



# 2025 Sustainability Report





# SUSTAINABILITY REPORT

The 2025 financial year marked a continuation of RFG's ongoing commitment to sustainability, with strategic emphasis across all site operations, the product value chain, and collaboration with our partners. Guided by robust sustainability data, the group has continued to invest in sustainability improvement projects and solidify the foundation of its new sustainability strategy.



## Alignment and governance

Our evolving sustainability strategy strengthens RFG's alignment with global and national sustainability frameworks, providing a clear, responsible mandate for our future planning. This alignment includes:

- United Nations Sustainable Development Goals (SDGs)
- The Triple Bottom Line (TBL), integrating sustainability provisions for “people”, “profit” and “planet”
- The Planetary Boundaries, which guide us in operating within specific environmental thresholds
- The Paris Agreement, focusing on global climate action and the reduction of atmospheric greenhouse gas (GHG) emissions
- The Kunming-Montreal Global Biodiversity Framework, supporting the reversal of biodiversity loss and the practice of regenerative agriculture where feasible
- The National Development Plan and related policy and legislated frameworks

Furthermore, RFG continued to integrate key environmental, social and governance (ESG) standards into its strategy and reporting. The preparation of the 2025 Sustainability Report was informed by the following:

- Institute of Directors SA King IV™ Guidance Papers on climate change responsibilities and risk responses
- The Presidential Climate Commission's Just Transition Framework
- JSE's sustainability and climate change guidance papers
- National Environmental Management Act (NEMA)

## Planning for sustainability

Our efforts are concentrated on making a meaningful impact aligned to five prioritised SDGs, focusing on consumption of natural resources, carbon footprint, waste footprint, and our role in surrounding communities. Site operational targets are continually revised and tracked against the group's 2025 sustainability targets. As we plan for the next five years, a sustainability roadmap has been developed, setting out milestones to further enhance sustainability governance and overall progress. Ultimately, our strategy aims to mitigate any identified adverse impacts within our product value chain, ensuring our position as a responsible business.



The report is structured in three main sections that reflect the components of RFG's sustainability strategy:

### 01 ENVIRONMENTAL PERFORMANCE

### 02 SOCIAL PERFORMANCE

### 03 SUSTAINABILITY GOVERNANCE



# SUSTAINABILITY REPORT continued

## 01 ENVIRONMENTAL PERFORMANCE

Our strategy for managing RFG’s environmental footprint is grounded on three core principles: legal compliance, operational proficiency, and voluntary action. This ensures we responsibly manage our impact across all our facilities and the broader value chain.

A non-negotiable component of our operations is our commitment to comply with NEMA. For every new sustainability improvement project, we conduct feasibility and due diligence assessments. These are essential for establishing both the technical viability of the projects and ensuring compliance with NEMA and all subordinate Specific Environmental Management Acts (SEMA’s).

To maintain standards on a site level, we place strong emphasis on staff training and capacity building to comply with environmental standards.

### Regulations and standards

RFG also recognises the necessity of going beyond the minimum regulatory requirements. We promote environmental management regulations and standards that support local and international voluntary agreements aimed at advancing sustainable development and social equity. Our decision to embed “planet” as a core corporate value is reflective of our commitment to environmentally sustainable and equitable food systems where both people and nature can thrive. This position informs our investment decisions and reinforces our commitment to responsible business practices.

### Measuring sustainability performance

To effectively manage and monitor our environmental footprint, RFG has defined four key performance areas (KPA’s) that are routinely measured, tracked, and reported across the group. This structure allows both individual operations and the group to track ongoing performance and accurately quantify the impact of sustainability investments, such as photovoltaic (PV) solar installations. These four KPA’s include:

WASTE MANAGEMENT

WATER CONSUMPTION

ENERGY CONSUMPTION

EMISSIONS MANAGEMENT

For each KPA, we establish specific reduction and efficiency targets at the operational level, and consolidated group-wide targets set for the 2025 financial year. Each operation’s KPA targets reflect site-specific factors, including production seasonality and fluctuating demands for water and energy.

Performance is continuously monitored through the monthly submission of data from each operation, which is then reviewed by the head of each business unit. The use of a consolidated group target, which incorporates data from all operations, enables us to assess our collective environmental sustainability progress relative to previous financial years and our 2025 goals.

