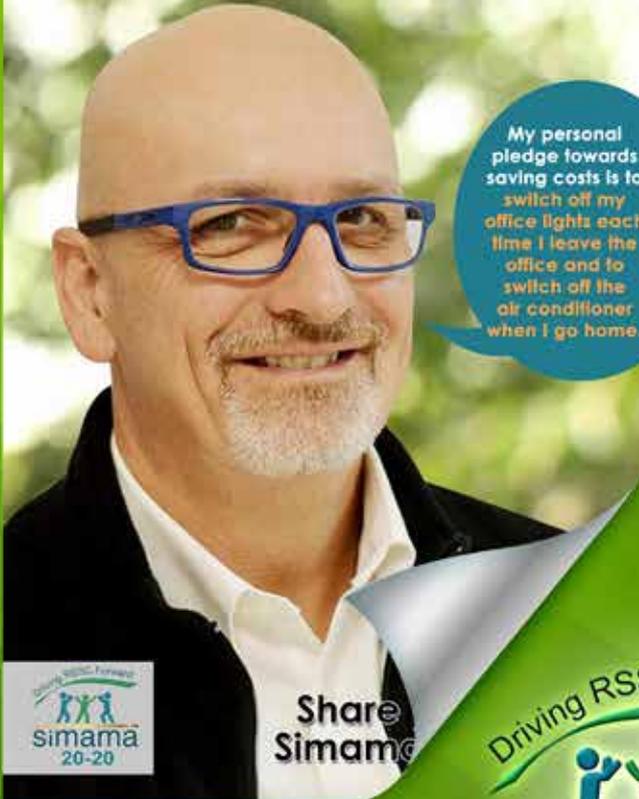




SIKHULILE

Driving down the unit cost by 20% by 2020

MY SIMAMA STORY



My personal pledge towards saving costs is to switch off my office lights each time I leave the office and to switch off the air conditioner when I go home.



Share Simama

MY SIMAMA STORY



I make sure no water spills into the driveway. That way I reduce electricity and water costs. Simama 20-20 will be achieved through my input as an employee in my area

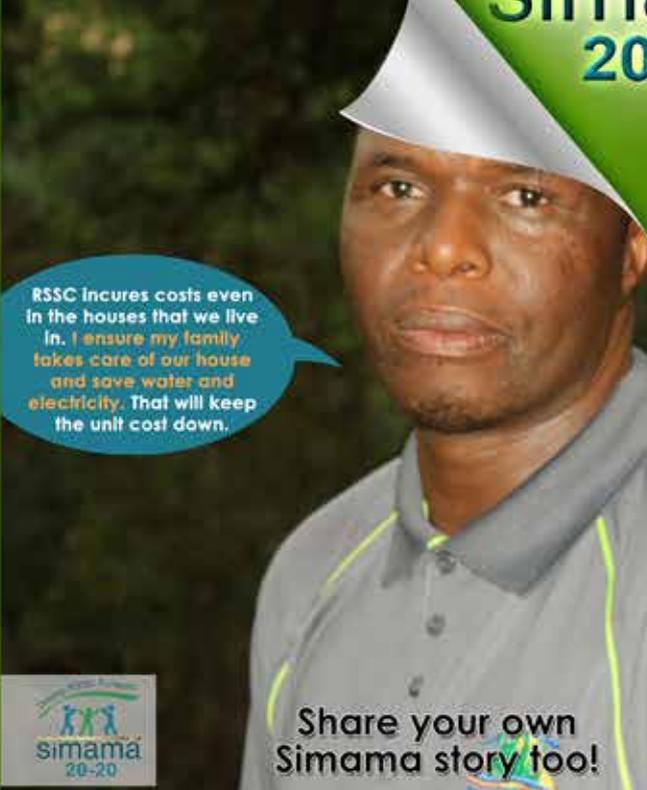
Share your own Simama story too!

Driving RSSC Forward



simama 20-20

MY SIMAMA STORY



RSSC incurs costs even in the houses that we live in. I ensure my family takes care of our house and save water and electricity. That will keep the unit cost down.



Share your own Simama story too!

MY SIMAMA STORY



I ensure that the billing for third parties is done correctly to maximise recoveries for RSSC which in turn reduces the unit cost.



Share your own Simama story too!

Until the cost of producing one bag of sugar Goes down by 20%

SIMAMA in the M

What is Simama 20-20 and why is it necessary?

Simama 20-20 is meant to drive down unit costs by 20% by 2020. It was born against the backdrop of the changes in the EU market, culminating in the final step of removal of production quotas from 1 October 2017. This means that any sugar company can sell its sugar to anyone it likes, whereas before it was limited with what it could sell and to whom. This has caused an increased supply which resulted in a much lower price. We cannot influence the price of sugar but we can control our own costs.

So, how will Simama 20-20 help?

Our current strategy of lowering our unit costs will help us to survive as a company when the sugar prices are low. We may not make much profit but we will be able to survive to fight another day. However, when the prices are high it means that we will be able to make good profits and contribute towards our continued sustainability as a company.

Who must do what?

Every person work at RSSC has an impact on the unit cost. If you are paid a wage or a salary then you are adding to the unit cost. What we must be aware of is how we are contributing to the lowering of the unit cost of production. We must work to reduce the cost of doing something or produce more sugar as a result of our actions. If we cannot show this, then we are contributing to the increase in the unit cost which is directly opposite to what we need to do as a company.

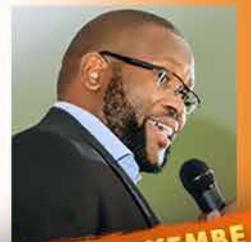
Why the expansion?

The unit cost is calculated by dividing the total cost to produce sugar by the total tonnes of sugar produced. In a simple example, if it costs us E10 to make 2 tonnes of sugar, then the unit cost of production is E5 ($10 \div 2$). If we managed to make 3 tonnes of sugar and not increase the cost of production, then the unit cost will drop to E3.33 ($10 \div 3$).

The outgrowers will bring in more cane, which will produce more sugar and hence reduce the unit cost of production. We are expanding the factory so we can crush the additional cane in the same amount of time.

Reduced unit cost means what?

By driving down the unit cost, the profit made per tonne of sugar sold will increase. As in the previous example, if the unit cost of production reduces from E5 to E3.33, then RSSC will gain the difference in profit i.e. $5 - 3.33 = E1.67$ per tonne. So as we drive down the unit cost, RSSC will make more profit which makes RSSC more sustainable in the future.



