gumede, Illovo South Africa's Grower Development Manager, addresses the SAI Platform members with a number of growers to her left



Front: Busi Ngidi (Grower), Thandazile Ngcobo (Grower), Bonnie Chonco (SASRI), Silindile Gumede (ISSA), Nomvula Shoji (Contracto), Patrick Bhengu (ISSA)
Back: Dominik Klausner (SAI Platform), Maarten de Haan (Kraft Heinz), Robyn Cooper (SAI), Andrew Cochrane (Illovo Sugar), Dionys Forster (SAI)



A typical small-scale cane growing landscape in KwaZulu-Natal, with areas under cane averaging around 1.5 hectares each



Sugar cane farmer Richard Cole (centre, white shirt) addresses the members.

02
continents

08
countries

17
climbers

7
days

01
audacious goal

The hike of a lifetime to **celebrate our diversity**, and **move mountains** for gender equality in our **communities**

CATCHING UP WITH OUR 'KILI' CLIMBERS

Our Kilimanjaro climbing team are on a mission to summit the tallest peak in Africa on Mandela Day, 18th July 2024. Climbing for a purpose the team have trained hard to prepare and are now on a journey of a lifetime. Here is everything you need to know about this exciting challenge and how you can personally get involved.

Seventeen of our employees from 8 countries, six of which are in Africa, are destined to summit Mount Kilimanjaro on the 18th of July 2024, International Nelson Mandela Day. It marks the occasion of a first-ever expedition of its kind conceived and executed by the Group, inspired by the spirit of "Tata Madiba" – a true champion of diversity who recognised our differences as a source of richness and resilience, rather than division.

As **Social Development Director Dr Ernest Peresu** says this is a pioneering venture to climb Mount Kilimanjaro in the name of diversity, gender equality, personal growth and adventure. "To ensure the safety of the climbers, we looked to partner with an experienced leader in its field

"OUR COLLABORATION WILL ENABLE A YEAR'S SUPPLY OF MENSTRUAL PRODUCTS TO ALMOST 20 000 GIRLS IN THESE AND OUR OTHER AFRICAN COUNTRIES WHERE WE OPERATE OVER THE NEXT YEAR.

and to connect to a greater purpose for this challenge and it was through this process that Illovo identified the [Imbumba Foundation](#) as the perfect match," said Dr Peresu.

Through Imbumba's [Trek4Mandela](#) initiative our climbers will be assisted throughout the expedition, and with their [Caring4Girls](#) programme as the benefactor, we are working towards raising awareness and funds to address period poverty. Looking at

some of the available statistics, in rural Tanzania for example, 80% of girls face period poverty; in Malawi 30% of girls miss many days of school each year for the same reasons; and in Eswatini, the cost of sanitary products can be as high as 20% of the country's average per capita monthly income. These challenges result in schoolgirls being absent from school with many dropping out completely – this on its own creates longer-term repercussions for education, employment, health and livelihood. Overall, The United Nations estimates that one in ten girls in Sub-Saharan Africa is absent from school during their menstrual cycle due to lack of sanitary products.



"Our collaboration will enable a year's supply of menstrual products to almost 20 000 girls in these and our other African countries where we operate over the next year. By joining the Trek4Mandela programme, we have made a sizeable donation to the Caring4Girls programme, commensurate with the number of our climbers, whereas our local African businesses are busy administering their own fund-raising initiatives and partnering with other stakeholders to increase awareness and education about period poverty and to supply menstrual products. Our support is about keeping girls in school, says Dr Peresu."

"Unity in diversity" is a common theme underlying this challenge, being the adopted cause of this year's Trek4Mandela expedition and the driving force behind our efforts to represent the diversity of our own business within our climbing team.

With invitations out to all Illovo employees, we attracted more than 400 hopefuls and working directly with our country leadership teams, we put together a final group of people from all geographies, and a variety of ages, genders, ethnicities, religions, cultural backgrounds, business functions and grades.

Says **ISA CEO Gavin Dagleish**: "As a private sector company, our [purpose](#) is driven by the important role we have to play in addressing the challenges we find in our businesses – with the caveat that these challenges should be approached from a partnership point of view where the expertise and delivery of other parties involved creates compounded positive impact. So in essence, our involvement in this year's hike complements our purpose. We have few inbuilt skills or resources to address period poverty.