The following table summarises the current KPA reduction targets and our performance during the 2025 financial year:

KPA	Measuring efficiency	Target for 2025	2025 Performance	2024 Performance	2023 Performance
Waste management	<b>Kilograms of waste generated per tonne of production:</b> Measures the amount of waste, in kilograms, that is sent to landfill, for every tonne that is being produced.	0.010	0.004	0.005	0.004
Water consumption	<b>Kilolitres/tonne of production:</b> It measures the amount of water, in kilolitres, that is used for every tonne that is being produced.	5.52	6.77	7.52	7.31
Energy consumption	<b>kWh/tonne production:</b> It measures the amount of electricity, in kilowatts per hour, that is being used for every tonne that is being produced.	158	178	200	169
Air emissions management	<b>Tonne CO<sub>2</sub>/tonne production:</b> It measures the amount of carbon dioxide that is being generated for every tonne that is being produced.	0.25	0.23	0.25	0.26

The performance against the targets was impacted by site specific factors such as a decrease in the production tonnages at some sites. The two largest contributors were Eswatini and the pulps and purees factory. This was further affected by an increase in demand for water intense products such as fruit juice. The performance of some operations in prior years was slow to gain momentum against the five-year targets, resulting in cumulatively higher improvement required by 2025.



SUSTAINABILITY REPORT continued

WASTE MANAGEMENT

POLICY OBJECTIVE



Promote a circular economy with our waste streams by minimising and diverting waste from landfill through alternative waste treatment (AWT) initiatives and improving packaging design for recyclability.



Prevent food waste from going to landfill and donate any edible food surplus to under-resourced schools and community initiatives.



Focus areas

To reduce the impact of different waste streams and to promote a circular economy, RFG places a key focus on material and process optimisation and process to reduce waste. Where waste is unavoidable, each site has developed plans to implement waste minimisation and beneficiation projects. Understanding that our waste streams hold value, RFG has taken measures to repurpose waste streams on-site and form partnerships with local companies to repurpose waste as a secondary resource.

To extract maximum value from each waste stream, the waste management strategy focuses on waste separation at source by increasing the capacity of the waste sorting areas at many of our operations to enhance recycling and resource recovery. Waste sent to landfill decreased from 1 449 tonnes in 2024 to 1 209 tonnes in 2025. Consequently, the volume of waste disposed of in landfills now represents 3.19% of total waste generated. In addition, the volume of waste sent for recycling increased by 86% to 4 472 tonnes. Overall, we successfully diverted the majority of our waste, with 85% of the total volume sold as by-products for reuse purposes.



Waste stream	Volumes (tonnes)		
	2025	2024	2023
Waste to landfill	1 209	1 449	1 480
Waste reused/repurposed	25 534	25 267	33 163
Total volume of waste recycled	4 472	2 399	3 171
Sum of hazardous waste (excluding ash)	28	15	31

Solid waste management

Material	Volumes (tonnes) recycled		
	2025	2024	2023
Tetrapak/composites	167	135	143
Plastic	323	369	482
Paper/cardboard	982	880	1 053
Glass	7	10	11
Metal/tin	715	680	939

# SUSTAINABILITY REPORT continued

## WASTE MANAGEMENT

### Extended producer responsibility

RFG has made significant strides in aligning its operations with the principles of Extended Producer Responsibility (EPR), viewing packaging as a critical component of our waste management strategy. Our approach is two-fold: ensuring regulatory compliance and driving packaging innovation.

The group's EPR compliance is managed through a standard operating procedure for packaging data collection and an automated internal system that ensures accurate monthly reporting. This effort has resulted in a major improvement in the quality and structure of packaging data compared to the previous year, providing a complete data set for all packaging elements sold into the market.

Concurrently, we are driving packaging design for recyclability. A new, dedicated role has been created to oversee packaging design, EPR compliance, and design-for-recycling initiatives. We are actively pursuing packaging design changes, notably for plastic film, that are projected to divert nearly 100 tonnes of material from landfill. Furthermore, the lightweighting of our larger 3kg cans is currently being tested, primarily at the vegetable plant, yielding benefits in manufacturing efficiency and reduced CO<sub>2</sub> emissions from transportation without affecting the cans' recyclability. The key challenge remains balancing material reduction with maintaining product food safety and shelf life, acknowledging that the prevention of food waste takes precedence over packaging material concerns.

### Organic waste management

RFG is committed to diverting organic waste from landfill, acknowledging the significant environmental liabilities associated with its disposal. Integrated waste management planning for our Western Cape sites has been implemented ahead of the 2027 organic waste landfill ban.

