



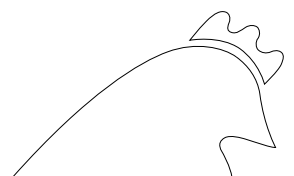
RAINBOW CHICKEN LIMITED
2025 SUSTAINABILITY REPORT
for the year ended June 2025

RAINBOW  **W**

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SUSTAINABILITY REPORT

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SEC CHAIR'S MESSAGE



Zimkihtha Moloi Sustainability governance

At Rainbow we recognise that our sustainability journey is fundamental to our license to operate. This demands that we demonstrate tangible progress in managing our environmental and social impact while maintaining economic viability. Our reporting on these matters reflects our commitment to the understanding that sustainable business practices are inseparable from long-term value creation.

We acknowledge the complexities we face: resource scarcity, evolving regulatory requirements, supply chain challenges, and the need to balance emission reductions with food production and rural employment. Our country faces unprecedented challenges from climate change, with temperatures rising and extreme weather events becoming more frequent and severe. These changes directly impact our operations, our communities, and the food security of our nation.

South Africa's commitment to a Just Transition towards Net Zero Carbon emissions by 2050, as pledged at COP27, aims to reduce greenhouse gas emissions across industries, potentially introducing carbon taxes, emissions trading, and stricter waste management rules. For the next five years, the industry will likely face increased regulatory pressure, requiring compliance with new environmental standards.

The transition to a more sustainable economy, as mandated by United Nations Sustainable Development Group ("UN SDGs") and the Paris Agreement, requires agricultural companies to develop robust strategies for managing climate risks and adaptation. Financial institutions are increasingly channelling capital toward sustainable investments, and investors are increasingly interested in companies that can demonstrate strong sustainability performances. This shift is reinforced by regulatory frameworks like South Africa's Carbon Tax and Climate Change Acts, which demand greater transparency and accountability.

Our sustainability reporting this year reflects our desire to communicate our material sustainability-related risks and opportunities in a useful and transparent way. We work towards compliance with the United Nations Global Compact Principles, Organisation for Economic Co-operation and Development ("OECD") recommendations, the EE

SEC CHAIR'S MESSAGE CONTINUED

Act, and the B-BBEE Act, while also enhancing how we communicate our progress.

While our size and limited resources present practical constraints to implementing comprehensive sustainability reporting frameworks immediately, we are committed to progressively enhancing our governance practices and sustainability disclosures. Our current reporting reflects a foundational commitment to transparency, focusing on the most material sustainability issues facing our operations while building the internal capabilities necessary for more sophisticated measurement and disclosure over time.

We have prioritised established robust governance structures aligned with King IV's principles of ethical leadership, corporate citizenship, and stakeholder inclusivity, and are working to develop the systems and processes required for comprehensive ISSB-aligned reporting.

This phased approach allows us to make meaningful progress within our resource constraints while laying the groundwork for enhanced sustainability performance measurement and reporting in future periods. We view this report as an important milestone in our continuous improvement journey, demonstrating our commitment to accountability even as we build toward more comprehensive disclosure practices.

The significant abatement of loadshedding in 2025 has provided welcome relief from the cost pressures and operational disruptions caused by an uncertain and unstable national grid. While electricity supply is showing signs of improvement, the risk outlook for water supply continues to deteriorate, given the potential impact of climate change and ageing water-related infrastructure. Water resilience at our sites is a key focus area to ensure our ability to maintain production.

Over the next few years Rainbow will continue our investment into sustainable technologies driving resource efficiency, to diversify feed supply chains, and enhance climate adaptation strategies. Engaging with policymakers and focusing on innovation will position the Company for long-term success in a low-carbon economy.

The challenges we face also create opportunities. We have taken steps to reduce our water and energy use, decrease waste sent to landfill, and increase recycling. Additionally, we are committed to being a positive influence in the communities where we operate through our social and economic development initiatives.

The path ahead requires us to be pragmatic in understanding our impact, recognising our current constraints and the realities of our operating environment, yet remain ambitious in our vision for transformation. We will continue to strengthen our governance, enhance our measurement capabilities, and deepen our engagement with all stakeholders as we navigate this critical transition.

Z Moloi

Social and Ethics Chairperson

25 September 2025



KEY HIGHLIGHTS

GENERATED **14 030MWh** OF RENEWABLE ELECTRICITY IN FY25, A 24% YEAR-ON-YEAR INCREASE THROUGH BIOGAS REDUCING RELIANCE ON FOSSIL FUELS.

IMPLEMENTED REAL-TIME WATER MONITORING, ALTERNATIVE SUPPLY SOURCES, AND ON-SITE STORAGE TO MITIGATE UTILITY SUPPLY RISKS AND ENSURE BUSINESS CONTINUITY.

ACHIEVED **LEVEL 5** ON OUR B-BBEE CERTIFICATE, MARKING A MAJOR MILESTONE IN OUR TRANSFORMATION JOURNEY AND SETTING THE STAGE FOR FURTHER PROGRESS.

INVESTED **R19 MILLION** IN TRAINING AND DEVELOPMENT, BENEFITING 2 407 EMPLOYEES AND SUPPORTING SKILLS GROWTH ACROSS THE BUSINESS.

PROVIDED **41.9 TONS OF CHICKEN** (NEARLY 200 000 MEALS) TO CHILDREN AND FAMILIES IN NEED THROUGH FOOD DONATIONS AND PARTNERSHIPS WITH LOCAL NGOS.

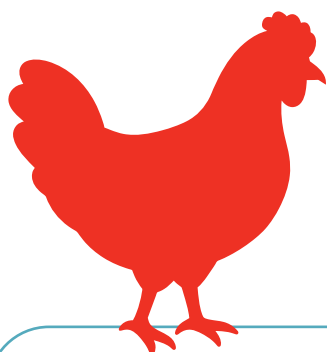
OUR APPROACH TO SUSTAINABILITY

As a responsible corporate citizen, Rainbow is committed to creating long-term value for our stakeholders while minimising our environmental impact. We follow the principle of “Make More, Use Less”, and are constantly working towards reducing energy, water, and waste footprints. This principle is not only about increasing operational efficiency and reducing environmental impact – it also reflects a deep commitment to social upliftment, community development, and employee empowerment. The “Make More” side, from a social perspective, centres on creating more opportunities, more value, and more impact for people and society.

Our environmental, social and governance strategy is built on ethical leadership, transparency and accountability, integrating sustainability into every aspect of operations. Guided by the principles of the King IV Code, we recognise the interconnectedness of economic, social and environmental factors and their influence on our success.

This strategy is intended to allow us to both mitigate risk and to take advantage of opportunities to contribute to a better future for all, upholding the highest standards of governance, social responsibility and environmental stewardship.

OUR SUSTAINABILITY VISION



Our vision aims to build a legacy of best-in-class sustainability practices, optimising the use of limited natural resources and minimising long-term environmental impact.

Our sustainability objectives include:

Safety first: Provide a safe and professional workspace that encourages a culture of innovation, accountability, and growth opportunities for the workforce.

- Material risks R09 (Health and Safety) and R10 (Fire in plant/mill/hatchery): Employee safety is a direct material risk, impacting our people, productivity, legal compliance, and reputation.

Compliance with national regulations: Ensuring all operations adhere to the national regulatory framework, maintaining high standards of legal and ethical compliance.

- Material risks R07 (Food Safety Related Diseases and Food Defence) and R09 (Health and Safety) highlight the criticality of legal compliance for operational license, reputation, and risk mitigation.

Business continuity: We are committed to enhancing business resilience through energy self-sufficiency and water neutrality, strengthening biosecurity and animal health via industry-leading disease prevention and rapid response protocols, and ensuring route-to-market continuity by diversifying distribution channels, investing in robust digital logistics, and developing contingency plans for critical dependencies.

- Material Risks R01 (Disease Outbreak Negatively Impacting on Supply Chain), R02 (Water and Energy Security and Grid Collapse), R05 (Aging Infrastructure), and R06 (Route-to-Market/Order to Cash) are the most immediate threats to Rainbow's ability to operate.

Waste reabsorption: Implementing systems to reabsorb all waste generated, converting it into utilities for use across the manufacturing value chain, thereby minimising environmental impact.

- Material risks R02 (Water and Energy Security) and R10 (Fire in plant/mill/hatchery): Waste management and emissions control are essential for environmental compliance, operational safety, and cost management.

Renewable resource generation: Committing to the generation of renewable resources at a rate that exceeds consumption, reducing reliance on non-renewable energy sources.

- Material risks R02 (Water and Energy Security): Generating renewable resources reduces reliance on volatile, non-renewable sources and supports cost stability.

Government engagement: Maintaining proactive and positive engagement with government entities to support the sustainability and growth of the local industry, as envisioned in the Poultry Master Plan.

- Material Risks R03 (Reduced Demand and Imbalanced Supply) and R08 (Industrial Action and Social Unrest): Proactive engagement supports policy alignment, industry stability, and access to support during crises.

Strong community relations: Cultivate a culture of harmonious co-existence with local communities and broader society.

- Material risk R08 (Industrial Action and Social Unrest): Social stability and harmonious community relations are essential for uninterrupted operations and risk mitigation.

Industry collaboration: Actively participating in industry initiatives to harmonise coexistence around operations and contribute to thought leadership on sustainability.

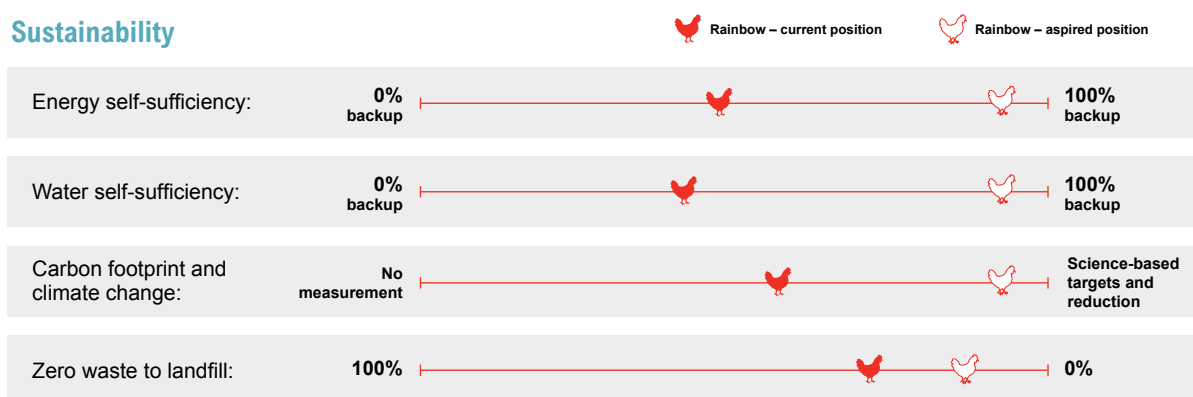
- Material Risks R01 (Disease Outbreak), R03 (Reduced Demand and Imbalanced Supply) and R04 (Commodity Pricing Pressure): Collaboration helps manage sector-wide risks, share best practices, and influence regulatory frameworks.

OUR SUSTAINABILITY VISION CONTINUED

We undertake competitive benchmarking and forecasting (based on management's best views of publicly available information) on the following sustainability objectives:

Steadily advance towards energy self-sufficiency and water neutrality, while increasing the share of renewable resources consumed in our operations. Continuously improve waste management by reabsorbing as much production waste as possible back into the value chain, with the long-term goal of achieving net-zero waste.

Sustainability

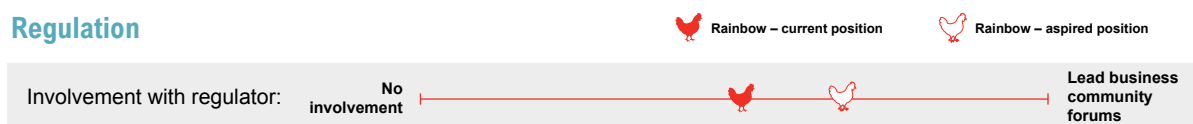


Next five years:

- Optimise and grow the W2V business by maximising the opportunity to use poultry litter for energy generation.
- Continue partnering with DO MORE Foundation (“DMF”) for the redistribution of edible food surpluses.
- Redirect food waste into the animal-feed value chain.

Lead in the promotion of nutrition and be actively involved in the regulation of nutrition in products.

Regulation



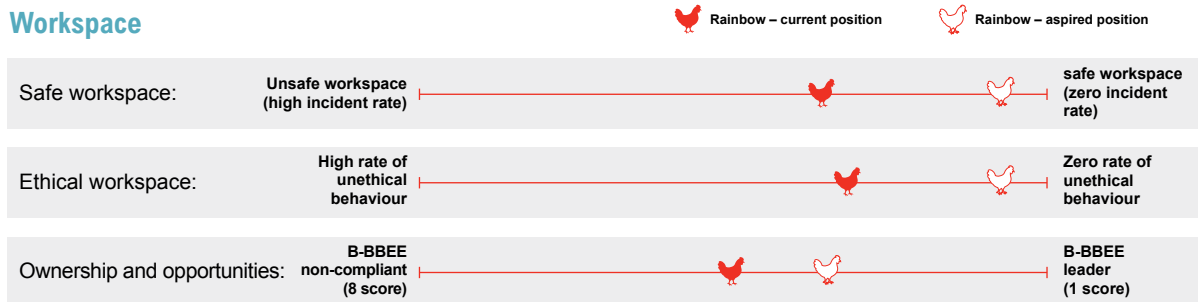
Next five years:

- Lead and participate actively in relevant industry initiatives on sustainability and guiding the national regulatory framework.

