2023

Sea Harvest

# BUOYED
## BY WHAT WE DO BEST.

# ANCHORED
## BY OUR PURPOSE AND VALUES.



# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

FOR THE YEAR ENDED 31 DECEMBER 2023




# 2023 ESG REPORT

2023

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## OVERVIEW


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One of Sea Harvest's Sterkoder factory freezer trawlers, the 56m long *Harvest Atlantic Peace*

# NAVIGATING OUR REPORT

## OUR CAPITALS

Refer to our IR, **pages 41 to 52.**

- NC Natural Capital
- HC Human Capital
- IC Intellectual Capital
- MC Manufactured Capital
- FC Financial Capital
- SC Social and Relationship Capital

## OUR MATERIAL CARDINAL POINTS

Refer to our IR, **pages 65 to 76.**

- Operating efficiently
- Driving transformation
- Protecting our brands
- Managing relationships
- Acting responsibly
- Optimising financial capital

## OUR KEY STAKEHOLDERS

Refer to our IR, **pages 35 to 40.**

- Employees and labour unions
- Shareholders
- Funders
- Government and regulators
- Industry partners
- Customers and consumers
- Suppliers and service providers
- Communities and non-governmental organisations (NGOs)

IR




### Our Integrated Report

The Sea Harvest Group Limited's Integrated Report (IR) is our main report to our stakeholders; it details our value-creation story for the year ended 31 December 2023 and the factors that contributed to our performance for the year under review.

ESG




### Our Environmental, Social and Governance Report

The Sea Harvest Group Limited's Environmental, Social and Governance ESG Report provides additional reporting on how the Group drives positive change and the long-term sustainability of our people and the planet.

AFS




### Our Annual Financial Statements

The Sea Harvest Group Limited's Annual Financial Statements (AFS) is a comprehensive report of our financial performance and position for the year ended 31 December 2023.

AGM




### Our Notice of Annual General Meeting and Form of Proxy

The Sea Harvest Group Limited's Notice of Annual General Meeting (AGM) and Form of Proxy comprise information required by the Companies Act, No 71 of 2008 of South Africa (Companies Act), the JSE Limited (JSE) Listings Requirements and King IV Report on Corporate Governance™ (King IV™)* to our shareholders.

## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGS)

Information regarding Sea Harvest Group's response to the 17 UN SDGs is woven throughout our IR and ESG Reports.

- No poverty
- Zero hunger
- Good health and well-being
- Quality education
- Gender equality
- Clean water and sanitation
- Affordable and clean energy
- Decent work and economic growth
- Industry, innovation and infrastructure
- Reduced inequalities
- Sustainable cities and communities
- Responsible consumption and production
- Climate action
- Life below water
- Life on land
- Peace, justice and strong institutions
- Partnerships for the goals

Refer to **pages 65 to 76** of our IR, information on our material cardinal points, which are the main reference within our business when considering how we can support the UN SDGs.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

**Integrating ESG into investments**

Sea Harvest's 2023 integrated reporting includes our standalone ESG Report that provides a range of ESG information relating to various aspects of Sea Harvest's business relevant to various stakeholders. The ESG Report also includes information relating to Sea Harvest's performance in terms of King IV™ as well as details relating to the Group's commitment to supporting the UN SDGs.

**Visit https://seaharvestgroup.co.za/investors/integrated-reporting/ to download electronic copies of all our reports.**

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# BUOYED BY WHAT WE DO BEST, ANCHORED BY OUR PURPOSE AND VALUES

## OUR IR THEME AND RATIONALE

The Sea Harvest Group's buoy has always been our fishing business. It's what we're best known for, and it's what enables us to remain resilient, keep an even keel, and find safe passage in a challenging and dynamic operating environment.

We rely on safe anchorage in our purpose as a fishing and food company with our core values providing a strong and stable foundation. Our purpose and values also serve as a source of motivation – it drives the Group's creativity, innovation, and long-term, value-creation vision. This purpose propels our efforts to preserve and expand our assets. The outcome is not only financial stability and peace of mind but also sustainable advancement in business endeavours.

There are a number of outstanding qualities that make the Sea Harvest Group a leader in the fishing and food industries.

However, two seemingly contrasting characteristics, namely resilience and steadfastness, combine to secure the Group's sustained growth.

Two iconic marine symbols, the buoy and the anchor, represent these key features. From there, the concept of being buoyed by what we do best while anchored in our asset base describes our theme for the reporting year.

### DESIGN THEME

The anchor symbolises security and stability of position, as this is the effect of being anchored.



**ORGANIC SHAPES ARE USED TO REPRESENT THE CRUCIAL ROLE OF BUOYS FOR SECURITY/SAFETY/ STABILITY AND NAVIGATION IN CHALLENGING ENVIRONMENTS.**

These are combined with straight-line elements and solid colour pages to represent the reason behind the Group's buoyancy and being anchored in our asset base. Round, organic shapes symbolise harmony, while the solid shape suggests strength and stability.

# WHO WE ARE



## OUR PURPOSE

Our purpose is to create value that fuels inclusive economic growth and benefits society through job creation, food security and social transformation.

## VISION

We envision a Sea Harvest Group that is a leading, black-owned, responsible and diversified global fishing and food business.

## MISSION

To responsibly harvest, source and add value to natural and other resources in a way that exceeds stakeholder expectations, while providing sustainable employment and positively impacting the communities in which we operate and the stakeholders we serve.

# OUR HISTORY

**1964** – Pescanova, Southern Sea Fishing Company and Imperial Cold Storage (ICS) establish Sea Harvest in Saldanha Bay.

**1960s | 1970s** – Increased focus on international markets and Cape Hake is positioned as a premium species.

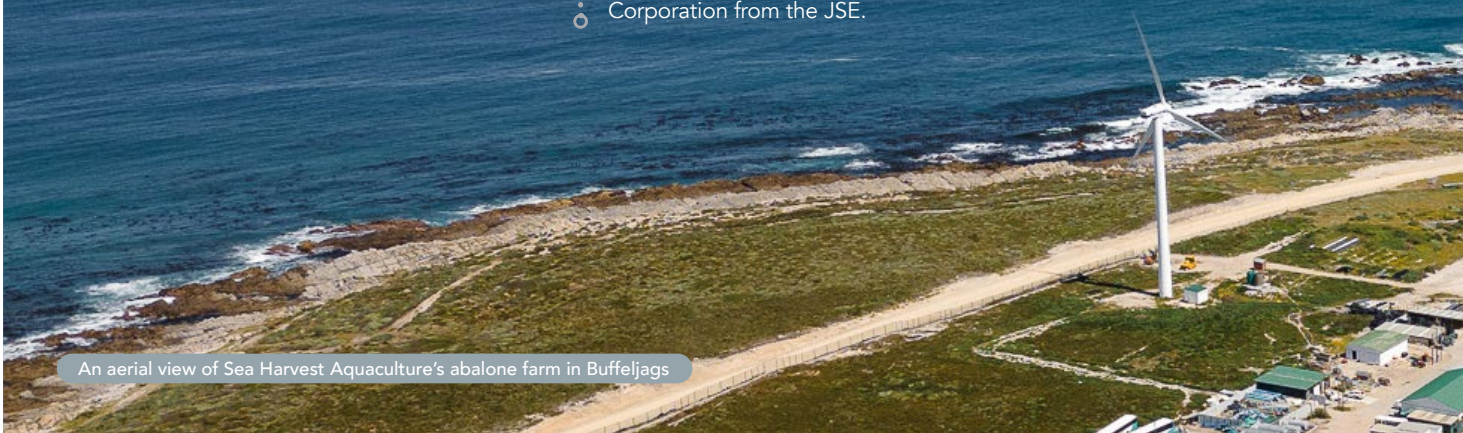
**1980s** – Sea Harvest acquires Atlantic Trawling and becomes one of the largest, vertically integrated hake fishing companies in South Africa. However, sanctions against South Africa prevent the Company from operating beyond the country's borders.

**1990s** – Pescanova divests from Sea Harvest Corporation and ICS increases its stake to 62% and lists Sea Harvest on the JSE. Post-1994, international markets reopen and exports recommence. Tiger Brands acquires 100% of ICS and delists Sea Harvest Corporation from the JSE.

**2000s** – Brimstone Investment Corporation Limited (Brimstone) (a black controlled and managed investment holding company) increases its ownership in Sea Harvest to 21%. In 2009, a black consortium consisting of Brimstone, Kagiso Investment Holdings (Kagiso) and senior management acquire Tiger Brands' interest in Sea Harvest and establishes Sea Harvest Holdings, of which Sea Harvest Corporation becomes a wholly-owned subsidiary.

**2014** – A new management team is appointed and drives a bold investment strategy to renew the Sea Harvest fleet and factories and turn around the performance of the business.

**2015** – Sea Harvest shareholders facilitate the acquisition of 4.4% of the business on behalf of employees through the establishment of the Sea Harvest Employee Share Trust.



An aerial view of Sea Harvest Aquaculture's abalone farm in Buffeljags

## VALUES

Our five core values anchor our behaviour to guide our engagements with all our stakeholders, namely:

1. We act **RESPONSIBLY**
2. We **DO WHAT WE SAY**
3. We respect **DIVERSITY**
4. We are **PASSIONATE** about our business
5. We **SAVOUR THE SEA AND THE SHORE**

**2016**

Brimstone acquires Kagiso's stake in Sea Harvest, increasing its shareholding to 85%. Sea Harvest acquires a controlling interest in Mareterram Limited (Mareterram), a diversified agribusiness listed on the Australian Securities Exchange (ASX).

**2017**

Sea Harvest Holdings lists on the JSE as Sea Harvest Group Limited.

**2018**

Sea Harvest leads a black economic empowerment consortium that acquires 100% of Viking Fishing. Sea Harvest Group acquires a majority share of Viking Aquaculture Proprietary Limited (Viking Aquaculture)

**2019**

The Group acquires 100% of Ladismith and 100% of Mareterram, and renames Mareterram to Sea Harvest Australia and delists it from the ASX.

**2021**

The Group acquires 100% of Mooivallei, thereby increasing its cheese production capacity, and further diversifies in the South African Foods segment through the acquisition of a 53.7% share in the convenience foods business, BMFG.

**2022**

Sea Harvest secures its fishing rights in South Africa, laying the foundation for stability and long-term certainty.

