

SUSTAINABILITY REPORT 2023

FOR THE YEAR ENDED 30 SEPTEMBER



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Our integrated reporting suite

AWARDS AND RATINGS

2021 2022 2023

	AA	AA	AA	LEADERSHIP
	A-	B	B	MANAGEMENT
	B	B	B-	MANAGEMENT
	1 st	3 rd	2 nd	ESG DISCLOSURE RANKING
			3.1	ESG SCORE OUT OF 5

OUR 2023 REPORTING SUITE

We supplement our Sustainability Report with a full suite of online publications that cater for the diverse needs of our broad stakeholder base. These publications are accessible at www.oceana.co.za.



IR

Integrated Report (“IR”)

A succinct review of our strategy and business model, operating context, operational performance and governance, targeted primarily at current and prospective investors and government.

SR

Sustainability Report (“SR”)

Reviews our approach to managing our significant sustainability- and climate-related impacts, and to addressing those environmental, social and governance-related issues of interest to a broad range of stakeholders. Structured in accordance with the JSE Sustainability Disclosure Guidance. Includes key environmental, social and governance data.

AFS

Annual Financial Statements (“AFS”)

Detailed analysis of our financial results, with audited financial statements, prepared in accordance with IFRS.

SUPPLEMENTARY REPORTS

KING IV DISCLOSURE REPORT:

Detailed disclosure against the King Code on Corporate Governance 2016 for South Africa (King IV).

GRI INDEX:

Index of our disclosure against the Global Reporting Initiative (GRI) standard, including the GRI 13: Agriculture, Aquaculture and Fishing Sectors standard released in June 2022.

RESOURCE SCIENTIFIC REPORTS:

Status reports for the species of fish harvested by the group, including total allowable catch and fisheries management systems.

We welcome your feedback on this report. Please address any queries or comments to karendawn.koen@oceana.co.za or call +27 21 410 1400.

BOARD APPROVAL

The Board affirms its responsibility for the integrity of this Sustainability Report. We believe the report offers a balanced and accurate account of the Group’s performance on material environmental and social matters that could impact our ability to create value across short, medium, and long-term horizons. We prepared this report with reference to the UNGC Principles, GRI Standards, JSE Sustainability Disclosure Guidance, and IFRS Sustainability Disclosure Standards. The Board granted approval for this report, a supplement to the annual Integrated Report, for the year ending 30 September 2023, on 11 December 2023.

Mustaq Brey

Chairman

Neville Brink

Chief Executive Officer

Zaf Mohamed

Chief Financial Officer

Peter de Beyer

Lead Independent Director

Nomahlubi Simamane

Independent Non-Executive Director

Nisaar Pangarker

Non-Executive Director

Lesego Sennelo

Independent Non-Executive Director

Peter Golesworthy

Independent Non-Executive Director

Bakar Jakoet

Independent Non-Executive Director

Thoko Mokgosi-Mwantembe

Independent Non-Executive Director

¹ www.integratedreporting.org/resource/international-ir-framework/

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Our sustainability report

PURPOSE

The purpose of our Sustainability Report is to review the group's performance and prospects on material sustainability and climate-related issues, in line with current disclosure guidance. The Sustainability Report supplements our Integrated Report and should be read alongside it, as well as the supporting disclosures in our ESG Data Book, GRI Index, CDP submissions, Carbon Footprint Assessment, and Resource Scientific Reports.

TARGET AUDIENCE

The Sustainability Report aims to address the interests of a broad range of stakeholders, primarily government, regulatory authorities, investors, analysts, NGOs and employees. The report should be of interest to all stakeholders who seek to be informed about Oceana's capacity to create value over time.