However, recognising the debilitating and potential longer-term impacts that period poverty brings to girls who live in the countries where we operate, we have chosen an innovative way to make a difference by partnering with the magnificent work done in this area by the Imbumba Foundation, together with its two Caring4Girls and Trek4Mandela programmes." said Gavin

Whilst our climbing team has been involved in a multi-faceted physical and mental preparedness programme, including a three-day hike in the Drakensburg in KwaZulu-Natal, much of their recent time has been focused on Kili-dedicated training and conditioning programmes, which in addition to virtual support and monitoring, has included daily runs, walks and stair climbing, together with an ongoing gym programme of weights, cycling and general conditioning. Weekly reports back to Trek4Mandela's training team are mandatory and outside of that, much time has been spent on

continuing to develop mental 'grit' and of course, staying healthy! Right now, their nerves have taken over and as you can imagine, are just wanting to start climbing!

They will also be in good hands with the summit hike being led by Sibusiso Vilane, the first black African ever to conquer the Three Poles Challenge: South Pole, North Pole and Mount Everest. Sbu, expedition leader of the Trek4Mandela programme, has summited this iconic African mountain over 30 times and has led all 15 Trek4Mandela expeditions.

Before their momentous climb, please join us in wishing every team member all the very best of luck – get to the top and carry the purpose of this expedition with you. Most of all, climb safe and have fun!

For more information, visit our [website](#).

"Kilimanjaro is a pretty tricky climb you know, most of it's up until you hit the top, and then it tends to slope away rather sharply."

GRAHAM CHAPMAN

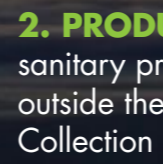
HOW CAN YOU GET INVOLVED?

While we cannot all climb the mountain, we can all help to move mountains for schoolgirls in our community.

If you wish to support this important cause, there are **TWO WAYS** you can get involved:



1. FINANCIAL DONATION - We've created a GivenGain donation page to support the Imbumba Foundation's Caring4Girls program. Please use this link to securely donate: <https://www.givengain.com/project/lauren-raising-funds-for-imbumba-foundation-80223>



2. PRODUCT DONATION - Illovo Sugar South Africa is collecting new/unopened sanitary products for girls at nearby schools. Drop off donations in the collection box outside the canteen (H/O 3rd floor). Illovo SA will match all employee donations. Collection ends on 18 July.



WISHING ALL OUR CLIMBERS A SAFE AND SUCCESSFUL SUMMIT! Follow their progress with regular updates on our LinkedIn page: <https://www.linkedin.com/company/illovo-sugar-africa>





MEET OUR TREKKERS



Mzwandile Magagula
 Projects Manager Business Improvement



Zandile Mkhathswa
 Hospital Administrator



Ricky Pillay
 Nchalo General Manager



Lunga Mthuli
 Lead Artisan - Mechanical



Judith Munsami
 Maintenance Planner



Alicia Espejo-Saavedra
 Legal Counsel



Abigail Tendayose
 Farm Manager



Ahimana Zubelle
 Warehouse Controller



Ernest Peresu
 Social Development Director



Lilian Shayo
 Production Team Lead -K4 Factory



Geoffrey Mwinuka
 Grower Support Officer



Pablo Puerta Vizcaino
 Supply Chain Director



Daryl Williams
 Operational Excellence Specialist



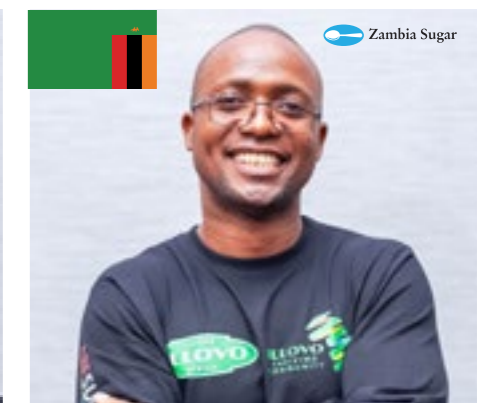
Lindiwe Dlomo
 Category Buyer



Mark Westrup
 Project Controller Engineer



Chishala Musonda
 Production Foreman - Backend



George Moonga
 Office Messenger



WE ARE CONNECTED

An exciting launch took place on 2nd July, bringing together for the very first time all digital users across the full ABF Sugar division. We have over 4 500 digital users across the 8 business units and the divisional centres of ABF Sugar and Illovo Sugar Africa and for the first time we are now all “Connected”!!