The Group acquires 100% of the fishing business and related assets of MG Kailis Holdings Proprietary Limited (MG Kailis) in Australia.

**2023**

The Group increases its shareholding in Viking Aquaculture to 87%, allowing Sea Harvest to integrate Viking Aquaculture; extract operational synergies; and align operating structures, growth strategies and funding requirements with those of Sea Harvest.

With effect from 1 July, the Group disposed of 5% of its equity interest in BM Foods Manufacturers (Proprietary) Limited (BMFM) to the BM Foods executive committee and staff trust in order to drive succession and retention at BMFM.



# OUR ESG JOURNEY THUS FAR...



Sea Harvest's pivotal role as a leading producer and harvester of natural resources has meant that the principles of Environmental, Social, and Governance (ESG) have garnered significant attention from our stakeholders. As the Sea Harvest Group continues its ESG journey, we recognise the importance of integrating these principles comprehensively into our operations, from addressing double materiality to devising strategies, setting targets, and executing initiatives. Even though the Group is at an early stage in its formal ESG journey, we have long practised caring for our environment and managing our ecological footprint, while demonstrating strong support and development of our staff and local communities, upheld through effective governance practices and ethical leadership.

Sea Harvest's robust topline growth in recent years has meant that it has had to intensify its efforts in respect of ESG. As a result, we have diligently worked to ensure that our sustainability and social objectives remain aligned across all entities, regardless of their varying stages of maturity in their ESG journeys. A pivotal aspect of this alignment has been the consolidation of social ambitions under the Sea Harvest Foundation, facilitating a streamlined approach towards achieving positive impacts in the communities where we operate. Furthermore, our commitment to fostering employment and job creation, particularly in rural areas, underscores our dedication to enhancing workplace diversity and development, enterprise development, employee welfare and fostering community development.

In terms of environmental sustainability, our adherence to Marine Stewardship Council (MSC) certification stands as a cornerstone of our efforts, recognising the impact fishing activities can have on the environment. Through meticulous environmental data management and integrity practices, we strive to mitigate risks and understand, as well as manage our land-based impacts across all subsidiaries, to ensure responsible resource management and the broader well-being of our environment particularly in the areas of water, energy and waste management.

With our environmental and social initiatives aligned, Sea Harvest is in the process of developing a clear ESG strategy, accompanied by tangible targets. Recent years have seen us enhance transparency through the release of standalone ESG reports, aimed at providing stakeholders with a comprehensive understanding of our endeavours in this realm.

At the same time, we have fortified our governance framework to underline our ambition of thriving in the ESG space. Through the establishment of robust terms of reference for our Social, Ethics and Sustainability Committee and by ensuring rigorous oversight of our ESG processes, we are confident that our governance structure will promote the achievement of our ESG targets.





*Non-executive Chairperson*

# FRED ROBERTSON

# UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Information regarding the Sea Harvest Group's response to the 17 UN SDGs is woven throughout our IR. The table below provides a reference of where information relevant to each goal may be found. The main reference points are **pages 65 to 76** of our IR that detail how Sea Harvest has managed matters that are material to our business' success and long-term sustainability, which we refer to as our material cardinal points.

## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

| GOALS | KEY CONSIDERATION as per UN SDGs website* |
|---|---|
| No poverty | Economic growth must be inclusive to provide sustainable jobs and promote equality. |
| Zero hunger | The food and agriculture sector offers key solutions for development, and is central for hunger and poverty eradication. |
| Good health and well-being | Ensuring healthy lives and promoting the well-being for all at all ages are essential to sustainable development. |
| Quality education | Obtaining a quality education is the foundation to improving people's lives and sustainable development. |
| Gender equality | Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world. |
| Clean water and sanitation | Clean, accessible water for all is an essential part of the world we want to live in. |
| Affordable and clean energy | Energy is central to nearly every major challenge and opportunity. |
| Decent work and economic growth | Sustainable economic growth will require societies to create the conditions that allow people to have quality jobs. |
| Industry, innovation and infrastructure | Investments in infrastructure are crucial to achieving sustainable development. |
| Reduced inequalities | To reduce inequalities, policies should be universal in principle, paying attention to the needs of disadvantaged and marginalised populations. |
| Sustainable cities and communities | There needs to be a future in which cities provide opportunities for all, with access to basic services, energy, housing, transportation and more. |
| Responsible consumption and production | Ensure sustainable consumption and production patterns. |
| Climate action | Climate change is a global challenge that affects everyone, everywhere. |
| Life below water | Careful management of this essential global resource is a key feature of a sustainable future. |
| Life on land | Sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss. |
| Peace, justice and strong institutions | Access to justice for all and building effective, accountable institutions at all levels. |
| Partnerships for the goals | Revitalise the global partnership for sustainable development. |

*https://www.un.org/sustainabledevelopment/sustainable-development-goals/

Further to the report on our material cardinal points on **pages 65 to 76** of our IR, see the references below in respect of each UN SDG goal.

| CALL TO ACTION | HOW WE RESPONDED: Refer to sections in our IR |
|---|---|
| Donate what you don't use | Human Capital **pages 43 to 44**<br>Social and Relationship Capital **pages 51 to 52**<br>Social, Ethics and Sustainability Committee Report **pages 111 to 115** |
| Waste less food and support local farmers | Natural Capital **pages 41 to 42**<br>Social and Relationship Capital **pages 51 to 52**<br>Social, Ethics and Sustainability Committee Report **pages 111 to 115** |
| Vaccinate your family | Human Capital **pages 43 to 44**<br>Our key stakeholders **pages 35 to 40**<br>Social, Ethics and Sustainability Committee Report **pages 111 to 115** |
| Help educate the children in your community | Intellectual Capital **pages 45 to 46**<br>Human Capital **pages 43 to 44**<br>Social and Relationship Capital **pages 51 to 52**<br>Social, Ethics and Sustainability Committee Report **pages 111 to 115** |
| Empower women and girls and ensure their equal rights | Human Capital **pages 43 to 44**<br>Intellectual Capital **pages 45 to 46**<br>Social, Ethics and Sustainability Committee Report **pages 111 to 115** |
| Avoid wasting water | Natural Capital **pages 41 to 42**<br>Social, Ethics and Sustainability Committee Report **pages 111 to 115** |
| Use only energy-efficient appliances and light bulbs | Our operating context (South African regulatory and infrastructure challenges) **pages 31 to 32**<br>Natural Capital **pages 41 to 42**<br>Social, Ethics and Sustainability Committee Report **pages 111 to 115** |
| Create job opportunities for the youth | Human Capital **pages 43 to 44**<br>Intellectual Capital **pages 45 to 46**<br>Social and Relationship Capital **pages 51 to 52**<br>Social, Ethics and Sustainability Committee Report **pages 111 to 115** |
| Fund projects that provide basic infrastructure | Financial Capital **pages 49 to 50**<br>Manufactured Capital **pages 47 to 48** |
| Support the marginalised and disadvantaged | Human Capital **pages 43 to 44**<br>Social and Relationship Capital **pages 51 to 52**<br>Social, Ethics and Sustainability Committee Report **pages 111 to 115** |
| Bike, walk or use public transportation | Social and Relationship Capital **pages 51 to 52**<br>Social, Ethics and Sustainability Committee Report **pages 111 to 115** |
| Recycle paper, plastic, glass and aluminium | Natural Capital **pages 41 to 42**<br>Social, Ethics and Sustainability Committee Report **pages 111 to 115** |
| Act now to stop global warming | Natural Capital **pages 41 to 42**<br>Social, Ethics and Sustainability Committee Report **pages 111 to 115** |
| Avoid plastic bags to keep the ocean clean | Natural Capital **pages 41 to 42**<br>Social, Ethics and Sustainability Committee Report **pages 111 to 115** |
| Plant a tree and help protect the environment | Natural Capital **pages 41 to 42**<br>Social, Ethics and Sustainability Committee Report **pages 111 to 115** |
| Stand up for human rights | Human Capital **pages 43 to 44** |
| Lobby your government to boost development financing | Key stakeholders **pages 35 to 40**<br>Social, Ethics and Sustainability Committee Report **pages 111 to 115** |

MATERIAL CARDINAL POINTS

- Operating efficiently
- Driving transformation
- Protecting our brands
- Managing relationships
- Acting responsibly
- Optimising financial capital

# CONSOLIDATED ESG DATA TABLE



| STANDARD DISCLOSURES | OUR RESPONSE |
|---|---|
| Stated reporting period of the report | **Financial year ending 31/12/2023** |
| Month of financial year end | **December** |
| Is the IR, ESG and/or sustainability report GRI-compliant? | **No** |
| What application level has been declared? | **N/A** |
| Is the reporting aligned to the Sustainability Accounting Standards Board (SASB)? | **No** |
| Has the report undergone a process of independent third-party assurance over the sustainability/ESG reporting? | **No** |
| If so, by whom? | **N/A** |
| Has the AA1000AS Assurance Standard been used by the assurance provider? | **No** |
| Has the ISAE3000 Assurance Standard been used by the assurance provider? | **No** |
| Is a standalone ESG data table provided – either in the IR/ESG/Sustainability Report or as a supplemental document? | **Yes** |
| Has the assurance provider identified specific data points that have been tested? | **N/A** |
| Does the Company submit an annual Carbon Disclose Project (CDP) submission or produce an annual Climate Change Report and/or report in accordance with the Task Force on Climate-related Financial Disclosures (TCFD)? | **No** |
| Does the Company submit a CDP-water submission or produce a Climate Change or Water Scarcity Report and/or TCFD disclosure? | **No** |
| Does the report contain a King IV™ compliance checklist? | **Yes** |
| Is the Company a signatory of the UN Global Compact? | **No** |
| Is the Company a signatory of any industry-specific regulatory body (e.g. ICMM) or the Equator Principles? | **Yes** |
| Does the Company provide mention of the UN SDGs? | **Yes** |
| Do the UN SDG disclosures extend to one or more of the 169 UN SDG targets? | **Yes** |
| Does the Company provide targets for one or more of the UN SDGs? | **Yes** |
| Does the Company provide progress against prior targets for one or more of the UN SDGs? | **Yes** |