To offset these critical downstream impacts, all our operations are committed to repurposing this waste stream as a valuable secondary resource.

- In Eswatini, our pineapple farms host a large-scale composting operation that manages all factory organic waste
- The Fruit Products factory treats all factory fruit waste. Following stringent testing, the composted material is applied to the surrounding agricultural land, actively supporting soil regeneration

This commitment to resource circularity transforms a costly environmental challenge into an opportunity for soil enrichment and emissions mitigation.

### Food loss and waste

Food loss and waste is a significant social and environmental issue in South Africa. RFG is a core signatory of the National Food Loss and Waste Agreement, committing the group to a target of reducing food waste by 50% by 2030. This commitment is directly aligned with SDG Target 12.3, which aims to halve global food waste at the retail and consumer levels and reduce food losses across production and supply chains.

At an operational level, each site is focused on two key actions:

- Reducing the non-edible food surplus sent to landfill.
- Donating non-marketed food products to various partners, including local organisations, schools, food drives and neighbouring care points.

### Waste water and effluent treatment

All RFG operations utilise advanced effluent treatment systems designed to regulate acidity and efficiently remove fats, solids, and other contaminants before discharge. We prioritise water reuse and compliance:

- Groot Drakenstein has implemented an integrated system supported by a dam structure. New draining bags were introduced to remove more solids, increasing system capacity. Post-treatment, the water moves through a pond system where both aerobic and anaerobic stages complete the cleaning process. Critically, the final storage dam holds treated water specifically for irrigation purposes, closing the loop on water usage
- The pineapple factory in Eswatini uses a dam-based system for treated effluent. The final discharge stage involves releasing the treated water into a natural reed bed system, ensuring an environmentally sound return to the ecosystem

These activities directly contribute to SDG 6.3, which aims to enhance global water quality by 2030 through reducing pollution, preventing dumping, and minimising the release of hazardous chemicals and materials. The target also seeks to halve the amount of untreated wastewater and significantly increase recycling and the safe reuse of water.





# SUSTAINABILITY REPORT continued

## WATER CONSUMPTION

**POLICY OBJECTIVE**

6 CLEAN WATER AND SANITATION

Conserve water sources by designing systems that reduce water usage, avoid water wastage and recycle water where possible



### Focus areas

RFG’s water management strategy is driven by the reality that South Africa is a water-scarce country. This resource scarcity is compounded by the fact that the country is projected to face a water deficit of approximately 17% by 2030, a challenge amplified by climate change and its disproportionate impact on under-resourced communities.

### Responding to national priorities

The past year has been marked by significant policy developments aimed at ensuring future water security in South Africa. The government established the South African National Water Resources Infrastructure Agency which came into effect in February 2025, mandating it to develop, operate and fund national water infrastructure to ensure a sustainable supply aligned with national objectives. Furthermore, the Department of Water and Sanitation published a Revised Pricing Strategy for Raw Water Use Charges, which aims to promote water-use efficiency by reflecting the scarcity value of water and providing an enabling framework for transformation.

In response to both material risk and national policy, RFG is continually adopting improvements in equipment and processes to reduce each site’s water consumption. Our strategy is centred on three pillars:

- 1. Diversification and pre-treatment:** Most of our operations successfully diversify their water sources, utilising municipal supply alongside natural sources such as rivers, canals, natural springs and groundwater. All water drawn, especially for production, undergoes a pre-use treatment process to regulate pH, remove potential contaminants and ensure clarity, maintaining our quality standards.
- 2. Recycling and efficiency:** We aim to recycle water as much as possible. At many sites, used process water is treated and then redirected for other applications, such as washing in different production areas. Additionally, production cycles are optimised to reduce the need for washing in-between shifts, leading to significant water-use reduction.
- 3. Accountability:** To ensure continuous improvement, we assign each operation a specific water-use efficiency target based on its production volumes and process requirements. Consumption data is submitted and reviewed on a monthly basis.

RFG successfully diversified its water mix during the year, substantially reducing reliance on municipal supply and securing operational resilience. The total volume of natural water sources abstracted included river water at 750 879 kl and groundwater (from boreholes and springs) totalling 317 157 kl. Water security was further strengthened by reusing and recycling 415 971 kl of water within our operations. Rainwater harvesting contributed 155 kl.