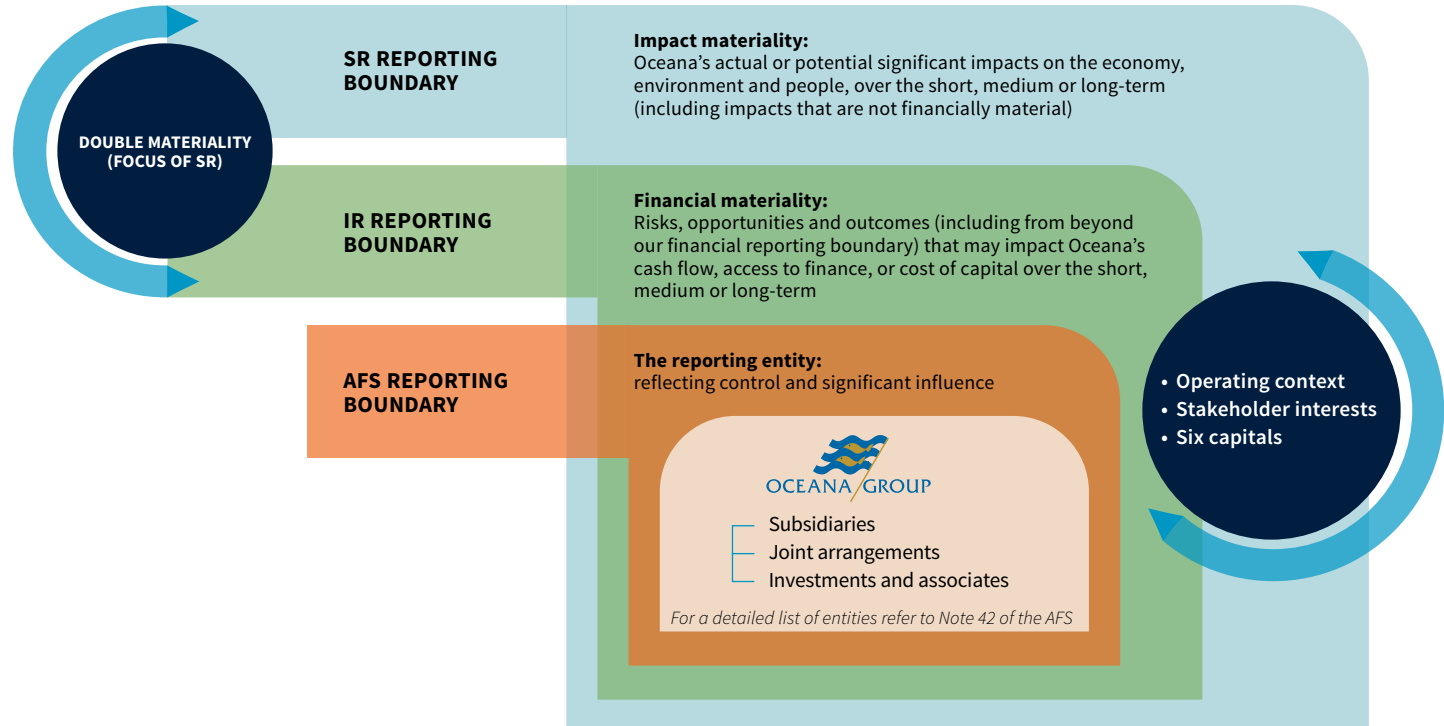
SCOPE AND BOUNDARY

The report covers the Group's full operations across South Africa, the U.S. and Namibia. The sale of CCS has resulted in the restatement of ESG data. The reporting period is from 1 October 2022 to 30 September 2023, and unless noted, all data is for this 12-month period with no significant restatements. Our materiality process guides the issues addressed.

REPORTING FRAMEWORKS AND STANDARDS

Our Sustainability Report takes guidance from the following:

- International Financial Reporting Standards, including IFRS S1 and S2 Sustainability Standards
- The King Report on Corporate Governance™ for South Africa, 2016
- JSE Listings Requirements, and Sustainability Disclosure Guidance
- Companies Act, 71 of 2008, as amended ("Companies Act")
- International Integrated Reporting Framework
- United Nations Global Compact (UNGC)
- GRI Sustainability Reporting Standards



OUR MATERIALITY PROCESS

The reporting process begins each July and incorporates an annual materiality review to assess issues affecting value creation. These material issues encompass significant sustainability- and climate-related impacts, risks, and opportunities in the short term (less than 12 months), medium term (three to five years), and long term (beyond five years).

