

2025



Sustainability report



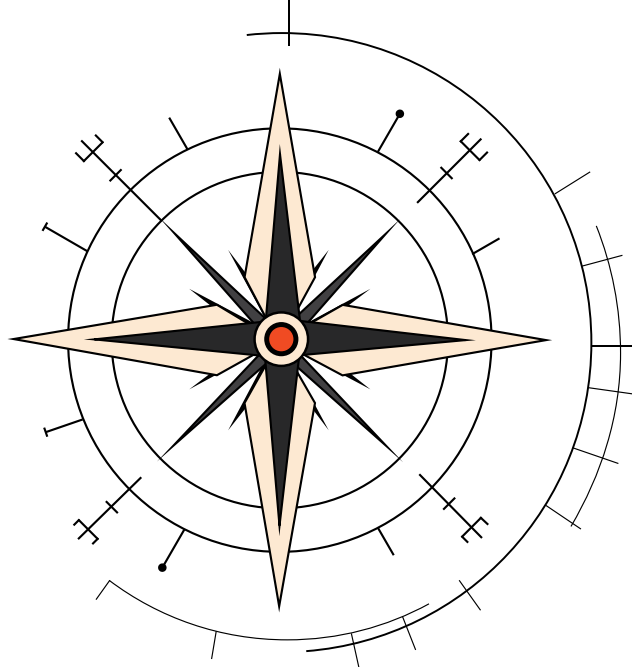
Policy forms the compass for the future

The compass is a timeless symbol of NWK's strategic direction, future vision and legacy as the oldest agricultural business in the country. As the design theme of the annual report, the 'directional sunflower' symbolises agricultural prosperity and purposeful direction.

Amidst the driest production season in decades and economic pressure, the group remained anchored in its corporate principles with cooperative values – with Epko as a beacon of success in the reporting period. With a new management team at the helm, the new season was embraced with confidence. This report documents not only the group's financial path, but also a renewed commitment to sustainable growth and a future anchored in innovation. The group's policy forms the compass within which management can function, build on and improve on the foundations that already exist.

With continuous investment in infrastructure and rural support, NWK remains committed to agriculture. Strong partnerships, grounded in the values that define us, are the foundation of NWK's composition.

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Sustainability report 2025

INTRODUCTION

This sustainability report reflects the ongoing commitment of the NWK group to responsible business practices that create long-term value while safeguarding our people, communities and the environment. In an increasingly complex operating environment, we recognise that effective risk management is fundamental to resilience and sustainability.

We continue to invest in our human capital, prioritising employee well-being, development and inclusivity to build a capable, engaged and future-ready workforce. Our focus on social and relationship capital reinforces trust and collaboration with stakeholders, including communities, customers and partners, as we strive for shared prosperity. In addition, we acknowledge the intrinsic value of natural capital, and are committed to reducing our environmental impact.

Through this report, we aim to transparently communicate our performance, challenges and future priorities as we navigate the path to sustainable development.

RISK MANAGEMENT

The past year has underscored the critical importance of effective risk management in South Africa's agricultural sector. One of the most significant challenges was the drought experienced during the 2023/2024 season, which severely impacted harvest yields. This not only reduced profits but also strained producers' cashflow, creating a ripple effect across the supply chain. For producers relying on dryland crops, the lack of sufficient rainfall amplified the challenges, highlighting the importance of drought-tolerant crop varieties and implementing soil conservation techniques to mitigate future risks and enhance resilience.

In contrast, the current 2024/2025 season has been marked by the effects of La Niña, bringing excessive rainfall to many regions. While the rains have replenished water sources and improved grazing conditions, they have also caused flooding and delayed planting in some areas. These disruptions may affect crop yields and quality. The unpredictability of climate patterns calls for a proactive approach to climate resilience in agriculture.

Cyber risks continue to be a consideration for the agricultural sector, but the company demonstrated strong resilience during the reporting period. Although a cyberattack was experienced, it was not severe and did not have a major impact on business operations, thanks to the robust control measures already in place. Comprehensive cybersecurity protocols and rapid incident response minimised disruptions, showcasing the importance of proactive risk management in the digital domain.

A significant achievement during this period was the improved risk management at Epko Oil Seed Crushing, the sunflower crushing plant. By implementing further control measures, the plant successfully mitigated previously high risks. These measures not only strengthened operational resilience but also led to a significant decline in residual risks during the financial year. This progress highlights the critical role of continuous improvement in ensuring the stability and sustainability of key processes.

The company has also taken meaningful steps by incorporating environmental, social and governance (ESG) risks and opportunities into the enterprise risk management (ERM) system. In recognition of the strategic importance of ESG, this component will be fully integrated to align with the company's long-term sustainability objectives. Through this approach, the organisation is better positioned to identify, manage and capitalise on ESG-related risks and opportunities, ensuring that these important factors remain central to decision-making and operational strategies.

A notable positive development during this period was the reduction in load-shedding across South Africa. Improved energy availability provided much-needed stability for agricultural operations, reducing disruptions in business and farming activities. This progress underscores the importance of continued investigation into investment in energy infrastructure and alternative energy sources to ensure a reliable power supply for the sector.

Effective inventory management was also a focus area during the year, with the company reducing inventory levels that had previously been high. Strong management practices, careful planning and efficient supply chain operations are in place to mitigate these risks. By optimising inventory, the company not only reduced holding costs but also improved operational efficiency, ensuring resources were allocated more effectively to support business growth.