A water-use license has just been granted for a fourth dam at our Groot Drakenstein site. This dam will be used to store treated process water for irrigation.

RFG’s water management strategy is aligned to SDG 6.4 which aims to substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address national water security challenges.

Water usage	Volumes (kilolitres)		
	2025	2024	2023
Total volume of water used, including municipal and abstraction	2 084 864	2 193 949	2 353 234

# SUSTAINABILITY REPORT continued

## ENERGY EFFICIENCY

### POLICY OBJECTIVE



Implement energy efficient technology and processes to minimise energy consumption where feasible.

### Focus areas

RFG has advanced its energy portfolio, focusing on diversification and the integration of renewable energy and energy storage to enhance energy efficiency. In the reporting period, the group's total renewable energy usage increased substantially, rising from 5 807 223 kWh to 7 650 215 kWh. Out of 14 of our production facilities, eight now have solar PV installations.

In addition to expanding our renewable energy infrastructure, certain operations have implemented energy-efficient technology and reviewed production processes to identify opportunities for reducing energy demand. Energy consumption at each site is affected by factors such as seasonality, market demand, and production volumes. Therefore, each operation is assigned individual energy intensity reduction targets. This is aimed at reducing the amount of electricity, measured in kilowatt-hours (kWh), required for every tonne of product manufactured.

The following sites are generating renewable energy from solar PV installations with the following output:

Site	Usage in kWh for 2025	Portion of renewable usage – 2025	Usage in kWh for 2024	Portion of renewable usage – 2024
Pies and Pastries, Linbro Park	741 471	20%	56 500	2%
BTS factory	255 483	25%	221 001	25%
Dairy factory*	396 555	15%	299 033	12%
Dairy farm	312 169	44%	308 380	49%
Flexible Packaging*	93 411	13%	83 612	10%
Juice Products	2 060 762	34%	1 544 160	29%
Meat Products	1 324 043	24%	1 346 581	25%
Pulps and Purees*	838 237	11%	633 631	10%
Ready Meals, Western Cape*	901 537	13%	693 896	12%
Vegetable Products	726 545	25%	620 429	24%

\*Located at Groot Drakenstein production hub.

The group remains committed to diversifying its energy resources and significantly reducing its carbon footprint.

Construction of the second phase of Groot Drakenstein's solar PV project has been completed with a 2 431 kWp installation. This is projected to generate 3 862 MWh/yr once it comes online in February 2026, bringing the total renewable energy portion of Groot Drakenstein's energy demand to 42%. At the Aeroton production facility in Gauteng, a 1 039 kWp installation is being constructed and is expected to produce 2 085 MWh/yr once it comes online in May 2026.

### Energy usage data

Energy sources	2025	2024	2023	Units
Total direct energy consumption from non-renewable fuels burned	964 656	1 538 775	1 106 665	GJ
Total direct and indirect energy consumption	1 188 030	1 740 275	1 298 667	GJ
Total volume of electricity purchased	54 398	51 037	51 426	MWh
Total volume of electricity self-generated	7 650	5 807	1 908	MWh
<b>Total volume of electricity consumed</b>	<b>62 048</b>	<b>56 844</b>	<b>53 334</b>	<b>MWh</b>






# SUSTAINABILITY REPORT continued

## AIR EMISSIONS MANAGEMENT

### POLICY OBJECTIVE



Reduce GHG emissions by investing in renewable energy technology and optimised processes.

### Focus areas

RFG prioritises climate action by strategically moving towards renewable, low-carbon energy sources where feasible, and by consistently optimising production processes across all sites. A major focus has been placed on developing our emissions inventory, which now includes key Scope 3 emissions to account for our product value chain emissions, both upstream and downstream. We currently record and report on all Scope 1 (direct) and Scope 2 (indirect) emissions. Emissions from company-owned equipment (Scope 1), specifically boilers, are monitored by external service providers to ensure compliance with the National Environmental Management: Air Quality Act.