| ECONOMIC | OUR RESPONSE |
|---|---|
| Rand value of total revenue | **R6 204 776 286** |
| Rand value of total revenue generated in South Africa | **R5 064 749 771** |
| Percentage of revenue generated in South Africa | **82%** |
| Percentage of total revenue generated in foreign currency | **43%** |
| Rand value of net profit after tax generated | **R269 358 846** |
| Rand value of net profit after tax generated in South Africa | **R297 937 474** |
| Percentage of net profit after tax generated in South Africa | **100%** |
| Rand value of net profit after tax per employee | **R60 666** |
| Rand value of total compensation paid to employees, including wages and benefits | **R1 347 593 391** |
| Average compensation paid to employees, including wages and benefits | **R303 512** |
| Rand value of total compensation paid to employees, including wages and benefits in South Africa | **R1 248 327 245** |
| Percentage of total compensation paid to employees, including wages and benefits in South Africa | **93%** |
| Ratio of net profit after tax per employee to average compensation per employee | **0.2** |
| Rand value of total discretionary/measured procurement spend (South Africa only) | **R3.7 billion** |
| Rand value of historically disadvantaged South African (HDSA) procurement spend (South Africa only) | **R1.6 billion** |
| HDSA procurement spend: Percentage of total measured spend (South Africa only) | **43%** |
| Rand value of total taxes paid, inclusive of VAT, income tax, royalties, rates and taxes, and all other payments to government | **R437 148 432** |
| Rand value of total taxes paid in South Africa | **R396 685 153** |
| Percentage of total taxes paid in South Africa | **91%** |
| Rand value of funds invested in research and development | **R14 775 340** |
| Rand value of funds invested in research and development in South Africa | **R14 775 340** |
| Percentage of total funds invested in research and development in South Africa | **100%** |
| Rand value of dividends paid to shareholders | **R111 031 661** |
| Rand value of retained earnings | **R171 107 069** |
| Ratio of payments to employees relative to dividends paid to shareholders | **12.1** |
| Ratio of payments to government relative to dividends paid to shareholders | **3.9** |
| Rand value of current assets – total | **R2 364 584 655** |
| Rand value of current assets in South Africa | **R1 902 430 517** |
| Rand value of current liabilities – total | **R1 253 432 100** |
| Rand value of current liabilities in South Africa | **R938 138 117** |
| Rand value of share buybacks | **R34 364 389** |
| Rand value of capital expenditures (capex) | **R472 174 542** |
| Rand value of capital expenditures (capex) in South Africa | **R406 774 307** |

# CONSOLIDATED ESG DATA TABLE CONTINUED



| GOVERNANCE | OUR RESPONSE |
|---|---|
| Number of Board members | 9 |
| Percentage of Board members who are deemed non-executive | 78% |
| Number of Board members who are deemed executive | 2 |
| Number of Board members who are deemed non-executive | 7 |
| Number of prescribed officers (Note: Persons who are NOT already counted as executives) | 1 |
| Number of Board members who are deemed independent | 4 |
| Percentage of Board members who are deemed independent | 44% |
| Number of Board members who are deemed HDSA | 6 |
| Percentage of Board members who are deemed HDSA | 66% |
| Number of Board members who are women | 3 |
| Percentage of Board members who are women | 33% |
| Average length of executive director service (in years) | 10 |
| Average length of non-executive director service (in years) | 6 |
| Average length of director (full Board) service (in years) | 7 |
| Average age of directors (in years) | 56 |
| Overall Board and committee meeting attendance | 95% |
| Name of financial auditor | Ernst & Young |
| Auditor remuneration: Percentage of non-audit fees | 10.07% |
| Length of current auditor's service | 2 years, 7 months |
| Independence of Board chairperson | Sufficiently independent |
| Does the Company have a publicly available policy on Board conflicts of interest and politically exposed persons (PEP)? | Yes |
| Does the Company provide public disclosure on any/all Board member conflicts of interest? | No |
| Does the Company provide public disclosure on any/all Board members who are politically exposed? | No |
| Does the Board sign off on publicly available climate-related financial disclosures, as per TCFD? | N/A |
| Does the Company have a publicly available human rights policy? | No |
| Does the Company include ESG into service level agreements with suppliers? | No |
| Does the Company formally audit suppliers and contractors for ESG compliance (including human rights)? | No |
| Are shareholders given the right to vote on executive remuneration? | Yes |
| Are shareholders' vote on executive remuneration binding? | No |
| Does the Company publicly disclose its voting record on sustainability-related resolutions and are the votes binding? | N/A |
| Is executive remuneration linked to ESG, i.e. is a proportion of remuneration/bonuses linked to health, safety and/or environmental performance? | Yes |

| LABOUR | OUR RESPONSE |
|---|---|
| Total number of employees and contractors | 4 440 |
| Total number of employees and contractors operating in South Africa | 4 170 |
| Percentage of employees and contractors operating in South Africa | 94% |
| Percentage of management (top and senior) deemed HDSA | 55% |
| Percentage of management (top and senior) who are women | 31% |
| Percentage of employees who are deemed HDSA | 92% |
| Percentage of employees who are women | 40% |
| Number of employees who are deemed disabled | 78 |
| Percentage of employees who belong to a trade union | 49% |
| Employee turnover (i.e. number of persons who departed relative to the total number of employees at year end) | 3% |
| Total number of person hours worked (PHW) | 16 478 034 |
| Total number of employees trained, including internal and external training interventions | 1 359 |
| Percentage of employees trained in South Africa | 99% |
| Rand value of employee training spend | R43 206 907 |
| Percentage of training spend in South Africa | 96% |
| Total number of person days lost due to absenteeism | 42 966 |
| Percentage of total person days lost due to absenteeism | 2% |
| Total number of person days lost due to industrial action (i.e. strike action) | 0 |
| Percentage of total person days lost due to industrial action | 0% |



Sea Harvest CEO with recipients of a Long Service Award for 35 to 40 years' service

# CONSOLIDATED ESG DATA TABLE CONTINUED

| SHIPPING FLEET AND PRODUCTION | OUR RESPONSE |
|---|---|
| Total number of fishing vessels | 57 |
| Total fishing vessel capacity (tonnes) | c.84 000 |
| Total number of fishing days lost due to dry docking and/or repairs | 778 |
| Total number of sea days during the year | 9 733 |
| Volume of fish caught (tonnes) | 59 599 |
| Number of fish processing facilities on land | 6 |

| AQUACULTURE | |
|---|---|
| Number of aquaculture facilities | 3 |
| Total land used for aquaculture (leased and owned) (hectares) | 437 |
| Total volume of abalone produced via aquaculture (tonnes) | 294 |
| Total volume of natural feed used for aquaculture (tonnes) | 1 013 |
| Total volume of feed used for aquaculture | 1 484 |

| AGRO-PROCESSING | |
|---|---|
| Number of milk tankers | 16 |
| Number of dairy operating sites | 2 |
| Total volume of cheese produced (tonnes) | 10 293 |
| Total volume of butter produced (tonnes) | 3 173 |
| Total volume of milk powders produced (tonnes) | 10 322 |
| Total volume of dairy products produced (tonnes) | 23 788 |

| HEALTH AND SAFETY | |
|---|---|
| Number of fatalities (i.e. injuries on duty leading to death, excluding the deaths of workers not occurring at work) | 0 |
| Number of first aid cases, i.e. injuries on duty leading to minor treatments (such as a plaster or a pain tablet) and medical treatment cases, i.e. injuries on duty leading to medical treatment, but no lost days | 277 |
| Number of lost time injuries (LTIs), i.e. injuries on duty leading to at least one lost day | 239 |
| Fatal injury frequency rate (FIFR), i.e. number of fatalities per 200 000 PHW | 0 |
| Lost time injury frequency rate (LTIFR), i.e. number of LTIs per 200 000 PHW | 3.97 |
| Does the Company report an LTIFR and/or total recordable injury frequency rate (TRIFR) target? | Yes |
| Total number of employees and contractors receiving voluntary counselling and testing (VCT) for HIV/AIDS (i.e. counselled) | 19 |

Refer to our IR **pages 41 to 42** for more information on our Natural Capital and **pages 111 to 115** for our Social, Ethics and Sustainability Committee Report.

| ENVIRONMENTAL | OUR RESPONSE |
|---|---|
| Total direct energy consumption (Gigajoules, GJ), i.e. from renewable fuels burned | 0 |
| Total volume of diesel consumed ($m^3$) | 37 359 |
| Total volume of petrol consumed ($m^3$) | 143 |
| Total coal consumed (t) | 8 834 |
| Total direct energy consumption, i.e. from non-renewable fuels burned (e.g. diesel, petrol, etc.) (gigajoules, GJ) | 1 633 190 |
| Percentage of direct energy consumption from renewable fuels | 0% |
| Total volume of electricity purchased – excluding self-generated from solar, wind or other sources (MWh) | 58 377 |
| Total volume of electricity self-generated, i.e. from wind and solar (MWh) | 2 465 |
| Total volume of electricity consumed – purchased and self-generated (MWh) | 60 842 |
| Percentage of electricity consumed that was self-generated | 4.05% |
| Electricity efficiency: Average electricity consumed per PHW (kWh/PWH) | 3.69 |
| Total direct and indirect energy consumption in gigajoules (GJ) | 1 843 346 |
| Does the Company report a target for electricity consumption, or reductions, against a specific denominator (e.g. per PHW)? | No |
| Does the Company report a target for total energy consumption, or reductions, against a specific denominator (e.g. per PHW)? | No |
| Total carbon emissions – Scope 1 (tonnes of carbon dioxide equivalents, $tCO_2e$) | 130 456 |
| Total carbon emissions – Scope 2 ($tCO_2e$) | 60 712 |
| Total carbon emissions – Scope 1 and 2 ($tCO_2e$) | 191 168 |
| Carbon intensity: Average volume of carbon emissions per PHW ($tCO_2e$/PHW) | 0.01 |
| Does the Company report a target for carbon emissions or reduction (absolute target)? | Yes (SA Fishing) |
| Volume of carbon emissions offset via the purchase of carbon credits ($tCO_2e$) | 21 |
| Volume of carbon emissions offset via Company-owned carbon offset projects | 0 |
| Rand value of spend on carbon offset projects | R3 150 |
| Total volume of water consumed – new purchases and/or abstractions (excluding recycled water used) (kilolitres, KL) | 770 450 |
| Total volume of water consumed – new purchases from local authorities (KL) | 482 254 |
| Total volume of water consumed – self-generated (KL) | 267 735 |
| Water efficiency: Average volume of water (litres, l) consumed per person hour worked (l/PHW) | 47 |
| Does the Company report a target for water consumptionor reduction (absolute target)? | Yes (SA Fishing) |
| Total volume of non-hazardous waste disposed (kg) | 1 961 498 |
| Average volume of non-hazardous waste per person hour worked (kg/PHW) | 0.1 |
| Total volume of hazardous waste disposed (kg) | 620 571 |
| Average volume of hazardous waste per person hour worked (kg/PHW) | 0.04 |
| Total volume of waste sent for recycling (kg) | 7 504 588 |