OUR SUSTAINABILITY VISION CONTINUED

Provide a safe and professional workspace that encourages a culture of innovation, accountability, and growth opportunities for the workforce.

Workspace

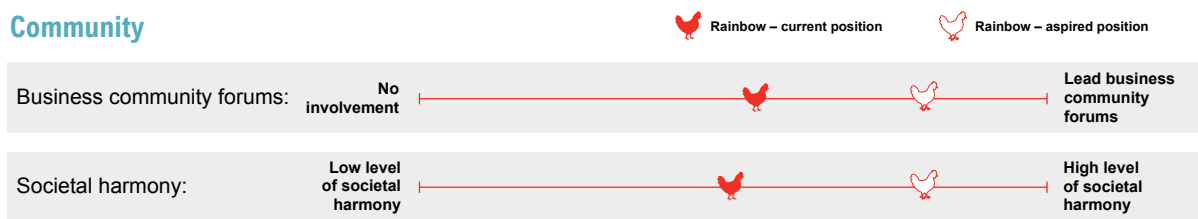


Next five years:

- Establish a work-place safety culture that achieves zero fatalities at the business' establishments and injury frequency rates below targets.

Cultivate a culture of harmonious co-existence with local communities and broader society and instil a culture that does not tolerate unethical behaviour.

Community



Next five years:

- Refine Rainbow's CSI strategy to incorporate the formation of strategic alliances that will leverage the capabilities of established partners towards achieving the Company's objectives.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

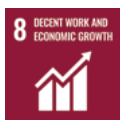
SOCIAL SUSTAINABILITY

Rainbow prioritises the well-being of its employees, customers, and communities. The Company supports fair labour practices, provides safe working conditions, and promotes diversity, equity, and inclusion. Rainbow's customer-centric approach fosters ethical, trustworthy brands that prioritise consumer satisfaction. The Company is an active supporter of the DMF, which aims to create better tomorrows for young children, and drives social upliftment in communities through various initiatives.



ECONOMIC SUSTAINABILITY

Rainbow's B-BBEE transformation goal is to achieve and sustain a Level 5 contributor rating in the short to medium term. This is supported by a dedicated B-BBEE Steering Committee, external strategic partners, and a robust internal monitoring process.



ENVIRONMENTAL SUSTAINABILITY

Rainbow is committed to reducing its environmental impact through sustainable agricultural practices, conservation of resources, and effective waste management. The Company has implemented initiatives such as sustainable farming practices, water and energy conservation, and W2V projects. In the financial period, 14 030MWh of renewable electricity was generated from poultry farming and processing waste streams a 24.1% increase compared to the previous year. This output represented 16.08% of the total electricity consumed at the Rustenburg and Worcester plants in FY25. The Company continues to invest in technology that reduces reliance on water and fossil fuel-based energy.



UNITED NATIONS GLOBAL COMPACT

Rainbow subscribes to the ten principles set out within the United Nations Global Compact, and embeds them in the business through internal communications, training, and monitoring. In FY25 we updated our policies, communication and training plans to support these activities.

HUMAN RIGHTS

- Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights.
- Principle 2:** Make sure that they are not complicit in human rights abuses.

LABOUR

- Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
- Principle 4:** The elimination of all forms of forced and compulsory labour.
- Principle 5:** The effective abolition of child labour.
- Principle 6:** The elimination of discrimination in respect of employment and occupation.

ENVIRONMENT

- Principle 7:** Businesses should support a precautionary approach to environmental challenges;
- Principle 8:** Undertake initiatives to promote greater environmental responsibility.
- Principle 9:** Encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION

- Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

KING IV

Rainbow is guided by the King IV Principles, which help us ensure that our strategy, performance, and sustainability efforts are all part of a unified value-creation journey. These principles remind us that our purpose, risks, opportunities, and business model are well connected and that good governance is about more than compliance; it's about creating lasting impact.

In practice, this means:

- Our Board plays a key role in aligning Rainbow's strategic goals with our sustainability ambitions, as outlined in the Board Charter.
- Management is responsible for developing our short-, medium-, and long-term strategy, but the Board ensures that this strategy reflects our core purpose and values.
- We take a stakeholder-inclusive approach to decision-making, making sure that the needs and expectations of our people, partners, and communities are considered in everything we do.
- The Board keeps a close eye on the resources and capital needed to deliver on our strategy.
- We've put in place a formal risk management process that covers all material risk, strategic, operational, and sustainability related.
- Our Audit and Risk Committee supports this by continuously monitoring risks and ensuring that the right controls are in place.

King IV also reminds us that responsible corporate citizenship is essential not just in how we operate, but in how we're seen by others.

To bring this to life:

- Our Social and Ethics Committee helps drive long-term community development through meaningful partnerships.
- Responsible citizenship is embedded in our strategy, with sustainability at its heart.
- The Committee also supports the Board in monitoring and reporting on our social, ethical, and transformation practices, making sure we walk the talk.

SOCIAL AND ETHICS COMMITTEE

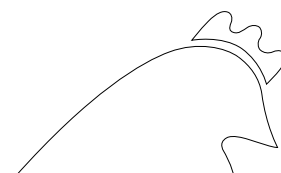
At Rainbow, we believe that being a responsible business means doing the right thing not just for our Shareholders, but for our people, our communities, and the environment. That's why we have established a Social and Ethics Committee, in line with the Companies Act, to serve as our social conscience and ensure that stakeholder interests are considered in everything we do.

This Committee plays an independent and advisory role, helping us stay true to our values and guiding our efforts to be a socially responsible corporate citizen. While management leads the day-to-day operations, the Committee provides oversight and support, making sure our actions reflect our long-term commitment to sustainability and ethical business practices.

Our approach to sustainable development is rooted in the belief that we must meet today's needs without compromising the ability of future generations to meet theirs. The Committee helps us stay on track by advising on the effectiveness of our efforts across a wide range of areas, including:

- Environmental management
- Climate change
- Ethics and integrity
- Safety and occupational hygiene
- Health and wellness
- Social labour plans and CSI
- Human resource development, EE, and transformation
- Stakeholder engagement
- Protection of Company assets

Through this work, the Social and Ethics Committee helps ensure that Rainbow continues to grow in a way that's fair, inclusive, and sustainable.



ETHICAL BUSINESS PRACTICES

Rainbow's business practices emphasise ethics, and its ethical business practice framework outlines its commitment to providing quality chicken products without compromising on ethical principles.

This model includes:

- **Code of conduct and ethics:** Rainbow upholds a comprehensive code of conduct and ethics, emphasising integrity, transparency, fairness and respect for all stakeholders.
- **Animal welfare:** Rainbow undergoes regular unannounced audits by the Society for the Prevention of Cruelty to Animals and specific customers to ensure the highest standards of animal welfare.
- **Compliance and legal standards:** Rainbow strictly adheres to local and international laws and regulations, ensuring compliance in business conduct, labour practices, food safety and environmental sustainability.
- **Employee welfare and development:** Rainbow prioritises the welfare and development of its employees, offering fair wages, benefits, health, safety and growth opportunities.
- **Supplier relationships:** Ethical sourcing practices and sustainable supply chain management are integral to Rainbow's approach, fostering fair and respectful relationships with suppliers. The responsible sourcing supplier Self-Assessment Questionnaire ("SAQ") supports suppliers to identify potential sustainability risks in their operations and supply chain. This SAQ is based on international best practice, including guidance from the United Nations Global Compact and others (e.g. United Nations Guiding Principles on Business and Human Rights, the International Labour Organization's Declaration on the Fundamental Principles and Rights at Work, the Children's Rights and Business Principles) and various country legal requirements.
- **Customer satisfaction:** Rainbow is dedicated to delivering high-quality products and exceptional customer service, meeting consumer expectations while maintaining rigorous standards.

The Rainbow Social and Ethics Committee monitors our activities in relation to social and economic development, good corporate citizenship, and the reduction of corruption.

We follow OECD recommendations in terms of developing mechanisms for the prevention, detection, and response to fraud and corruption, including whistleblowing mechanisms.

WHISTLEBLOWING MECHANISMS

We have implemented whistleblowing mechanisms that allow employees and other stakeholders to report any instances of corruption or unethical behaviour anonymously. This encourages a proactive approach to identifying and addressing corruption.

Employees and stakeholders can report unethical behaviour or suspected corruption anonymously through a dedicated whistleblower hotline and email service. The service is managed by Deloitte to ensure confidentiality and independence in handling reports. Additional informal tip-off mechanisms are also monitored to capture potential leads that might arise through other channels.

To ensure widespread awareness and accessibility of these reporting mechanisms, we run comprehensive awareness campaigns, which include displaying posters at operational sites, including information in payslip inserts, and maintaining prominent details on both the Company intranet and public website. Email footers also carry relevant information, while ethics and fraud training sessions provide direct education about the available reporting channels and protocols.

When allegations are received, they undergo initial screening based on several criteria. The assessment considers the nature and severity of the reported issue, any legal implications that might arise, the time sensitivity of the matter, potential financial impact on the organisation, and the possible influence on day-to-day operations.

Where allegations meet the established threshold, formal investigations are conducted following structured procedures. All outcomes are thoroughly documented in reports that detail the investigation findings and include recommended actions for addressing identified issues. When investigations substantiate concerns, corrective measures are implemented, which may include disciplinary action against individuals involved, updates to existing policies, or broader structural and procedural changes to prevent similar issues recurring.

The governance framework ensures proper oversight of the entire process through regular reporting mechanisms. Quarterly reports detailing investigation findings and resulting actions are presented to both the Social and Ethics Committee and the Audit and Risk Committee, providing board-level visibility of corruption prevention activities. All employees and Directors operate under the Rainbow Code of Conduct and Ethics, which establishes mandatory standards for ethical behaviour and clearly outlines individual responsibilities for reporting misconduct when it is identified.

PERMITTING

We are actively engaged in maintaining and enhancing our conformance against permits, licenses and certifications. In 2025 we continued our focused efforts on achieving conformity in terms of occupancy, structural integrity and water use permits.

ENVIRONMENT



Rainbow currently contributes to carbon emissions and environmental impact through several key activities. These include our use of Eskom electricity generated from non-renewable resources, chicken waste generated from our farms, wastewater from our processing plants, packaging materials used on final products, and emissions from our transportation fleet and coal-burner boilers across farms and processing facilities.

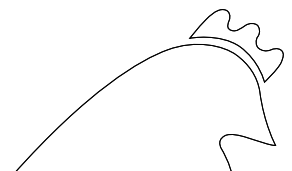
Rainbow's comprehensive sustainability strategy addresses these challenges by ensuring compliance with national regulatory frameworks, preventing business-continuity interruptions by achieving energy self-sufficiency and water neutrality, and reducing our production of waste and use of resources.

Rainbow's sustainability strategy is built on the principle of *"Make More, Use Less"*, integrating ESG into every facet of our operations. We are committed to:

- **Energy self-sufficiency and water neutrality**
- **Zero-emission of harmful chemicals**
- **Reabsorbing waste into utilities** for reuse across our manufacturing value chain
- Monthly tracking of **energy, water, and waste** via a resource efficiency dashboard
- Compliance with the **South African Greenhouse Gas Emissions Reporting System ("SAGERS")** and the **Climate Change Act No. 22 of 2024**, which mandates carbon budgets and emission reduction targets
- We also apply the **Collier Farm Animal Investment Risk and Return Initiative ("FAIRR") framework** to benchmark our protein production against global ESG standards

The success of our environmental initiatives depends on improved infrastructure and capital investment, competent and committed teams, progressive improvement in agricultural performance KPIs, optimisation of current W2V projects, stable agricultural commodity prices, and enhanced animal feed capabilities, capacities, and efficiencies.

Rainbow has invested in a strategic partnership in Matzonox, a specialist company focused on converting waste to value, thereby minimising our environmental impact and carbon footprint through innovative technologies and processes.



ENVIRONMENT CONTINUED

KEY IMPACTS AND RESPONSES

| Factor | Key implications | Responses |
|---|--|---|
| Environmental regulatory changes | Stricter emissions, waste, and water regulations | <ul style="list-style-type: none"> Invest in compliance technologies Engage policymakers |
| Energy transition | Higher initial costs for renewables, potential savings | <ul style="list-style-type: none"> Adopt solar, procure renewable energy (wheeling) Maximise renewable energy production from waste Improve energy efficiency |
| Water management | Restrictions due to scarcity, increased costs | <ul style="list-style-type: none"> Reduce water consumption through alternative technologies Implement water quality assurance systems Implement rainwater harvesting, recycling systems |
| Feed supply chain | Disruptions from climate impacts, higher costs | <ul style="list-style-type: none"> Diversify suppliers Research resilient feed |
| Climate adaptation | Heat stress, disease risks, productivity losses | <ul style="list-style-type: none"> Enhance cooling, biosecurity, contingency planning |
| Market opportunities | Demand for sustainable products, premium pricing | <ul style="list-style-type: none"> Market low-carbon products Work with customers to bolster their sustainability performance |

UTILITY SUPPLY RISKS

Water and energy security continue to be key focus areas for the business. Although the reduction in loadshedding has brought relief to operational costs and efficiencies, the Group's operations remain heavily dependent on water and electricity. Any disruptions to the supply of quality clean water and electricity to the operations could impact the quality of its products, increase operating costs and ultimately impact on its profitability.