Interest rates also saw a decline during the reporting period, offering temporary relief to producers and businesses by reducing borrowing costs. However, forecasts indicate that further reductions are unlikely, with rates expected to stabilise or potentially rise in response to global economic uncertainties. This shift underscores the importance of prudent financial planning and risk management to navigate the evolving economic landscape effectively.

Compliance risks emerged as a pressing concern, with evolving regulations placing additional demands on agricultural and other businesses. Non-compliance can result in severe penalties and reputational damage, making it imperative to stay abreast of legal requirements. Investing in compliance management systems and fostering a culture of accountability in the organisation are essential steps to mitigate these risks and build trust with stakeholders.

Finally, broader economic and systemic risks have also shaped the agricultural landscape. Rising input costs, possible trade disruptions due to international tariffs, and challenges in logistics and infrastructure have added to the sector's complexities. These issues underscore the importance of collaborative efforts between the public and private sectors to address systemic inefficiencies and support sustainable growth. By embracing innovation and fostering partnerships, the company can navigate these challenges and contribute to a resilient agricultural future.

Risk management

The role of risk management

Risk management is not intended to impede business, but to assist management in the pursuit of their achievement of strategic goals. Therefore, the company strives to embed supporting and viable solutions into its culture to remain effective at risk management.

Risk management involves achieving an appropriate balance between identifying opportunities while minimising the adverse impacts of risks and, in turn, realising an acceptable level of value.

The company's risk management process is indistinguishably linked to strategy formulation and execution to optimise the risk-return profile of the business, decrease earnings volatility, reinforce management's confidence in business operations and risk monitoring, improve the transparency of decision-making, and maximise profitability. Achievement of the above will lead to an improvement of market and brand reputation, a reduced risk premium, and lower cost of capital when approaching debt and capital markets.

As for the shareholders, a lowered risk premium translates into potentially higher distributable earnings, thus enhancing shareholders' value.

Risk management philosophy

The risk management process is overseen by the board as an element of good corporate governance (King IV™, Principle 11). The board determines the strategy of the company and controls its implementation, therefore the board, even though certain functions are delegated to management, is liable and responsible for risk management. The board is actively involved in identifying and checking key risks, determining the company's risk appetite, identifying the appropriate risk management policy, and approving the risk management plan.

NWK recognises that risk management is not just the responsibility of the board or management, but rather the responsibility of everyone in NWK. Instead of being an independent, stand-alone process, risk management is integrated into business processes, including but not limited to strategy development, business planning, capital allocation, investment decisions, internal control and day-to-day operations.



Risk management framework



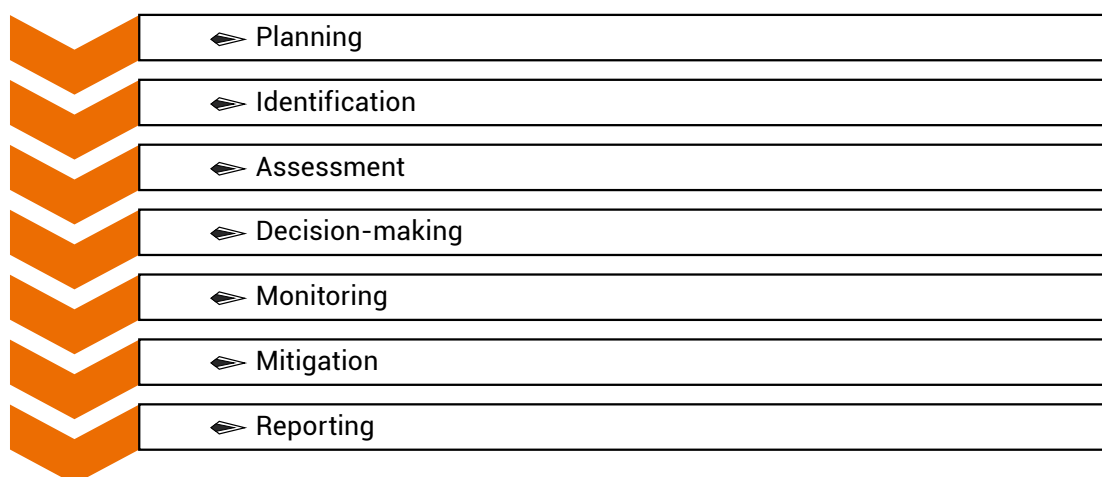
Management is responsible for the day-to-day management of the company. The chief executive officer is responsible and accountable for the operational activities and achievements of the company, and therefore the responsibility for risk management is delegated to the chief executive officer and his management team.

The board expects management to develop an appropriate risk management plan and submit it to the board for approval, document, implement and maintain the risk management plan and assess its effectiveness annually, develop systems for monitoring adherence to acts and regulations, and appraise the effectiveness of these systems annually, perform a formal risk analysis annually, manage risks in the allowable parameters, continually communicate the risk management policy and plan to employees so that risk management becomes an integral part of every employee's work practices, and regularly and at appropriate intervals report on the company's risks and their management.

The inclusion of risk management assurance by Assurance Services (Internal Audit), as well as Risk and Business Intelligence functions, plays a critical role in strengthening an organisation's risk management framework. Internal Audit provides independent and objective assurance on the effectiveness of risk management processes, internal controls and governance structures, ensuring that risks are appropriately identified, assessed, and mitigated. Their evaluations offer valuable insights to executive management and the board, supporting informed decision-making. Meanwhile, the integration of risk and business intelligence enhances the framework through the continuous analysis of internal and external data, allowing for proactive risk identification, early warning signals and trend forecasting.

Together, these functions ensure a dynamic, evidence-based approach to managing risks across all levels of the organisation, aligning risk appetite with strategic objectives and fostering a culture of accountability and resilience.