SIFISO NYEMBE
GROUP PUBLIC AFFAIRS MANAGER



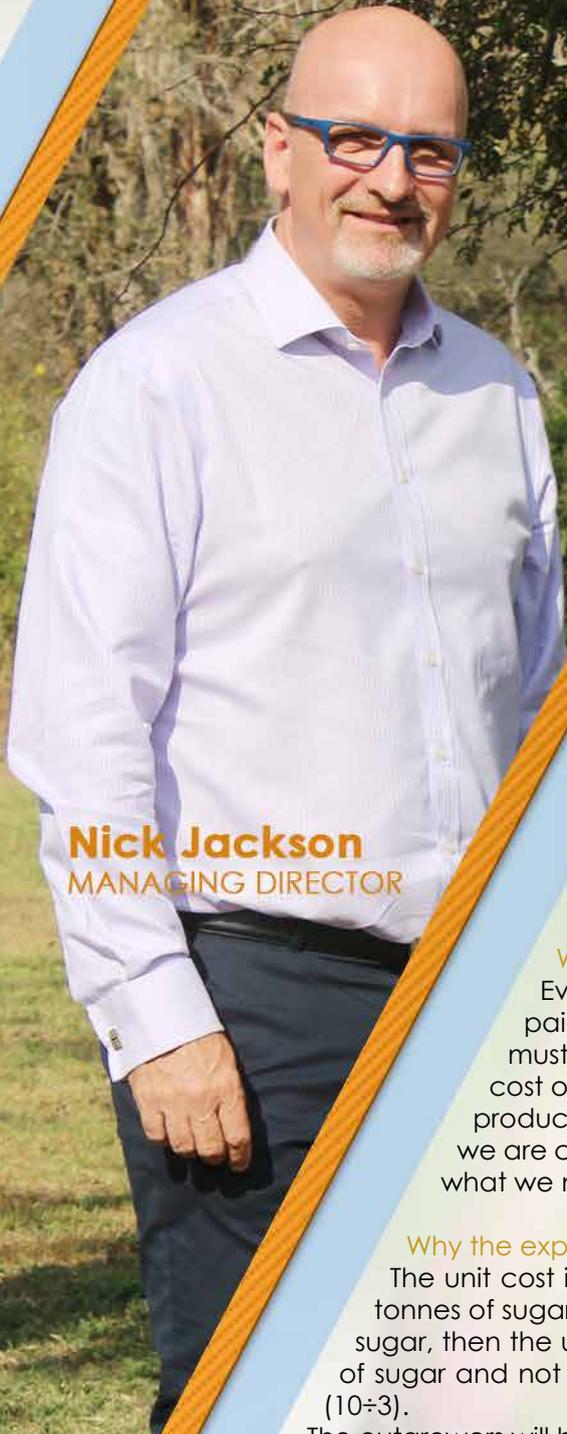
GCINA DLAMINI
COMMUNICATION OFFICER



BABONGILE ZWANE
GRAPHIC DESIGNER



SISUSA DLAMINI
COMMUNICATION OFFICER



Nick Jackson
MANAGING DIRECTOR

SIMAMA 20-20 D's WORDS

What can I do as an employee?

As I have mentioned, if you are taking a salary or a wage home, then you are contributing to the increase in unit cost. It is therefore important for each one of us to be doing actions that will either increase the amount of sugar produced or reduce the cost to produce that tonne of sugar.

The MD's personal pledge?

My biggest personal target is to ensure that everyone understands what the unit cost is and what it is that they can do to reduce it. If everyone understands, then everyone will be working together to reduce the unit cost and not fighting with each other to increase it.

Simama 20-20 and the Swazi economy?

We are one of the biggest tax payers in the country so it is vitally important that we do what we need to do to ensure the sustainability of RSSC.

What's our challenge?

The biggest challenge we need to overcome is our general inability to change. We've begun to move on this but we are still very slow to change. We're still working in silos and we are still resisting change.

What's our future?

Lower unit costs will enable RSSC to begin to look towards the longer term strategy of value addition, such as the potential of exporting excess power to the national grid, and taking on projects that can add value into our ethanol business. A restructured sugar industry will help extract more value for all.

Did You Know?

Why did we set the cost reduction at 20%? When the strategy was formulated in 2015, the cost of producing one tonne of sugar was so high that we could not compete with the other low cost producing companies like Brazil. It became worse when the EU sugar quotas were removed.

What are contributory measures?

Contributory measures are those measures taken from the Corporate or Divisional scorecard in which one does not have a direct impact in delivering them but they somehow influence the delivery of those measures. This helps us to adopt a team approach in delivering the strategy and breaks down any silo mentality.

Is the Simama 20-20 strategy only about reducing unit cost?

Simama 20-20 is ideally about reducing unit cost but it is also about being efficient and effective in doing our jobs. It is also about ensuring that we have the right people, skills, culture and systems needed to deliver the strategy.

Is Simama 20-20 about reducing people?

Simama 20-20 is not about reducing people but rather the human capital rationalisation was one of the strategic initiatives which looked at reducing the manpower costs which make up a high percentage of the organisation's costs.

How do you calculate the unit cost?

The unit cost is calculated by dividing the total costs of production by the tonnes of sugar produced.

How do we track if we are achieving our targets or not, especially the 20% reduction on unit cost?

Targets set on the strategic scorecard are tracked on a quarterly basis by getting the actual achieved in those periods and comparing them against the targets set. This helps us determine if we are on track or not and improve where needed.

MY SIMAMA STORY

Fermentation is the first stage of ethanol production. I am vigilant and proactive because re-works, overtime and additional raw materials are expensive.

Sizwe Gama
Fermentation Operator

Share your own Simama story too!

TALKING STRATEGY



simama
20-20



Phepsiwe Mveli
HEAD OF STRATEGY

The challenges that face the sugar industry today have been coming. We realized early on that the landscape will change, and that we should assess our ability to respond to market forces. Our response was the creation of the Office of Strategy Management (OSM).

What's OSM's function?

RSSC wants to increase its capability to execute the strategy, so that everyone in the organization understands the strategy and has initiatives that support the objectives of the strategy. With OSM, RSSC will be able to effectively monitor how we are implementing initiatives, such as the current

Simama 20-20. The creation of OSM is to help us give accurate feedback to our leadership on whether we are getting there or not. In the same process, what we are also doing is making sure that RSSC gets to a point where we are agile enough when it comes to change.

What are we doing about change?

We have a change management department within OSM and we want people to understand what change management is and how do I manage changes in my own work area. This is to make sure that we don't fail when we are doing specific initiatives. Research shows that about 70% of initiatives whether strategic or not fail because change management is not made part of that initiative.

How will we achieve Simama 20-20?