Interruptions in utility (water and electricity) supplies arising from deteriorating local municipalities' capabilities are a core challenge to our operational and sustainability performance. To avoid disruption and costs, and to future proof the business, it is thus vital to ensure a stable supply of power and water, including via an appropriate investment strategy.

This has both resource efficiency and operational implications, impacts and costs, and our water and energy resilience initiatives are therefore aligned with both our sustainability and business strategies.

BUSINESS CONTINUITY ACTIONS

National and divisional business continuity plans are in place, and updated annually. Risks of up to three days of zero water and power supply have been largely mitigated at critical operations through implementation of on-site storage, boreholes or trucking water from alternative supplies. For processing plants, which use significantly high volumes of water, we have implemented telemetry systems providing early warnings of water disruptions. We then work with service providers (municipalities) to conduct emergency maintenance, detect and fix leaks, and restore supply to industry and communities. Ten days or more of grid failure pose high risks, and we continue to work to mitigate against the impact of this scenario.

RESPONSIBLE RESOURCE USAGE

RESOURCE USAGE MONITORING AND EVALUATION

Energy, water and waste information is tracked monthly. Each region verifies its data before submitting it to the Group-level sustainability dashboard. Management oversight is recorded in order to ensure accountability.

OUR PERFORMANCE

As this is our first year of formal sustainability reporting, we are actively evaluating and refining our short-, medium-, and long-term targets for resource usage. This process ensures that our goals are both ambitious and aligned with our operational realities and long-term sustainability ambitions.

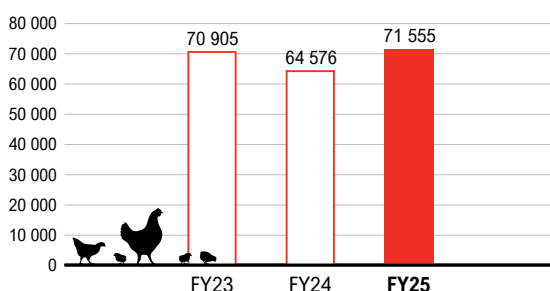
Consequently, the graphs presented in this report do not yet include target lines. These benchmarks are currently under development and will be incorporated in future reporting cycles as our sustainability framework matures.

COAL

Coal is primarily used at Rainbow's farming and processing operations, where it serves as a key energy source for heating poultry houses, generating steam for heating applications at poultry processing plants, and meeting heat requirements at animal feed mills.

Coal usage typically follows a seasonal trend, with higher consumption in winter months due to the increased need for optimal growing conditions in poultry houses. Usage remains relatively flat, reflecting stable operational demand. Overall, coal remains a critical input for thermal energy in specific Rainbow operations, with its use closely tracked and managed for efficiency and compliance.

COAL TONS CONSUMED (T)



ELECTRICITY

While Eskom's performance improved in 2025, and both planned and unplanned capacity losses decreased, we continue to work towards establishing practices that sufficiently assure our business continuity and reduce the risk of power outages on our business, operations and people.

We have installed generators at various farming, manufacturing, and processing facilities to keep operations running during scheduled blackouts. Any extended period of planned or unplanned electrical power outages could result in significantly higher energy or other utility costs associated with operating backup power generators. If the Group cannot utilise its generators and alternative electricity supplies to keep operations running, it may have a material adverse effect on the Group's business, financial condition, and results of operations.

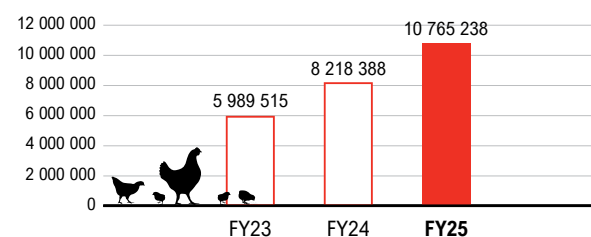
Our mitigations include load curtailment agreements, diesel generators, stock holding and W2V plants. We work to reduce our electricity consumption while increasing the share sourced from renewable energy. We implement programmes to achieve these goals within our operations and in our overall value chain, including:

- Installing energy-saving light bulbs
- Energy optimisation and reduction
- Load shifting

- Efficient refrigeration control systems
- Power-factor correction
- Securing additional alternative energy sources including solar, wind, water and biogas

Our ambition is to become energy self-sufficient and ultimately export power to the national grid. Our Energy Roadmap identifies practical, quantifiable opportunities to achieve energy self-sufficiency, ensure price certainty and secure long-term energy supply to our business.

RENEWABLE ELECTRICITY CONSUMED (kWh)



WOLWEHOEK ROOFTOP SOLAR PROJECT

The recently completed Wolwehoek rooftop solar project is a significant sustainability initiative located at the Rainbow facility in Wolwehoek, Sasolburg, Gauteng. The installation went live in July 2025.

The Wolwehoek project reduces reliance on fossil fuels, thereby decreasing greenhouse gas emissions. The project is expected to generate significant amounts of electricity annually, reducing the need for coal-derived grid electricity and diesel-powered generators.

The project uses rooftop space for solar panels, making efficient use of existing infrastructure without requiring additional land, and adheres to regulatory requirements, ensuring that it meets environmental standards and contributes to broader environmental goals.

System scale

INSTALLED CAPACITY

620kWp

GENERATION

1 033 899kWh

SITE LOAD COVERAGE

12% of total site demand

Financials

SYSTEM COST

R5 000 000

PROJECTED PAYBACK

<2.5 years



CARBON

Rainbow acknowledges its role as a significant agricultural producer and the environmental footprint that accompanies this responsibility. Our operations contribute to carbon emissions through electricity consumption from non-renewable sources, poultry waste, wastewater discharge, packaging materials, and transport logistics.

However, through targeted interventions, we have already achieved a **15 240 tons reduction in CO₂ emissions** by leveraging biogas from poultry waste and recovering heat for processing. This reduction is compared to using grid electricity.

In FY25 we generated **14 030MWh of renewable electricity**, marking a **24% year-on-year increase**.

Rainbow is entering its first year of standalone carbon reporting, with a baseline now set and environmental performance targets being redefined.

Our goals include:

- **Reducing greenhouse gas emissions**
- **Increasing renewable energy usage**
- **Implementing sustainable packaging across more of our products**
- **Expanding biogas and nutrient recovery initiatives** at Rustenburg and Worcester sites
- **Aligning with Phase 2 of the Carbon Tax Act**, which increases the levy to R190/ton CO₂e from 2026

We are also investing in strategic partnerships like **Matzonox**, which converts waste to value, further minimising our carbon footprint.

The investment in Matzonox is contributing positively towards Rainbow's ambitions to reduce our carbon footprint, preparing the business for compliance with future regulations, and contributing towards the national objective of a net zero carbon emission by 2050.

In FY25, 5.8% of electricity used by the Group was generated from waste.

Scope 1 and 2 emissions (tCO₂e)

| | FY23 | FY24 | FY25 | FY25-FY24 variance | % variance |
|---------|---------|---------|---------|--------------------|------------|
| Rainbow | 389 568 | 364 449 | 380 458 | 16 009 | ↑ 4.2 |

Scope 1 emissions (tCO₂e)

| | FY23 | FY24 | FY25 | FY25-FY24 variance | % variance |
|---------|---------|---------|---------|--------------------|------------|
| Rainbow | 162 936 | 146 326 | 156 408 | 10 082 | ↑ 6.9 |

Scope 2 emissions (unit of measure)

| | FY23 | FY24 | FY25 | FY25-FY24 variance | % variance |
|---------|---------|---------|---------|--------------------|------------|
| Rainbow | 226 631 | 218 123 | 224 051 | 5 928 | ↑ 2.7 |

Intensity (kg CO₂e per kg Product)

| | FY23 | FY24 | FY25 | FY25-FY24 variance | % variance |
|------------|-------|-------|-------|--------------------|------------|
| Dress Mass | 1.008 | 0.900 | 0.862 | 0.038 | ↓ 4.2 |



WATER

Rainbow's operations are heavily dependent on water and subject to water use regulations. The scarcity of water in South Africa, along with the lack of a sustainable supply of quality clean water, may lead to increased operating costs for our business. This could impact the quality of our products and, consequently, our financial performance.

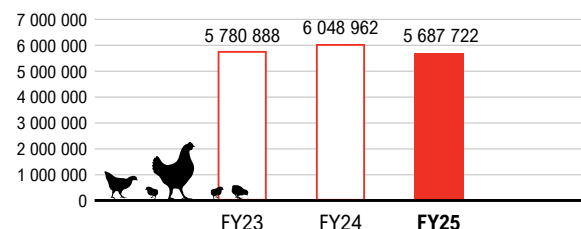
Water supply and quality risk mitigation plans include:

- Real time water monitoring systems: Identifying and notifying teams of supply issues is critical to supporting our service providers with breakdowns and supply issues. Therefore, Rainbow have invested in systems and processes to monitor supply and quality of water. Water filtration systems, disinfection and purification have been implemented at specific sites to ensure the supply of good quality water.
- Water reservoirs and alternative supply sources: Rainbow maintains water storage reservoirs, boreholes and alternative supply lines to mitigate the risk of water supply disruptions at impacted sites.
- Rainbow has set water usage targets and implemented programmes to achieve those targets within operations. We identify high-risk water sites within the value chain to explore opportunities and initiatives to reduce water risk (e.g. reducing, reusing and recycling water).

To mitigate the risks associated with water and energy security, as well as potential grid collapse, the following actions continue to be implemented:

- Identifying and establishing additional reservoirs on farms.
- Securing additional borehole water supplies, and installing alternative water supply lines.
- Backup generators will be maintained and expanded, and collaboration with municipalities on breakdowns will be enhanced.
- Increased service delivery involvement.
- Water conservation.
- Monitoring of municipal water systems.
- Investment in monitoring instruments and water treatment systems.

WATER USAGE PER ANNUM (kℓ)



WASTE

This being our baseline year, Rainbow is reviewing our waste-reduction targets in respect of reducing the production of solid waste, atmospheric and water pollution, increasing recycling and recycled content, where applicable, and implementing programmes to achieve those targets within operations and in the overall value chain.

We identify waste materials that may be released and potentially pose a threat to people, animals and the environment and manage them appropriately to ensure their safe use, movement, handling, storage, reuse, recycling and disposal. Where appropriate, we implement practices to reduce, reuse, and recycle materials.

FOOD WASTE

Where appropriate, food waste is repurposed into animal feed or redirected for conversion into compost. We also initiate recycling programmes for materials such as paper, cardboard, glass, metal cans, and plastics. On our farms, waste disposal and storage practices are aligned with local legal requirements,

and we actively work to minimise losses through improved handling and transport. Our approach prioritises reducing food loss, reusing waste where possible, and only resorting to landfilling as a last option – when no viable alternatives exist or when required by regulation.

Rainbow supports the “10x20x30 Food Loss and Waste Initiative”, which is a commitment by food and beverage industry participants to:

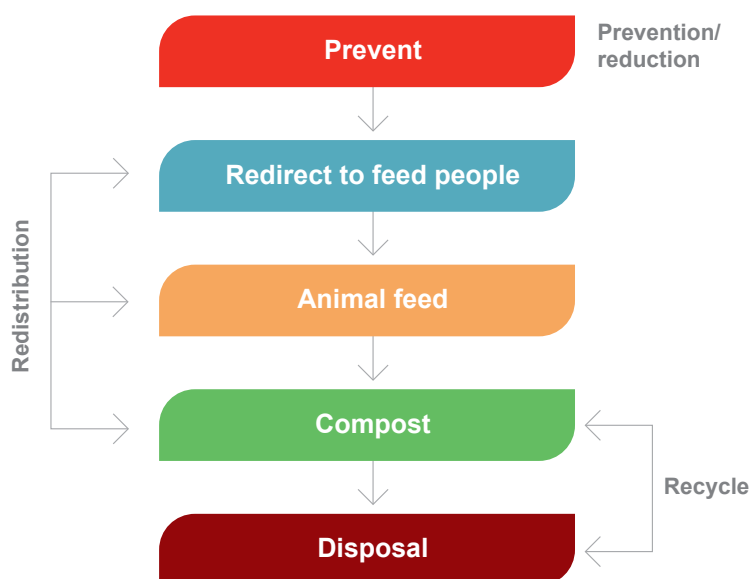
- Aligned to SDG target 12.3, we strive to halve per capita global food waste by 2030 at the retail and consumer levels, and reduce food losses along production and supply chains, including post-harvest losses.

WASTE CONTINUED

- Adopt the food utilisation hierarchy, which prioritises increasing food utilisation and reducing food and beverage waste. This is followed by redistributing edible and nutritious surplus food for human consumption, and creating secondary markets for surplus food and beverages, all while taking food safety into account.
- Report annual quantities of food and beverage waste, and quantities diverted to food surplus redistribution or secondary markets, using the agreed reporting protocol.