The risk management process



Risk identification

The significant risks to which the company is exposed due to the nature and scope of its business have been identified, documented and, for management purposes, classified into appropriate risk categories. A risk weighting is performed on identified risks, based on the probability that the risk will materialise, the possible influence of the risk, and the established control measures to limit the risk. The company's risk framework encompasses four distinct categories:

Strategic risk

A strategic risk is an event that could inhibit an organisation's ability to achieve its strategic objectives. The way the board and management choose to approach such strategic risks establishes the organisation's risk management philosophy and culture. The risk philosophy and culture adopted are also influenced by the company's vision, mission, objectives and values, which likewise define the company's risk appetite and risk tolerance.

Operational risk

Operational risks are identified in the same manner as strategic risks – in other words, the same methodology applies. However, due to the nature of the operational risks, they are managed more intensively. The key operational risks identified are assessed by their probability as well as their potential impact on the organisation. Strategies are pinpointed to mitigate the impact of the risks, if and when they arise. Risk management strategies focus on one of four approaches: control, transfer, tolerate, or terminate.

Reporting risk

Reporting risk is the risk that financial information is inadvertently altered or intentionally manipulated. Management has established systems of internal control to provide reasonable assurance of the validity, accuracy, comprehensiveness and timely accumulation of financial data. Such internal controls are subject to an independent assessment by an internal audit when performing regular business process reviews. Furthermore, a measure of reliance is placed on the external auditor to confirm the fair presentation of the financial information at a statutory reporting level.

Compliance risk


Compliance risk is the primary legislation affecting the group. These risks are identified and documented by the company's compliance officer with the assistance of legal counsel where necessary. The purpose is to determine responsibility in management for compliance with the legislation that impacts the group.

Risk rating – top ten risks





The likelihood and impact values are multiplied to display the inherent risk (impact x likelihood = inherent risk). Specific control measures are then applied to each risk to determine the actual residual risk level to which the group is exposed.

Risk movements






Unchanged
 Risk higher
 Risk lower
 New risk

No	Risk	Risk description	Mitigating measures	Risk movement from 2024
1	Legal risk	Reputational damage, possible jail time and fines.	<p>A compliance officer, in collaboration with departmental compliance officers, monitors and mitigates the risks associated with laws and regulations in collaboration with the group company secretary.</p> <p>Compliance is closely monitored and reported to management, the social and ethics committee and the board, including reporting on relevant legislative amendments, outstanding compliance actions, risks of non-compliance and notices received from relevant regulators or state departments and associated corrective measures, including the drafting, updating and implementation of compliance process documentation under the guidance of the compliance officer.</p>	



No	Risk	Risk description	Mitigating measures	Risk movement from 2024
			<p>The Compliance function has drafted and is in the process of implementing a Compliance Function Maturity Model, Compliance Policy, and Compliance Framework. The compliance committee charter has been updated in line with generally accepted compliance practice and King IV™ reports.</p> <p>The compliance officer drafts and implements an annual compliance training plan, and the status of such training and awareness is reported to the compliance committee, management and the social and ethics committee</p>	
2	Legal risk	Not adhering to FICA requirements.	<p>Financing customers submit FICA documents to the purchase FICA system for vetting. The system verifies the documents and flags any discrepancies.</p> <p>No credit may be granted to a customer who has not been submitted to FICA requirements.</p>	
3	Operational risk	Inefficient procurement of stock, focus on incorrect product ranges and poor customer service levels may lead to declining gross profit levels at the Mechanisation department.	<p>A procurement forum was established and assigned to manage risk. The stock procurement function has been centralised (Parts).</p> <p>Additional controls were implemented for Trade-ins as follows:</p> <p>Buyer requirement: Second-hand items will only be accepted as trade-ins if a buyer is already identified.</p> <p>Implements are no longer accepted as trade-ins.</p> <p>Client support: If no buyer is found, Mechanisation will assist the customer with advertising the item via all company platforms and networks.</p>	
4	Weather and climate risk	Unfavourable climate conditions may have a negative impact on the risk profile of the debtors book (yield and price volatility).	<p>Continuous communication with our customers and follow-up on payments due, and the close monitoring of weather and climate conditions are being used to mitigate this risk.</p> <p>This risk has declined due to a more favourable, much wetter planting season compared to the previous dry and small-yield harvest season, which had an impact on the current year's results. However, this risk is still significant due to the higher rainfall the region received and the possible damage of the excess rainfall.</p>	
5	Operational risk	Epko Oil Seed Crushing (Pty) Ltd: limited finished-goods storage capacity resulting in additional inventory carrying cost or production shutdown.	<p>The trader is driving the sales strategy to ensure the timing differences between processing periods and sale periods are minimised to keep external storage costs as low as possible.</p> <p>The logistics team manages the physical inventory levels to ensure that internal and external inventory levels are utilised optimally to avoid unnecessary storage costs.</p>	