I believe that everyone will contribute in making sure that Simama 20-20 happens. People should look at their daily activities and see what drives costs in their area, and how they can make their process more efficient and effective, so that we produce more. In the end, all these small savings and increases in efficiency in the various departments make significant unit cost cuts, hence contributing to Simama 20-20.

Operational efficiency and Simama 20-20?

When it comes to how we handle planting and growing of cane and the factories, we are optimizing. We have already done a lot of work to make these areas effective and more efficient. We are now focusing on support services on how they are working together to service our core value chain being cane growing, sugar manufacturing and ethanol production. The goal is to have them working together through collaboration and efficiency. If we do

70%

70% of strategies fail because of failure in change management





The success of Simama 20-20 is founded on aligning our thoughts, efforts and focus, and the pulling together in the same, agreed direction.



Openness and honest dialogue are what will increase our chances of success. Many conversations are taking place in the organisation at the moment regarding our strategy.

the opposite, the cost of one tonne sugar will go up because of delays in the production process.

The bigger Simama 20-20 picture?

Simama 20-20 is about sustainability which will make sure that we are able to keep our jobs in the future and make sure that the communities that benefit from RSSC continue to benefit. Without RSSC in the future, we are talking about huge money going out of the input of SRA, and we can't allow that.

What are we dealing with here?

We have our normal business operations as usual and Simama 20-20 comes in as almost a project. Simama 20-20 is about the things that we need to do to ensure that we are sustainable so balancing the two is one of the challenges. Sometimes our people feel the pressure of being pulled from two sides, one of trying to grow cane and the other of trying to push the Simama 20-20 initiative.

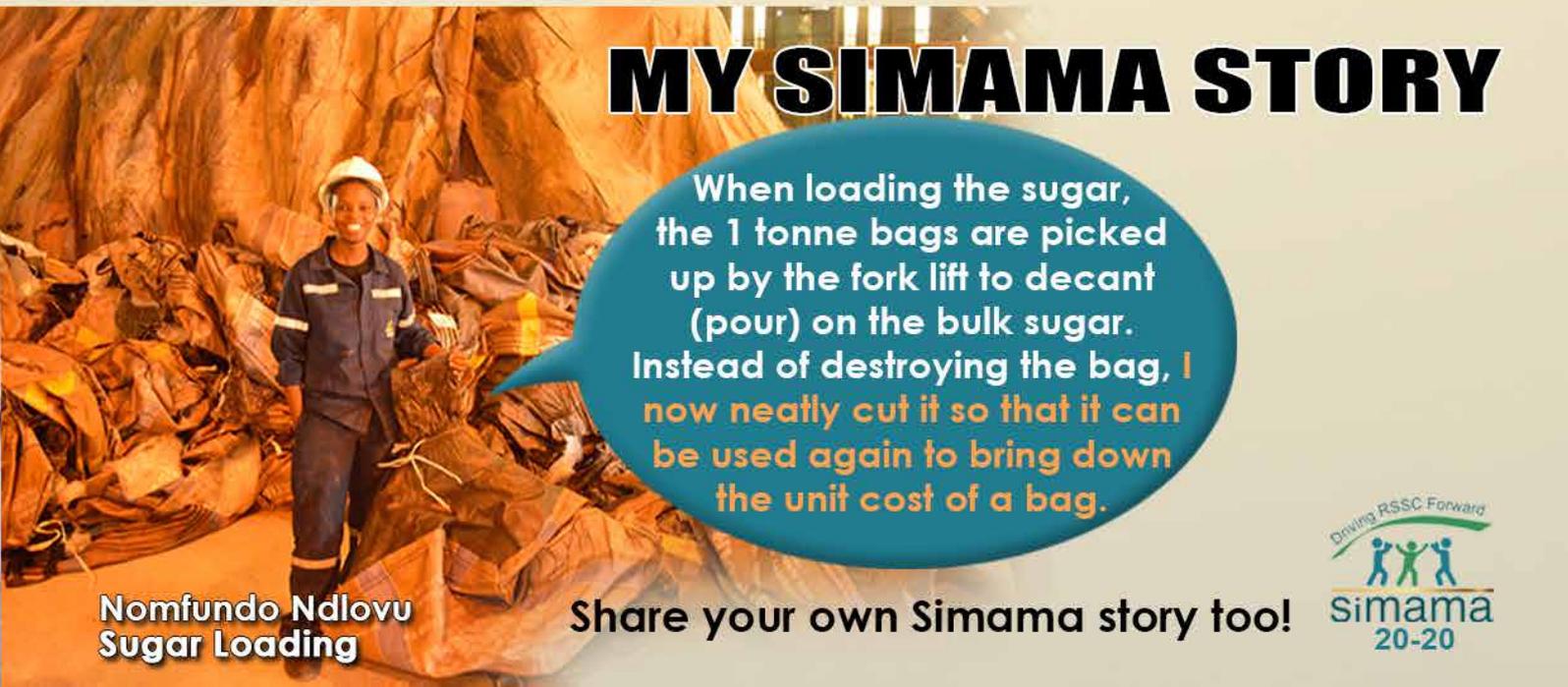
Simama 20-20 is here to make our work easier in the future. Another challenge is convincing people that Simama 20-20 is not only about dragging down costs, but also increasing production, so that we fetch more revenue even when the price is low.

Who do we need on our side?

We need leadership to actively participate. And everyone needs to understand how they contribute as an individual and as a team. Participation is for everyone and the leadership is there to guide employees on how to contribute to Simama 20-20.

What are our chances?

I sincerely believe we will win this one. The biggest lesson we will learn as RSSC is that if we join forces and work together and collaborate, we can achieve anything that we want to achieve. Thereafter, we will be ready to pursue our high value strategy.



MY SIMAMA STORY

When loading the sugar, the 1 tonne bags are picked up by the fork lift to decant (pour) on the bulk sugar. Instead of destroying the bag, I now neatly cut it so that it can be used again to bring down the unit cost of a bag.

Nomfundo Ndlovu
Sugar Loading

Share your own Simama story too!



SIMAMA 20-20



Patrick Myeni
GM - OPERATIONS

The fact is that our EU cheese has moved and sugar prices have been dropping. As a company we need to change, or die. Through the leadership of our MD, the strategy that we have formulated is to reduce the unit cost by 20% by the year 2020 to enable us to compete in the world market.

How do we get there?

I am urging all employees to revise their operations, efficiencies, delivery and cost control measures and also to pull together for the benefit of achieving our strategy and having a sustainable company.

Operations Roadmap?

We are currently working hard to ensure that our production costs are managed effectively. One example of that is to start looking closely at the drip irrigation costs. We need to start looking at how we can replant a drip field without removing the drip tape, because the biggest cost in drip fields is the tape that has to be removed when replanting.