GHG emissions Scope 1	2025	2024	2023
Total carbon dioxide emissions (CO <sub>2</sub> ) – measured in tonnes CO <sub>2</sub> emitted	75 182	114 094	85 607



### Setting science-based targets for emissions reduction

RFG’s fresh foods division is establishing an indicative science-based net zero scenario targeting a minimum 50.4% emissions reduction for Scope 1 and Scope 2 by 2032. The division has developed a strategic roadmap accounting for various projects that will contribute to these targets being achieved. This will mean reducing the total Scope 1 emissions from 5 954 tonnes CO<sub>2</sub>e (2024 baseline) to 2 916 tonnes CO<sub>2</sub>e, and its Scope 2 emissions from 22 226 tonnes CO<sub>2</sub>e to 12 134 tonnes CO<sub>2</sub>e by 2032. While the dairy farm has already achieved a 57.2% reduction in Scope 2 emissions, the overall strategy demands significant, consistent investment into renewable energy and operational changes to meet the reduction targets set for all sites.



# SUSTAINABILITY REPORT continued

## FARMING FOR THE FUTURE

RFG's commitment to sustainable sourcing is exemplified by our participation in the Woolworths "Farming for the Future" (FFF) programme at our dairy farm. This programme aligns with regenerative agricultural principles, aiming to build a net-positive environmental contribution rather than degrade natural resources.

The dairy farm undergoes an independent sustainability audit every 12 to 18 months. The FFF audit assesses performance across five core pillars: soil health, water footprint, carbon footprint, biodiversity and well-being (which includes animal welfare and community aspects).

In the assessment conducted in February 2025, the dairy farm achieved a sustainability score of 75.9%, exceeding the pass mark of 70%. RFG was awarded seven bonus points for proactive management practices that go beyond core criteria, including clear environmental policies, social and ethics audit performance, and valuable social investment initiatives supporting our farm workers and the local community.

**Animal welfare:** RFG maintains strong animal welfare standards through participation in the Farm Animal Initiative (FAI) programme, with quarterly reporting on key indicators such as antibiotic usage (with a focus on moving to selective treatment)

No animals are injected with rBST or growth hormones and are allowed to grow and produce milk naturally. Independent tests are done to confirm this. Antibiotics are used responsibly and selectively. All milk is tested for antibiotics prior to being processed. Careful attention is given to animal health and comfort. All cows are monitored via an electronic tag that measures activity, rumination, ear point temperature, eating time and behaviour.

## FACTORY FOR THE FUTURE

RFG is embedding sustainability across its factories through participation in the Woolworths FFF programme. This initiative focuses on environmental and ethical management across our production sites.

The initial on-site baseline assessment, conducted for the Aeroton Pies and Pastries and Ready Meals factories, yielded a high score of 86%, significantly surpassing the 50% pass mark.

This score reflects the effectiveness of RFG's existing environmental monitoring and management systems, particularly in waste record-keeping and our commitment to continuous improvement.

Our participation in the FFF programme reinforces key corporate sustainability commitments, for which we received bonus points:

**Emissions reduction:** RFG's direct involvement in the Woolworths Science Based Target (SBT) Programme anchors our long-term goal to halve GHG emissions by 2032

**Waste commitment:** This aligns with our Consumer Goods Council commitment to reduce food loss and waste by 50% by 2032

**Low-carbon energy:** The existing utilisation of solar power and the quality of our wastewater management contributed to our overall high score





# SUSTAINABILITY REPORT continued

## Rainforest Alliance Certification

RFG's pineapple and fruit operations in Eswatini maintained the Rainforest Alliance Certification. This certification, now in its third cycle for the farm, provides customers with assurance that our products are sourced from operations adhering to standards that regulate both land sustainability and social aspects of our workforce.



### Sustainable land management

The certification standards guide enhanced practices for environmental stewardship, particularly in soil conservation and chemical usage:

- **Pesticide management:** We adhere to the certification's stricter requirements, which resulted in the suspension of use of "red-level" soil amendment chemicals. RFG Eswatini is actively running trials using biological control agents (microbes, bacteria, and fungi) to find sustainable alternatives for nematode control. Furthermore, efforts are underway to reduce the reliance on "yellow-level" chemicals.
- **Erosion control and soil health:** RFG Eswatini implements measures for erosion control and plant cover crops during the fallow period. These crops facilitate soil fertility by bringing leached nutrients back to the topsoil.
- **Composting operations:** Factory organic waste is integrated into our continuous composting process. This waste is placed into windrows and mixed with chicken manure (approximately 25%). After six to eight weeks, the compost is ready. This material is primarily applied to weak areas of the farms with low historical yields at a maximum rate of 40 tonnes per hectare. Before it is applied to the land, samples are tested for traces of heavy metals and to determine the nutritional and mineralogy values of the compost.