No	Risk	Risk description	Mitigating measures	Risk movement from 2024
6	Operational risk	Information technology (Technical): ransomware/ crypto virus attacks.	A firewall (primary and secondary) is present with a relevant email filter, and the necessary backups of critical servers and images to the central storage unit are in place. There is also insurance for possible cyberattacks.	
7	Market risk	Risk of adverse climate conditions (drought).	<p>NWK Silo Services must accept and manage the risk in the existing business model. Drought is seldom a sudden occurrence; therefore, the impact of an anticipated drought can be dampened/ minimised with proper crop estimates, forecasting and planning.</p> <p>Actions may include but are not limited to the marketing of NWK's services in non-historical NWK areas, deferral of capital expenditure, fixed-cost management and unlocking value from grain of a lower grade.</p> <p>This risk has declined due to a more favourable, much wetter planting season compared to the previous dry and small-yield harvest season, which had an impact on the current year's results. However, this risk is still significant due to the higher rainfall the region received and the possible damage of the excess rainfall.</p>	
8	Operational risk	Epko Oil Seed Crushing (Pty) Ltd production loss due to the breakdown of non-critical machinery in the process.	<p>Preventative maintenance and critical spares on hand to enable immediate repairs are the main mitigation measures in place.</p> <p>There is also business interruption insurance in place, as in the case of the risk above.</p>	
9	Legal risk	Directors failing to comply with their duties and responsibilities.	<p>The risk is mitigated by annual training for directors.</p> <p>Regular legal newsletters are also distributed to NWK personnel and directors.</p> <p>There is also director induction training for new directors.</p>	
10	Market risk	Epko Oil Seed Crushing (Pty) Ltd: the risk of not realising expected crush margins arise from market price movements and currency fluctuations.	<p>This risk is mitigated by a commercial committee, which has oversight of the trading function and determines if the trading strategy is appropriate in the changing market conditions.</p> <p>Reconciliations of actual crush margins against agreements are also performed. A trader was also appointed to do the necessary hedging function in the mandate as set by management.</p>	



HUMAN CAPITAL

Introduction

The NWK group recognises our employees as key stakeholders. Human capital management aligns closely with the group's overall strategy, with talent management as one of our top priorities. For the period under review, efforts focused on strengthening our employee value proposition and enhancing every stage of the employee life cycle – from recruitment to retirement.

Challenges were experienced on a number of fronts by all our stakeholders and we had to be responsive in motivating, rewarding and retaining high-performing employees.

The group's remuneration philosophy and reward principles have remained consistent and we continue to focus on maintaining the long-term sustainability of the group and achieving a balance for all stakeholders by setting appropriate performance targets that are aligned with the NWK group's strategy and business objectives. This is evidenced by the report of the chairman of the human capital committee as contained in the 2024/2025FY NWK Holdings Ltd annual report.

Recruitment

As the attraction of critical and scarce skills remains an ongoing challenge, a structured talent attraction strategy was rolled out during the period under review, and partnerships across the human capital management value chain were strengthened.

Recruitment processes are continuously being modernised, thereby accelerating time-to-hire and enabling proactive talent-pool building. Recruitment processes also focus on technical, behavioural and leadership competencies.

Collaboration with the Department of Labour has been enhanced to promote rural employment equity through vacancy sharing and job-readiness initiatives.

Leadership development

Leadership development is supported through practical guides and team facilitation to enhance collaboration and team dynamics. The Grow Leadership Programme is continuing successfully via virtual delivery, reinforcing our leadership culture. The NWK Leadership Development Programme was launched, aiming to embed constructive leadership behaviours and NWK values across the leadership pipeline with modules covering:

- Emotional intelligence
- High-impact leadership
- Team alignment
- Talent management

Talent management

Talent management remains a priority through, among other things, development alignment and the development of leadership potential.

The NWK group continues to invest in in-house coaching and mentorship of employees, including in-house executive and team coaching programmes to support succession planning and NWK's theme of 'building quality connections'.

Employee wellness

Holistic wellness initiatives are hosted to support body, mind and soul, including:

- Coaching and mentoring (including six neuro-coaches trained in multiple brain integration techniques).
- Health days and medical awareness campaigns.
- Leadership development initiatives.

Training and skills development

NWK's commitment to learning and development was reflected in:

- 5,74% of total remuneration invested in training (up from 3,92% the previous year).



This investment enhances employee attraction, retention, morale and performance. A diverse training portfolio was offered, including:

- Formal classroom learning.
- Targeted and remote training.
- Technical, product, soft skills and safety training.

Learnerships and career development

NWK facilitated learnerships across both section 18(1) and 18(2) candidates:

Section 18(2) (unemployed learners):

- 30 learners trained
- Five absorbed into permanent roles
- Programmes:
 - NQF 4 Generic Management (15 learners)
 - NQF 4 Business Administration Services (15 learners)

Learners with disabilities:

- NQF 2 New Venture Creation (15 learners) via Africa Skills

Section 18(1) (employed learners – career growth and succession):

- 40 employees enrolled
- Programmes:
 - NQF 2 Agri Trade (10 learners)
 - NQF 5 Agri Sales and Services (11 learners)
 - NQF 1 and 2 Grain Handling Management (9 and 10 learners)

Innovation, creativity and effectiveness

A structured innovation and creativity community was launched to regularly explore practical solutions to organisational challenges. Restructuring of business and/or support segments drove agility and effectiveness.

Occupational safety

NWK is committed to providing a working environment that is safe and without risk to the health and safety of its employees, visitors and other stakeholders as far as is reasonably practicable by implementing and maintaining an effective health and safety management system, including specialised training and compliance programmes. A total of 152 employees were trained for these purposes.

Occupation-related injuries show a slight increase in both the number of workplace incidents and man-days lost compared to the same period for the previous year, and corrective measures were taken. For the period under review the DIIR (disabling injury incident rate) was at 1,79%, well below the national average of 3%.

Labour and other relationships

The enhancement and fortification of consistent communication with organised labour and employees through various platforms within the group remains important for the NWK group. Mutual respect between the employer and the employees forms a cornerstone of the NWK culture.

During the period under review, various roadshows have been conducted to enhance awareness of the unit's services and the processes, procedures and policies affecting the extended workforce.