On the expansion

Mainly we are focusing on expanding the factories' production capacity and also increasing RSSC and outgrower cane. Improving operational excellence refers to increasing overall efficiency and reducing costs across all departments at RSSC. Optimising RSSC and the outgrowers' sucrose production efficiency result in the sugar content in the cane supplied to the factory. This speaks to increasing our cane tonnages in existing cane areas by employing optimal cane growing practices and minimising sucrose losses from the fields to the mills. We are also working on securing water supply capacity to ensure that there is sustainable water supply for our operations, even during dry weather conditions.



THE NEW NAME FOR CHANGE

Will this be easy?

Every strategy adopted by a company will be subjected to quite a lot of challenges. One of these challenges being the negative impact to our stakeholders which may occur along the Simama 20-20 quest. The board of directors wants a strategy that will not negatively affect shareholders' return.

Who will help us?

Ourselves. All divisions, departments, employees and stakeholders are vital for the success of Simama 20-20. Together we can win this battle that we are facing in the sugar industry. We will succeed and that is all because we are the best company in the country.

Did You Know?

What is a unit cost?

Unit cost is the cost of producing one unit or one tonne of sugar.

How is the Balance Scorecard Cascaded?

A Balanced scorecard is cascaded by taking all the relevant measures from both the Corporate and Divisional scorecard to individuals (Personal Scorecards) as per their area and influence on those measures

What is a Personal Scorecard?

A Personal scorecard is an individual performance contract which has all the objectives/measures /KPIs that the individual needs to work towards delivering in a particular year

What are strategic initiatives?

Strategic initiatives are all the projects that the company needs to do in order to achieve the objectives in the strategic map.

Why is Simama 20-20 called a Low cost strategy?

The Simama 20-20 strategy is called the low cost strategy because it focuses on ensuring that we reduce the cost of producing sugar as low as possible in order for the company to have a competitive advantage against other sugar producing companies.



MHLUME EXPANDS



Ivan Voigt
HEAD OF
FACTORIES

Within the operations environment, RSSC has had to make a significant number of decisions as a response to the changes in the sugar market, especially Swaziland's loss of the EU preferential market. One of those decisions was to expand the Mhlume factory. Phase 1 of the factory expansion is underway, having begun soon after the end of the 2017 crushing season.

What is the progress so far?

The project is on track, even though there have been delays because of the late arrival of the evaporators. Work is continuing earnestly and we are positive that the project will be delivered on time, and within budget. There are more phases to come, all of which are aimed at improving the factory operations, in terms of reducing LTA, increasing overall recovery and managing energy and maintenance costs better.

What support is required from each employee?

We must all work together to reduce waste and inefficiencies and avoid re-work and unnecessary tasks. If we can make more sugar with less cane, we'll increase our sugar volume and reduce the unit cost. We need support from everyone, including our cane suppliers. Outgrowers provide 40% of the cane that we process, so it is essen-

tial that they also perform well so that the volume of cane is maximised.

What about Simunye factory?

The plan is to address production bottlenecks at Simunye. This includes installing a new Mill 1 during this off-crop; another A-pan and sugar drier and some more juice heaters. But this will depend on the availability of funding for these projects.

Who will benefit from a sustainable RSSC?

If Simama 20-20 can ensure the ongoing prosperity of RSSC, then the economic prosperity to which RSSC contributes will continue.

What must we get right?

I believe that the biggest challenge we have is to get all parts of the company to pull in the same direction. I'd like to see the support departments more aligned to the Operations priorities.

What do we need?

Everyone's participation. We can't afford to have some parts of the company being blind to our overall objectives.

440
the number of tonnes cane
per hour that Mhlume will
now be able to crush after
the expansion

Final word

We will succeed. I believe that RSSC can be the best (lowest cost) sugar producer in Southern Africa. But in order to do so, we have to all focus on that same vision. Furthermore, we need to accelerate the process of diversifying our income through the beneficiation of by-products.

MY SIMAMA STORY

My job is to monitor and maintain the plant. My pro-active planning will ensure that I intercept breakdowns before they even occur in order to maximize production time and bring down costs.

Mbhekeni Mahlalela
Mechanical Maintenance

**Share your own
Simama story too!**



OUTGROWERS & SIMAMA 20-20

RSSC has again measured up as an active contributor to the socio economic development of Swaziland and building up to the achievement of Simama 20-20.

This shows that the company can indeed expand its production and also contribute to local communities at the same time.

The company is mentoring two sugar cane growing projects to benefit nearly 500 families in the community.

Both projects are under the Lubombo region and they are situated at Mnyangombili, a community in Mafucula, while the other is at Mbombowendlovu, an area near Nkambeni.

The projects are strategic for RSSC towards expanding its production in the face of increasingly tough pricing conditions in the EU markets. Managing Director Nick Jackson said: "Our Simama 20-20 strategy of reducing the unit cost by 20% by the 2020 hinges on increasing cane supply and milling capacity, which are key in ensuring sustainable profits in the business."

Tim Shongwe, RSSC Outgrowers Development Manager, said RSSC was responsible for seeing the project through and making sure that it is a success. "After the funding from EU, RSSC's duty is to facilitate the project and make sure

that it yields positive results. We also have projects beyond growing sugar which are going to benefit the two communities."

"One of the projects is to provide potable water for more than 365 homesteads at Mnyangombili, fence the sugar-cane fields at both sites, and build semi-detached teachers' houses, one at Tsambokhulu Primary (Mnyangombili); another one at Madzanga High School, Mangedla Primary and Zwide Primary all at Mbombowendlovu," Shongwe said.

Other stakeholders in the project are the Ministry of Economic Planning and Development and SWADE.

At Mnyangombili, SWADE engineers are assisting with designs of the potable water project and SWADE also addresses any social conflicts within the project areas (Mnyangombili and Mbombowendlovu) through the services of a community development officer.

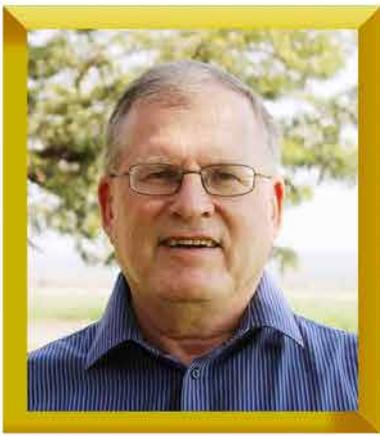
Mnyangombili Farmers limited is a 400-hectare farm and has a total of 198 shareholders, on the other hand, Umbombowendlovu Multi-purpose Cooperative

is a 450-hectare farm also funded by EU and a loan from FINCORP will benefit 283 shareholders.