WE ARE CONNECT is a division wide technical and business solution project. Consistent feedback from across the businesses was that people felt frustrated that they did not know who else was in the division, that they could not find them or contact them easily which made any collaboration or cross-business sharing and learning very difficult. This frustration was equally felt for the Centre teams, and an IT solution project was kicked off last year. This project has now delivered on its ambition and all users across the division are now able to:

- Find each other easily on email
- View each others calendars to enable easy meeting scheduling
- Find each other easily on Teams to enable direct ‘chats’ and file sharing with anyone in the division
- Ability to create Teams with anyone in the division for ease of collaboration
- Creation of a new “We Are Connected” team that every user is a member of to enable easy access of business information, tools, templates, business updates and stories and visibility of key functional updates and news

In addition, the business has invested in expert and customised training for every user. In partnership with 365 Tribe 5 training modules will be delivered during the month of July to help upskill every individual to help everyone become more proficient using our Office 365 tools and provide tips and tricks to help us all connect, collaborate and become more efficient together.

Make sure you have signed up for your training and ensure you attend these sessions.

If you have not received your invitations to the training sessions please email; zoe.watson@britishsugar.com



SPEAK TO A CONNECTED CHAMPION PRIZES TO BE WON!



By attending your 5 training modules, delivered through live webinars, and completing your knowledge check at the end you will receive an accreditation from 365 Tribe that can be added to your CV or LinkedIn profile.

In addition, by completing the training and knowledge check, your name will be entered into a draw to WIN 1 of 3 brand new iPads!

In addition to the support provided by our partners 365Tribe we also have a team of internal Connected Champions! These are a network of colleagues who have generously volunteered their time and expertise to support us all through this change. Our Connected Champions will receive additional training and are on hand to help you with any questions

you may have. Look out for this Connected Champion halo on their Teams profiles and email signatures to identify your local champions.

This change can revolutionise how we work and the training will help us all to find ways to save time in our day and make us better at connecting and collaborating.

See you in the We Are Connected team channels soon!



MAIZE DONATIONS BRING RELIEF TO STRICKEN HOUSEHOLDS AT NCHALO AND DWANGWA

Recently and at both Nchalo and Dwangwa, we initiated a major donation to bring relief to hunger stricken households surrounding our operations. At Nchalo, we donated maize flour to the value of K439 million to assist around 16 000 people living in the area of Paramount Chief Lundu in the district of Chikwawa.

Nchalo General Manager Ricky Pillay (centre in picture) said the donation was its way of alleviating the suffering of people around our estate in a time of extreme food scarcity in the country. "Our decision was guided by a sense of duty and compassion for our fellow Malawians - we recognize that access to basic necessities such as food is a fundamental human

right, and it is incumbent upon us as a business to play our part in helping others from going hungry," said Ricky.

He further assured the residents of Paramount Chief Lundu's community and the wider Chikwawa district of continued support that Illovo stood in solidarity of its people, as it did previously when the District was hit by the devastating twin Cyclones Ana and Freddy.

"We would like to reiterate our commitment to extend a hand of support to the communities in times of need. As our purpose states we are committed to the creation of Thriving Malawian Communities wherever we exist."



In his remarks, Paramount Chief Lundu commended Illovo, saying his subjects are in dire need of food. He said he would ensure that there is transparency in the distribution exercise.

And at Dwangwa, communities in Nkhotakota district hailed the continued support from Illovo since the area was devastated by the floods in February this year leading to the death of seven people in the area of Senior Chief Kanyenda XIV with serious damage to property, infrastructure, and crops including rice and Illovo's sugarcane farmlands.

"When the Dwangwa river flooded, our village was surrounded by water." Recalls Merina Chiona a mother of three children from Simiyoni village who is now residing at Ngala Lakeland School camp. "I carried my 10-year-old child on my shoulder as I was walking through the water which was above my chest trying to get to a safe place. Then, the community rescue team helped us to reach higher ground but was also not safe. At that point Illovo's rescue team came to our assistance ferried us to a safe place where we stayed for a short while before moving to a safer camp," she said. Merina along with many people similarly affected received 50kgs of maize flour, as part of the 200 metric tons donation made to the affected households in the district by Illovo.

When making the donation at Ngala Lakeland School camp, McLean Debwe GM at Dwangwa (left in picture), said the donation demonstrated the company's commitment to creating and sustaining a thriving Dwangwa Community.



"We are delighted to make another step in living by this commitment by donating 4 000 bags of 50Kg to each of the recipients, amounting to 200 metric tons of maize flour distributed to Nkhotakota District," said McLean.