# CONSOLIDATED ESG DATA TABLE CONTINUED

| ENVIRONMENTAL CONTINUED | OUR RESPONSE |
|---|---|
| Percentage of waste disposed of that is sent for recycling | 74% |
| Rand value of investments in projects to improve energy efficiency | R434 430 |
| Rand value of investments in projects to improve water efficiency | R5 462 508 |
| Rand value of investments in projects to improve waste efficiency | R773 188 |
| Total number of environmental incidents (Level 1, 2 and/or 3) | 2 (Level 1) |
| Total number of environmental fines and/or non-compliances | 0 |
| Total number of environmental complaints | 1 |
| Rand value of carbon tax paid | R1 088 405 |
| Rand value of spend on climate change mitigation | R434 430 |
| Does the Company report on the rehabilitation and protection of ocean habitats for the future sustainability of fishing practices (blue economy)? | Yes |
| Rand value of spend on environmental rehabilitation during the financial reporting period | R1 057 414 |

| CORPORATE SOCIAL INVESTMENT/SOCIO-ECONOMIC DEVELOPMENT EXPENDITURE | |
|---|---|
| Rand value of corporate social investment (CSI)/socio-economic development (SED) | 4 726 307 |
| CSI/SED spend as a percentage of South African revenue | 0.7% |
| CSI/SED spend as a percentage of net profit after tax (NPAT) | 1.6% |
| Percentage of total CSI/SED spend in South Africa | 100% |
| Rand value of CSI/SED spend on arts, sports and culture | 655 615 |
| Rand value of CSI/SED spend on basic needs and social development, including nutrition and/or feeding programmes | 624 946 |
| Rand value of CSI/SED spend on education | 1 925 759 |
| Rand value of CSI/SED spend on environmental projects | 33 225 |
| Rand value of CSI/SED spend on health, including HIV/AIDS | 257 415 |
| Rand value of CSI/SED spend on infrastructure development | 55 439 |
| Rand value of CSI/SED spend on skills development, including adult basic education and training (ABET) | 85 500 |
| Rand value of CSI/SED spend on small business development projects | 35 850 |
| Rand value of CSI/SED spend on other | 1 052 558 |
| Total rand value of CSI/SED spend | 4 726 307 |
| Variance between total CSI/SED spend reported vs calculated | 0 |
| Variance between total CSI/SED spend reported vs calculated – percentage | 0% |
| Does the report include a comprehensive discussion of returns on CSI? | No |
| Are CSI/SED projects aligned to government's National Development Plan (NDP)? | Yes |
| Rand value of enterprise development spend, i.e. support for small businesses | R5 851 000 |
| Rand value of supplier development spend, i.e support for suppliers | R6 748 839 |

*The ESG data table is based on guidance provided by Integrated Reporting and Assurance Services (**www.iras-esg.com**).*




*Harvest Mzansi*, one of Sea Harvest's three Sterkoder factory freezer trawlers.

# ENVIRONMENT



## WILD-CAPTURE FISHING

### CAPE HAKE (MSC CERTIFIED)

| | |
|---|---|
| **Specie** | *Merluccius paradoxus, Merluccius capensis* |
| **Common name** | Hake |
| **Fishing area** | FAO 47 – Atlantic Ocean, South-East |
| **Latest update*** | Steady increase in the spawning biomass of shallow-water hake (Merluccius capensis) but a decrease in that of deep-water hake (Merluccius paradoxus). The spawning biomasses of both species are estimated to be above maximum sustainable yield (MSY). |

### HORSE MACKEREL

| | |
|---|---|
| **Specie** | *Trachurus capensis* |
| **Common name** | Horse Mackerel |
| **Fishing area** | FAO 47 – Atlantic Ocean, South-East |
| **Latest update*** | The most recent assessments for Cape horse mackerel indicate that the estimates of current spawning biomass is well above MSY. |

### SARDINE

| | |
|---|---|
| **Specie** | *Sardinops sagax* |
| **Common name** | Sardine/Pilchard |
| **Fishing area** | FAO 47 – Atlantic Ocean, South-East |
| **Latest update*** | The 2022 pelagic biomass survey indicated some recovery in sardine, but the population remains below the long-term average. |

### ANCHOVY

| | |
|---|---|
| **Specie** | *Engraulis encrasicolus* |
| **Common name** | Anchovy |
| **Fishing area** | FAO 47 – Atlantic Ocean, South-East |
| **Latest update*** | Anchovy are considered to be at optimal status. |

### KWAZULU-NATAL CRUSTACEAN

| | |
|---|---|
| **Specie** | *Haliporoides triarthrus, Aristaeomorpha foliacea* |
| **Common name** | Prawns |
| **Fishing area** | FAO 51 – Indian Ocean, Western |
| **Latest update*** | Heavy fishing pressure on deep-water crustaceans has reduced the status of these stocks to 'depleted'. Over the past few years, effort has reduced in the fishery to rebound stocks. |

### KING PRAWN (SHARK BAY – MSC CERTIFIED)

| | |
|---|---|
| **Specie** | *Melicertus latisulcatus* |
| **Common name** | Western King Prawn |
| **Fishing area** | FAO 57 – Indian Ocean, Eastern |
| **Latest update** | MSY indicates a stable and reasonably high relative biomass. Based on multiple catch indicators (level of catch, catch distribution, and catch MSY analysis), there is minimal indication of an unacceptable level of stock depletion. |

### KING PRAWN (EXMOUTH GULF – MSC CERTIFIED)

| | |
|---|---|
| **Specie** | *Melicertus latisulcatus* |
| **Common name** | Western King Prawn |
| **Fishing area** | FAO 57 – Indian Ocean, Eastern |
| **Latest update** | MSY indicates a stable and reasonably high relative biomass. Based on multiple catch indicators (level of catch, catch distribution, and catch MSY analysis), there is minimal indication of an unacceptable level of stock depletion. |

**Extract from Status of South African Marine Fishery Resources 2023 (DFFE, 2023)*



# WILD-CAPTURE FISHING CONTINUED

## TIGER PRAWN (EXMOUTH GULF – MSC CERTIFIED)

| | |
|---|---|
| **Specie** | *Penaeus esculentus, Penaeus semisulcatus* |
| **Common name** | Brown Tiger Prawn |
| **Fishing area** | FAO 57 – Indian Ocean, Eastern |
| **Latest update** | MSY indicates a stable and reasonably high relative biomass. Based on multiple catch indicators (level of catch, catch distribution, and catch MSY analysis), there is minimal indication of an unacceptable level of stock depletion. |

## TIGER PRAWN (SHARK BAY – MSC CERTIFIED)

| | |
|---|---|
| **Specie** | *Penaeus esculentus, Penaeus semisulcatus* |
| **Common name** | Brown Tiger Prawn |
| **Fishing area** | FAO 57 – Indian Ocean, Eastern |
| **Latest update** | Spatial management arrangements aimed at protecting spawning and small prawn can impact catch. Relative biomass has remained stable. Projections at conservative levels indicate the stock biomass improving in future seasons. |

## ENDEAVOUR PRAWN (EXMOUTH GULF – MSC CERTIFIED)

| | |
|---|---|
| **Specie** | *Metapenaeus endeavouri* |
| **Common name** | Endeavour Prawn |
| **Fishing area** | FAO 57 – Indian Ocean, Eastern |
| **Latest update** | MSY indicates a stable and reasonably high relative biomass. Based on multiple catch indicators (level of catch, catch distribution, and catch MSY analysis), there is some indication of an unacceptable level of stock depletion. Standardised catch rate has declined over recent seasons, though from a high standard in 2015. |

## SPANISH MACKEREL

| | |
|---|---|
| **Specie** | *Scomberomorus commerson* |
| **Common name** | Spanish Mackerel |
| **Fishing area** | FAO 57 – Indian Ocean, Eastern |
| **Latest update** | While the structure of the stock is complex, as there are a number of different fishing stocks within a single jurisdiction, stocks of Spanish mackerel remain stable and healthy in the Northern Territory and Western Australia. |

## NORTH DEMERSAL SCALEFISH MANAGED FISHERY

| | |
|---|---|
| **Specie** | Multiple |
| **Common name** | Multiple |
| **Fishing area** | FAO 57 – Indian Ocean, Eastern |
| **Latest update** | The recent preliminary stock assessment outcomes indicated that indicator species Red Emperor had breached the limit reference level. In light of that, management initiatives will have to be implemented in the short to medium term. |



Cape hake (Merluccius paradoxus/capensis) is caught off the coast of South Africa in the Atlantic and Indian oceans.