Food-waste management hierarchy

The following hierarchy, to which Rainbow subscribes, is endorsed by South Africa's food donation best-practice guidelines. Its purpose is to encourage farmers, food manufacturers and retailers to reduce food waste and improve food security in South Africa.



Adapted from Medina et al., 2014.

RAINBOW'S SUPPORT FOR CHEFS WITH COMPASSION: TACKLING FOOD WASTE AND HUNGER THROUGH COLLABORATIVE ACTION

Rainbow is proud to support Chefs with Compassion, a national initiative dedicated to rescuing surplus food, preparing nutritious meals, and feeding vulnerable communities across South Africa. This partnership reflects Rainbow's commitment to sustainable development and social upliftment through practical, high-impact collaboration.

Chefs with Compassion operates on a simple but powerful mission: Rescue | Cook | Feed. By redirecting food that would otherwise go to waste, the initiative addresses both food insecurity and environmental sustainability. Rainbow's contributions help enable the preparation and distribution of thousands of meals through a network of community kitchens and volunteer chefs.

This support aligns with Rainbow's broader goals of reducing food waste, promoting responsible resource use, and strengthening food security in underserved areas. By partnering with Chefs with Compassion, Rainbow reinforces its role as a responsible corporate citizen, actively contributing to the well-being of South African communities and the health of the planet.



WASTE CONTINUED

WASTE-TO-VALUE

Responsible agricultural and industrial waste treatment is an extremely challenging task, requiring large capital investment and complex treatment techniques and technologies to implement effective systems. With natural resources rapidly depleting and the volatility and lack of sustainable energy supply needed to maintain effective business operations, finding sustainable W2V solutions are critical.

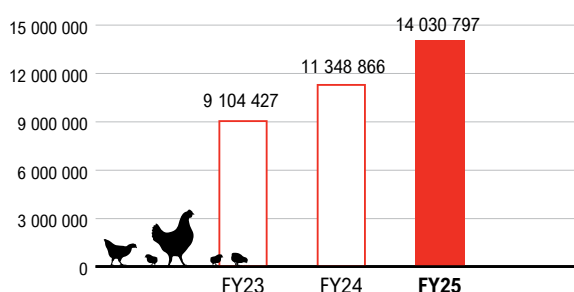
Rainbow owns a 50% stake in Matzonox, a W2V operation based at its Worcester and Rustenburg Chicken processing sites. The operations include the processing of wastewater from chicken processing plants and poultry manure from the farms to generate electricity, heat and recycled water.

The Matzonox operations provides a resource-saving solution by producing the following:

- Improved treatment of poultry manure by recovering energy-rich biogas, while retaining fertiliser value.
 - Improved use of potable water through recycling and re-use of treated effluent.
- Partially independent power supply, which benefits the processing facilities and reduces on-site risk from potential power failures.
 - Reduced use of fossil fuels for heating through innovative recovery of waste heat.
 - Improved waste treatment systems:
 - » To recover value or reduce disposal charges; and
 - » Which are in excess of the strict requirements from municipal service providers.

These W2V plants are key components of Rainbow's sustainability initiatives. Despite facing several operational challenges at the Rustenburg plant, both plants have continued to make significant contributions to the Company's renewable energy and waste management goals.

ELECTRICITY PRODUCED FROM WASTE (kWh)



WASTE CONTINUED



Rustenburg

Total site electricity consumption (including municipal supply and on-site renewable generation) for Processing, Feed, and W2V operations at the Rustenburg facility: 61.764GWh.

Total renewable electricity generated from waste and consumed on site: 7.545GWh (12.2%)

The Rustenburg facility, commissioned in 2020, is the larger of Rainbow's two sites, with a 6MW electricity generation capacity. It processes a range of inputs including wastewater, poultry litter, and poultry wastewater sludges to produce electricity, thermal energy, steam, water, and fertilisers.

During the year, the plant faced significant challenges with feedstock supply. Sludge volumes received from the processing plant were below the design requirement, and the quality of processed water for further treatment by the W2V reverse osmosis system did not meet quality specifications. To address these issues, the facility improved screening of poultry bedding from poultry litter and sourced additional sludge waste externally. These interventions led to improved biogas yields and an increase in electricity output from 4.885GWh in FY24 to 7.545GWh in FY25. Water treatment alternatives have also been trailed by Rainbow, with further trials planned to utilise the water recovery opportunity going forward.



Worcester

Total site electricity consumption (Municipal and Renewable) including Processing, and W2V: 38.456GWh.

Total Renewable electricity generated from waste and consumed on site: 6.486GWh (16.9%).

Commissioned in 2017, the Worcester plant is smaller (1.5MW) and focuses on electricity and thermal energy. It processes nutrient-rich wastewater from the chicken processing plant to an improved quality. A portion of the final effluent is recycled for feather transport, whilst the remainder is discharged to the municipal effluent treatment plant.

The plant has performed well but is running close to capacity with wastewater volumes exceeding design capacity and nutrient levels in the poultry plant effluent fluctuating. In the last quarter, major maintenance was conducted on the Biogas fueled Combined Heat and Power Generators ("CHPs") causing lower production. However, biogas production yields and electricity output increased from 6.463GWh in FY24 to 6.486GWh in FY25.

Actions and opportunities

Rustenburg

- Continued testing and addition of alternative feedstocks to ensure optimised feed rate is achieved.
- Screening and digestate handling improvements, including digestible bedding trials and external sludge sourcing.
- Effluent treatment improvement design and costing underway to improve downstream treatment and reverse osmosis compatibility.
- Concurrently, grey water sources are being investigated to enable full utilisation of the water recycling and reverse osmosis plants.

Worcester

- Alternator maintenance and repairs are a priority to ensure full energy output.
- Consideration of buffering of poultry plant effluent Chemical Oxygen Demand ("COD") to reduce variability is ongoing.

Key opportunities for Matzonox include:

- 🐔 Improving feedstock supply, quality and reliability while enhancing process stability.
- 🐔 Leveraging green-gas certification and carbon-offset opportunities.

PEOPLE



Alongside our responsibilities to the environment and to good ethical practices, Rainbow recognises the social responsibility we bear as an employer of over 9 000 people and as a member of the communities in which we operate. Our human capital is fundamental to our ability to consistently deliver value, drive innovation, and ensure the long-term sustainability and success of our business.

We are firm believers that “people trump assets” when it comes to achieving sustainable competitive advantage and success in business. As part of our growth strategy, we focus on “*Brilliant Basics*”. In the context of our people this means that we value happy, fulfilled, and productive team members. This means ensuring we have the right people in the right positions, and a culture of clear communication, inclusion and recognition.

When planning our people strategy, we consider the context of the SA labour market and specifically, the integrated poultry sector, as well as the demographics of the current workforce within the business.

The key challenges and dynamics relating to our human capital are:

- Attracting and retaining the right skills.
- Ensuring effective transformation.
- Enhancing productivity and morale.
- Building a fit-for-purpose organisation and culture.

Entrenching effective people interventions and initiatives across the business will help us to:

- Become a low-cost producer.
- Build a values-based and fit-for-purpose organisation and culture.
- Attract the best-skilled people in the market.
- Drive diversity, equity, and inclusion.
- Recognise and reward high performance.
- Retain specialised skills.
- Develop internal talent pipelines for key positions.
- Maintain high levels of staff engagement.
- Achieve our transformation targets.

PEOPLE CONTINUED

In FY25, our people strategy has been focused on closing the “people gap” to accelerate the turn-around phase and sustain profitability.

FY25 “CLOSING THE PEOPLE GAP”

Creating an inclusive organisation that places people at the HEART of its business 

Build high-performing leaders

Bring our culture/values to life

Step change rewards and innovation

Win through communication and engagement

Build impactful HR business partnership

The above initiatives are to be achieved through the following interventions:

- Cultivate transformational leadership.
- Optimise team synergy, effectiveness and strategic alignment.
- Foster a culture of high performance and accountability.
- Advance technical excellence and best-in-class skills (Project Best).
- Execute a strategic talent pipeline and organisational development initiatives.

- Cultivate an admired Rainbow culture (#WeAreRainbow).
- Champion inclusivity and diversity at senior levels.
- Advance B-BBEE compliance and organisational transformation.
- Formulate and execute a new EE plan to ensure legal compliance.
- Enhance employee wellness to foster resilience, agility and mental health.

- Design and execute fit-for-purpose STI and LTI schemes (for staff and management).
- Deliver an Employee Value Proposition strategy that positions Rainbow as a preferred employer.
- Embed a culture of recognition and equitable rewards.

- Drive internal communication and engagement at all levels.
- Review and align collective bargaining structure.
- Manage successful conclusion of all collective bargaining processes.
- Strengthen relationships with shopfloor employees, social partners and communities.

- Build one HR team – high performing, agile and aligned ways of working.
- Deliver a fit-for-purpose HR capability building programme.
- Harness HR analytics, systems and reporting.
- Build appropriate HR structures to ensure legal compliance and successful audits.
- Managed outsourced services.

To this end, we have implemented a growth plan which contributes to the local economy and community upliftment through:

- Understanding community needs through dedicated engagement practices.
- Identifying solutions to the ongoing challenges within South Africa by collaborating with like-minded organisations and partnering with local government and municipalities.
- Investing in training and development through accredited learnerships, apprenticeships, and internships for individuals from previously disadvantaged and marginalised groups.
- Investing in its employees' training needs and providing the necessary access to skills and development.

EMPLOYEE HEADCOUNT



TOTAL EMPLOYEES

9 995

Our employee headcount has grown by 1.3%



PERMANENT EMPLOYEES

6 696

The 6 696 permanent employees are broken down as follows:

BARGAINING UNIT EMPLOYEES

4 749

NON-BARGAINING UNIT EMPLOYEES

1 721

MANAGEMENT

226



PART-TIME EMPLOYEES (FTE)

3 299

Part-time employees are provided by a Temporary Employment Services ("TES") organisation, Phakisa Holding Group, who provide supplementary labour under contract.



TRANSFORMATION

We believe that real transformation is about creating a workplace and society that is truly inclusive, fair, and empowering for all South Africans. As a South African company, we are deeply committed to the spirit and intent of transformation, and endorse the role of the EE Act (No. 55 of 1998) or the B-BBEE Act (No. 53 of 2003) in driving meaningful and lasting change in our business and in the communities we serve.

We recognise our responsibility to redress the inequalities of the past and open doors for all, especially black South Africans, women, and persons with disabilities. Our transformation agenda is focused on building a representative workforce, empowering our people through skills development, supporting black-owned suppliers, and investing in the growth of local communities.

Our Mission is to create a diverse and inclusive Rainbow Business by focusing on the following:



Creating an inclusive culture and deep sense of belonging by:

- Embedding inclusion into everyday leadership and behaviour by equipping leaders and teams with the mindset, language and behaviours that foster respect, connection and psychological safety.
- Creating visible, meaningful opportunities for employees to express who they are, share their stories, and see their contributions being recognised – reinforcing that every individual matters and belongs.
- Co-creating a unifying culture across all sites – it's everyone's responsibility to create the right culture.



Accelerating EE representation by:

- Implementing focused recruitment, promotion, and retention strategies to advance representation of equity candidates and persons with disability at all occupational levels, guided by the EE Legislation, Agri Sectoral Targets our EE Plans.



Driving B-BBEE in a meaningful and sustainable way across all five pillars by:

- Driving representative ownership and control – in line with B-BBEE Act and Codes of Good Practice.
- Accelerating Enterprise and Supplier Development (“ESD”) – proactively identify, support and grow black-owned suppliers.
- Maximising Skills Development for impact – channel skills spend into accredited training, learnerships, internships and bursaries for black employees and unemployed youth and people living with disabilities.
- Investing in Socio-Economic Development (“SED”) that builds communities – direct SED funding and partnerships towards high-impact projects in local communities.
- Collaborate with DMF to drive actions that facilitate execution of our strategy.



B-BBEE

At Rainbow, our unwavering commitment to B-BBEE is a cornerstone of our corporate strategy and a catalyst for sustainable growth and transformation within South Africa's poultry sector.

Our transformation journey is steered by the Broad-Based Black Economic Empowerment (B-BBEE) Steering Committee, which drives all our transformation efforts across the Group.

We are proud to announce that Rainbow has significantly improved its B-BBEE rating, moving from a Level 6 to a Level 5 B-BBEE Contributor as an independent entity, effective 25 September 2025.

This achievement reflects the dedicated efforts across our business. While this is a positive step, our commitment remains firm: we are taking targeted actions to accelerate our transformation progress and are focused on achieving a further enhanced rating in the short to medium term.

| B-BBEE element | Weighting | Achieved points | Gap |
|--|---------------------------------|---------------------------------|---------------------------------|
| Ownership | 25.00 | 21.24 | 3.76 |
| Management control (incl. EE) | 19.00 | 7.05 | 11.95 |
| Skills development | 20.00 | 16.14 | 3.86 |
| Enterprise and supplier development | 40.00 | 24.46 | 15.54 |
| Socio-economic development | 15.00 | 15.00 | 0.00 |
| Total points | 119 | 83.89 | 35.11 |
| Discounting applied | Yes (ED sub-minimum not met) | Yes (ED sub-minimum not met) | Yes (ED sub-minimum not met) |
| B-BBEE recognition level | | 5 | |

We have responded to the above audit outcome by strengthening our strategic partnerships and internal governance to ensure that we improve the score in the future.