Contractors engaged in the project include Roots Civils, Stefanutti Stocks Construction and Agricon. Planting for both projects has been done and harvesting will take place in the upcoming financial year 2018/2019.

850
the number of hectares of new outgrower land aimed at increasing production





Stephen Potts
GENERAL MANAGER
FINANCE

HOW IT ALL ADDS UP

I am confident that we will succeed in our Simama 20-20 endeavour. We need to do more, we need to expand, we need to ensure that further dams are built, so that more and more cane can be planted and the mills are expanded even further in the future. While prices fluctuate, you need to lower your costs of production to be able to compete in sugar markets.

How do we pull together?

Each one of us needs to do everything we can which is involved with the expansion programme and with any work that can improve or optimise the efficiency within RSSC. I encourage everyone to do anything that will reduce the unit cost.

How will the GM Finance play his part?

Firstly, I will be working with other senior executive managers and employees across RSSC to ensure that the expansion, efficiency, optimisation and cost reduction initiatives are effected as swiftly and as ef-

ficiently as possible. I will also be involved in the raising of funds amounting to E2.2 billion. So far we have been successful in raising Phase 1 funding amounting to E165 million and E275 million for Phase 2.

What culture do we need?

It is very important for us to develop an integrated focus with respect to the expansion, optimisation, and efficiency and cost reduction initiatives. We need to work together as teams to ensure that any change that we are

effecting in the business or any of these improvements are delivered timeously and by all of us.

What are the tough steps?

Firstly, we need to expand the mill at Mhlume from 355 to 440 tonnes cane per hour. We need to also increase the RSSC land under cane by 3 600 hectares and a further 1 092 hectares for outgrowers' cane, bringing the total expansion cane to 4 692 hectares.

551 000

Sugar production will go from 476 000 tonnes to 551 000 a year

What do you see in 10 years?

RSSC will change the landscape, cane production will increase from 3.6 million tonnes to 4.2 million tonnes. Sugar production will go from 476 000

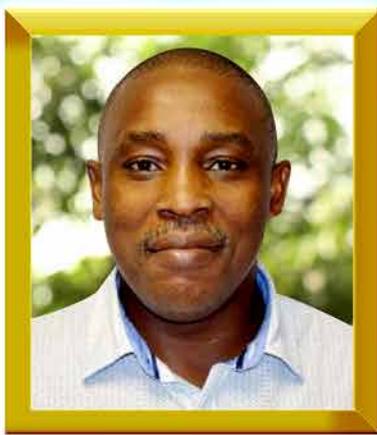
tonnes to 551 000. Ethanol from 33-40 million and of course there will be significant improvements in profits, cash generation, payments to employees, bonuses, payments to other stakeholders such as the creditors and shareholders.

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Max Mkhonta
GROUP HR MANAGER



News

To increase efficiency and productivity requires sharpening of skills, what plans and measures has the HR Division put in place to facilitate this?

The HR division has established RSSC Leadership Academy (RSSCLA) to serve as a vehicle to deliver an aggressive skills development programme that focuses on increasing business, technical, personal effectiveness and leadership. RSSC LA has partnered with a number of service providers who will deliver programmes that are aligned to Simama 20-20, that way, equipping employees with knowledge and skills to deliver our strategic imperatives.

Secondly, Management has approved a Training policy and provided a study loan facility for employees who have personal aspirations of furthering their studies.

What impact will Simama 20-20 have on the Swazi Economy, if there is any?

The sugar industry is a key contributor to the Swaziland agriculture industry and economy, accounting for almost 60% of the total Swaziland agricultural output. It contributes at least 10% to the country's Gross Domestic Product (GDP), as well as at least 16% to national employment. Therefore, if RSSC re-

mains profitable and sustainable, the Swazi economy will be impacted positively.

What challenges do we need to overcome to achieve Simama 20-20?

We need to be disciplined in implementing our strategy and ensure that our day to day activities influence it positively. We need to identify the areas in which we can reduce costs and then do it.

Whose participation is required for the Simama 20-20 initiative?

Every employee's participation is required in order to make Simama 20-20 a success.

Will we succeed in the quest for Simama 20-20 or not?

We will succeed because there are a number of initiatives which are being implemented and the Office of Strategy Management is monitoring execution of those initiatives. There is more accountability and willingness to make Simama 20-20 a success.

Where do you see RSSC in the next 10 years if all the Simama 20-20 strategy objectives are met?

RSSC will be more sustainable and a leading global player in the sugar industry if we successfully reduce our unit cost of production.

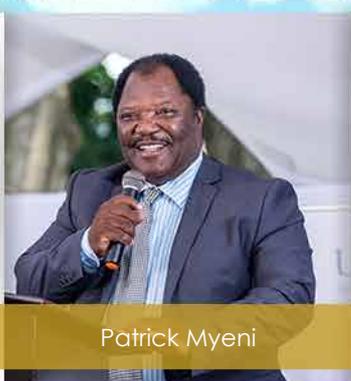
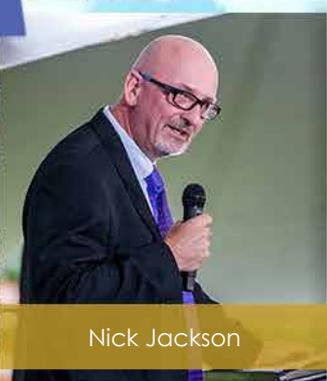




To ensure sustainable development, we have engaged our skills development as that will again contribute to the reduction of production costs. Through our Leadership Academy, the first class of 108 employees graduated from the programme and some of these employees were from other companies since the company has opened hands for other companies' employees to enrol in the programme.



It was a happy moment for all who graduated on the day



E78 000 BOOST FOR 4 SCHOOLS AND DIWOSWA



It was another memorable contribution to the socio-economic development of the country as RSSC donated a sum of E78 000 to different charitable causes.

The benefitting organisations were Ebenezer Primary School, Ngomane Primary School, DIWOSWA and Emvembili Primary School.

Welcoming the beneficiaries Nyembe said; "RSSC seeks strategic partnerships that will deliver a tangible impact to the society and we have made noteworthy strides to date and remain realistic about challenges that lie ahead."

The company's MD Nick Jackson said; "With good performance recorded in the previous financial year, RSSC fared very well despite the challenges that continued throughout the year (drought). Innovation and improved business practices ensured the continued success of the corporation."

Jackson added that the success of the company in the 2016/2017 financial year has not only boosted RSSC with good profits but has also resulted in an improved allocation towards charity donations for

the current year, which saw a 50% increase in comparison to last year.