The Ngala camp currently has a population of 3 300 people representing 580 households from Matiki, Ngala and Nyamvuwu areas. These people reside in classroom blocks and teachers houses within the compound of Ngala Lakeland School. According to Nkhotakota District Council Disaster Officer John Manda, following the rising water in lake Malawi, another camp has been set up at Chikupweche around Chia Lagoon with about 150 people. Manda said currently there is a total of 7800 people affected by floods and appreciated Illovo for supporting the district council in relocating the victims to Ngala camp. ■





ILLOVO SUGAR MALAWI'S SALES DRIVE INITIATIVE "TSEKETSEKE KUMA LAST NDI ILLOVO PROMOTION"

In the bustling markets and shops of Malawi, excitement filled the air as we launched our third Sales Drive initiative, aptly named "Tseketske Kuma Last ndi Illovo Promotion."

This campaign wasn't just about selling sugar; it was about nurturing relationships, rewarding loyalty, and fostering business growth during the lean period.

Divided into three segments tailored to different customer groups, the campaign promised an array of exciting prizes and rewards. From stockists to grocers/tabletops and consumers, everyone had a chance to win big while enjoying the sweetness of our best Illovo Sugar.

For the stockists, the stakes were high. By purchasing one or more tons of our brand, they entered the running for twelve brand new express cabin tricycles, generators, and deep freezer fridges. With every purchase, they wrote their details on Electronic Fiscal Devices (EFD's) receipts, depositing them in entry boxes at reseller outlets, hoping for a chance at winning one these fantastic prizes.

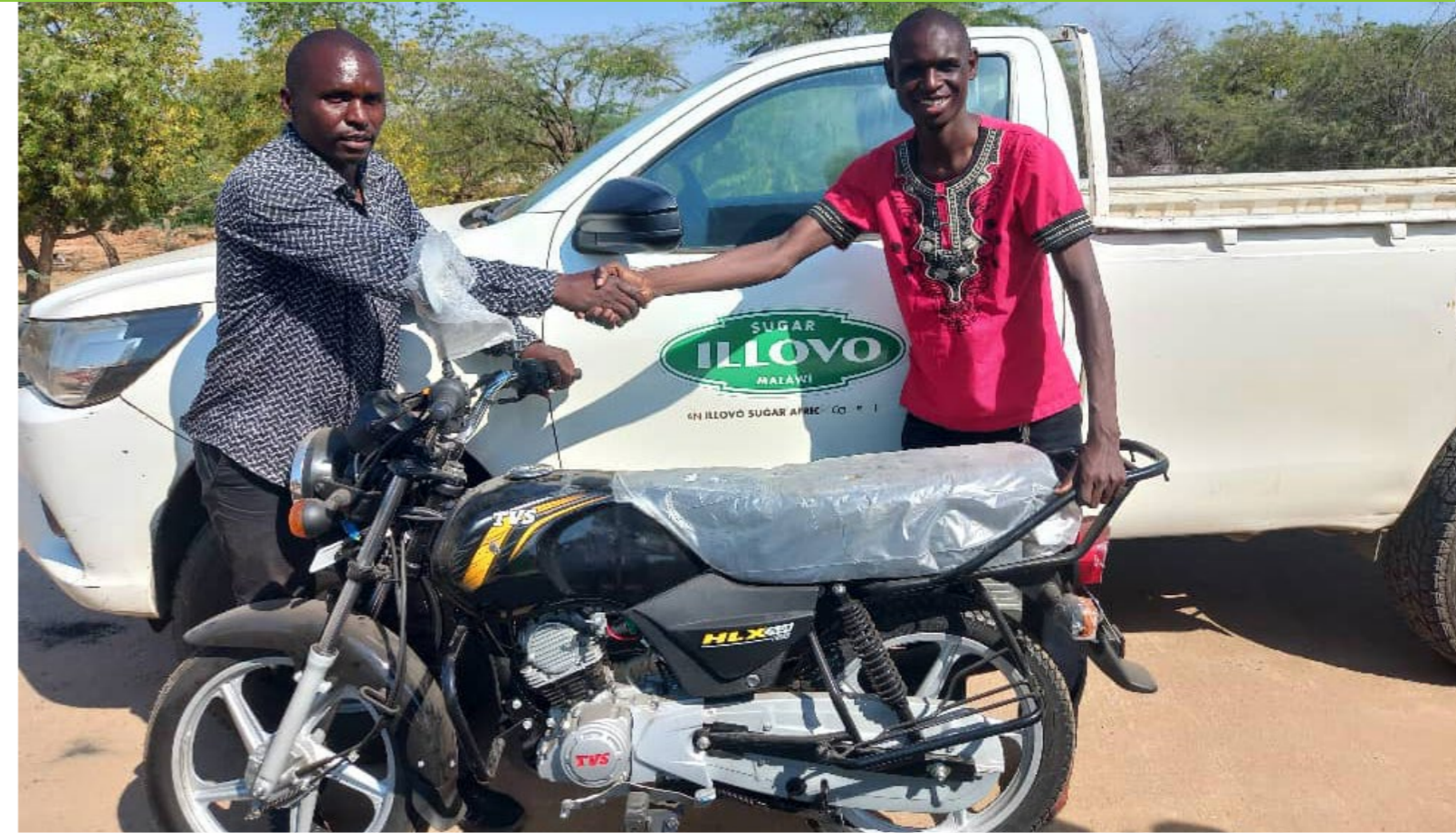
Grocers and tabletops weren't left out either. With a requirement to buy two or more bales of Illovo Sugar, they eagerly anticipated the monthly draws for motorbikes, along with bicycles and iron sheets worth one million Kwacha each in fortnightly draws. These prizes not only incentivized purchases but also brought excitement to their businesses.