To accelerate our transformation journey, we have engaged Diversify, a leading external service provider, to devise and implement a robust, future-focused B-BBEE strategy. Our internal B-BBEE Steering Committee, comprising senior leadership from across the business, provides oversight and strategic direction, meeting quarterly to rigorously monitor performance and progress against all scorecard elements.

Our transformation agenda prioritises:

- Identifying and nurturing high-impact Enterprise Development ("ED") beneficiaries and initiatives that foster entrepreneurship in our value chain.
- Developing an integrated skills development strategy to maximise talent potential and upskill our workforce.
- Establishing a comprehensive portfolio of evidence to demonstrate and support our B-BBEE progress.
- Ensuring disciplined, targeted expenditure to secure and sustain full points across key B-BBEE elements.

We are committed to transparency and accountability in our transformation journey. To this end, we utilise the Mpowered B-BBEE tool to ensure comprehensive, accurate, and real-time reporting on our transformation performance.

SUPPLIER SUPPORT

The responsible sourcing supplier SAQ supports suppliers to identify potential sustainability risks in their operations and supply chain. This SAQ is based on international best practice, including guidance from the United Nations Global Compact and others (e.g. United Nations Guiding Principles on Business and Human Rights, the International Labour Organization's Declaration on the Fundamental Principles and Rights at Work, the Children's Rights and Business Principles) and various country legal requirements.

EMPLOYMENT EQUITY

In FY25, Rainbow made significant advances in reinforcing its position as a responsible and forward-looking employer in alignment with South Africa's EE imperatives.

Following our successful listing as an independent entity on the JSE, Rainbow completed its formal registration with the Department of Labour as a designated employer in December 2024. This critical compliance milestone ensured full alignment with the EE Act and underscored our strategic commitment to fostering a workforce that is truly representative of the country's diverse talent pool.

As at 29 June 2025, our equity stats were as follows:

| Employee equity category | Headcount | % of Total Permanent Headcount |
|---|-----------|--------------------------------|
| Total ACI (African, Coloured and Indian employees) | 6 456 | 96.4 |
| Total ACI female | 2 852 | 42.6 |
| Total designated employees (ACI and all female) | 6 536 | 97.6 |
| Total female | 2 932 | 43.8 |

We place particular focus on Management diversity, which looks as follows:

| Management (DL and Above Bands) | As a % of Total |
|---|-----------------|
| Designated managers (ACI plus females) | 66.8 |
| ACI managers | 52.7 |
| Female management | 34.5 |

African, Coloured and Indian ("ACI")

AGRI SECTORAL TARGETS

The publication of the revised EE Regulations and Agri Sectoral Targets on 15 April 2025 introduced new transformative requirements for the agriculture sector. Rainbow proactively evaluated these changes, benchmarked against the national Economically Active Population ("EAP"). We have since initiated a comprehensive review and strategic reset of our internal EE targets and governance frameworks, ensuring a robust and future-fit approach to transformation.

As a key player in the agri-business sector, Rainbow is committed to achieving full compliance with the Agricultural Sectoral Targets by 2030. Our forward-thinking strategy includes rigorous workforce planning and data-driven transformation initiatives to drive sustainable progress, promote equitable representation at all occupational levels, and deliver measurable impact for our stakeholders.

The first reassessment of our annual EE targets, aligned with our five-year strategic objectives, will occur during the 2026 EE reporting period.

We have observed notable progress in the professionally qualified category where designated male representation increased by 10%, and designated female representation increased by 12%.

This growth is particularly significant given our recent listing in June 2024 and attributed to a sharpened focus on leveraging internal talent and our improved talent acquisition strategy. Importantly, no significant declines have been recorded across any occupational levels or designated categories.

Since listing as a separate entity, Rainbow has partnered with external strategic partners to review employment practices and regulatory structures, registered with the Department of Labour as a separate designated employer from RCL FOODS, re-established and trained our National and Regional EE Consultation Committees. We also submitted the 2024 Annual EE Report and Plan to the Department of Labour on time.

To support the achievement of our long-term EE goals, the following initiatives are planned:

- Conducting further awareness workshops across the business to explain changes introduced by the revised EE Regulations and address employee queries.
- Implementing workplace surveys with all our employees to gather insights and views on harassment, discrimination and disability. We will use the outcome of the survey to put in place actionable steps to address any inequity and discrimination in our business.

LEARNING AND DEVELOPMENT

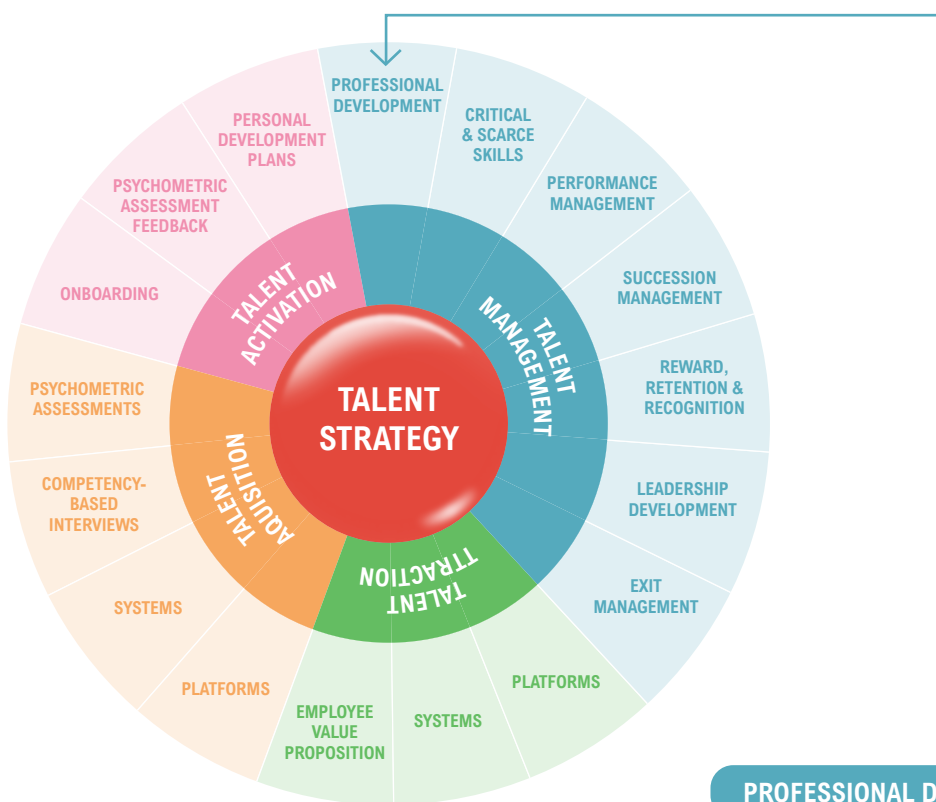
At Rainbow we are passionate about upskilling and developing our employees to become the best “Chicken People doing Chicken Things”.

Our key purpose is to:

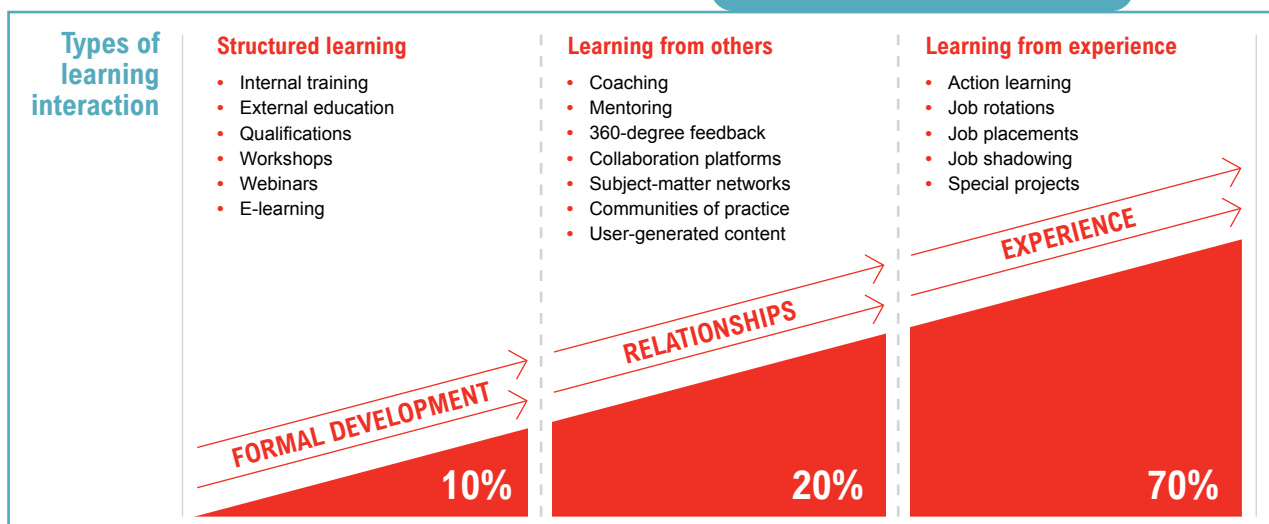
- Align learning and development initiatives to impact the Purpose, Vision, Mission and business strategy.
- Prioritise interventions that facilitates efforts to close the people skills gap.
- Bring our values and behaviours to life.

Our goal is to equip our employees with the skills, knowledge and mindset needed to support the turn-around phase, drive performance, adapt to challenges and enable business growth in a highly competitive poultry environment.

PROFESSIONAL DEVELOPMENT



PROFESSIONAL DEVELOPMENT



LEARNING AND DEVELOPMENT CONTINUED

In FY25, our key focus areas were achieved:

- Executed a tailored training plan for each business unit, aligned with its strategic goals.
- Built high performance leaders through a Leadership Development Programme.
- Drove compliance training to mitigate cyber security and ethics risk and ensure POPIA compliance.
- Drove processing excellence through Project Best.
- Optimised synergy through Team Effectiveness Sessions and coaching support.
- Ensured skills development legislative compliance for Agricultural Sector Education Training Authority ("AgriSETA").
- Achieved gender equality through programmes that empower female employees.
- Developed shopfloor talent through Apprenticeships and Learnerships for Chicken employees, as well as unemployed learners and people living with disabilities.

FULL-YEAR TRAINING REPORT

TRAINING SPEND FOR DESIGNATED PERIOD

R19,2 million

Employees trained per age group

| 18–29 years | 30–39 years | 40–49 years | 50–59 years | > 60 years | Total |
|----------------|----------------|----------------|----------------|---------------|-------|
| 524 | 960 | 615 | 284 | 24 | 2 407 |

Employees trained per demographic

| Male | | | | | Female | | | | | Total |
|---------|----------|--------|-------|----------|---------|----------|--------|-------|----------|-------|
| African | Coloured | Indian | White | Subtotal | African | Coloured | Indian | White | Subtotal | |
| 729 | 348 | 35 | 72 | 1 184 | 816 | 332 | 29 | 46 | 1 223 | 2 407 |



Pivotal training completed

| Learning programme | Total |
|-----------------------|-------|
| Disabled learnerships | 87 |
| Learnerships | 123 |
| Apprenticeships | 6 |
| In-service trainees | 20 |
| CAS | 82 |
| Bursaries | 2 |

Main training spend categories

- Engineering skills
- Apprenticeships
- Company assisted studies
- Leadership development
- Supervisory skills
- Legislative and OHS
- Disability learnerships
- Processing and production learnerships
- Professional and soft skills
- Team effectiveness
- Computer-related skills
- Industrial relations skills

LEARNING AND DEVELOPMENT CONTINUED

- Rainbow invested R19,2 million (FY24: R12,0 million) in training and development, impacting 2 407 employees.
- We trained 131 employees on SAQA accredited Poultry production and Poultry Processing Learnerships.
- Engineering artisan programmes were successfully rolled out to six apprentices.
- Continuous improvement and Supervisory Programmes form an integral part of building supervisory skills in our factories and on the farms.
- A total of 87 disabled youths successfully qualified in Project Management, creating meaningful employment opportunities and reinforcing the business's commitment to empowering people living with disabilities.
- A total of 1 210 employees successfully completed Cybersecurity Awareness Training during the reporting period, reinforcing our commitment to data protection and digital risk management.

PROJECT BEST

Rainbow inherited a business with a large portion of outdated and poorly maintained infrastructure and equipment, with limited capital for upgrades. To remain competitive, serious focus was placed on developing best-in-class skills among key roles such as farmers, process leaders, mill operators, and supervisors within two years.

Focus areas

- **Recruitment of top talent:** Establish new minimum skill requirements and hire the best-qualified candidates, leveraging available talent pools with relevant qualifications.
- **Standardised training and certification:** Develop national operating manuals, training modules based on these manuals, and a Rainbow Certificate of Competency to ensure consistent skill development and assessment.
- **Performance management and incentives:** Implement continuous audits, skills tracking, clear accountability, and reward systems such as awards for excellence to motivate and recognise high performance.

Project Best was initiated to enhance shopfloor skills and implement improvements in operational fundamentals. The goal is to ensure that, over the coming years, Farmers, Process Leaders, Mill Operators, and Supervisors are well-equipped to meet industry standards.

The project is built on the following tiers:

“Brilliant Basics”

The bedrock of business excellence, ensuring every foundational task is performed with precision and perfection to drive consistent value and customer satisfaction. This emphasises the importance of getting the basics right as a prerequisite for innovation and growth. It's about doing simple things exceptionally well, which in turn, can lead to significant competitive advantages.