In 2019, we undertook a comprehensive materiality assessment to identify: key sustainability impacts; risks and opportunities; align with the SDGs; and inform our core strategy. The insights from this assessment continue to shape our strategic framework (see page 18), backed by an annual materiality review. This annual process supports our reporting and strategy development, encompassing a review of our business model, operating context, stakeholder interests, principal risks and opportunities, and core value proposition.

We supplement our annual materiality review with additional analyses as needed. This year, we focused on sustainability reporting developments, including new JSE Guidance and IFRS Standards, and the global convergence of disclosure frameworks. In 2024, we will improve our disclosure by reporting against selected key performance indicators.

VERIFICATION AND ASSURANCE

The Board oversees the integrity of all reports, with sustainability-related content approved by the Social, Ethics and Transformation Committee. Selected non-financial metrics have been reviewed by accredited service providers. B-BBEE information was verified by Empowerdex, greenhouse gas emissions by Verify CO₂, and risk and compliance audited by Marsh Risk Consulting. All other data comes from internal records or public sources, with management verifying non-financial measurement processes.

Our Company

OUR CORE PURPOSE

Our purpose is to make **a positive impact on society by creating long-term sustainable value for all our stakeholders.**



WHO WE ARE

Oceana Group is a leading global fish protein company listed on the Johannesburg Stock Exchange (JSE), Namibian Stock Exchange (NSX), and A2X trading platform. Founded in 1918 and with a current market capitalisation of R9.8 billion, we play a significant role in the fishing industries of South Africa, Namibia, and the USA, employing 3 416 individuals worldwide. We are among South Africa's most black-empowered fishing companies and stand as one of the most transformed entities on the JSE.

WHAT WE DO

We specialise in catching and procuring various marine species, and processing, marketing and distributing a diverse range of marine and canned protein products. Our core seafood offerings include canned fish, horse mackerel, hake, squid, South and west coast rock lobster. Recently, we have expanded to include other canned protein products like beans and corned beef. We also manufacture fishmeal and fish oil, primarily for the aquaculture, meat, and pet food industries. Our fishing activities encompass midwater trawling for horse mackerel, deep-sea trawling for hake, and inshore fishing for pelagic species such as anchovy, redeye herring, and pilchard, as well as squid. Annually, we process approximately 471 000 tons of fish and fish products, serving a global customer base across 45 countries in Africa, North America, Asia, Europe, and Australia.

OUR MISSION

To be a diverse leading global fish protein company that promotes food and job security by:

- Responsibly sourcing and converting into value a range of global marine resources through harvesting, farming and procurement.
- Supporting diversity and empowerment.
- Investing in the communities where we operate.
- Actively developing the potential of our employees.
- Providing a safe working environment.

OUR VALUES

Our core values help shape our culture, and inform how we behave and work together with others. Our five values are teamwork, respect, accountability, courage and trust.



TOGETHER WE ACHIEVE MORE



WE TREAT OTHERS THE WAY WE WANT TO BE TREATED



WE ARE RESPONSIBLE FOR OUR WORDS, ACTIONS AND RESULTS



WE HAVE THE STRENGTH TO SAY AND DO WHAT IS RIGHT



WE CHOOSE TO PLACE OUR CONFIDENCE IN THOSE AROUND US

Our operations

We split our operations into three pillars¹: Lucky Star Brand, Fishmeal and Fish Oil, and Wild Caught Seafood.