Meanwhile, RSSC Board Chairman Dr. A.T Dlamini expressed his gratitude to the company for its continued support to the development of the country and noted with pride that all the charitable projects that the company has initiated over the years, thousands of Swazis are now living better lives.

"Employees donated school shoes and stationery to destitute school children"

"Despite the drought challenges that continued throughout the last financial year, RSSC continued to contribute to the society and recently, employees from this company recycled old newspapers generating cash and also made personal monetary donation. With the assistance from management after being informed of such teamwork and social responsibility,

the employees were able to donate school shoes and stationery to destitute school children at Njakeni Primary School."

Dlamini added that the practice by the employees demonstrate that everyone can contribute towards making lives of those living in our communities better.



Board Chairperson A.T. Dlamini makes remarks and later hands over the donation cheque

SAVE ELECTRICITY

SAVE COSTS

Another way to cut the unit cost at RSSC is to minimize energy cost. The best way to start saving on electricity costs is to get smart with how we use electricity.



Turn on **sleep mode** on your computer when you are away

Use **energy saving bulbs** and clean dirty lamps



Unplug unused electronics and appliances

Turn off lights in un-used rooms and offices



Wash your laundry and dishes in **full loads**

Cook more food than you need and warm up on the other days



Boil the amount of water you want to use



Use natural light during the day

SEARCH FOR MORE ENERGY SAVING TIPS ON THE INTERNET AND

**SAVE UP TO
E4,800.00
PER YEAR**

It gets real with figures

EMPLOYEES REWARDED FOR SAVING THEIR DVULADVULA

RSSC rewarded employees who invested a certain percentage of their performance bonuses popularly known as 'dvuladvula' which was paid out at the end of July 2017.

The competition dubbed RSSC Investment Raffle had various categories which included; 3rd prize was either a goat or a microwave for investing 15%-30% of the bonus, 2nd prize was either a fridge or a geyser for investing 31% - 50% of the bonus, 1st prize was either an air-conditioner split unit or TV or Water tank for investing 51% - 70% of the bonus, and a grand prize of a cow for investing more than 70%.

A total of 18 employees entered the competition's various categories and they were present during the raffle draw.

Representing RSSC management during the raffle draw was RSSC Group Public Affairs Manager Sifiso Nyembe who said; "RSSC management strives to ensure that employees are able to save their income in order for them to secure their finances for the future. We all do not know what the future holds for us and

it is through investments that one can survive and live a happy life even after retirement."

Nyembe further thanked the employees for making the right choice in life by saving their bonuses which the company gives based on that employee's performance.

The overall winners were;

Category	Winner's name	Prize
Special Prizes under grand prize contestants	Thanduxolo Nkambule and Vusi Ndlovu	Surprise prizes
Consolation Prize	Mary Masimula	Surprise prize
3 rd Prize	Sibusiso Gina	Microwave
2 nd Prize	Mhlonishwa Msibi	Fridge or Geyser
1 st Prize	Fortunate Hlatshwayo	Air conditioner
Grand Prize	Sandile Magagula	Cow

"I would also like to thank management for their continued dedication in empowering employees to involve themselves in such practices," Nyembe said. What the grand prize winner had to say (Sandile Magagula): "I am overwhelmed by becoming the overall winner of the competition and it is also encouraging for the company to empower us in investing our salaries because that will assist our lives going forward. I bought shares at Swaziland Building Society and also opened a saving account at the same bank, which took more than 70% of my performance bonus."





Safety First! AS WE GAVE REFLECTIVE VESTS TO COMMUNITY AND EMPLOYEES



Safety work is today recognized as an economic necessity. It is the study of the right way to do things.

From community development to safety, RSSC has yet again lived by its mandate of being an active contributor to the socio-economic development of the country.

Along with senior managers, RSSC MD Nick Jackson got his trainers on and hit the road with more than 200 community members. Before taking it on the road, community members and employees were given reflective vests and juice bottles.

The main objective of the run was not about competing but to sensitise members of the public about the importance of wearing reflective vests when using the road for training, and also just to give members of the public a chance to be taught more about road safety tips by members of The Royal Swaziland Police.

For 3.2 kilometres, Jackson and other senior managers along with community members hit the road from Mhlume offices to RSSC Gym facilities.

Speaking after the run, Jackson said; "Thank you for taking your time to come and promote safety with us today. Today we did two very important aspects of life, exercising and being safe. Reflective vests are important when exercising next to the road."

He further urged the attendees to take note that safety is not an individual issue, but can be ad-

ressed only by being a group with the same goals towards safety.

"We had an unfortunate incident which almost cost one employee his life a few months back, the accident was disturbing because the employee was training early in the morning wearing his reflective. This shows that even motorists have the obligation to observe and respect traffic procedures," Jackson said.

Exercise & Safety are equally important

Meanwhile, Senior Traffic Operations Officer Charles Magagula said; "Safety is key! As traffic officers we have noted that the number of road accidents in the country is escalating. From July 1, 2017 to September 30, 2017, there were 44 fatalities caused by road accidents. Out of these, 11 were passengers, 9 drivers and 24 pedestrians."

He pleaded with community members to refrain from activities that endanger their lives while on the road, either behind the wheel or as a pedestrian.

"I would also like to thank RSSC for such initiatives as this event supports all the duties that should have been done by us as police officers and there are also a number of projects that the company has done to assist local police stations."

The participants were also given an opportunity to use the gym facility and there was also a free aerobathon session.



Going beyond sugar with ADVANCED INTERACTIVE WHITEBOARDS FOR SCHOOLS

Research has repeatedly demonstrated that students learn better when they are fully engaged and that multisensory, hands-on learning is the best way to engage them.

RSSC has again enhanced the education provided in the three government high schools on the sugar estate by donating three Interactive White Boards.

The schools which benefitted from the donation are Lusoti, Ngomane and Mhlume high schools.

An interactive whiteboard is a dry erase whiteboard with an LCD projector that is mounted on a wall at the front of the classroom. The whiteboard becomes a computer screen viewable by an entire classroom.

RSSC MD Nick Jackson said; "Technology has advanced without limits over the years. During my schooling days, there were no projectors, only chalks and black boards were used and

my first experience with a projector was at the university."

Jackson said it is part of RSSC's social corporate investment to ensure that education within the RSSC-aided schools matches other schools in the urban areas.

"This donation is worth E70 500, with each board costing E23 500 and only three boards will be installed for now at three high schools," Jackson said.

He further urged both teachers and pupils to take extra care of the interactive boards because they will benefit generations that will be following the current students.