NWK values and appreciates the participation of all stakeholders in its daily operations and acknowledges that the decisions made by the company affect one or more partners. To discover and bring our respective partners closer together, we undertook several measures to accomplish this objective. Partners that significantly influence NWK's business include, but are not limited to, industry partners, stakeholders, surrounding communities (particularly those where NWK conducts business), customers (primarily commercial producers and developing farmers), and its employees (including trade unions), employers' organisations, the Bargaining Council for the Grain Industry (BCGI), and suppliers.

NWK sustains collaboration with all three levels of government, which necessitates ongoing dialogue. Establishing strong relationships with public authorities such as local and district governments is crucial for lowering trade costs and risks and fostering a business environment that encourages trade.

As an affiliate and member of the BCGI, NWK continues to bolster the BCGI through its role on the BCGI Provident Fund board and board of directors.

Culture

To embed constructive cultural behaviours through our Betrokka culture interventions, we continued to reinforce behaviours aligned with NWK's vision and values. We also realigned our Leadership model for leadership and supervisors to be the custodians of the constructive behaviours we want to demonstrate and embed in our daily functioning.

Conclusion

The NWK group will continue to focus on ensuring that top talent and critical skills specialists and key employees are retained and attracted and remains committed to cultivating a high-performing, inclusive and future-ready workforce. Through automation, strategic talent acquisition, leadership development, coaching and targeted training investments, NWK continues to create an environment in which employees thrive and contribute meaningfully to organisational success.

SOCIAL AND RELATIONSHIP CAPITAL

Corporate social responsibility

The period under review was once again characterised by an increase in socio-economic problems, especially in the rural communities of North West, where proper service delivery by the government remains lacking.

NWK strongly believes in investing in the education of young people, as they are the company's future customers, employees and even leaders. NWK has been collaborating with the North-West University since 2011/2012 to present the Ikateleng (to empower yourself) project.

The programme was initiated in 1988 at the Vanderbijlpark Campus of the former Potchefstroom University for Christian Higher Education, now known as the North-West University. The project was in its 36th year of existence in 2024. The academic year consisted of 17 Saturdays, of which one was used to host the opening ceremony.

NWK strongly believes in investing in the **EDUCATION** of young people, as they are the company's future customers, employees and even **LEADERS**

A total of 152 learners (Grade 10, 11 and 12) completed extra classes in Accounting, Economics, English (home and first additional language), Physical Sciences, Life Sciences and Mathematics at the Lichtenburg centre.

The Ikateleng Lichtenburg centre once again had a successful programme, marked by strong attendance and dedication displayed by both learners and teachers. The main aim of this project is to enable these learners to pass matric with exemption and enrol for tertiary education.

The pass rate of the Ditsobotla subdistrict's 2024 matriculants improved by 11% and now stands at 88,66%. The top-performing matriculants of 21 schools were honoured at a prestigious event hosted by North West's Department of Education, where everyone received a brand-new laptop, equipped with the latest software, from NWK. The value of the donation, which took place on 23 January 2025, was R283 000.

Benedict Modise, director of Economic Development at NWK, congratulated the matriculants of 2024 on their hard work and dedication, which had obviously borne fruit. 'You have proven that success comes to those who believe in themselves and strive for greatness. Keep inspiring others with your exceptional accomplishment. You have raised the bar for future matriculants.'

Marilie Rossouw of Hoërskool Lichtenburg was the top matriculant in Ditsobotla and boasted eight distinctions. She advised future matriculants to never give up and keep on trying. Also, Galaletsang Tsetse of Bophirima Secondary School in Itsoeng was ecstatic on accepting her laptop. 'I'm thrilled!' she exclaimed. 'My mother is unemployed. We have only two family members who are currently employed, but they do not earn enough money to afford a laptop like this.'

NWK celebrated Mandela Month with its annual School Shoe Project by handing out 500 pairs of brand-new school shoes to needy pupils. This brings the number of pupils who have benefitted from this project since its inception in 2012/2013 to about 6 000.

The company visited Laerskool Vlakpan near Lichtenburg on Friday, 12 July 2024, as well as Morweng Primary School, where 250 pairs of school shoes, beanies, socks, shoe polish and brushes, as well as string bags, were handed out to pupils. Laerskool Vlakpan was established in 1916 to educate the children of producers in the area. With the closure of several other farm schools in the area, the school was again put into operation in 2011. The principal, Joseph Semela, said that some of the pupils travel more than 120 km daily to and from school. It was touching to see the poor condition some of the children's shoes were in. 'Poverty is indeed rife among these children and their families. You have to watch these children on a day-to-day basis as they come to school without proper shoes and even the basic necessities. They want to learn, but they cannot. So, a donation of this nature really means a lot,' Semela said.

Goitseman Mapete, department head at Morweng Primary School, also expressed her gratitude for the donation on behalf of the school.

NWK was also at two schools in the Coligny area on 16 July 2024, where 250 parcels were handed out to pupils. Monamaladi Primary School was established in 1896 by missionaries and the principal, Koba Choabi, was elated by the donation. 'We really appreciate it. It will make a big difference to the community and the school. It will encourage the children to attend school and even their performance will improve,' she said. Coligny Special School, which teaches special skills to pupils with mild intellectual disabilities, was also one of this year's beneficiaries. 'Some of these children have very difficult circumstances at home and have even been abused. They need any support they can get and we are therefore very grateful for this donation,' the principal, Dinah Sedumedi, said. The value of last year's donation was about R263 000. The schools that receive donations are identified in collaboration with North West's Department of Education, as well as Samuel Nkone, former area manager of Ditsobotla in the Department of Education.