For everyday shoppers and consumers, the promotion brought joy in the form of instant prizes. Buying just 3kgs of Illovo Sugar at selected outlets gave them the opportunity to win Zitenje, t-shirts, buckets, caps, and mugs through a lucky dip technique. With thirty-eight winners awarded per outlet per day, the chances of winning were high, delighting customers with every purchase.

Beyond the thrill of winning, the sales drive initiative

delivered tangible benefits to customers across all segments. It wasn't just about the prizes; it was about building lasting relationships and supporting partners' businesses. We were proud to showcase its commitment to its customers' success, solidifying its reputation as a company that cares deeply about its community.

As the campaign drew to a close, the success stories poured in. From delighted stockists to grateful grocers and ecstatic consumers, the "Tseketske Kuma Last ndi Illovo Promotion" had left a lasting impact on everyone involved. It wasn't just a promotion; it was a celebration of partnership, camaraderie, and the sweet taste of success. And for all of us at Illovo Sugar Malawi, it was yet another milestone in their journey towards excellence in the market with a return on marketing investment of above one hundred percent!





Our Illovo Sugar South Africa Executive Committee (EXCO) members, together with the Commercial team, recently spent a day visiting our customers in and around Durban.

The visit was part of a regular programme by the team to connect with customers in an effort to deepen our relationship with them, understand their challenges and explore how we at Illovo South Africa can contribute to the growth of their businesses. It is also an opportunity for EXCO to see firsthand the work of the Commercial team and the challenges and opportunities they come across in the “field”.

For Hlako Rachidi, it was his first visit to Illovo’s marketplace in Durban having recently been appointed to Illovo as our Head of Commercial and Supply Chain.

This particular occasion was a chance to tour our “last mile” resellers, stockists and grocers and to engage face to face with the business owners. The team started at Tradeport Distribution in Phoenix before making its way to the Point area of the CBD, and then to Isipingo before making a final stop at Umlazi.

Our customers appreciated the opportunity to connect face-to-face with Ricky Govender, our Managing Director, and his team. Said Mohammed Paruk from Tradeport: “To have the whole EXCO here in our distribution centre confirms to us that Illovo values our business and is committed to growing this partnership.” Mariam Cassim from Reunion Trading echoed Mohammed’s words, saying the time taken by EXCO to visit stores reflects her own strong beliefs in customer care.

Hlako welcomed the opportunity to engage with the customers. “I’m delighted at the opportunity to come face to face with our customers and hear their feedback on how we are partnering with them to grow their businesses. The interactions always highlight the opportunities there are for us to do more and reinforce our commitment to their success.” said Hlako. ■



NEWS FROM OUR BUSINESSES HOSTING THE INAUGURAL STAKEHOLDER BREAKFAST

ILLOVO SUGAR SOUTH AFRICA



In her keynote address, guest speaker and leading climate scientist, Professor Debra Roberts, explored the critical impact of climate change on society and industry.

“There is only one bottom line that counts – maintaining a liveable planet.”

These were the sobering words of climate scientist **Professor Debra Roberts**, Honorary Professor: University of KwaZulu-Natal, who was guest speaker at the Illovo Sugar South Africa stakeholder breakfast held Durban recently at the Premier Hotel in Umhlanga. Our first stakeholder engagement for a while provided a platform for our business to unpack company highlights while engaging and connecting with customers, business leaders, community and sugar industry leaders, as well as media.

MD Ricky Govender summarised ISSA’s approach to business as the three core pillars that are aligned to the ABF Red Book, that is, taking care of the money, taking care of the people and being a good neighbour/corporate citizen. He went on to share some of the business highlights, including the turnaround of our

sugar business in the last season, our commitment to working with growers to provide quality products to customers in the format they require, our investments to reduce environmental impacts, and the long-term investment in our employees and in our communities.