LUCKY STAR



Contribution to revenue: **56%**

Lucky Star Brand harvests, procures and processes pilchards into canned fish and markets the product locally and internationally. We conduct our pelagic operations through Lucky Star and Amawandle Pelagic. As part of an expanded product portfolio, Lucky Star Brand also procures and markets canned meat and canned vegetable products. Lucky Star produces fishmeal and oil from anchovy, redeye herring and cannery offcuts.

Canned Products and markets

Canned pilchards: Multiple pack sizes and flavours.

Other canned fish: Tuna, sardines and mackerel.

Canned foods: Meat, vegetables and soya mince in gravy.



3 CANNERIES



11 VESSELS²



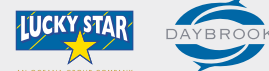
2 084³ EMPLOYEES



2 FISHMEAL FACILITIES

shared resources, assets and management and reported as a segment in the AFS

FISHMEAL AND FISH OIL



FMO Products and markets (South Africa)

Fishmeal and fish oil: Sold in European, Chinese, UK, Vietnam and South African markets, primarily for the aquaculture feed and animal feed sectors.

Contribution to revenue: **27%**

Daybrook Fisheries Inc. ("DFI") processes Gulf menhaden and markets and sells derived fishmeal and fish oil products. A global sales team markets Lucky Star's fishmeal and fish oil in South Africa and internationally.

Products and markets (Daybrook)

Fishmeal: Pet food and prime quality fishmeal primarily for the speciality pet food, aquaculture and baby pig industries in North America, Europe and China.

Fish oil: Omega-3-rich crude fish oil used by the aquaculture and cattle feed industries sold mainly in Europe and North America.



12 CARRIER VESSELS



24 PURSE BOATS⁴



12 PLANES⁴



1 PRODUCTION FACILITY



399 EMPLOYEES⁴

WILD CAUGHT SEAFOOD



Contribution to revenue: **17%**

We conduct our horse mackerel fishing operation through our subsidiaries Blue Continent Products ("BCP") in South Africa and Erongo Marine Enterprises ("Erongo") in Namibia and our hake operations through BCP and Amawandle Hake ("AH"). Our lobster and squid operations catch, process and market West and South Coast rock lobster and squid respectively.

Products and markets

Horse mackerel: Sold in frozen whole form mainly in Southern, Central and West Africa. Catches are processed at sea into frozen packs in the format required by targeted markets.

Hake: Sold headed and gutted ("H&G") and filleted to the European, Namibian and South African wholesale and food services market in frozen form.

Squid: Sold to markets in Europe.

Live and tailed South Coast rock lobster ("SCRL"): Sold to USA market.

Live and frozen West Coast rock lobster ("WCRL"): Sold to Hong Kong and Japan markets.



13 VESSELS



2 PRODUCTION FACILITIES



933 EMPLOYEES

¹ The Group disposed of its interest in CCS Logistics with effect 4th April 2023 for a consideration of R760 million.