Other community projects that NWK participated in during the 2024/2025 financial year included the former manager of Developing Agriculture at NWK, Leonard Thaphathi, taking 24 of NWK's developing farmers to the annual Nampo Show near Bothaville on 15 May 2024. NWK's support covered the travel by bus, tickets to the event, shirts and refreshments. The support by NWK made it possible for the producers to attend the largest agricultural expo in the southern hemisphere, which provided the group with valuable experience and insight.

Various soccer teams in our operating area received kit that consisted of uniforms, balls, nets, skin guards, sports bags and other gear needed to participate in the sport.

For the first time, NWK sponsored the Thembelani Majingo Foundation's annual soccer tournament, which took place on 16 December 2024 at Madibogo. It was the foundation's fifth annual tournament, and involved players between the ages of 12 and 21 years. Its purpose is to develop young players, promote local sports activities, promote a healthy lifestyle and emphasise the value of education.

NWK was again involved with the Stanley Olifant Foundation. Its mission is to empower and develop the young people to be responsible and uphold good values and life ethics. The foundation awarded medals and trophies to academic achievers of the following schools in the Lichtenburg circuit: Gaetsho Secondary School, Rekgonne Secondary School and JM Lekgetha Commercial High School, as well as FM Ramaboa Technical School, Bophirima Secondary School, Tswelelopele High School, Regolotswe High School and Baitshoki Secondary School in the Itsoseng circuit. In total, 181 medals and 27 trophies were handed out to the top academic achievers.

NWK reached out to the Thusanang Trauma Centre by supplying bedding for men and women who seek refuge here. Thusanang is a non-profit organisation that has been rendering psychosocial services to victims of domestic and gender-based violence in Ditsobotla for the past 10 years. During November 2024, NWK supported their action to assist needy preschool children who will be attending school next year by donating 100 string bags that they can use to carry school supplies.

Members of Delareyville VLU have been teaching disadvantaged women of the Atamelang, Geysdorp and Vrisgewacht communities sewing skills since 2016, enabling them to make articles from fabric to sell for an additional income. NWK supplied fabric as well as sewing necessities in November 2024.

NWK assisted Community Provision and Social Services (Compass) in Edenvale in December 2024 with groceries and other necessities that were to the benefit of 39 children between the ages of two and six years.

Despite a difficult agricultural season, our suppliers once again opened their hearts and wallets to support the 18th Grip4Charity Golf Day, hosted on 12 September 2024. Since the golf day's inception, R3 092 080 has been raised and given to 35 organisations. Two nursing homes were identified as beneficiaries of the event – Japie Kritzenger in Bloemhof, and Silwerjare in Schweizer-Reneke. Each received a cheque of R160 000, after R320 000 had been raised with the annual golf day hosted by NWK.

In January this year, NWK sponsored Taletso TVET College in Lichtenburg with trophies for their best academic achievers of 2024.

NWK assists Lichtenburg Dierewelsyn, which provides a safe haven for unwanted cats and dogs, with food on a monthly basis. The company was also one of the main sponsors of the Toyota Night Race, with the aim of raising funds for the shelter. An amount of R50 000 and five tons of animal food were handed over to Lichtenburg Dierewelsyn. The involvement of the community and businessmen was truly extraordinary.

Lichies Omgee's monthly clean-up action of the town is supported by NWK by supplying NWK Retail shopping vouchers to each volunteer so that they can buy groceries. An average of 20 volunteers partake in this action every month.

During January 2025, NWK collaborated with Agri NW to provide relief to producers in the Northern Cape who have been suffering from severe droughts for the past few years. A total of 67,2 tons of yellow maize, with a value of R306 390, was donated by NWK Grain Marketing for this purpose, and a further R110 000 was donated by NWK Corporate Marketing and Communication to transport the grain.

During the year NWK was using no fewer than six road scrapers to grade dirt roads of about 2 000 km to and from its silo complexes. NWK has been undertaking the project for three years. Roads in the area of Coligny, Gerdau, Bodenstein, Boschpoort, Ottosdal, Sannieshof and Barberspan were graded. In many places the roads needed to be rebuilt. Producers also provided a helping hand to repair the roads. NWK is constantly involved in repairing potholes in Lichtenburg and solving water and electricity supply problems.

NWK provided a number of old age homes in the area with groceries and other specific needs.

In October 2024, NWK sponsored a golf day hosted by Agri SA in aid of Agri Securitas. The company also contributed R100 000 towards this initiative, which focuses on making financial assistance available to farming communities to improve their safety.

NWK reached out to the community of Bakerville in December 2024 by supporting 60 families with groceries that were handed over during a Christmas function.



Since the **GRIP4CHARITY GOLF DAY's** inception, R3 092 080 has been raised and given to 35 organisations

COMMUNICATION WITH STAKEHOLDERS

Effective communication is crucial for organisational success because it fosters clear understanding, strengthens relationships, improves decision-making and enhances overall efficiency. By ensuring everyone is on the same page and can communicate effectively, organisations can achieve better collaboration, higher productivity and improved customer satisfaction. Communication with NWK's internal and external stakeholders is guided by its communication policy, which is updated regularly to reflect the latest amendments in related legislation, as well as best practices.