Guest speaker and leading climate scientist Professor Debra Roberts left guests with much food for thought as she explored the impact of climate change on society. She issued a powerful call to action, urging attendees to implement change, as individuals and within businesses, to limit mankind’s destructive impact on the environment.

With over four decades of experience in climate change, biodiversity, and sustainable development at local and international levels, Prof. Roberts’ pioneering work empowers communities, fosters resilience, creates socio-economic development opportunities, and drives institutional change.

Drawing from her extensive experience and knowledge in environmental stewardship and sustainable practices, Prof. Roberts unpacked the science behind climate shifts, tracing the issue back to the 1800’s and explaining how adaptation and mitigation strategies can slow global warming.

From our point of view, it was really encouraging to see the large number of stakeholders turning out at the breakfast. Said Ricky: “This has been a unique opportunity to tell our story to the people who support our business in various ways, and to those we would like to work with. The address by Professor’s Roberts was a thought-provoking call for all of us to play our part in saving the planet.” ■



Seen at Illovo Sugar South Africa’s Stakeholder Breakfast are, pictured from left, Executive Committee members Nigel Simmonds, Hlako Rachidi, Ricky Govender, Lindiwe Khuzwayo, Brendan Paulse and Baldwin Muzondo.



Discussing climate change and its impact on the agriculture sector, are, pictured from left, Illovo Sugar South Africa’s Corporate Affairs Head Lindiwe Khuzwayo, climate scientist Prof Debra Roberts, Managing Director Ricky Govender, and Durban Chamber of Commerce and Industry CEO Palesa Phili.



Business Improvement Head, Baldwin Muzondo, presents guest speaker Professor Debra Roberts with portrait by a young artist, Sboh Ngcobo (a.k.a Sboh the Artist), from KwaMashu. Attendees at the breakfast went home with seedlings grown with care by two inspiring women entrepreneurs who are beneficiaries of ISSA’s Thuthuka Nathi business development programme. ISSA has begun exploring how its corporate gifting practices can be used to empower communities and serve as a catalyst for positive change.



KILOMBERO DIGS DEEP TO ASSIST DISTRICT FLOOD CRISIS IN MOROGORO REGION

Following months of wet weather and recent flooding within the Kilombero District community in late April we've reached out to provide humanitarian assistance to those who have been severely impacted by the recent floods amongst our people here. In total our donation was aimed at assisting more than 500 households devastated by the flood via the delivery of around six tonnes of essential food items, including beans, corn flour, and rice.

During the handover of the donation, valued at 15 million Tanzanian Shillings, Kilombero's Communications and Stakeholder Relations Manager Victor Byemelwa said that our aid to the victims was part of the company's Disaster Relief Programme in the district. "We are committed to the welfare of our community and hope that our contribution will address the immediate needs of those experiencing severe hardship."

At the same time, Victor urged other stakeholders to work together with the government's initiative to aid the affected, emphasising the importance of collective action against such weather disasters. Hon. Mr. Dunstan Kyobya, Kilombero District Commissioner, acknowledged the timely nature of the support: "Our community has been hard-hit by the ongoing rains, and Kilombero Sugar Company's proactive contribution is deeply appreciated." He also recognized the synergy between the government and the private sector in addressing critical issues and called for continued collaboration.

Mr. Kyobya disclosed that the number of affected households reached 1 500 people, with particularly suffering, especially in areas such as Utengule and Masagati under the Mlimba District Council. He emphasized the urgency for aid as efforts were underway to restore infrastructure to its pre-flood condition.

Mr. Hassan Abdalah, a local resident affected by the floods, shared his harrowing experience at the event: "The flood destroyed everything, leaving my family and me without shelter. The assistance we received from the government and organisations like Kilombero Sugar is invaluable in alleviating our suffering during this difficult time." ■



From Right: Hon. Mr. Dunstan Kyobya, Kilombero District Commissioner, Centre: Mr. Victor Byemelwa, Communications and Stakeholder Relations Manager)

CELEBRATING INTERNATIONAL NURSES DAY AT KILOMBERO SUGAR HOSPITAL

Kilombero Sugar Company Limited Hospital recently joined hands with other medical practitioners to inaugurate International Nurses Day (IND), driven by the 2024 theme "Our Nurses. Our Future. The Economic Power of Care." The celebration included a street march, health massaging sessions, gift-giving to patients, nurses' pledge of service, and sports and games.

Every 12th of May, nurses around the world come together to celebrate International Nurses Day, recognizing the invaluable contribution of nurses in the healthcare sector.