### Workforce well-being and social standards



The Rainforest Alliance Certification also recognised RFG Eswatini's commitment to the social wellbeing on our employees. The following measures are offered:

- **Health and facilities:** Clinics for employees are available on both for basic healthcare
- **Accommodation and transport:** Bus transport is provided to safely commute employees to their workstations. Housing accommodation is available for approximately 100 employees, with ongoing upgrades, including the replacement of asbestos roofing



# SUSTAINABILITY REPORT continued

## 02 SOCIAL SUSTAINABILITY



### Empowerment and transformation

The group subscribes to the philosophy of B-BBEE and is committed to the spirit and principles of the B-BBEE Act as well as compliance with the AgriBEE codes, which relate specifically to the agricultural and food production sector.

RFG's efforts are aligned to six SDGs which the group has identified as priorities. The board and management believe that development, transformation, empowerment and economic growth are complementary imperatives, and the group aims to foster transformation through its business activities and by contributing to the broader society.

The group's transformation strategy is focused on four key stakeholder groups:

- 1

**Shareholders:** seeking to deliver competitive long-term returns and to attract a diversified shareholder base.
- 2

**Employees:** focusing on employment equity-based placement practices, skills training and employee development.
- 3

**Suppliers and business partners:** developing meaningful and enduring business partnerships that will provide value creating opportunities.
- 4

**The community:** contributing to the development and upliftment of communities in need.



RFG attained 97.3 points on the AgriBEE sector code and achieved a level 2 B-BBEE rating.

The rating was independently verified by HoneyComb BEE Ratings, a SA National Accreditation System verification agent.

The group's STI scheme has been aligned with the transformation and empowerment objectives. The group's score for performance against the preferential procurement, enterprise and supplier development, and management control elements of the AgriBEE sector codes is applied as a non-financial measure in determining incentive payouts.

### B-BBEE scorecard

Element	Maximum score	2025	2024	2023	2022
Ownership	25	15.61	17.07	18.63	18.30
Management control	19	9.49	11.08	10.88	9.72
Skills development	20	16.38	17.17	15.92	16.45
Preferential procurement and enterprise development	40	40.82	39.77	37.21	37.67
Socio-economic development	15	15.00	15.00	14.92	14.07
Total	128	97.30	100.09	97.57	96.21
B-BBEE level		2	1	2	2

# SUSTAINABILITY REPORT continued

## Ownership

RFG scored 15.61 points for the B-BBEE ownership element, a decline of 1.46 points from the previous scorecard's 17.07 points in 2024. The company uses an independent competent person's report in determining B-BBEE ownership, as provided for in the codes.

The group's overall B-BBEE rating may fluctuate from year to year as the ownership score is sensitive to changes in the group's institutional shareholding and is dependent on the B-BBEE status of its shareholders.

## Management control and employment equity

In line with SDG 5 on Gender Equity and target 5.5 which aims to ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making, female directors comprise 44% of the RFG Holdings board. Black directors comprised 56% of the board, with five black non-executive directors, including a black female chairperson.

RFG's score for this element decreased to 9.49 points from 11.08 points in 2024, as three black females in executive positions have moved on.



## Employment statistics

Labour statistics	2025	2024	2023	2022
Total number of permanent employees	3 649	3 401	3 488	3 427
Total number of contractors	1 548	2 428	1 749	1 972
Total number of employees and contractors	5 197	5 829	5 237	5 399
Total number of employees and contractors operating in South Africa	4 057	4 388	4 188	4 482
Percentage of management (top and senior) deemed a historically disadvantaged South African person (HDSA)	52	57	45	37
Percentage of management (top and senior) who are women	22	30	23	20
Percentage of total employees who are deemed HDSA	97	98	97	97
Percentage of total employees who are women	47	48	45	48
Percentage of total employees who belong to a trade union	51	41	34	38
Employee turnover (number of persons who departed relative to the total number of employees at year end)	7.0	10.6	10.3	9.5
Total number of person hours worked	13 929 220	14 009 088	14 550 869	14 752 328
Total number of person days lost due to absenteeism	37 828	34 507	39 686	34 540
Total number of person days lost due to industrial action	–	2 340	–	1 160

## Skills development

The group invested R42.6 million on the training and development of black employees, which equates to 3.34% of the annual payroll invested in the training and development of black employees.

Black employees on learnerships comprise 7.0% of the workforce, with the number of women participating in learnerships being 3.2% of total employees.