Efficiency Engine

Emphasising the focus on streamlining processes and achieving successful outcomes whilst highlighting the drive towards increased efficiency and productivity.

Skills Synergy

Reflecting the goal of synergising skills and knowledge across the organisation creating a “Knowledge Nexus” a central point for developing and sharing expertise.

Total Quest

Signifying the pursuit of excellence in processing and quality management. A Champion's Charter to excellence and setting high standards.

A total of 182 employees in supervisory roles representing the Processing Factories participated in Project Best training. The training is made up of four modules relating to critical knowledge and skills specific to Processing Excellence.

LEARNING AND DEVELOPMENT CONTINUED

LAUNCH OF MANAGEMENT TRAINEE PROGRAMME

To strengthen our future leadership pipeline, we have initiated a graduate development programme. The main objective is to develop and refine the abilities of recent graduates, equipping them to meet the upcoming leadership needs of our organisation in the next five years.

This will be achieved by means of an intensive and accelerated development programme designed to challenge and test their potential and readiness for upcoming management positions.

The first cohort comprised nine employees from Engineering, Agriculture, Safety, Health, Environment, Risk, and Quality ("SHERQ"), Supply Chain and HR.

LEADERSHIP DEVELOPMENT

In FY25, we partnered with University of Stellenbosch Business School to design and launch two customised leadership programmes for our high-potential managers.

- Management Development Programme ("MDP") for our high potential DL managers (22).
- Senior Management Development Programme ("SMDP") for our high potential DU executives (14)

FY25

DL Management Development Programme – Cohort 1

| Number of delegates | Training period |
|---------------------|---------------------------|
| 22 employees | October 2024 – March 2025 |

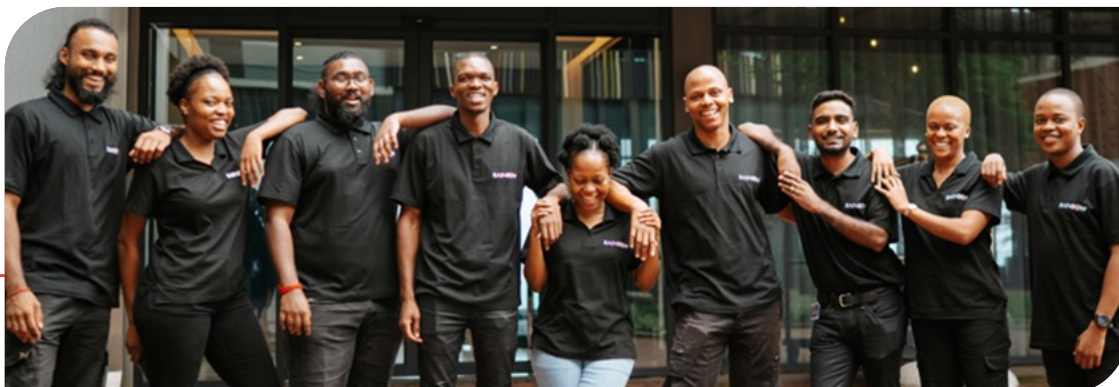
DU Senior Management Development Programme – Cohort 1

| Number of delegates | Training period |
|---------------------|-------------------------|
| 14 employees | May 2025 – October 2025 |

FY26

DL Management Development Programme – Cohort 2

| Number of delegates | Training period |
|---------------------|---------------------------|
| 25 employees | July 2025 – November 2025 |



LEARNING AND DEVELOPMENT CONTINUED

CYBER SECURITY AND ETHICS TRAINING

Ethics and cyber training for 1 210 employees with email access underscores our commitment to improving our ability to protect employees and our business against cyber threats. This not only fortifies our organisation's resilience against evolving cyber risks, but also aligns with the principles of good governance and directly addresses material risk R11 (Malicious damage – cyber and virus attacks), which has been identified as a key threat to business continuity in our risk register.

Our Cyber Security Module includes the following components:

- How to become a human firewall.
- Executive series: Artificial Intelligence.
- A guide to dealing with password breaches.
- Spot the red flag.
- 2025 social engineering red flags.

Our Ethics Module includes the following components:

- Fairness and respect in the workplace.
- Diversity, equity, and inclusion in the workplace.
- Recognising corruption.
- Becoming a whistleblower.



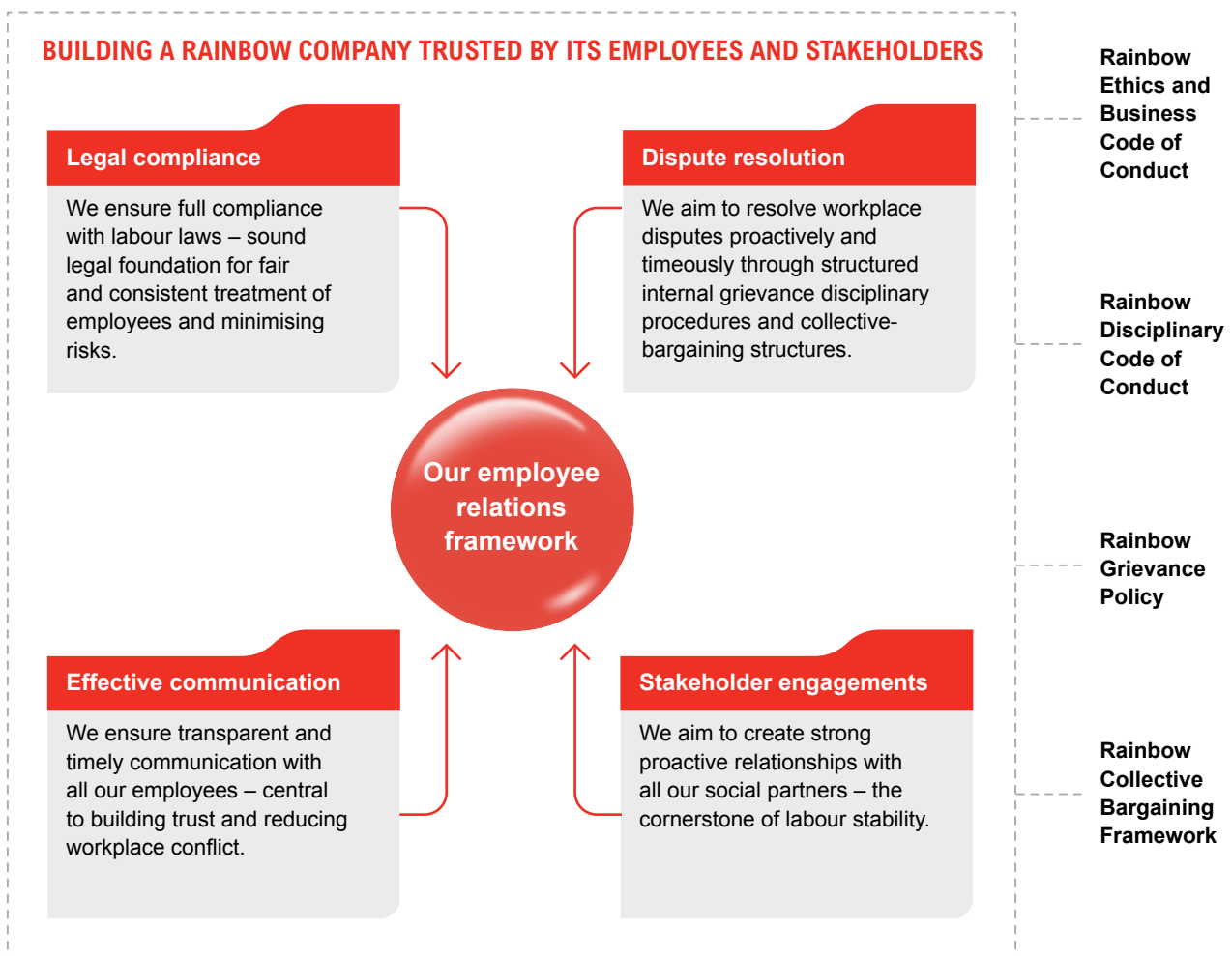
TWO-POT WITHDRAWAL EDUCATION CAMPAIGN

The Pension and Provident Funds ran a campaign aimed at educating members about the consequences of withdrawals, using graphic visuals to illustrate how withdrawing funds affects retirement outcomes.

INDUSTRIAL RELATIONS

Rainbow remains steadfast in upholding the highest standards of responsible labour practices, closely aligning with International Labour Organization conventions and national legislation governing decent work conditions.

Our commitment to the principle of “equal treatment” extends beyond compliance, reflecting a strategic approach to fostering an inclusive, fair, and engaged workforce. By ensuring that all employees, regardless of employment status, are remunerated fairly and equitably for work of equal value, Rainbow actively mitigates social risks, strengthens stakeholder trust, and supports long-term business sustainability.



INDUSTRIAL RELATIONS CONTINUED

MINIMUM WAGE

No Rainbow employee earns below the minimum wage, in line with the revised National Minimum Wage rates gazetted on 4 February 2025.

FREEDOM OF ASSOCIATION

Rainbow upholds the principle of freedom of association, as enshrined in section 18 of the South African Constitution (as amended). As at the end of the financial year, the Company employed 4 749 employees within the Bargaining Unit, covering grades A2 to B2. Of these employees, approximately 54% are union members, while the rest have chosen to exercise their right not to affiliate with any of the seven registered and recognised unions at Rainbow.

Union representation

| | |
|--|-------|
| Total Bargaining Unit Employees Headcount | 4 749 |
| Total Bargaining Unit Employees as a % of Total Permanent Headcount | 70.9% |
| Total Unionised Employees within the Bargaining Unit | 54.0% |
| Total Non-Unionised Employees within the Bargaining Unit | 46.0% |

COLLECTIVE BARGAINING

Rainbow operates seven collective bargaining forums across the Group to address the needs of its bargaining unit employees. Six of these forums are based within the Feed division, facilitating localised collective bargaining at each of the six Feed Mills nationwide.

The majority of bargaining unit employees are in the Chicken business, primarily encompassing Agriculture, Processing, and Breeding operations. Currently, there are four recognised

unions (FAWU, AFADWU, UTAWU and THORN) within this structure, collectively representing 54% of total bargaining unit employees, with none holding a majority.

In FY25, all collective bargaining structures agreed to an average settlement of 6%, involving representatives from both unionised and non-unionised employees.

Industrial incidents

We engage in continuous dialogue with our social partners. During FY25 there were no protected work stoppages; the only incident was an unprotected industrial action lasting 45 minutes at our Inland Agric farm, which was promptly resolved.

GRIEVANCES

Employees have the option to report conduct or behaviour inconsistent with Rainbow's Values through both formal and informal grievance procedures. Over the course of the year, a total of 14 formal grievances were submitted and appropriately addressed.

To enhance disciplinary management capabilities, we established an Employee Relations Training Academy covering subjects such as "conducting workplace investigations", and "initiating and chairing disciplinary hearings". In FY25 a total of 91 Middle and Senior Managers successfully completed this training.

UPDATED DISCIPLINARY POLICY AND CODE OF CONDUCT

To reinforce our commitment to fostering constructive employee relations grounded in trust and mutual respect between staff and management, we have conducted a thorough review of our Disciplinary Policy and Code of Conduct.

The revised Rainbow Disciplinary Policy and Code of Conduct are currently being rolled out across the Company.



OCCUPATIONAL HEALTH

Good occupational health, which comprises both the physical and mental well-being of employees, is crucial for Rainbow because it directly impacts productivity, employee morale, and overall operational efficiency.

By investing in our employees' wellbeing, we are not only responding to today's challenges, but also building a more connected, resilient, and engaged workforce for the future. A healthy workforce leads to reduced absenteeism, fewer accidents, and improved employee morale, ultimately boosting the Company's profitability and reputation.

ACTIVITIES

- The onboarding of Health Impact as our new Occupational Health Service provider was completed without interruptions and with success.
- Additional mobile services have been introduced to cover the Worcester Agricultural Sites.
- Annual Occupational Health Medical assessments were conducted for 512 employees.

WELLNESS

As part of our continued commitment to fostering a supportive and resilient workforce, Rainbow introduced the Rainbow Employee Wellness Programme ("EAP") in FY25 in partnership with Health Impact. This initiative forms a critical pillar in our Employee Value Proposition, designed to prioritise mental

health, emotional support, and overall wellbeing across all levels of the organisation.

The programme guides, supports, and informs employees who are facing personal, family, or work-related challenges. Every case is managed with the utmost professionalism, confidentiality, discretion, and empathy, ensuring a safe and supportive space for our employees.

Through this programme employees have access to:

- 24/7 Telephonic counselling
- Virtual Counselling
- Face-to-face Counselling
- Group Trauma Counselling

All employees at E band and above have access to Annual Executive Medicals which aims to provide executives with regular, comprehensive health assessments. This focuses on proactive health management to ensure early detection, risk mitigation, and sustained high performance.