On behalf of the schools, Lusoti High School head teacher Thamsanqa Masuku said: "Thank you again RSSC for another massive contributor to education at our schools. Not long ago the MD presented robotics kits to us and today we are receiving another advancement in our school," Masuku said.



RSSC first in Swaziland to have a CORPORATE APP



RSSC is fast becoming a company of firsts in the country. We are the first company to host its financial results and annual integrated report in an App.

The App which has been running for the past few months makes it easy for the public, investors and media to quickly access all information about RSSC. The company also became the first company to implement several modules of SAP at once, a system which places RSSC right at the top among global players in the first world.

Another area in which RSSC became the trailblazer as a Swazi based company, is the Integrated

Reporting as entrenched in contemporary governance principles, moving away from the traditional annual report.

Managing Director Nick Jackson said: "We trade in global markets, therefore we should strive to always model ourselves as a global player, and stand toe-to-toe with the best in the world. The demands for access for information have changed over the years anyway, and we need to stay relevant as a company"

The App is available for download from the Google Playstore and AppStore for IOS users.

MY SIMAMA STORY

I am determined to help achieve the Simama 20-20 goal. I shift all sprinklers on time to ensure better cane growth and increased yields. Bigger yields equal lower unit cost.

Nhlanhla Maziya
Overhead Irrigator

Driving RSC Forward

simama
20-20

**Share your own
Simama story too!**

WOMEN CELEBRATED IN STYLE AT RSSC'S

V-DAY

A woman is the full package; within her is the power to create, nurture, and transform.

These were the words of the day as RSSC commemorated women's month in style for all female employees.

The objectives of the event dubbed V-Day were; to raise awareness among women on preventable health and wellness problems, encourage and facilitate early detection and treatment of diseases and promote lifestyle practices for healthy and productive women in the workplace.

Among the speakers of the day were women health facilitators Promise Dlamini, Futhi Dlamini and Calvin Dlamini while Zethu Shongwe spoke on financial independence for women and RSSC Head of Strategy Management Phep'siwe Mveli presented on Sexual Harassment.

Futhi Dlamini encouraged women on maintaining harmony in their marriages and linking God in everything they do as faithful wives to their husbands. "As women we know that we face challenging duties and all this can be conquered by involving God in everything we do, and also by respecting our husbands," Dlamini said.

She also emphasized on bedroom duties that women tend to take for granted yet they are the same duties that usually destroy marriages because God had a reason in creating men and women on earth.

On this day all female employees were dressed in traditional attire and male employees showed support by dressing in female clothes.

Meanwhile, RSSC's Phep'siwe Mveli said there are various types of sexual harassment and some of them cannot be easily noted by the victim.

"Sexual harassment as harassment (typically of a woman) in a workplace, or other professional or social situation, involving the making of unwanted sexual advances or obscene remarks," Mveli said.

The women's health activities for the V-day included providing on-site access to a wide range of preventive health services;



SUPPLIERS' DAY 2018

The motive of the suppliers' day is to let suppliers know that our business is their business. RSSC has made it an objective to host the suppliers day every year. The suppliers' day encourages all suppliers who are in business with RSSC to do more than just business with the company but also build mutual beneficial relationships.



Suppliers listening attentively



Joseph Shiba Purchasing Manager - RSSC



Muhawu Maziya GM Commercial - RSSC



Berry Ansley Bearing Man



Philile Dlamini IMS Manager - RSSC



Yusi Dlamini SRA



The Procurement and Stores team pose with GM Muhawu Maziya after a job well done



GM Muhawu Maziya hands over a prize to Romeo Butler for Best Mechanical Engineering Services

E100000

FOR THREE ENTREPRENEURS IN YES COMPETITION



Contribution to the socio-economic development of the country continued as RSSC honored the best 3 contestants of the RSSC Youth Entrepreneurship Support (YES) initiative with a sum of E100 000.

RSSC in partnership with Junior Achievement (JA) Swaziland awarded the top three finalists who had outstanding business plans in the program which started in January 2017.

"Today we are awarding E100 000 to kick-start 3 businesses as a way to encourage the winners to proceed with their business ideas and make them a success. 2017 being the inaugural year we emerge with a lot of erudition on how to improve the program in the coming years, we are grateful to all those involved in the project," RSSC MD Nick Jackson said.

Jackson also applauded the judges for their tireless efforts in making sure that the project was a success through their input and hard work despite minimal knowledge on what to expect.

The best three from the program are; Nomile Tsabedze -1st prize E50 000, Nomfundo Mabuza – 2nd prize E30 000 and Philile Dlamini – 3rd prize E20 000.

The objective of the project is to create business opportunities and reduce unemployment rate among

out of school youth in the RSSC supported areas which include Vuvulane, Tabankulu and Tshaneni to name a few.

"Everyone is a winner because of the training, mentorship and experience of the competition. The program also aims at capacitating the contestants beyond the competition and ensure sustainable livelihood to combat challenges often faced by young people such as unemployment," Jackson said.

"Youth entrepreneurs play a pivotal role in community development"

Meanwhile, JA Chairperson Nokukhanya Gamedze said: "Youth entrepreneurs play a pivotal role in community development because they are positive contributors to the economy of the country. They are driven and are passionate, they get ideas and bring them to life."

The project driver, RSSC's CSI Manager Phindile Lukhele-Dlamini congratulated the top 30 participants for their dedication since the initiation of the project.

"Mostly, I would also like to thank the MD for his continued support from the beginning of the project up to today and not forgetting JA's the partnership. Youth, please do not give up on the businesses but ensure that they succeed and become bigger and better.

SAVE WATER

SAVE RSSC



SLOW THE FLOW!

COLLECT & RE-USE WATER
Use this water for watering and washing

TIME YOUR SHOWER
Shorten you shower by 5 minutes

TURN OFF THE TAP
Use a mug instead of running water

WASH FULL LOADS
You can save up to 100L per month

FIX OR REPORT LEAKAGES
It doesn't take much, but can save a significant amount of water

FILL SINK WITH WATER
This can reduce water consumption by 80%

Do your bit!



WHEEL CHAIRS FOR THE PHYSICALLY CHALLENGED

Proceeds from this year's RSSC Charity Golf Tournament have started to change lives of many Swazi's as 56 members of the public benefitted from the company's initiative.

The sugar company brought smiles to five disabled members of the society and also donated 50 pairs of shoes to children within Dvokodvweni Inkhundla. The wheelchair and shoe donation came as a result of a tripartite effort from the Rotary Club, Bearing Man Group and RSSC.

This is part of the RSSC Charity Golf initiative, which seeks to allow companies to join hands and fight poverty more effectively, while also developing the sport of golf.