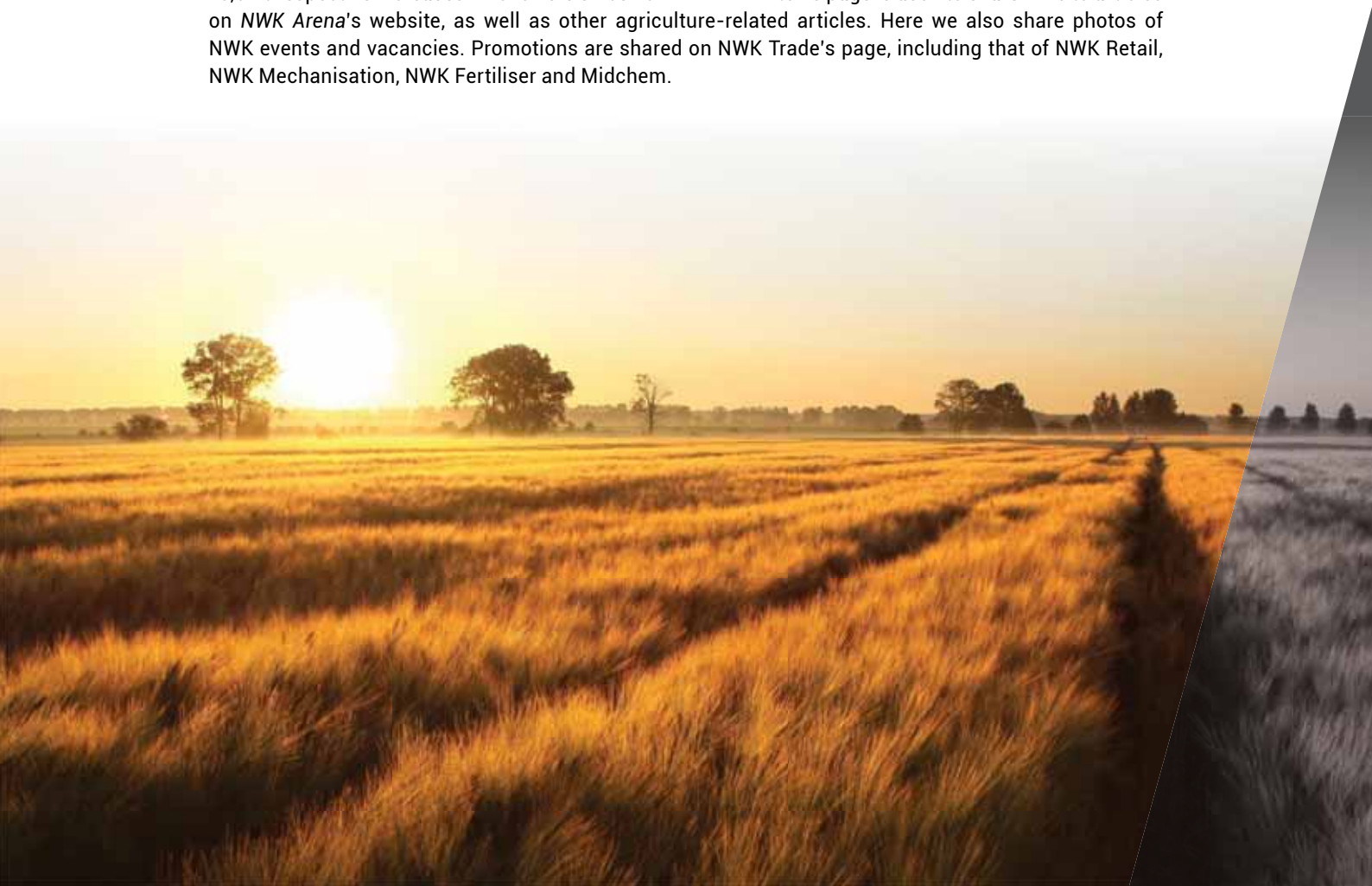
Seven media statements were issued during the year. These statements covered topics like NWK's initiative to grade dirt roads in its operating area (22 May 2024), the company's annual School Shoe Project (17 July 2024), NWK's financial results (26 July 2025), the company's interim financial results (29 November 2024), the handover of laptops to top-performing matriculants in the Ditsobotla subdistrict (24 January 2025), proceeds from the Grip4Charity Golf Day handed over to beneficiaries (26 March 2025), as well as a cyberattack on the company (10 April 2025). These media releases were made available on NWK Arena's website, while some were also published on the websites of *Landbouweekblad*, *Farmer's Weekly*, *Maroela Media* and *Agriorbit*.

Media monitoring is an integral function of Corporate Marketing and Communication. Compliments, complaints and enquiries are addressed through appropriate channels.

NWK communicates with stakeholders through various communication channels. NWK regularly engages with local and other governmental authorities about issues involving service delivery, as it remains an ongoing issue.

The website of NWK's in-house magazine, *NWK Arena*, is being used with great success. It enables the company to not only share each edition of the magazine digitally, but also articles about its projects, activities and developments instantaneously. It is evident from the website's statistics that NWK's customers like to read about the trials and successes of their fellow producers. The printed version of the magazine is still published six times per year, with a print order of 4 800. The magazines are made available at NWK's Retail outlets and silo complexes.

NWK has two Facebook pages, namely NWK Limited (with 20 046 followers on 22 April 2025), and NWK Trade, formerly known as NWK Retail (with 13 683 followers on 22 April 2025). This reflects 40% and 15,52% respective increases in followers since 2024. NWK Limited's page is used to share links to articles on NWK Arena's website, as well as other agriculture-related articles. Here we also share photos of NWK events and vacancies. Promotions are shared on NWK Trade's page, including that of NWK Retail, NWK Mechanisation, NWK Fertiliser and Midchem.



NWK's profile on X had 4 451 followers on 22 April 2025. Photos of NWK events and graphics about public holidays are shared on this platform.