# ENVIRONMENT CONTINUED

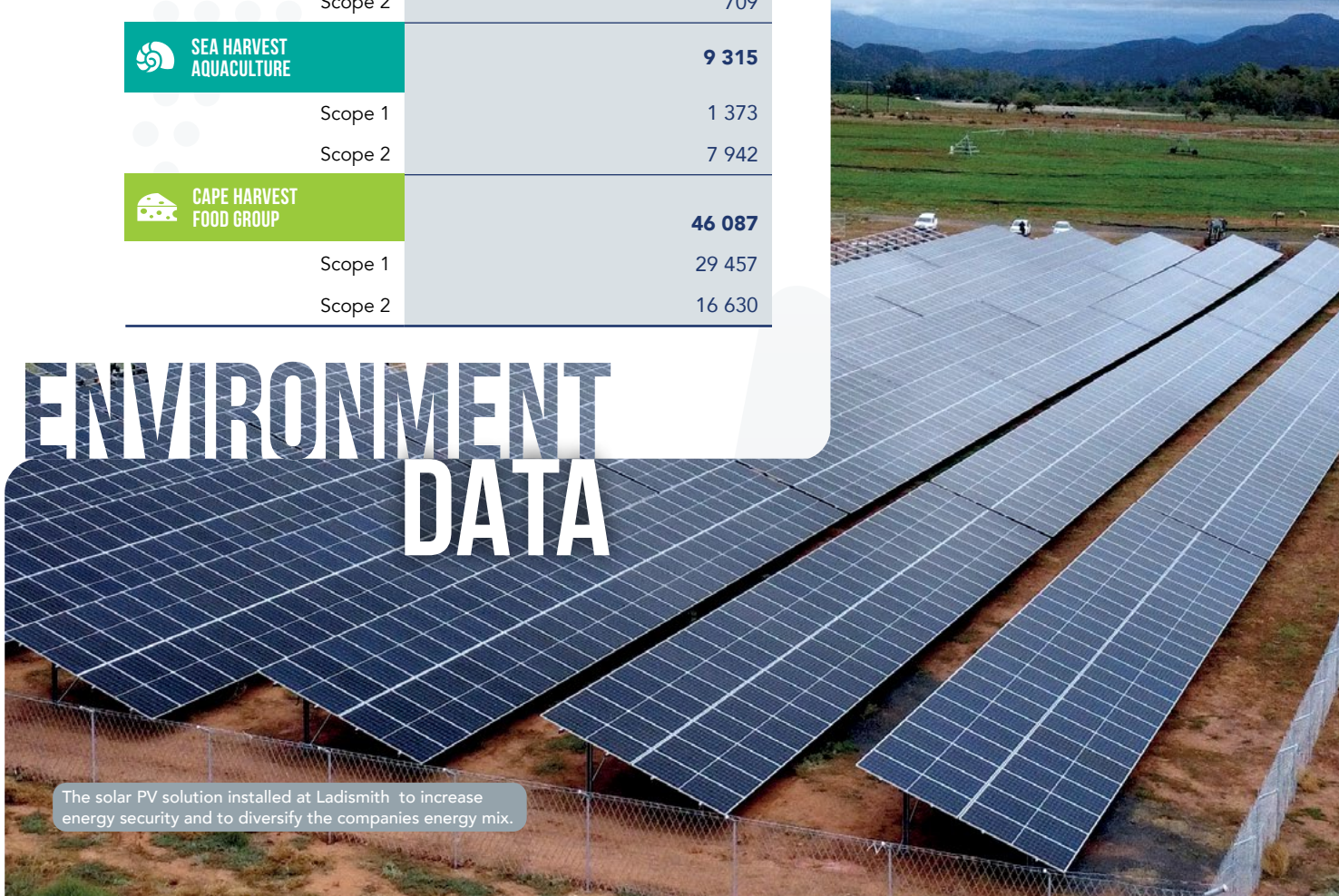
## SEA HARVEST GROUP WATER USE (KL)

| | 2023 |
|---|---|
| SOUTH AFRICAN FISHING | 393 141 |
| SEA HARVEST INTERNATIONAL | 4 629 |
| SEA HARVEST AQUACULTURE | 6 485 |
| CAPE HARVEST FOOD GROUP | 366 194 |

## SEA HARVEST GROUP EMISSIONS (SCOPE 1 & 2 – $tCO_2e$)

| | 2023 |
|---|---|
| **SOUTH AFRICAN FISHING** | **123 786** |
| Scope 1 | 88 355 |
| Scope 2 | 35 431 |
| **SEA HARVEST INTERNATIONAL** | **11 980** |
| Scope 1 | 11 271 |
| Scope 2 | 709 |
| **SEA HARVEST AQUACULTURE** | **9 315** |
| Scope 1 | 1 373 |
| Scope 2 | 7 942 |
| **CAPE HARVEST FOOD GROUP** | **46 087** |
| Scope 1 | 29 457 |
| Scope 2 | 16 630 |

# ENVIRONMENT DATA



The solar PV solution installed at Ladismith to increase energy security and to diversify the companies energy mix.

# TRASH-2-TREASURE PROJECT

The Trash-2-Treasure project represents the Group's inaugural venture into innovative waste management initiatives with stakeholders. Our overarching objectives in waste management are two-fold: firstly, to minimise waste sent to landfills from our operations and, secondly, to enhance recycling capabilities within our local communities through engagement with our stakeholders. This initiative provided a valuable opportunity for collaboration with key stakeholders, including the Saldanha Bay Municipality and local schools.

For the project, recycling areas were established at a select group of five schools within the Saldanha Bay region. Each school was equipped with recycling bins and collection frames crafted from repurposed materials sourced from Sea Harvest factories. Learners were encouraged to participate in waste separation at source, with materials then processed for recycling by the municipality. Integral to the project's success were the comprehensive education sessions tailored to primary and high school learners, featuring engaging materials, such as graphic posters and interactive sessions. These efforts were aimed at instilling environmental consciousness and cultivating a culture of recycling both within school environments and within learners' daily lives.

The project's outcomes have been commended for encompassing educational and recycling aspects, which, *inter alia*, resulted in the diversion of more than three tonnes of recyclable materials from landfills.

Additionally, participating schools benefited from a modest income stream generated through project involvement. Quite pleasing to Sea Harvest is the positive feedback received from stakeholders regarding the project's impact on improving cleanliness and environmental awareness and fostering environmental stewardship among the youth.

A key learning was the importance of collaboration with various stakeholders, including the municipality, local schools and community members, to the project's success. Support from the municipality, particularly in funding recyclable collection costs, further aligned project objectives with municipal goals of bolstering recycling efforts and reducing landfill dependency.

The project's future sustainability is ensured through durable infrastructure, educational resources, and ongoing monitoring mechanisms, which will facilitate its continuation beyond Sea Harvest's direct involvement. Similar initiatives will be considered in future, which may include expanding collaborations for economic empowerment endeavours and establishing eco-committees within schools to sustain environmental awareness. However, in the short term, our focus remains on extending the project to additional schools within the Saldanha Bay vicinity and embracing innovative approaches to community engagement. By doing so, Sea Harvest Group aims to deepen its contribution to sustainable development and community well-being.




Members of Sea Harvest's sustainability team engaging with learners at Middelpos Primary.

# SEA HARVEST FOUNDATION



The Sea Harvest Foundation operates as a full-fledged not-for-profit company (NPC) and is focused on creating a positive impact within the communities in which the Sea Harvest Group operates. Supporting local communities is an integral way of demonstrating our commitment to being profit driven to improve the welfare of all our stakeholders. We achieve this through the various programmes in which we invest across the Group.

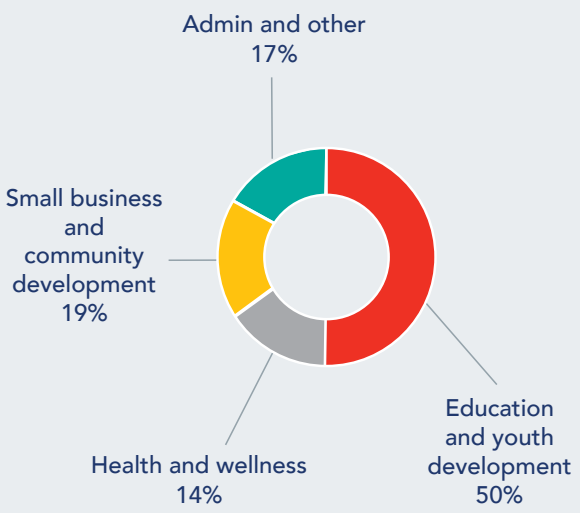
## Our Board

The Foundation is led and governed by its own Board of Directors. A full-time administrator adds an additional layer to the governance process by conducting site visits and stakeholder engagements and vetting each application before presenting it to the Board to ensure that the Board makes informed decisions. The four directors ensure adherence to proper governance procedures and transparency during the approval of funding requests, the disbursement of funds, and the continued support of projects or organisations based on impact assessments. The directors meet four times per year to review applications and discuss the affairs of the Foundation. Since its establishment, the Foundation presented clean financial audits, which has contributed to the Group scoring the maximum points for socio-economic development on the B-BBEE scorecard.

## Our strategy and key focus areas

Our SED strategy is geared towards empowering beneficiaries, especially youth in previously disadvantaged communities, to become economically active and respectable members of society. During 2023, in line with its strategy, the Foundation focused its funding in three areas, namely education and youth development, health and wellness, and community and small business development. The Foundation affords each business unit across the Group the opportunity to consult organisations in their community, as well as community members, to identify projects in need of support. Stakeholder relations is a very important aspect of strategy implementation as it not only enhances relationships with beneficiaries and other stakeholders but also ensures the sustainability of projects and achievement of maximum impact for beneficiaries. By focusing its spend across a broad geographical area, the Foundation has ensured that it has a relatively wide footprint, which reaches all the areas in which the Group operates.

## Our strategy and key focus areas




## 1. EDUCATION AND YOUTH DEVELOPMENT

In the majority of local communities where Sea Harvest's companies operate, unemployment is an ever-growing problem as the economy becomes weaker. The Foundation, therefore, places high emphasis on empowering youth to become employable and economically active members of society.

- **Bursary Programme**

Sea Harvest supports c.30 students annually with funding towards their tertiary studies. In most cases, the support is continued until the completion of a student's studies. The bursary programme is structured in such a way that it feeds into Sea Harvest's graduate programme, offering bursary recipients the opportunity to gain valuable experience in their field of study and secure permanent employment. In addition, it addresses the issue of scarce skills within the Group. One of the highlights of the reframed strategy was the inclusion of four maritime students into Sea Harvest's Cadet programme, thereby addressing the global shortage in maritime skills, including marine navigation, engineering and science.


Five maritime students who received funding from the Foundation and were included in Sea Harvest's Cadet Programme.

- **School Sports**

To ensure that the development of youth takes place holistically, Sea Harvest has adopted a rotational approach to funding school sports activities or equipment at local schools. Twelve schools, which include Diazville High School, Towerkop Primary, Langebaan Primary and Hoër Landbou Skool Oakdale benefited from this approach during 2023.


The Deputy Principal and learners from Langebaan Primary School taking receipt of their new athletic vests.

- **Teacher Training**

Tourism contributes 34% of South Africa's gross domestic product. As such, the Foundation partnered with the Bloom Foundation to host a tourism conference for 89 tourism subject-matter high school teachers. The conference was supported and attended by the Western Cape Government Tourism Director as well as other provincial and local government officials.