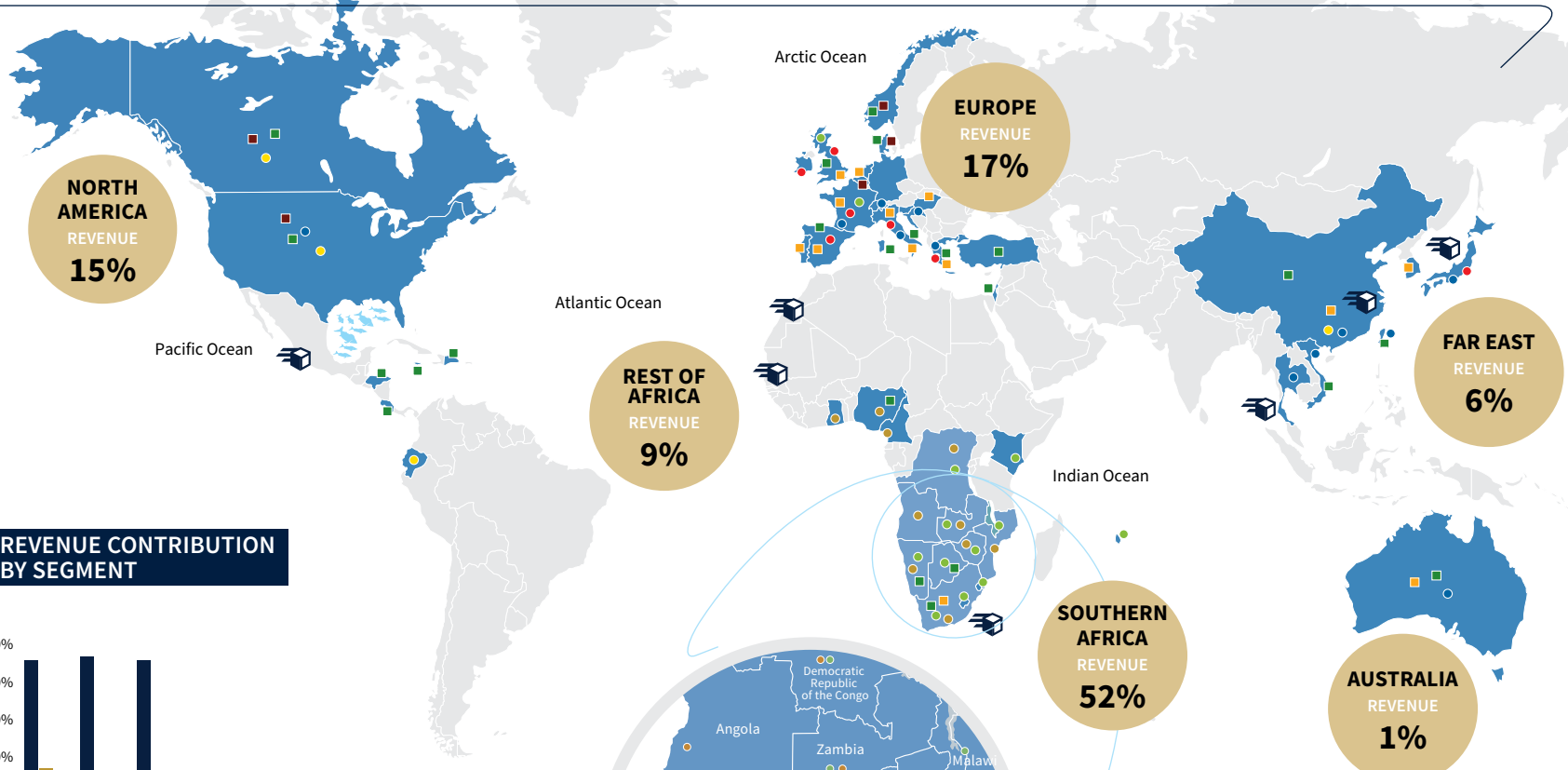
² Also contract ten third-party vessels.

³ Includes head office employees

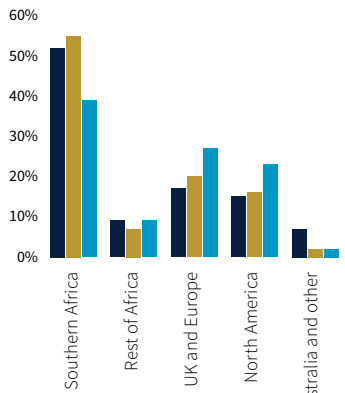
⁴ Includes Westbank Fishing LLC, in which Daybrook has a 25% shareholding.