The number of followers on Instagram is increasing slowly but surely, with 238 on 22 April 2025. As this social media platform is mainly photo and video-orientated, the aim is to share content relevant to NWK events that is as visually appealing as possible.

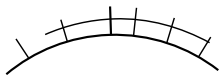
NWK's profile on LinkedIn has 5 191 followers. This social media platform is used to share NWK's vacancies. Articles about personal growth and performance in the workplace – compiled by Dennis Coetzee (group executive: Human Capital at NWK) – are also a popular read among followers.

During the second half of the year, NWK also launched a TikTok page, which had 2 005 followers by 22 April 2025. This social media platform is unique in the sense that its users prefer uncurated, authentic content of everyday scenarios. Videos uploaded here show pets of staff performing tricks, funny moments in the office caught on CCTV cameras and a drone's-eye view of an NWK silo, among other things.

What'sUp!, the company's staff newspaper, has a print order of 1 700 and appears four times per year. It contains a motivational message by the GCEO, events held for staff, as well as newsworthy trials and achievements of employees.

OFM is our main radio partner. NWK's agreement with the radio station consists of the following: sponsorships of the daily devotional during the *Agri Uur*, agricultural news, as well as digital marketing on their website. The radio station hosted a live outside broadcast at NWK4Sure's brand-new head office in Ventersdorp, which was opened during a lavish event on 25 February 2025.

Over the years, NWK managed to establish a healthy relationship with local community radio stations. Special thanks are conveyed to Benedict Modise, who regularly engages with listeners in Setswana, bringing them the latest industry news, market indicators and technical information relating to agriculture in their home language.



Benedict Modise, director of Economic Development at NWK, participates in a **WEEKLY AGRICULTURAL SHOW** that takes place every Tuesday, called NWK corner



NWK has maintained the healthy relationship with Mafikeng FM, the local community radio station that is operating in the Mahikeng Local Municipality and neighbouring areas. The platform is being used as a communication medium to capacitate the farming community. Through this platform areas being addressed include the latest industry news, market indicators and technical industry information. The fact that the programme is presented in Setswana assists local producers in interacting. Benedict Modise, director of Economic Development at NWK, participates in a weekly agricultural show that takes place every Tuesday, called NWK corner. The platform enables us to reach 143 000 listeners. The areas being covered include parts of Botswana, which is a marketing platform to potential customers.

The fact that the radio does have online streaming means distance is no longer a barrier to reaching more listeners. Positive feedback from regular listeners is encouraging, since most of the producers are dependent on income from their livestock activities. The platform has played an important role in fighting stock theft and veld fire-awareness campaigns.

NATURAL CAPITAL

The NWK group recognises that business sustainability depends on the availability and quality of natural resources, which form the foundation of our value creation. As custodians of these finite resources, we recognise the critical importance of preserving and enhancing natural capital to ensure both environmental sustainability and long-term operational viability.

Regular internal environmental compliance audits are conducted and regular engagements with the Department of Economic Development, Environment, Conservation and Tourism: North West take place in order to ensure compliance and improvement of practices.

Environmental risk mitigation remains a priority and the NWK group is continuously striving to embed appropriate measures within our procedures and strategic and operational decision-making. Our risk management framework aims to identify environmental risks – such as climate change, resource scarcity and regulatory shifts – as material issues, and we actively pursue mitigation and adaptation strategies to address them.

An ESG committee was established to focus on aligning our practices with appropriate sustainability frameworks for purposes of transparent reporting and collaborative action, as we acknowledge that we have a responsibility to strive to ensure that our use of natural resources today does not compromise the needs of future generations.

TRANSFORMATION

Through its broad-based black economic empowerment (B-BBEE) improvement strategy, NWK remains committed to transformation and sustainability. The focus for the year has centred mainly on impactful intervention that is more than compliance. This has resulted in opportunities being created to increase access to economic opportunities, job training programmes and infrastructure through our B-BBEE efforts.

The Farmer Development Programme, in which developing farmers participate in development programmes, continues to grow and to attract investors who share the same vision. The programme aims to commercialise individual producers. Through this programme, producers who are the beneficiaries are knowledgeable and capacitated to deal with the challenging farming environment. To ensure consistency and promote unity, the project is being implemented on the same standard as that for young producers. The Young Farmer Project is also a development programme that aims at commercialising young farmers who normally farm with their fathers, who are on the commercial level. Both programmes have done a good job of producing new-era commercial producers.

NWK complies with the Employment Equity Act as part of a compliance framework and good business practice. By eliminating unfair discrimination at all levels of the workplace, NWK strives to promote equal opportunities and fair treatment.

NWK's values and ethical principles that support diversity and inclusion are followed throughout the implementation of the employment equity strategy. The process is in place to ensure that NWK is committed to removing barriers that can hinder the successful implementation of equality programmes. Focus is centred on the following areas: recruitment and selection, onboarding, performance management, leadership development, career and succession planning, talent strategy and workforce planning.

The workforce profile of the NWK group for the period 1 May 2024 to 30 April 2025 was as follows:

	African		Coloured		Indian	White		
	F	M	F	M	M	F	M	Total
Top management							2	2
Senior management		1				1	4	6
Professionally qualified and experienced specialists and mid-management		3				11	37	51
Skilled technical and academically qualified workers	1	35	2	5	1	124	186	354
Semi-skilled and discretionary decision-making	79	421	28	24		156	80	788
Unskilled and defined decision-making	77	444	4	12		3	12	552
Grand total	157	904	34	41	1	295	321	1 753



Pieter Kleingeld

GROUP CHIEF EXECUTIVE OFFICER (NWK LIMITED)

17 July 2025