## 2. HEALTH AND WELLNESS

Due to debilitating health and wellness issues in communities with lower socio-economic measure (SEMs), the Foundation is committed to promoting health and wellness in rural/ vulnerable communities to improve the welfare of local community members. The Foundation's approach is to collaborate and partner with government and other organisations to support health and wellness initiatives. In 2023, funding was allocated to the provision of hospital transport for employees located in rural communities; funding a Department of Social Development satellite office in the Saldanha Bay area; supporting programmes targeting vulnerable members in the community, including the elderly and vulnerable women and children; and the provision of fish donations.

- **Dental Clinic**

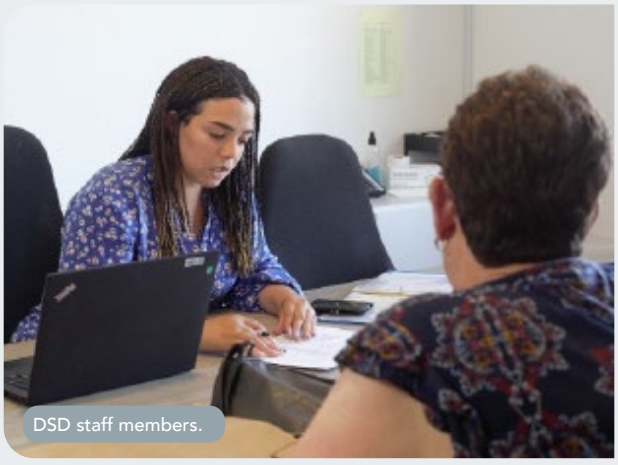
Through our annual support of a free dental clinic hosted by a former bursary recipient, Dr Joseph Joshua, treatment was received by more than 450 community members. The clinic was hosted over a period of five days at the Saldanha Bay Multi-Purpose Centre.



Dr Joshua, a dentist practicing in the Netherlands, attending to a patient in his hometown in South Africa with the aid of the Sea Harvest Foundation.

- **Social Development**

The Foundation's collaboration with the Department of Social Development (DSD) office on the Cape West Coast is another example of commitment to fostering long-term relationships. The Saldanha Bay community has had social workers available to them for over 12 years, saving them from having to travel more than 35km to the closest office. By the Foundation funding a satellite DSD office and assisting with ongoing maintenance and other accessibility issues, the office has been able to render efficient and effective case management, as evidenced by community feedback.



DSD staff members.

- **Harbour of Wellness**

As one of the founding members of Harbour of Wellness for People with Disabilities, the Foundation has actively supported the organisation and its development over the past 20 years. The organisation promotes equality for differently abled community members and not only serves as a day care but teaches them skills, such as woodwork, arts, crafts and, most recently, surfing. The beneficiaries demonstrated an affinity for the sport, competing successfully in competitions during their first year of training.



Beneficiaries from Harbour of Wellness for People with Disabilities with their surfing instructor (third from left).

- **Surf Therapy**

Through the Foundation's support, 45 children from vulnerable communities, who were identified with behavioural disorders, were able to participate in the Waves for Change surf therapy programme. In addition, seven children who received funding from the Foundation to participate in the programme in 2022 were selected to join Waves for Change's first Surf Club for children with autism spectrum disorder (ASD).



Youth who participated in the Waves for Change programme.

# SEA HARVEST FOUNDATION CONTINUED

## 3. COMMUNITY AND SMALL BUSINESS DEVELOPMENT

Working with several community-based organisations, Sea Harvest has been able to make a meaningful contribution to, and positively impact, the communities within which it operates. In 2023, Sea Harvest was inundated with requests for support from organisations that received funding from the Foundation previously, and those that have lost support from their funders, due to the tough economic climate.




- **Community Feeding Scheme**

The Foundation provided ingredients and gas on a monthly basis in support of a feeding scheme that serves the Buffeljagsbaai community. The mobile kitchen, donated by the Foundation in 2020, ensures that the feeding scheme is accessible and within walking distance for the community, especially the elderly.

In 2023, the Foundation supported c.20 community feeding schemes.

## CONCLUSION

It is a proud moment for the Foundation when it sees an individual from one of the local communities it supports thrive and achieve success, especially if it is a student who completes their tertiary studies against all odds or a youth who excels in one or other sports code.

The impact of the contributions made often cannot truly be measured, as it may seem so insignificant. One such individual is Shilton van Wyk, a young rugby player from Saldanha, whom the Foundation has supported since he began participating in school rugby. Often it was only new rugby boots or other equipment and clothing needed, but the Foundation has walked a road with Shilton and, in 2023, he received the "Players' Player of the Year" award for the Men's Sevens Tournament. We truly congratulate him on his success and trust that other youth and our employees who aspire to greatness will draw inspiration from his success.






Youth who participated in the Waves for Change surf therapy programme.

# KING IV™ APPLICATION REGISTER

for the Sea Harvest Group 2023 Integrated Report



Sea Harvest Group Limited (the Group or the Company) is listed on the Johannesburg Stock Exchange operated by the JSE Limited (JSE). Paragraph 3.84 of the JSE Listings Requirements stipulates that issuers must comply with certain specific requirements concerning corporate governance. The Group complies with all the requirements of paragraph 3.84. The Board's primary objective in terms of applying the King IV™ principles is to ensure that the governance outcomes relating to an ethical culture, effective leadership, good performance and legitimacy are firmly embedded within the Group. For the period ended 31 December 2023, the Group applied the principles of King IV™ as disclosed in the table below.

| KING IV™ PRINCIPLES AND APPLICATION | REFERENCE |
|---|---|
| **LEADERSHIP** | |
| **Principle 1**<br>The governing body should lead ethically and effectively | |
| **Application**<br>The Board provides leadership and strategic guidance aimed at ensuring value creation and protection over the long term for all stakeholders. The Board's leadership and guidance are provided within a framework of ethical and prudent controls, which support the establishment of an ethical culture. In addition, detailed reporting to the Board by its Committees further enables a higher level of oversight and effective decision making by the Board.<br><br>All members of the Board possess the requisite skills to appropriately discharge their responsibilities and to provide the necessary strategic guidance to the Group.<br><br>Board members are individually and collectively accountable for their ethical and effective leadership of the Group and are required to conduct themselves in accordance with the Group's Code of Conduct and their duties under the Companies Act, No 71 of 2008 (Companies Act) as amended.<br><br>The Board Charter outlines the policies and practices of the Board on matters such as directors' dealings in the securities of the Company, which are done in accordance with legislation and JSE prescripts, and further supported by the Group's Share Dealing Policy. Directors adhere to the Companies Act requirements in relation to the declaration of directors' personal financial interests and their obligations in terms of the Share Dealing Policy.<br><br>The Company Secretary regularly informs directors, executives and senior employees of the insider trading legislation and advises them of closed periods.<br><br>The performance of the Board is assessed through the annual Board evaluation process. This includes an assessment of the achievement of Board objectives which is administered by the Company Secretary to ensure effective leadership and governance through adherence to the Board Charter. | **2023 Integrated Report**<br>• Our governance and leadership **pages 15 to 18**<br>• Our Governance Report **pages 99 to 106**<br><br>Sea Harvest Group Board Charter<br><br>Sea Harvest Group Code of Conduct<br><br>Sea Harvest Group Share Dealing Policy<br><br>**2023 Environmental, Social and Governance Report** |
| **ORGANISATIONAL ETHICS** | |
| **Principle 2**<br>The governing body should govern the ethics of the Company in a way that supports the establishment of an ethical culture | |
| **Application**<br>The Board demonstrates the Group's values in its conduct, including the principles of ethical business practice and the requirements of being a responsible corporate citizen. The Group Code of Conduct is well-developed and embedded within the business.<br><br>Management has been delegated the responsibility for the implementation and execution of the Code of Conduct. The Board, with the assistance of the Audit and Risk Committee and the Social, Ethics and Sustainability Committee, exercises ongoing oversight of the management of ethics, monitoring the Group's activities with regard to ethics, and ensuring ethics are integrated in the operations of the Company.<br><br>The Group's Code of Conduct is published on the Group's website and is made available to all employees and stakeholders. The Group's Code of Conduct guides engagements with the Group's various stakeholders, including employees.<br><br>The Group operates an anonymous tip-off reporting telephone line through external advisors. This anonymous telephone line provides an impartial facility for all stakeholders to report deviations from ethical behaviour. The Company's whistle-blowing system utilises the telephone line. The Group's committees review feedback on material matters received from the respective business units and the anonymous tip-off line. An online disclosure system, which consolidates all employees' interests and serves as a gift registry reporting tool, has been rolled out throughout the Group.<br><br>The Board, supported by its committees, is dedicated to fostering an ethical culture of transformation within the Group. This commitment involves considering race and gender diversity; ensuring fair, responsible, and transparent remuneration; and prioritising the ongoing development and training of employees. The Board also acknowledges the transformative impact that the Group may have, benefiting all stakeholders and contributing to the development of the communities in which the Group operates. | **2023 Integrated Report**<br>• Our governance and leadership **pages 15 to 18**<br>• Our Governance Report **pages 99 to 106**<br>• Our Social, Ethics and Sustainability Committee Report **pages 111 to 115**<br>• Our Audit and Risk Committee Report **pages 107 to 110**<br><br>Sea Harvest Group Board Charter<br><br>Sea Harvest Group Code of Conduct |