RSSC pledges to be an active contributor to the socio-economic development of the country and over the years the company has lived to its promise to the nation.

Malindza Royal Kraal Indvuna Siphon Dlamini said the donation will go a long way in addressing the various needs of the community because the disabled will now be able to move around freely and safely. RSSC MD said: "More than 20 companies joined hands in making this year's charity golf tournament a success and this donation is part of the other donations that will be made from the proceeds of the tournament."

"Bearing Man and the Rotary Club did an extra contribution by donating wheelchairs and shoes to the charity golf tournament. May I extend my gratitude to them for giving the donation," Jackson said.

14 year-old disabled boy's family left speechless
So many of our dreams at first seem impossible, then they seem improbable, and then when we summon the will, they soon become inevitable.

The family was not aware that RSSC MD Nick Jackson and his team would visit their home and donate a precious gift to 14 year-old speechless Bongani Dlamini who was disabled soon after birth and the family has been using a wheelbarrow to move him around.



EMPLOYEES WIN BIG FOR LOSING



Whether you are trying to lose weight, lower your stress level, or looking for new ways to eat healthy, each day is a new day to tackle your goals.

These were the words of RSSC MD Nick Jackson during the Biggest Loser Season 4 Competition prize presentation.

Walking away with the first prize in the female category was Phillie Magagula who managed to attain 24.1% weight loss against a target of 24.9% (0.8 less), while in the male category, Mabandla Hlatshwayo achieved 28% fat loss versus a target of 44.5% (16.5% less).

Compared to the previous season of the competition, 2017 was not a good year when it comes to the percentages of fat loss for the participants. In the 2016 competition 56.9% fat loss was achieved by the male winner while the female winner managed to cut down fat by 15.6%, meanwhile, last year the best male weight loss was at 28% and the outstanding female was at 24.1%.



RSSC Health and Wellness Manager Dr Rhoy Shoshore applauded the contestants for making the hard decision which many fail to adhere to and fight to live a healthy lifestyle.

"This is just the beginning of a healthy lifestyle and everyone who participated in this competition is a winner. Some of you have been seen walking, running or going to the gym daily to attain the best for your health," Shoshore said.

He further pleaded with the participants to encourage more employees to join the competition and live a healthy lifestyle.

The next Competition begins in June 2018!

RSSC YOUTH ENTREPRENEURSHIP SUPPORT 2ND EDITION LAUNCHED IN STYLE



It is yet another chance for upcoming entrepreneurs in the Lubombo region to make their dream a reality as the active contributor has again pumped in E100 000 seed capital for the youth. The 30 contestants have already started their two months training and will be trained by Junior Achievement on various courses up to November 2018.



Some of the YES 2018 participants during the event



JA Board Chairperson Nokukhanya Gamedze addresses the youth whilst Acting SNYC CEO and Minister look on



Minister Jabulani Mabuza officially launches YES 2018

Back to School

'Together we can make a Difference'

Employees lived to the company's obligation of going beyond the production of sugar but also contributing to the development of the country's socio-economic development as employees dressed in school uniforms on Friday, January 19, 2018.

The aim of the 'Back to School Friday' campaign was to create awareness about the fact that as parents are busy paying school fees and buying school uniforms, some children do not have the privilege to get all their needs in preparation for going back to school.

Thus the donations of the school shoes, uniforms and stationery which will be donated to needy children at a school yet to be identified.

During the colorful Friday, employees of the sugar company dressed in different school uniforms and some even opted for wearing school shorts.

RSSC Group Public Affairs manager Sifiso Nyembe said; "It's good to highlight the importance of education and do this by showing pupils that they too can excel and achieve great things if they focus on their books. But then, some of them do not have the essentials for learning, hence as employees we decided to club together and provide something for them in preparation for back-to-school."

Nyembe further encouraged the entire nation to join hands in helping underprivileged people in our communities.

"It is not always about the value of the donation but every donation counts. It might be a box of pencils or the entire school uniform, but when it gets to the recipient, it will go a long way in assisting that individual. Be a part of the breakthrough and make someone's dream come true."

"It might be a box of pencils... but when it comes gets to a recipient, it will go a long way."



Accountants, HR practitioners, GMs (left) and Nurses and Doctors clad in school uniform on the day



Public Affairs (left), IT and OSM staff (right) could not be left out



THE ACTIVE CONTRIBUTOR GOES BEYOND SUGAR AGAIN



Organisations have expressed their sincere gratitude to RSSC for continuously giving back to the community and the underprivileged. St Joseph's Primary School head teacher Cindzi, thanked RSSC for choosing his school to benefit from the donation.

"When we opened schools this term, I was shocked to see one pupil wearing torn trousers and the donation from RSSC will benefit a number of pupils. I would like to thank the employees for having such warm loving hearts and the wheelchair donation will give the disabled pupils new hope and courage."

This was during the donation of wheelchairs, computers, stationery and soccer balls for three different courses.

Benefitting from the projects were members of Umbutfo Swaziland Defence Force, St Joseph's Primary School and RSSC Siyakha 1800 Program.

The donations were presented by RSSC Managing Director Nick Jackson at the company's Public Affairs offices.

Jackson said; "RSSC has a big footprint and we have a lot of people around us, thus being a company is not about only making profits because we have employees and the communities around us. The three different organisations here today are also doing tremendous work to support the development of our country."

"For St Joseph's Primary School we will be giving the school five wheelchairs, courtesy of the RSSC Charity Golf Tournament where more than 20 companies gather to play golf for charity. The wheel chair donation is a result of a tripartite effort from the Rotary Club, Bearing Man Group and RSSC."

"In addition to the wheelchairs given to the school is stationery, school uniform and shoes, courtesy of RSSC employees who bought the donation during a back to school campaign. The company's employees were dressed in school uniform to commemorate this year's back to school."

Jackson added that the donation to the USDF is a partnership effort since the force assists in keeping safety around the community, thus making it a conducive environment and RSSC gave the force three desktop computers.

"It is again our pleasure to again add value to the RSSC Siyakha 1800 Program through donating training equipment valued at E30 000. The programme is targeted at the youth, by getting them engaged in football rather than getting them involved in drugs and other destructive activities. The donation comprised of 80 soccer balls, 260 cones, 10 whistles, 6 referees wallets and 6 line-man's flags."

Jackson further thanked all benefiting organisations for their assistance and input in the development of local communities and the country at large.



MY SIMAMA STORY

The steel blade of my brush cutter uses more fuel compared to the string cutter. I use the string most of the time. I want to achieve Simama 20-20.

Simanga Mathonsi
Brush Cutter Operator

Share your own
Simama story too!