At Kilombero Sugar Company Limited Hospital, we stand committed to the 2024 theme, emphasizing the economic power of care. This power fosters healthy individuals and communities, driving prosperous economies for the community we serve. ■



KILOMBERO UNVEILS SAP S4 PROJECT “A STEP TOWARDS GROWTH AND EXCELLENCE”

Importantly, the installation of SAP S4 as a world Leading Enterprise Resource Planning system will replace existing Illovo interfaces such as Tranquility, Aladdin, the cane payments system, Maximo and others.

As an integrated management resource platform, Illovo’s customised SAP S4 implementation is designed among many other benefits to simplify and standardise our business processes, to improve productivity, provide accurate data reporting improve internal control and security compliance, and create smoother financial reporting periods.

In addition, processes for employees will be more integrated leading to better collaboration between business units, departments and operations, with a distinct reduction in manual work, rework and workarounds.

With Kilombero going through massive transformation at the moment as the expansion project to double annual sugar production begins to take real shape, the implementation of SAP4 with all of its benefits, is set to play a major role in supporting our business sustainability for a long time to come. We remain dedicated to future growth and excellence across our value chain. ■



SAP S4 PROJECT



Prisca Mgelwa (SAP S4) going through her paces to explain



With a smile and a pose at the photo booth during the unveiling of SAP S4, from left to right are: Lightness Machumu (SAP S4), Guy Williams (MD) and Rosemary Msigwa (SAP S4)



Victor Byemelwa (Comms and Stakeholder Relations together with Cleopatra Nasari (SAP S4)



Victor Byemelwa (Comms and Stakeholder Relations together with Cleopatra Nasari (SAP S4)



UBOMBO'S SHERQ TEAM HOSTS FOOD SAFETY SEMINAR

Safety at Ubombo remains the cornerstone of the sustainability of our business and most importantly, the community in which we operate. With a sharp focus on this aspect of our operations, Ubombo's SHERQ – Environment & Services section engaged recently with food supply and production businesses who provide services to the company. The purpose of the food safety seminar was to discuss and unpack all of Ubombo's safety requirements in this regard and current legislation tied to food production and supply.

Tailored for small and medium-sized enterprises, the seminar's objectives included raising awareness of the importance of food safety and the responsibilities that business like ours have in Eswatini. Speaking to members of the various food businesses represented, such as the nearby Shoprite supermarket and Fedics Food Services, Environmental Officer (SHERQ) Mhlonishwa Zwane clearly explained Ubombo's food safety requirements which needed to be adhered to by all food businesses when conducting food-related trade within the estate. The presentation further highlighted the courses of action to be deployed by Ubombo Sugar in ensuring full compliance with applicable legislation and standards.

It's worth noting that the Ubombo Sugar Hospital had in the recent past recorded well over 800 diarrheal cases, which further cemented our need to create awareness among our many employees. But not wishing to stop there, Ubombo has gone one step further in its goal to tackle food-related illnesses through the introduction of food safety assurance exercises. This initiative will help protect the health and safety of our own employees, visitors, contractors, and nearby communities. Our own commitment is to ensure that we comply fully with Eswatini's Public Health (Food Hygiene) Regulations and any other relevant food safety legislation.

It is important to note that the contravention of any provision of requirements, or failure to comply with a

lawful order, direction, or requirement of authorised entities, including Ubombo warrants conviction to penalties.

As part of the session, Corporate Affairs Head Leonard Ndzimandze also briefly expressed Ubombo's gratitude towards attendees of the seminar for their willingness to participate, assuring them that such engagements serve as a platform to educate and align all parties where food safety is concerned. He emphasised that we thrived on maintaining our good relationships with small and medium sized enterprises who served the business and underscored the need to have regular engagements of this nature. ■



SHERQ Officer Mhlonishwa Zwane having a conversation with the food suppliers who attended the seminar

UBOMBO 2024 SUPPLIERS DAY A GREAT SUCCESS!

Ubombo recently hosted its annual Suppliers' Symposium at the Ubombo Country Club and was attended by over 300 suppliers in the company's supplier database and together with other businesses representatives who have an interest our operations and company.

The overarching objective was to share with suppliers our procurement processes, policies, systems and procedures in order to help them improve their business dealings with Ubombo. Topics discussed included procurement and inventory processes, taxation, payment processes together with safety as Ubombo's number one strategic priority and the company's commitment to developing local small businesses.

This annual event creates an enabling environment for suppliers to improve their capability in service delivery while also assisting all parties to achieve their financial and regulatory obligations. It's a platform to build capacity for small businesses as the company aims to empower local businesses through supply chain, as part of Ubombo's commitment to "creating thriving communities."