Our products and markets

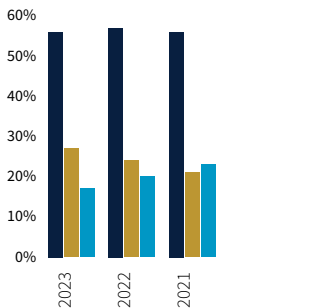
REGIONAL CONTRIBUTION TO GROUP REVENUE



REVENUE CONTRIBUTION BY REGION



REVENUE CONTRIBUTION BY SEGMENT



2023
2022
2021

Canned fish, fishmeal and fish oil (SA)
Fishmeal and oil (USA)
Wild caught

CUSTOMER GEOGRAPHIES 36

FISHING GEOGRAPHIES 5

MARKETS

- CANNED FISH
- FISHMEAL AND OIL (SA)
- HORSE MACKEREL
- LOBSTER
- SQUID
- DFI FISH MEAL
- DFI FISH OIL
- HAKE

CATCH PROCUREMENT

Our business model

HOW WE CREATE VALUE

To turn our strategy into action, our business model depicts our value creation process through the resources and relationships (capitals) we depend on. Although Oceana is diversified, value creation is still impacted by broader issues such as changing weather patterns and fluctuating currency value. Our culture and strategy determine our resilience and ability to create value in the short, medium and long term.

OUR CULTURE AND STRATEGY

Driven by Exco and supported by our Board:

- Positively impacting lives
- Oceana values
- Our strategic enablers

Read more about our strategy on page 14 of the IR and our culture on page 75 of the IR.

OUR CAPITALS

Natural Capital: reliable access to sustainably managed marine biomass, energy, fuel and water

Human Capital: experienced, diverse leadership team and skilled employees

Social and Relationship Capital: positive relations with all our stakeholders

Manufactured Capital: integrated, optimised value chain, including fleet, landing and processing capabilities

Intellectual Capital: iconic Lucky Star brand, reputation and systems to retain confidence in product integrity and safety

Financial Capital: access to financial capital, enhanced through consistent delivery of investor returns and sustained market confidence

Read more about our capital inputs on pages 16 to 21 of the IR.

OUR KEY RELATIONSHIPS

- Employees and trade unions
- Shareholders, investors and media
- Government and regulatory authorities
- Customers and consumers
- Local communities, SSFs and NGOs/NPOs
- Suppliers and service providers
- Industry organisations, research bodies and business partners

Read more about our stakeholders on page 43 of the IR.

OPERATING CONTEXT

Issues impacting value

- Weak recovery of the global economy, high inflation levels, rising interest rates and exchange rate fluctuation
- Challenging political context in our operational geographies
- Food security and global growth opportunities
- Fishmeal and fish oil pricing and the continued growth in global aquaculture
- Climate change, temperature shifts and extreme weather events
- Increasing stakeholder demands including ESG performance

For more information see page 36 of the IR.

SENSITIVITY ANALYSIS

The impact of a change in key profit drivers has been evaluated on Note 34 of the AFS.

PRIMARY OPERATIONS AND ACTIVITIES

VALUE IN



RELATIONSHIP MANAGEMENT



HARVEST AND PROCURE



MANUFACTURE AND PROCESS



PRODUCT MARKETING, BRANDING AND SALES

VALUE OUT

Canned fish and other canned products

Fishmeal and fish oil

Frozen, chilled and live seafood products

Process waste and by-products (all recycled into fishmeal)

OUR PROFIT FORMULA

(+) REVENUE DRIVERS

- Sale of seafood and canned foods, as well as fish-derived products in diversified global markets across most consumer segments
- Positive exchange rate impacts

OPPORTUNITIES FOR REVENUE GROWTH AND PROTECTION

- Enhanced opportunities and reduced vulnerability through diversification of targeted species, geographies of operation and markets, and product portfolio
- Expanding market share in existing markets through ability to drive increased frequency of consumption with existing and maintained strong brand
- Positioning product in new markets, building on brand strength
- Positioning canned fish as alternative, more affordable and healthy protein
- Demonstrated ability for product customisation and innovation

(-) COST DRIVERS

- Investment in growth and diversification
- Purchase and maintenance of fleet, utilities and equipment
- Salaries and employee benefits
- Raw material (procured fish) and utility costs
- Distribution, storage and marketing
- Negative exchange rate impacts
- Regulatory and compliance costs
- Supplier and support services
- Cost of financial capital
- Fuel cost
- Impacts of loadshedding, port delays and other infrastructure failures
- Taxation