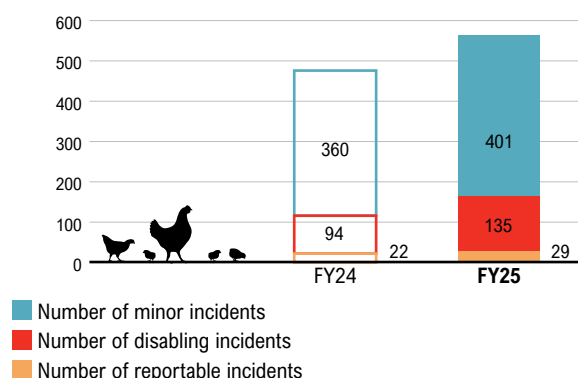


SAFETY

PERFORMANCE

Tragically Rainbow had two fatalities, one Rainbow employee and one contractor, occurred after a maintenance vehicle carrying seven employees was involved in a collision with a truck pulling a lowbed and construction equipment. While Rainbow experienced a 3% year-on-year increase in the absolute number of safety incidents, we remain unwavering in our commitment to creating a safer workplace. Through intensified training, smarter safety technologies, and a culture of accountability, we are driving continuous improvement – because every incident prevented is a step closer to our goal of zero harm.

RAINBOW TOTAL SAFETY INCIDENTS



Our approach

Comprehensive procedures aligned to ISO 45001 standards and embedded occupational health requirements guiding our operations. Our commitment extends beyond compliance, with external legal and environmental audits identifying areas for improvement whilst internal audits ensure continuous monitoring of our safety practices. When gaps are identified through these processes, we implement targeted activities and plans to address them systematically.

Central to our approach is meaningful consultation and participation across all levels of the organisation. When policies and procedures change, we communicate these updates throughout the business to ensure everyone remains informed and engaged. Our occupational health services and clinics support not only injury and illness management but also ensure our employees are medically fit for their roles. We focus extensively on placing the right people in appropriate positions whilst examining contributing factors that may impact safety performance.

All policies receive authorisation and approval from our CEO, ensuring procedures align with both Company policies and legal requirements. Our safe work procedures are complemented by comprehensive risk assessments for both safety and environmental matters. Through these assessments, we conduct gap analyses and implement appropriate mitigating factors. Procedures are overseen by our regional managing Director and business improvement manager, ensuring proper governance and accountability.

In compliance with the Occupational Health and Safety Act 85 of 1993, section 19, we have made all required health and safety appointments, including GMR (2)(1) appointments. All appointees receive appropriate training to fulfil their responsibilities effectively.

Activities

Our ongoing safety culture is driven through continued training and staff induction programmes, regular refresher training sessions, toolbox talks, and communication through our “Gus Says” initiative.

- Health and safety meetings and toolbox talks occur regularly across all sites, fostering open dialogue about safety matters.
- To mark World Day for Health and Safety, we invited all employees to participate in our “Innovate for Safety” competition, encouraging them to showcase innovative ideas that leverage technology to enhance health and safety across our operations.
- Our national health and safety competition invites input from all employees on areas for improvement, with each year focusing on a specific theme.
- Communication channels include television screens, posters, safety meetings, and communication boards in canteens, offices, and farms, ensuring any changes are properly communicated and displayed.
- The introduction of the Rainbow app over the past year has proven particularly effective, with good adoption rates among employees.
- Our quarterly gazette, available both in print and online, provides another channel for safety communication and engagement.

We continuously review our methods of capturing, calculating, and reporting health and safety incidents to support effective decision-making and improve our safety performance. Following any serious incident, we provide counselling support to affected employees, recognising the human impact of workplace incidents. Our use of infrared scanners to monitor abnormal heat patterns demonstrates our proactive approach to reducing fire risks across our operations. Throughout all our safety initiatives, we remain guided by our core values of accountability, collaboration, curiosity, agility, and inclusivity, ensuring our approach to safety reflects these fundamental principles that define how we operate as an organisation.

SOCIETY

NOURISHING PEOPLE

Rainbow is one of the country's leading food producers. We are present in millions of South African households with our range of products. We produce a staggering 384 290 tons of chicken and 900 000 tons of feed per year. That's an honour we don't take for granted.

Rainbow's number one obsession is our customers and consumers. Exceeding their expectations is at the centre of all we do. We're dedicated to building ethical, trustworthy brands that our customers and consumers can always rely on.

We promise to provide our consumers with nourishing food, better value, and more variety. And to educate them on the benefits of a balanced diet. Here's how we're staying true to our word.

SOCIETY CONTINUED

NUTRITION

Rainbow delivers wholesome nutrition through:



Promoting the quality and regulation of nutrition in products.



Raising awareness of the basic nutrition challenges for children, including nutritional stunting via collaborative multi-stakeholder partnerships.



Establishing ourselves as a reliable source of influence in the development of food policies, regulations, and food labelling.



Focusing on food/feed security.

FEEDING SOUTH AFRICA WITH HEART AND SOUL: RAINBOW'S WORLD FOOD DAY CELEBRATION

On the 16 October 2024, Rainbow joined the global celebration of World Food Day, focusing on the theme "Right to Food for a Better Life and a Better Future". We believe every South African deserves access to affordable, nutritious food, and we're working every day to make that a reality.

To mark the occasion, we launched our first-ever World Food Day Poster Competition, inviting South Africans to get creative around two themes: Farm-to-Table and Nourishing Communities. The entries were inspiring and showed how food connects us, supports communities, and builds a better future.

Winners received exciting prizes, and their artwork was featured on our social media and Rainbow app. This initiative was about more than just food, it was about celebrating creativity, community, and our shared commitment to making a difference.

Rainbow remains dedicated to making nutritious food accessible and affordable, while also supporting sustainability and community upliftment across South Africa.



SOCIETY CONTINUED

AFFORDABILITY

Thanks to Rainbow's accelerated value-innovation pipeline, we can provide great-quality and affordable chicken to more families. We have developed a full range of affordable options available in key categories without diminishing the quality of our products.

SUPPORTING CONSUMER AFFORDABILITY THROUGH STRATEGIC PRODUCT INNOVATION

Amid rising living costs, delivering value for money has become essential across all segments of the Living Standards Measure ("LSM") spectrum. In response, Rainbow has made value innovation a central focus of its product development strategy, aligning with our broader sustainability commitment to food accessibility, public health, and environment.

To support affordability and household food security, Rainbow expanded its multi-tiered added-value portfolio with the launch of the Rainbow Crumbed Range, Rainbow Polony, and Rainbow 2kg Russians. These products offer nutritious, cost-effective protein options designed to meet the needs of consumers across income levels, particularly those facing financial constraints.

In line with our commitment to health and nutrition, Rainbow also expanded the Farmer Brown Nourish range, which is endorsed by the Heart and Stroke Foundation of South Africa. This initiative provides consumers with healthier protein choices that align with national dietary guidelines, reinforcing our role in advancing responsible food choices.

Furthering our environmental sustainability goals, Rainbow introduced the Farmer Brown Naked range, a frozen chicken offering in, zip-lock packaging. This innovation reduces single-use plastic and supports portion control, helping consumers use only what they need and thereby minimising food waste. The range reflects our ongoing efforts to combine sustainability with everyday practicality.



COMMUNITY AND ENGAGEMENT

At Rainbow, we believe that meaningful engagement with our communities is essential to building a sustainable and inclusive future. Our community initiatives are not just acts of goodwill; they are strategic investments in the social fabric that supports our business. Our partnerships with the DMF and local municipalities enable us to co-create solutions that address real community needs, while initiatives like Carolina Farmers Day and Career Day foster local entrepreneurship and youth development. These efforts are a testament to our belief that thriving communities and a thriving business go hand in hand.

In alignment with these efforts, Carolina Farmers Day was held on 15 April 2025, followed by Carolina Career Day on 16 April 2025. Both events were designed to address community needs by fostering partnerships and promoting the exchange of information and resources to enhance the well-being of local residents.

These initiatives featured successful collaboration between Rainbow and both private sector and government organisations, who provided valuable insights and made commitments to support Carolina entrepreneurs and students through business skills training and career guidance.

Carolina Farmers Day achieved significant participation, with 10 government and private sector entities, including the Department of Agriculture and the Chief Albert Luthuli Municipality, partnering with Rainbow. The event drew a total of 200 local business people. Additionally, Carolina Career Day attracted 600 students, further strengthening connections between stakeholders and supporting youth development in the community.

During the FY25 reporting period, there were no major community protests reported in the regions surrounding Rainbow operations. This outcome reflects positively on the effectiveness of stakeholder engagement strategies and the ongoing commitment to social responsibility by Rainbow management.

CASE STUDY: WORCESTER PBV ODOUR COMPLAINTS

Odour complaints near our Worcester operation increased drastically in December 2024. It transpired that an internal by-pass valve was broken, causing high concentration gas stream from cookers and driers to by-pass the conditioning scrubber as well as the biofilters.

Rectification

- The faulty bypass valve was repaired to ensure proper airflow.
- Inspection holes were created to facilitate daily checks on the valve's operation, preventing future malfunctions.
- The biofilter was reseeded with micro-organisms.

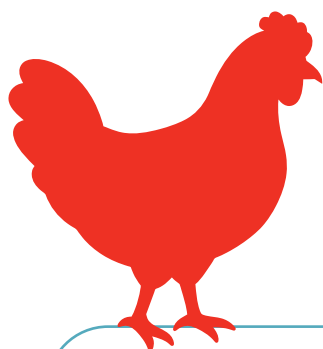
Complaints continued (during non-operational hours) due to a coincidental leaking of municipal sewage pipes between the plant and residential area. Worcester plant management met with Ward Councillors, residents of the local community and the District Municipality Air Emission Control Officer to update them on the rectification actions and the sewage status.

Resolution

The engagement was very positive, with the community acknowledging that they did not smell the obnoxious odour anywhere on the Rainbow premises and that there might be another source where it originates from. An Air Emissions License was successfully granted.



CONSUMERS



Governance and management of matters relating to our relationships with our consumers comprise corporate brand, advertising, public relations, and compliance with consumer protection laws.

MARKETING AND ADVERTISING

Rainbow is committed to responsible, ethical, and inclusive marketing practices that reflect our values and uphold the trust of our stakeholders. Our approach is guided by the Advertising Regulatory Board ("ARB") and the South African Code of Advertising Practice, ensuring compliance with legal standards and alignment with global best practices.

DIGITAL RESPONSIBILITY AND DATA PRIVACY

In our digital advertising efforts, Rainbow ensures the responsible use of consumer data in full compliance with POPIA. We maintain transparency in data collection and usage and uphold strict privacy standards to protect consumer information.

ETHICAL CONDUCT AND CONSUMER PROTECTION

All marketing and advertising content produced by Rainbow is subject to rigorous internal review to ensure it is truthful, transparent, and compliant with applicable laws and regulations. We actively avoid misleading claims and deceptive messaging, and we maintain clear channels for consumer feedback and complaint resolution to uphold consumer rights and trust.

SUSTAINABILITY MESSAGING

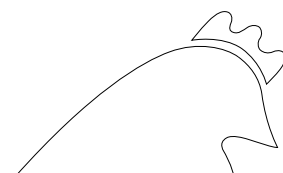
Environmental claims in our marketing are carefully vetted to ensure accuracy and authenticity. Rainbow avoids greenwashing by substantiating sustainability claims with credible data and, where applicable, third-party certifications.

INCLUSIVITY AND CULTURAL SENSITIVITY

Rainbow's marketing reflects the rich diversity of South Africa. We are committed to inclusive representation, avoiding stereotypes or discriminatory content, and ensuring cultural sensitivity across all markets in which we operate.

GOVERNANCE AND OVERSIGHT

Our marketing teams receive ongoing training on ethical standards and ARB compliance. Structured internal review processes are in place to ensure all advertising content aligns with regulatory requirements and Rainbow's core values.



CORPORATE SOCIAL INVESTMENT

Rainbow has consistently committed to not only delivering quality products but also contributing positively to society. As part of our CSI strategy, we aim to make a significant impact on the communities where we operate. Our goal is to support and uplift these communities while aligning our business objectives with our social responsibilities.

CSI at Rainbow is defined as an intervention with developmental intent, i.e. it aims to support the social, economic and environmental development of a community. CSI is undertaken for the primary purpose of improving the lives of disadvantaged individuals in and around the areas Rainbow operates and from which it draws its employees.

CSI OBJECTIVES

Developmental objectives

- To make a positive, sustainable impact on the communities in which Rainbow businesses operate and from which it draws its employees.
- To positively contribute towards Early Childhood Development (“ECD”) (nutrition, early learning, care giver support, child and maternal support, first 1 000 days, etc.) through the DMF, in communities in which Rainbow operates.
- To improve education and develop skills in the communities in which Rainbow operates and from which it draws its employees.

Business objectives

- To build and improve relationships with existing and potential business stakeholders: Strengthening connections with stakeholders through positive social contributions enhance mutual trust and cooperation.
- To enhance Rainbow's image and reputation as a caring corporate citizen. Demonstrating our commitment to social responsibility boosts our corporate image and fosters goodwill.
- To attract quality and socially responsible staff. A strong CSI strategy appeals to professionals who value corporate responsibility, helping us attract top talent.
- To retain and enhance the loyalty and pride of existing staff. Engaging in meaningful social projects instils a sense of pride and loyalty among our employees.
- To increase consumer goodwill and loyalty through investing in their extended communities. Consumers appreciate and support companies that invest in their communities, leading to increased loyalty.
- To develop a pipeline of potential future employees. Investing in community development ensures a future workforce that is well-educated and motivated.