| KING IV™ PRINCIPLES AND APPLICATION | REFERENCE |
|---|---|
| **RESPONSIBLE CORPORATE CITIZENSHIP** | **2023 Integrated Report** |
| **Principle 3**<br>The governing body should ensure that the Company is, and is seen to be, a responsible corporate citizen | • Our value-creation business model **pages 19 to 20**<br>• Our capitals **pages 41 to 52**<br>• Our key stakeholders **pages 35 to 40**<br>• Our Chairperson's Report **pages 23 to 26**<br>• Our CEO's Report **pages 61 to 64**<br>• Our CFO's Report **pages 91 to 96**<br>• Our operational performance **pages 83 to 90**<br>• Our Social, Ethics and Sustainability Committee Report **pages 111 to 115**<br>• Our governance and leadership **pages 15 to 18**<br>• Our Governance Report **pages 99 to 106**<br>Sea Harvest Group Board Charter<br>Sea Harvest Group Code of Conduct<br>**2023 Environmental, Social and Governance Report** |
| **Application**<br>In overseeing the Group's conduct as a good corporate citizen, the Board approves the strategy of the business, including material matters related to sustainability.<br>Through stakeholder engagement and collaboration, the Group has committed to understanding and being responsive to the interests and expectations of stakeholders and to partnering with them in finding lasting solutions. The Social and Ethics Committee is responsible for driving the advancement of social development of the communities in which we operate through collaborative partnerships with organisations that share our values of pioneering socio-economic transformation. Responsible corporate citizenship is strongly embedded in the Group's strategy, which, at its core, is based on operating a sustainable business.<br>The Group invests in its Social and Relationship Capital by way of social transformation and empowerment initiatives and in community development through the work done by the Sea Harvest Foundation and the South African Fisheries Development Fund. In conducting its activities, processes comply with international and local legislative requirements.<br>The Board, with the support of the Social, Ethics and Sustainability Committee and the Group executive, oversees and monitors how the operations and activities of the Group affect its status as a responsible corporate citizen. This is measured against performance targets agreed with management in support of the Group's strategic imperatives.<br>The Group's Integrated Report and Environmental, Social and Governance Report detail its progress against its priorities. The reports outline the Group's advancements in line with its priorities and sustainability framework. This progress is assessed within the framework of key sustainability challenges. The reports highlight the Group's commitment to making a meaningful contribution to sustaining the environment for future generations. | |
| **STRATEGY AND PERFORMANCE** | **2023 Integrated Report** |
| **Principle 4**<br>The governing body should appreciate that the Company's core purpose, its risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value-creation process | • Our value-creation business model **pages 19 to 20**<br>• Our capitals **pages 41 to 52**<br>• Our key stakeholders **pages 35 to 40**<br>• Our Chairperson's Report **pages 23 to 26**<br>• Our CEO's Report **pages 61 to 64**<br>• Our CFO's Report **pages 91 to 96**<br>• Our operational performance **pages 83 to 90**<br>• Our Social, Ethics and Sustainability Committee Report **pages 111 to 115**<br>• Our strategy **pages 77 to 82**<br>• Our risks and mitigations **pages 53 to 58**<br>**2023 Environmental, Social and Governance Report** |
| **Application**<br>The Board approves the Group's strategy, which is aligned with the purpose of the Group and aimed at ensuring sustainability and takes into account the top risks facing the Group. The Board oversees and monitors, with the support of its committees, the implementation and execution by management of its policies and priorities and ensures that the Group accounts for its performance by, among others, reporting and disclosure.<br>The capitals deployed by the Group are aligned with the strategy and objectives of the Group, which, in turn, are supported by policies and operational plans. These, together with the risks facing the Group, are all overseen and monitored by the Board on a continuous basis to drive value creation for all stakeholders. Continued engagement with internal and external stakeholders takes place, and their needs and expectations are considered.<br>The Company's performance against its strategic objectives is extensively reported on in the Group's Integrated Report and Environmental, Social and Governance Report. | |
| **REPORTING** | **2023 Integrated Report**<br>**2023 Environmental, Social and Governance Report**<br>**2023 Annual Financial Statements** |
| **Principle 5**<br>The governing body should ensure that reports issued by the Company enable stakeholders to make informed assessments of the Company's performance and its short-, medium- and long-term prospects | |
| **Application**<br>The Board, through the Audit and Risk Committee, ensures that the necessary controls are in place to verify and safeguard the integrity of the information in the annual reports and any other disclosures. The Company complies with all required disclosures.<br>Reporting frameworks and materiality are approved by the Audit and Risk Committee to ensure compliance with legal requirements and relevance to stakeholders.<br>The Audit and Risk Committee oversees the integrated reporting process and reviews the audited financial statements to ensure that they are compliant with all necessary prescribed standards and that such reports adequately provide information to support decision-making for all stakeholders. Results presentations are held after the interim and year-end financial results are announced, and copies of the results presentation are published on the Group's website and other communication services. | |

# KING IV™ APPLICATION REGISTER CONTINUED

for the Sea Harvest Group 2023 Integrated Report

| KING IV™ PRINCIPLES AND APPLICATION | REFERENCE |
|---|---|
| **GOVERNING STRUCTURE AND DELEGATION** | |
| **Principle 6**<br>The governing body should serve as the focal point and custodian of corporate governance in the Company | |
| **Application**<br>The Board Charter forms an integral part of the Group's governance framework and outlines the composition, scope of authority, responsibilities, powers and functions of the Board. The Board Charter is reviewed annually to ensure that it remains relevant, appropriate and in line with governance best practice. Similarly, Committee Terms of Reference, Delegations of Authority and Board policies are reviewed annually and the outcome reported to the Board.<br><br>The Board Charter provides that the Board, as well as any director or member of a Board committee, may obtain independent, external professional advice at the Group's expense concerning matters within the scope of their duties, and the directors may request documentation from and set up meetings with management as and when required.<br><br>As a direct or indirect shareholder, the Company exercises its rights and is involved in the decision-making of its subsidiaries on material matters and ensures that the Group's executives and directors are appropriately represented within its established subsidiary Finance and Risk Committees. Through this representation, it ensures that the Group's governance requirements relevant to material matters are duly performed.<br><br>The Company Secretary acts as the primary contact between non-executive directors and the Group. The Audit and Risk Committee chairperson meets regularly with the Head of Internal Audit and is apprised of material issues, should these arise.<br><br>The Group's Integrated Report further details the corporate governance protocols established and overseen by the Board. | **2023 Integrated Report**<br>• Our governance and leadership **pages 15 to 18**<br>• Our Governance Report **pages 99 to 106**<br>• Our Audit and Risk Committee Report **pages 107 to 110**<br><br>Sea Harvest Group Board Charter<br><br>**2023 Environmental, Social and Governance Report** |
| **COMPOSITION** | |
| **Principle 7**<br>The governing body should comprise the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively | |
| **Application**<br>The Board recognises and embraces the benefits of having a diverse Board and appreciates that diversity at Board level is essential and that race, age and gender diversity, underpinned by the relevant skills as well as business, geographic and academic experience and background enhance the composition of a truly diverse Board.<br><br>The skills, experience and qualification of each director are appropriate to ensure that the Board has the necessary combined skills and experience to discharge the Board's governance role and responsibilities in line with the Board Charter, JSE Listings Requirements, and King IV™ principles.<br><br>The Board comprises mostly non-executive directors, the majority of whom are independent, and two executive directors, being the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO). As the Chairperson of the Group is not considered independent, in accordance with the JSE Listings Requirements, a lead independent non-executive director has been appointed.<br><br>The primary responsibilities of the Lead Independent Director centres on strengthening the position of the Board of Directors' Chairperson. These tasks include, among other things, supervising the assessment of the Chairperson, serving as a trusted advisor, facilitating communication between other directors and the Chairperson on relevant matters, and presiding over discussions and decision-making processes in situations where the Chairperson faces a conflict of interest.<br><br>A clear separation exists between the responsibilities of the CEO and the Chairperson, and distinct individuals hold each of these positions.<br><br>The nomination and election processes fall within the ambit of responsibility of the Nomination Committee. The experience and knowledge of Board members have been considered by the Nomination Committee to ensure that the Board collectively has the necessary knowledge and experience to lead the Group. Succession plans have been developed for directors and key executives.<br><br>When assessing the appointment or re-election of directors, the Board, in collaboration with the Nomination Committee, carefully evaluates the necessary knowledge, skills and resources. Additionally, factors such as the board's size, diversity and demographics are taken into account to enhance overall effectiveness. These procedures, outlined in the Nomination Committee Charter, are transparent and formalised. The chairperson of the Nomination Committee regularly updates the Board, providing reports and feedback on the ongoing processes.<br><br>The notice of the Annual General Meeting (AGM) includes concise resumes for every director seeking election or re-election. Newly appointed directors undergo an induction process, covering Board-related matters and their specific duties and governance responsibilities. This induction is facilitated by the Company Secretary with the support of the Company's sponsor and is tailored to meet each director's individual requirements. | **2023 Integrated Report**<br>• Our governance and leadership **pages 15 to 18**<br>• Our Governance Report **pages 99 to 106**<br>• Sea Harvest Group Board Charter<br><br>**2023 Environmental, Social and Governance Report** |

| KING IV™ PRINCIPLES AND APPLICATION | REFERENCE |
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## COMPOSITION continued

In 2023, the Board of Directors received a refresher training session on the JSE Listings Requirements, with a particular emphasis on insider trading and share dealing. Furthermore, senior management underwent training on the Consumer Protection Act, No 68 of 2008, and the Protection of Personal Information Act, No 4 of 2013. The Company places significant importance on delivering training when necessary, acknowledging its crucial role in empowering management to fulfil their roles and responsibilities in an objective and effective manner, thereby enhancing sound governance within the organisation.

Declarations of interest and conflict are sought at the commencement of each Board and subcommittee meeting. The Group's electronic Declaration of Interest tool automates the process of declaring interests and conflicts and maintaining a gift registry. This streamlined system enables management to conveniently access and complete these declarations, thereby promoting accountability and transparency within the business. Management keeps a record of the directorships and interests of the Board of Directors, which is updated as and when changes occur but at least annually.

## COMMITTEES

**Principle 8**
The governing body should ensure that its arrangements for delegation within its own structures promote independent judgement and assist with balance of power and the effective discharge of its duties

**Application**
The Board delegates certain responsibilities to well-structured Board committees without abdicating accountability. The composition and mandate of the various Board committees contribute to the effective discharge of the Board's duties and responsibilities to grow and protect value for the Group's stakeholders.

The established committees of the Board comprise the Audit and Risk Committee; Nomination Committee; Remuneration Committee; Social, Ethics and Sustainability Committee; and Investment and Hedging Committee. The Board receives reports and minutes of each committee meeting. External advisors, executive directors, and members of senior management attend committee meetings by invitation.

The Nomination Committee annually reviews the composition of the Board committees and makes recommendations to the Board as to their composition, including the appointment of the chairperson of each committee, taking into account factors such as diversity and skills and the need to create an even spread of power and authority.

Terms of reference are formulated and approved for each committee, undergoing an annual review to guarantee their ongoing relevance and effectiveness.

The Board applies its collective mind to the information, opinions, recommendations, reports and statements presented by the chairperson of a committee at each Board meeting.