The score for the skills development element has declined to 16.38 points from 17.17 points in 2024.

Skills development is a key enabler to the ongoing growth and transformation of the business. A talent and learning strategy was developed to identify skills gaps and development needs.

The group will continue to place emphasis on its enterprise and supplier development initiatives to advance tangible transformation in the agricultural sector with specific emphasis on its own supplier base.

The group invested 1.5% of profit after tax on enterprise development initiatives against a target of 1.5%. Projects include the further development of two black-owned SMMs, one of which distributes a range of the group's products.

The group also invested 2.0% of profit after tax on supplier development initiatives against a target of 2.0%. Projects include the further development of several black-owned SMMs, which supply RFG with fruit and vegetables.



# SUSTAINABILITY REPORT continued

## Preferential procurement, enterprise and supplier development

The group's spend on B-BBEE suppliers decreased to 92% of total procurement from 97% in 2024. The procurement spend on qualifying SMMEs decreased to 11% from 14% in 2024.

The group will continue to focus on growing black-owned SMMEs, particularly businesses owned by black women.

## Supplier development

As a reliable and long-term partner in the agricultural value chain, RFG offers stability to our primary producers, many of whom are generational, family-owned businesses. We provide certainty on both price and volume through a variety of agreements, including multi-seasonal and pre-season contracts for commodity-based raw materials. This helps to mitigate the supplier's primary risk exposure to market price fluctuations.

New suppliers are selected based on a balanced basket of factors, including geographic location, production risk, water availability, audit certifications and market needs.

Currently, our formal Enterprise Development Programme supports eight entities that produce apricots, peaches, pears, sultana grapes, apples, beetroot and gherkins. This support is delivered via non-secured, non-interest-bearing loans, with R15.4 million outstanding in funding to these entities.

The most significant projects are as follows:

## Constitution Road Wine Growers Company

Over the past 15 years, RFG has supported Constitution Road Wine Growers (CRWG) Company as an enterprise development initiative. The farm's majority ownership (66%) is held by the La Chasseur Workers Trust, benefiting 183 female beneficiaries from the local community.

RFG's initial support included a non-interest-bearing loan of R1.45 million, which enabled the farm to establish its first apricot and peach orchards. Subsequent financing has enabled the farm to expand its total planted area to 20 ha of apricots, 10 ha of peaches, and 3 ha of sultana grapes. The farm, which spans 200 ha, currently provides stable employment for 20 permanent workers and 200 seasonal workers. Produce grown with this investment is sold back to RFG for use at our Fruit Products factory.

To increase the farm's handling capacity, RFG invested in an on-site fruit handling depot, with rent payments deducted directly from the outstanding loan amount. We also extended financing to invest in a new pipeline, ensuring long-term water security by pumping water from the Breede River to the irrigation dam. The farm demonstrates a commitment to environmental stewardship through resource circularity: all waste is sorted, and farm organic waste is composted. A chipper breaks down materials before they are placed in static composting piles, producing approximately 500m<sup>3</sup> of compost annually for on-site soil enrichment.

## Leopont Properties

Leopont Properties is a level 2 B-BBEE producer, comprising a 51% black-owned and 18% black female owned partnership. This farm produces fruit for canning and was supported by RFG with an initial R3 million loan which is repaid by providing canning fruit to the Fruit Products factory in Tulbagh.

## Trevor's Boerdery

Trevor's Boerdery is situated in Wolseley, Western Cape and produces pears for canning. The business has level 1 B-BBEE credentials and is supported by RFG through a R200 000 loan and market access for canning fruit.

## De Goree Farm

De Goree Farm is a wine and fruit farm in the Robertson valley in the Western Cape. It is a level 2 B-BBEE organisation with 52% black ownership and 48% black-women ownership. RFG supported De Goree to establish 15 ha of pear trees.

## Afrikan Farms

Afrikan Farms has engaged RFG to explore a long-term partnership focused on vegetable contract farming. The farm is located adjacent to an established RFG gherkin supplier, creating a unique opportunity to foster emerging agricultural talent with direct access to proven expertise and infrastructure.

Recognising the potential, RFG has provided substantial support, including:

- A non-interest-bearing loan of R1 million, enabling critical investment in infrastructure
- Gherkin supply contracts over the past three years, totalling 172 tonnes
- Tomato contracts aligned with RFG's Limpopo vegetable processing operations, expanding crop diversity and market reach

Afrikan Farms has reinvested in its operations by upgrading its irrigation system, constructing a new dam, and installing modern water supply lines, laying the foundation for sustainable growth and increased yield capacity. This partnership exemplifies RFG's commitment to developing high-potential agricultural ventures and unlocking long-term value through strategic collaboration.