PILLARS AND FOCUS AREAS

Our CSI strategy concentrates on two primary pillars: **social cohesion** and **community development**.

Social cohesion

Social cohesion involves activities and projects that promote harmony and unity within communities. Rainbow is committed to championing community cohesion initiatives and, where appropriate, coordinating these efforts with the DMF. The specific focus areas within each community depend on local needs and engagement with stakeholders.

Community development

Community development initiatives target disadvantaged communities where our employees live and where we have operations. Rainbow is dedicated to undertaking projects that have a lasting impact on these communities. Projects under community development are tailored to address local needs, identified through engagement with community stakeholders.

CORPORATE SOCIAL INVESTMENT CONTINUED

| Pillar | Focus area | Description |
|-----------------------|--|---|
| Social Cohesion | Early Childhood Development (“ECD”) | <ul style="list-style-type: none"> Crèche/Daycare: For children from birth to about 2–3 years old Pre-school/Nursery School: For children aged 3–5 years Grade R (Reception Year): For children aged 5–6 |
| | General Education and Training (“GET”) Phase | <ul style="list-style-type: none"> Foundation Phase (Grades R–3): Ages 5–9 Intermediate Phase (Grades 4–6): Ages 9–12 Senior Phase (Grades 7–9): Ages 12–15 |
| | Care Facility Support | <ul style="list-style-type: none"> Elderly Care Facilities Disability and Special Needs Care Shelters and Protective Care |
| | Education & Skills Development | <ul style="list-style-type: none"> Literacy programmes, vocational training, and scholarship programmes |
| | Health & Nutrition | <ul style="list-style-type: none"> Initiatives focused on nutrition and wellness |
| | Cultural and Social Integration | <ul style="list-style-type: none"> Community welfare programmes, i.e. Sport sponsorships |
| Community Development | Infrastructure Support | <ul style="list-style-type: none"> Assistance to local municipalities with infrastructure maintenance for basic utilities |
| | Community Development | <ul style="list-style-type: none"> Infrastructure projects and volunteer programmes |

IMPLEMENTATION

Rainbow is a key partner of the DMF, and implements regional Rainbow initiatives on a discretionary basis.

DO MORE Foundation

Rainbow is proud to contribute to the DMF’s collective impact projects and to their feeding schemes through direct food donations. Through collaborative initiatives focused on nutrition, early learning, and caregiver support, Rainbow contributes to the holistic development of children from birth to five years. These efforts are aligned with South Africa’s National Integrated ECD Policy and the World Health Organization’s Nurturing Care Framework. By investing in the early years, we help lay the foundation for long-term societal transformation, ensuring that children have the opportunity to thrive.

Rainbow’s involvement extends beyond financial support to active participation in community development programmes, reinforcing our belief that sustainable business success is intrinsically linked to the well-being of the communities we serve. This partnership is a cornerstone of our social impact strategy, reflecting our dedication to responsible corporate citizenship and inclusive growth.

Food donations

IN FY25,

41.9 tons OF CHICKEN
(199 966 meals)

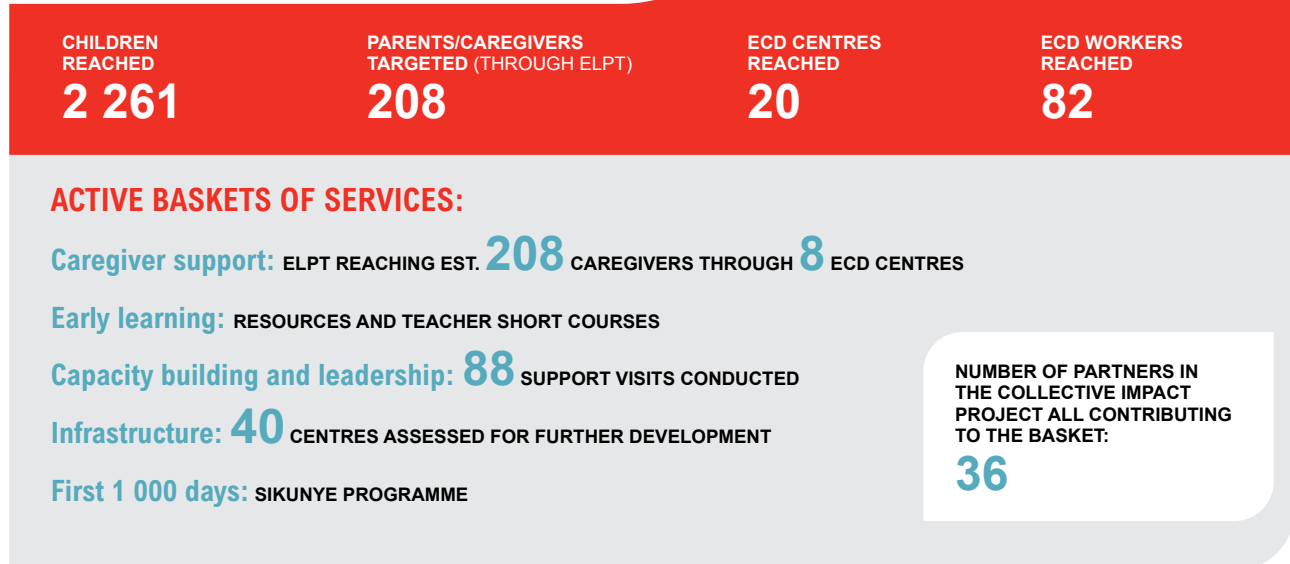
WERE PROVIDED TO CHILDREN AND FAMILIES IN NEED
THROUGH FOODFORWARD, THE ARK, SA HARVEST,
LILY OF THE VALLEY, HILLCREST AIDS CENTRE AND
ITHEMBALETHU.

Deep dive community work

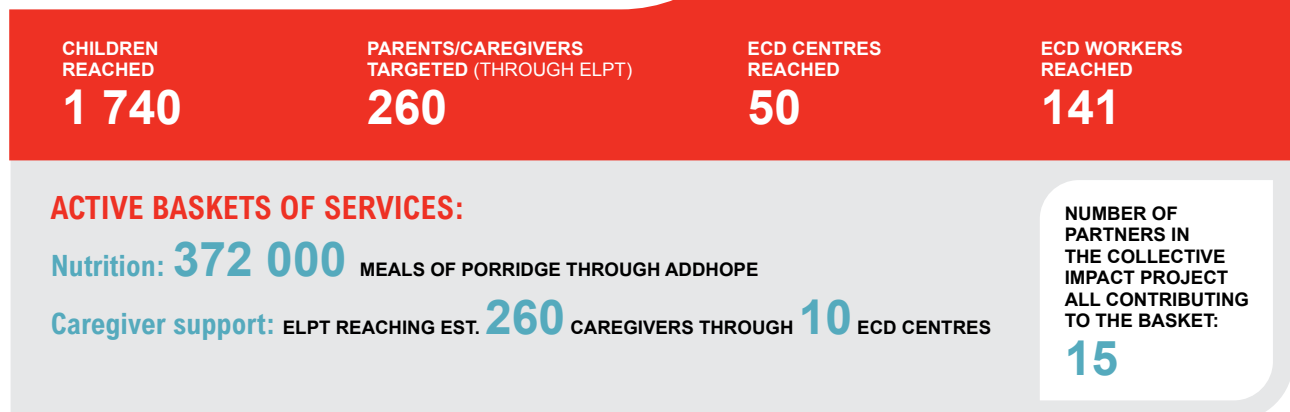
Rainbow and the DMF have partnered to implement the “Everyone Gets to Play” model in communities around three key Rainbow operations. Each vision is slightly different, but all focus on providing for the holistic development of young children in the community. We do this through a collective impact approach, bringing in additional partners to support the same vision. This is actioned through a tailored basket of services, adapted from the National Integrated ECD Policy and designed to meet the unique needs of each community.

CORPORATE SOCIAL INVESTMENT CONTINUED

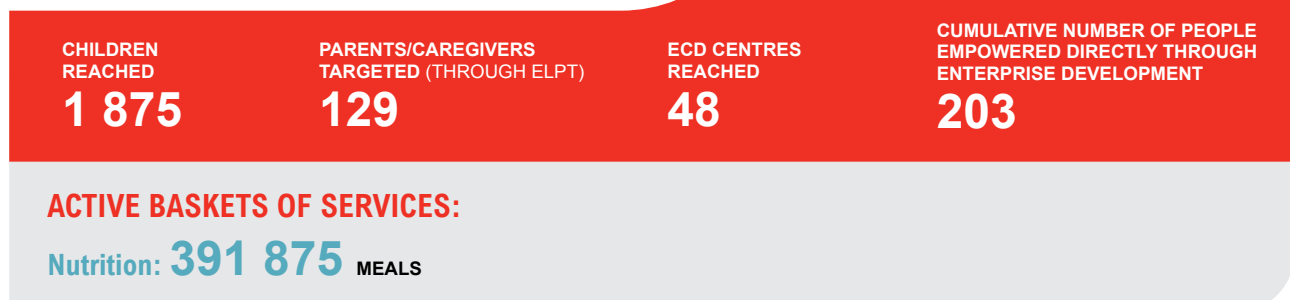
WORCESTER



RUSTENBURG: DEEP DIVE COMMUNITY WORK



HAMMARSDALE: DEEP DIVE COMMUNITY WORK



CORPORATE SOCIAL INVESTMENT CONTINUED

EMPOWERING FAMILIES THROUGH EDUCATION AND PLAY

In addition to its focus on nutrition, Rainbow proudly supports the EAT LOVE PLAY TALK programme, a dynamic parenting and caregiving initiative designed to nurture the holistic development of children under five. Developed by DMF and its partners, this programme transforms national nutrition policy into simple, playful, and practical activities that empower parents and caregivers.

The EAT LOVE PLAY TALK programme, developed by the DMF, was introduced at three of our business sites for the first time in FY25. This initiative empowers our employees in their roles as parents, promoting ECD and strengthening family support structures.

Eat Love Play Talk promotes **four key pillars** of ECD: **healthy eating**, **loving relationships**, **playful learning**, and **language growth**. It offers hands-on guidance to help families make informed choices, especially around nutrition.

The programme breaks down essential food groups into easy-to-understand categories:

- **Foods that build** – such as chicken and other protein-rich foods that support growth and development.
- **Foods that protect** – focusing on fruits and vegetables that strengthen immunity and overall health.
- **Foods that give you energy** – highlighting the difference between healthy carbohydrates and less nutritious options, with practical tips on reducing sugar intake.

By combining expert knowledge with everyday parenting, the programme helps give every child the best possible start in life. This initiative empowers both caregivers and ECD practitioners with practical tools to create positive, responsive environments that support learning and long-term well-being. By doing so, Rainbow supports families and frontline educators in becoming powerful change-makers for the next generation.



CORPORATE SOCIAL INVESTMENT CONTINUED

Rainbow initiatives

Rainbow regional initiatives include support for schools, care facilities, and local infrastructure. These are driven by the Managing Directors of each region.

Collectively, these efforts demonstrate Rainbow's commitment to nourishing communities and fostering a prosperous, inclusive society.

The selection criteria for all recipient organisations and projects are as follows:

- Projects must fall within the specified focus areas.
- Projects should fulfil at least one developmental objective and at least one business objective.
- Projects must be able to prove that more than 75% of the beneficiaries are black in accordance with the requirements of the B-BBEE Charter.

STRENGTHENING COMMUNITY TIES THROUGH SPORTS

Rainbow's sponsorship of the Boland Rugby Union reflects our long-standing commitment to nurturing community resilience and youth development through sport. Rugby holds a deep cultural significance in the Boland region, and our partnership helps unlock opportunities for aspiring athletes from diverse backgrounds.

By supporting both grassroots and professional rugby structures, Rainbow contributes to the growth of local talent, promotes healthy lifestyles, and fosters teamwork, discipline and values that extend beyond the playing field. The sponsorship also enables access to coaching, equipment, and competitive platforms, helping bridge gaps in access to structured sport in underserved communities.

This initiative not only celebrates regional pride and unity but also plays a meaningful role in empowering individuals, building confidence, and creating pathways for personal and professional growth. Through sport, Rainbow continues to invest in the social fabric of the communities we serve.



CORPORATE SOCIAL INVESTMENT CONTINUED

EMPOWERING HERITAGE AND COMMUNITY: RAINBOW'S GOGO VS GOGO CAMPAIGN

Rainbow's Gogo vs Gogo campaign was a vibrant celebration of South Africa's cultural heritage and the grandmothers, affectionately known as "Gogos" who have been loyal users of our products for decades. This initiative honoured the culinary traditions, wisdom, and resilience passed down through generations, highlighting the vital role Gogo's play in preserving family and community values.

To recognise their contributions, Rainbow awarded a prize to the winning Gogo. This included scholarship funding to support educational aspirations within the family, a cash prize, a branded freezer to enhance food storage capacity, a JoJo tank to improve water access, and a community-garden initiative aimed at promoting food security and sustainable living.

The campaign celebrated legacy and tradition while investing in tangible community upliftment. By combining cultural appreciation with meaningful support, Rainbow reinforced its commitment to inclusive growth, intergenerational empowerment, and sustainable development. Gogo vs Gogo exemplifies how storytelling, recognition, and resource provision can come together to build stronger, more resilient communities.