**2023 Integrated Report**

- Our governance and leadership **pages 15 to 18**
- Our Governance Report **pages 99 to 106**
- Our Audit and Risk Committee Report **pages 107 to 110**
- Our Social, Ethics and Sustainability Committee Report **pages 111 to 115**
- Our Nomination and Remuneration Committees Report **pages 116 to 128**

## EVALUATION OF PERFORMANCE

**Principle 9**
The governing body should ensure that the evaluation of its own performance and that of its committees, its chair and its individual members, support continued improvement in its performance and effectiveness

**Application**
The Board and all subcommittees perform anonymous self-assessments of their effectiveness on an annual basis. The outcomes of such assessments are evaluated by the Chairperson and the results are presented to the Board and subcommittees. Appropriate interventions are implemented to address any areas of improvement identified in the annual assessment process.

The Nomination Committee evaluates the effectiveness and performance of the Board, its committees, and the individual directors.

The Board and its subcommittees, as well as any director, are entitled to seek independent professional advice concerning the Company's affairs and to gain access to any information they may require in discharging their duties.

**2023 Integrated Report**

- Our governance and leadership **pages 15 to 18**
- Our Governance Report **pages 99 to 106**

# KING IV™ APPLICATION REGISTER CONTINUED

for the Sea Harvest Group 2023 Integrated Report

| KING IV™ PRINCIPLES AND APPLICATION | REFERENCE |
|---|---|
| **APPOINTMENT AND DELEGATION TO MANAGEMENT** | |
| **Principle 10**<br>The governing body should ensure that the appointment of and delegation to management contribute to role clarity and the effective exercise of authority and responsibilities | **2023 Integrated Report**<br>• Our governance and leadership **pages 15 to 18**<br>• Our Governance Report **pages 99 to 106**<br>• Our Nomination and Remuneration Committees Report **pages 116 to 128**<br>Sea Harvest Group Board Charter |
| **Application**<br>The role and functions of the CEO are specified in the Board Charter and the performance of the CEO is evaluated by the Board.<br>The Nomination Committee is responsible for ensuring that succession plans are in place for the position of CEO and other members of the Group Executive Committee. The Board reviews and approves the Group Delegations of Authority in terms of which matters are delegated to the various levels within the organisation.<br>The CEO is the highest executive decision-making authority of the Group and is delegated with authority from, and is accountable to, the Board for the successful implementation of the Group strategy and the overall management and performance of the Group. The CEO may sub-delegate all matters not specifically reserved for decision-making by the Board or shareholders.<br>Ms SS Gounden is the Group Company Secretary, duly appointed by the Board in accordance with the Companies Act. Ms Gounden is not a director of the Company. The Board has considered Ms Gounden's competence, qualifications and experience and is satisfied that she is competent and has the appropriate qualifications and experience to serve as the Company Secretary. The Company Secretary has a direct channel of communication to the Chairperson, while maintaining an arm's-length relationship with the Board and the directors as far as reasonably possible. The role and responsibilities of the Company Secretary are set out in the Board Charter. | |
| **RISK GOVERNANCE** | |
| **Principle 11**<br>The governing body should govern risk in a way that supports the Company in setting and achieving its strategic objectives | **2023 Integrated Report**<br>• Our governance and leadership **pages 15 to 18**<br>• Our Governance Report **pages 99 to 106**<br>• Our Audit and Risk Committee Report **pages 107 to 110**<br>• Our risks and mitigations **pages 53 to 58** |
| **Application**<br>The Board retains overall responsibility for the governance of risk, with delegated responsibility to management to implement and execute effective risk management, and approves the Group's Risk Policy that sets the direction for how risk management should be approached and addressed in the Group. The Audit and Risk Committee assists the Board with the governance of risk as specified in the Charter of the Audit and Risk Committee.<br>Mechanisms to mitigate risks are in place and presented to the Audit and Risk Committee, which reports on the effectiveness of these mechanisms at Board meetings. Risk management practices are set out in the Audit and Risk Committee Report, which is included in the Annual Financial Statements and the Integrated Report. | |
| **TECHNOLOGY AND INFORMATION GOVERNANCE** | |
| **Principle 12**<br>The governing body should govern technology and information in a way that supports the Company in setting and achieving its strategic objectives | **2023 Integrated Report**<br>• Our governance and leadership **pages 15 to 18**<br>• Our Governance Report **pages 99 to 106**<br>• Our Audit and Risk Committee Report **pages 107 to 110** |
| **Application**<br>The Board is ultimately accountable for the governance of information and technology management, and the Audit and Risk Committee supports the Board in this regard.<br>All technology solutions impacting on financial reporting are part of the internal and external auditing scope. Measures to ensure compliance with all relevant laws, information security, and the protection of personal information are in place. The Information Technology Steering Committee guides management on the acceptable use of technology and information services. Internal review of existing technology and information governance controls indicates adequacy of design and operating effectiveness. | |

| KING IV™ PRINCIPLES AND APPLICATION | REFERENCE |
|---|---|
| **COMPLIANCE GOVERNANCE** | **2023 Integrated Report** |
| **Principle 13**<br>The governing body should govern compliance with applicable laws and adopted, non-binding rules, codes and standards in a way that supports the Company being ethical and a good corporate citizen | • Our governance and leadership **pages 15 to 18**<br>• Our Governance Report **pages 99 to 106**<br>• Our Social, Ethics and Sustainability Committee Report **pages 111 to 115**<br>• Our Audit and Risk Committee Report **pages 107 to 110** |
| **Application**<br>The Terms of Reference of the Social, Ethics and Sustainability Committee and the Audit and Risk Committee reference the oversight responsibilities regarding the Group's compliance with laws and regulations.<br>The Group Legal and Compliance Function ensures that processes are in place and are continuously improved to mitigate the risk of non-compliance with legislation and to ensure appropriate responses to changes and developments in the regulatory environment.<br>The Group has adopted a combined assurance model based on three lines of defence, whereby reliance is placed on various internal and external assurance providers to ensure the Group's compliance with applicable laws, regulations, codes and standards, thereby avoiding the duplication of effort. The Audit and Risk Committee oversees the application of the combined assurance model on an ongoing basis, and a combined assurance report is produced by management and presented to the Audit and Risk Committee at each of its meetings.<br>During the 2023 financial year, there were no material penalties, sanctions or fines for contraventions of, or non-compliance with, regulatory or statutory obligations.<br>The Audit and Risk Committee receives regular reports on compliance matters and reports on those legal and regulatory matters that have an impact on the financial statements are presented to the committee. | |
| **REMUNERATION GOVERNANCE** | **2023 Integrated Report** |
| **Principle 14**<br>The governing body should ensure that the Company remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term | • Our Nomination and Remuneration Committees Report **pages 116 to 128** |
| **Application**<br>The Remuneration Committee is tasked by the Board to independently approve and oversee the implementation of the remuneration policy. The Group has approved a Remuneration Policy that allows for short-term, long-term and share-based remuneration and reward structures with an appropriate mix of guaranteed and non-guaranteed elements, which ensures the alignment of management and staff with the short-, medium- and long-term objectives of the Group. The policy is designed to attract, motivate, reward and retain human capital and to promote the achievement of strategic objectives in a manner that aligns with the Group's approach to risk management.<br>The remuneration policy will be presented for non-binding advisory votes at the AGM scheduled for 30 May 2024. | |
| **ASSURANCE** | **2023 Integrated Report** |
| **Principle 15**<br>The governing body should ensure that assurance services and functions enable an effective control environment and that these support the integrity of information for internal decision-making and external reporting purposes | • Our Audit and Risk Committee Report **pages 107 to 110**<br>• Our risks and mitigations **pages 53 to 58** |
| **Application**<br>The Board, with the support of the Audit and Risk Committee, satisfies itself that the combined assurance model is effective and that it incorporates and optimises the various assurance services and functions so that, taken as a whole, these support the objectives for assurance.<br>The Group maintains a system of internal financial control that is designed to provide assurances on the maintenance of proper accounting records and the reliability of financial information used within the business and for publication.<br>A combined assurance approach has been implemented that assists in optimising the coverage obtained from the various levels of assurance to provide the Board and the Board subcommittees with relevant and effective assurance indicating whether the Company's significant risks are adequately mitigated to acceptable levels. The Group has adopted a fit-for-purpose combined assurance model that aims to ensure that significant risk and material matters are appropriately addressed throughout the Group through the three-lines-of-defence approach.<br>An Internal Audit Charter is in place and outlines the responsibilities of the Internal Audit Function. The Audit and Risk Committee has been delegated the responsibility of overseeing that assurance services are executed in line with the charter. The annual audit plan, approved by the Audit and Risk Committee and updated as appropriate to ensure it is responsive to change, is based on an assessment of risk areas identified by internal audit and management as well as focus areas highlighted by the Audit and Risk Committee and management. It includes activities that support the achievement of an effective internal control environment, which supports the integrity of information. | |

# KING IV™ APPLICATION REGISTER CONTINUED

for the Sea Harvest Group 2023 Integrated Report

| KING IV™ PRINCIPLES AND APPLICATION | REFERENCE |
|---|---|

## STAKEHOLDERS

**Principle 16**

In the execution of its governance role and responsibilities, the governing body should adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the Company over time

**Application**

The Group strives to ensure a systematic and integrated approach to stakeholder engagement across the Group to enable increased assurance to the Board that stakeholder issues have been identified, prioritised and appropriately addressed.

The Board, through the Social, Ethics and Sustainability Committee, as part of its social and ethics mandate under the Companies Act, considers issues around stakeholder perceptions. The committee has oversight of stakeholder engagement and management. Through regular reporting to the Social, Ethics and Sustainability Committee, the Board is equipped with the necessary information to enable it to take the legitimate interests and expectations of stakeholders into account in its decision-making.

The Strategic Services Function is the custodian of the stakeholder engagement approach, associated processes and standards and ensures a co-ordinated and consistent approach across the Group. The function acts as an enabler to the organisation, with the goal to systematically embed and continuously improve how stakeholders are managed.

The CEO and CFO conduct regular roadshows on the Group's performance and strategy to analysts, institutional investors and the media in South Africa. The Board ensures proactive engagement with shareholders by the Company, including engagement at the Company's AGMs. Directors are available at the AGM to respond to stakeholder queries on how the Board executed its duties.

**2023 Integrated Report**

- Our key stakeholders **pages 35 to 40**
- Our Audit and Risk Committee Report **pages 107 to 110**
- Our Social, Ethics and Sustainability Committee Report **pages 111 to 115**

# NOTES



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