# SUSTAINABILITY REPORT continued

## 03 SUSTAINABILITY GOVERNANCE

RFG maintains a robust governance structure designed to integrate environmental, social, and ethical oversight across the group. This ensures that sustainability objectives are aligned with business strategy and driven from the board level down to site operations.

Governance is further strengthened by incorporating key management personnel from various business units to operationalise sustainability policies and guide sustainability improvement projects at each site. RFG’s sustainability strategy is overseen by three key committees: the RFG executive committee, the social and ethics committee (board level), and the environmental and sustainability committee, with each holding distinct responsibilities:

Executive committee	Environmental and sustainability committee	Board social and ethics committee
<ul style="list-style-type: none"><li>■ Maintains oversight of sustainability issues and climate risks</li><li>■ Delegates responsibility to oversee the management of sustainability-related issues, climate risks, environmental management, and social investment initiatives</li><li>■ Reviews current and new ESG and sustainability standards that are relevant to RFG and to identify future alignment</li><li>■ Oversees and reports on organisational ethics, responsible corporate citizenship, sustainable development and stakeholder relationships</li></ul>	<ul style="list-style-type: none"><li>■ Drives the group’s environmental management and compliance with the NEMA</li><li>■ Identifies feasible sustainability improvement projects at RFG’s sites and conducts the necessary feasibility assessments</li><li>■ Sets and reviews the group’s environmental sustainability targets</li><li>■ Ensures that each site submits sustainability data to track performance against targets</li><li>■ Identifies the environmental impacts associated with the group’s products, processes and services, and implements environmental management plans to offset the impacts</li></ul>	<ul style="list-style-type: none"><li>■ Oversee and report on organisational ethics, responsible corporate citizenship, sustainable development and stakeholder relationships</li><li>■ Assist the board to discharge its responsibility with respect to the approval, implementation and monitoring of policies and practices that promote responsible corporate citizenship and sustainability, and ensure that RFG operates in a sound and ethical manner</li><li>■ Consider environmental, social, health and safety concerns, in particular the impact of the company’s activities, products or services.</li><li>■ Implement the requirements of the Companies Act, 2008 and its regulations as well as King IV™</li><li>■ Monitor the group’s empowerment and transformation strategy, and progress against agreed B-BBEE targets</li><li>■ Report annually to shareholders on matters within the committee’s mandate</li></ul>

### Sustainability data

RFG utilises a centralised platform for sustainability data collection, review, and reporting. This centralised system ensures data integrity and consistency across the four KPAs. On a monthly basis, site personnel collect raw data at each site. This data then undergoes a multi-level approval process: a coordinator reviews and verifies the data for errors and variances, followed by a General Manager who provides qualitative context and confirms data accuracy.

Once approved, the data is centrally available and reviewed by a sustainability engineer, who collates performance against set targets. Key reports, including KPA performance and the quarterly review of usage efficiency and associated costs (water, electricity, and steam) against a rolling 12-month period, are then presented to both the executive committee and the board for review. This process ensures monthly executive engagement that integrates sustainability performance with broader business metrics like sales and production targets.





# SUSTAINABILITY REPORT continued

## New sustainability targets for 2026

To continue RFG’s sustainability journey beyond our 2025 KPA targets, new short-term targets have been set for the group.

KPA	Measuring efficiency	2026 Target	2025 Actual
Waste management	Kilograms of waste generated per tonne of production	0.00388	0.00392
Water consumption	Kilolitres/tonne of production	6.70	6.77
Energy consumption	kWh/tonne production	172	178
Air emissions management	Tonne CO <sub>2</sub> /tonne production	0.231	0.233

As RFG looks ahead, we are committed to expanding our measures to mitigate environmental and social impacts across our entire value chain. In direct response to climate change, we will continue diversifying the group’s energy mix by integrating more renewable and low-carbon sources. We also recognise that ongoing sustainability shifts, especially those related to the Just Energy Transition, demand substantial investment in skills development and knowledge transfer within our teams and throughout the communities we serve. These priorities will remain central to RFG’s strategic decision-making as we advance into the next phase of our sustainability journey.