Not only did we and our suppliers have the opportunity to address each other formally on common supplier-related opportunities and challenges, but also being able to walk around our their exhibits was a great opportunity for us all to see and hear about their services and wares "in the flesh".

The event was also attended by other government and regulatory bodies who spoke about compliance and governance. They included the Ministry of Labour and Social Security, Eswatini Revenue Services, Eswatini Bankers' Association, Financial Services Regulatory Authority and the Construction Industry Council. ■





UBOMBO PARTNERS WITH THE ESWATINI REVENUE SERVICES TO EDUCATE EMPLOYEES ON “PAY AS YOU EARN”

In a strategic move aimed at enhancing the literacy of our employees in as far as tax is concerned, we recently partnered with the Eswatini Revenue Service to conduct an educational session on Pay As You Earn (PAYE). This came in response to concerns around employee confusion in respect of PAYE, which is an essential aspect of the Company’s tax obligations, and which directly involves both employees together with companies across the country.

Our goal remains to provide all of our employees with a better understanding of how PAYE works, how it is calculated, when it is deducted from their salaries and as well as their tax obligations - which goes much further than the tax numbers displayed on their payslips. It became clear to us that increasing employee awareness about their tax responsibilities would be time well spent, noting that ignorance around tax regulations could land employees in hot water with the revenue services. This was a situation which we felt was not fair on our workers and hence, by partnering with the Revenue Service, we are committed to supporting them in their education about tax matters.

During the educational sessions, employees also had the opportunity to learn more about what taxes are used from, including and how it contributes to national development among other important imperatives. The experts from the National Revenue Authority also provided insights into common misconceptions about PAYE and offered guidance on how employees can ensure compliance with tax regulations.

By proactively engaging in initiatives that promote compliance, we also demonstrate our commitment to ethical business practices and responsible corporate citizenship; and by empowering employees with knowledge about tax matters, we’ve also taken a proactive step towards promoting employee compliance with regulatory requirements. ■



USL employees following a presentation during the PAYE taxpayer education



“The money you make is a symbol of the value you create.”

IDOWU KOYENIKAN

NEWS FROM OUR BUSINESSES

WHITESPOON BRAND HEALTH

ZAMBIA SUGAR PLC



Zambia Sugar

This is the 4th year of conducting a Brand Health Tracker in Zambia. The study was commissioned in 2020 to get an objective read from our consumers of our performance in the market. Over the span of four years, we have received feedback from over 2500 consumers. The study is conducted by Ipsos and is a collaborative effort with Zambia Sugar Trade Marketing and Group Insights. The study measures a host of reliable measures that are aimed to assess the 'health' of our Whitespoon

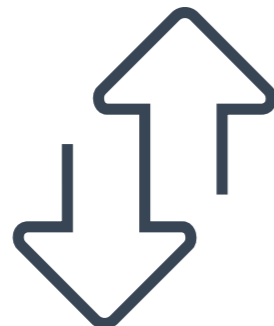
brand. In addition, we read the full market – including our competitors and the unbranded sugar segment. All of the data is modelled off responses from consumers, using the same methodological approach that Ipsos employs across the globe. The study is designed to represent the bulk of the Zambian market with a robust sample – both in terms of demographics and size. The key scores (as derived from various data points) are Brand Desire, Market Effects and Effective Equity.

BRAND DESIRE



+/-

MARKET EFFECTS



=

EFFECTIVE EQUITY



How well have we created desire for our brand among the target market

How well market effects are managed to translate desire into usage

Overall health for our brand, strongly connected with market share

The scores help us to measure our marketing, communication, sales and quality efforts – all rooted in consumers experience and perception – with identified areas of competitive advantage and weaknesses. Whitespoon is the clear market leader, with an overall score of 70.9% effective equity, coming from a low of 63.1% in the previous reading. The brand continues to build on the quality of the sugar and its heritage that is trusted. To offer perspective, the next closest branded competitor holds an effective equity score of 17.7%. Our performance in the market is driven by an exceptional Brand Desire score (indicating a

high base of loyal consumers who place high value on the brand) and an unrivalled presence in the market with high availability and preference (measured by Market Effects). The brands growth in the past year is indicative of strong execution of plans, sound market understanding and consistent support on building key brand credentials.

Both positive user experience and communication efforts across different media channels have aided in the performance of the brand.

BRAND HEALTH

BRAND EQUITY	BRAND DESIRE			MARKET EFFECTS			EFFECTIVE EQUITY		
	W4	W3	W2	W4	W3	W2	W4	W3	W2
WHITESPOON	54.8	49.6	50.8	16.13	13.5	14.1	70.9	63.1	64.9



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