OPPORTUNITIES FOR COST REDUCTION

- Optimised route to market network, with demonstrated procurement skills, supplier relations, inventory management and distribution systems, reducing supplier volatility and price uncertainty
- Cost efficiencies associated with scale of operation
- Optimised utilisation of world class, well-maintained fleet
- Reduced fixed and variable costs in plants
- Reduced currency, fuel and interest rate exposure due to geographic and product diversification and forward cover positions
- Increased alternative power sources

GOVERNING THE VALUE CREATION PROCESS

The divisional managers oversee the day-to-day operations and activities of the Group whilst our Board of directors are responsible for:

- Steering and setting strategic direction
- Approving policy and planning
- Overseeing and monitoring
- Ensuring accountability

VALUE PROPOSITIONS

CUSTOMER VALUE PROPOSITION

Reliable and affordable provision of responsibly harvested and processed products to individuals, retailers, wholesalers, restaurants, food producers, and feed manufacturers in diversified global markets across consumer segments.

SOCIETAL VALUE PROPOSITION

Efficiently converting global fishing resources into inclusive, affordable and sustainable value for our key stakeholders.

EMPLOYEE VALUE PROPOSITION

Learn and earn, innovate and grow, as responsible stewards of fishing resources.

SHAREHOLDER VALUE PROPOSITION

Consistently delivering superior returns from well-managed operations and strategic partnerships, with acquisitive and organic growth in response to market opportunities.

IMPACTS/ OUTCOMES

Read more about the outcomes of our value creation and preservation activities on page 16 of the IR.

Our 2023 performance summary



AFFORDABLE NUTRITION

- We provide affordable healthy food
- We ensure the highest standard of food/feed quality and safety

SDG ALIGNMENT



RESPONSIBLE FISHING

- We fish responsibly
- We respond to climate pressures
- We collaborate on marine resource governance
- We track onshore data on fish stocks



ECONOMIC TRANSFORMATION

- We prioritise diversity at all levels
- We procure from local, black-owned companies
- We support black and small-scale entrepreneurs



ENVIRONMENTAL MANAGEMENT

- We reduce our carbon footprint
- We conserve water
- We reduce waste
- We manage air and effluent emissions
- We operate ethically



INVESTING IN OUR PEOPLE

- We provide a safe and positive place to work
- We invest in training and leadership development
- We ensure fair labour practices
- We respect human rights



COMMUNITY DEVELOPMENT

- We assist with educational needs
- We assist with food donations
- We seek income generating activities for CSI beneficiaries



4 million affordable healthy meals provided by Lucky Star products

80.7% of our catch by volume on the SASSI green list **61% of total catch is MSC certified** (Gulf Menhaden and Hake South Africa)

R30.5 million invested in training black employees **42.86% black executive management** **R4 billion of procurement spend on B-BBEE verified suppliers** **R52.8 million in easy-term loans provided to black suppliers**

Level 1 B-BBEE Contributor

10.6% reduction in absolute GHG emissions (2019 baseline) **29% increase in freshwater use** (year-on-year) **1.5% reduction in energy use** (year-on-year) **25% reduction in waste to landfill** (year-on-year)

Including water donated to the West Coast District Municipality for construction purposes

3 416 employees (direct and indirect) **R30.5m invested in skills development** **R1.4bn paid in salaries and benefits** **0 fatalities, and 10.07 Lost Time Injury Frequency Rate**

R4.2m invested in fishing communities **111 small-scale fishers trained on cooperative governance** **176 community members trained on pre-sea safety** **1 100 learners fed through in school feeding programme**

1% NPAT distributed to 75% black beneficiaries

02

KEYNOTES

- 10 SETCOM's perspective
- 12 CESGO's strategic review



CLICK TO WATCH: Annual Results Webcast 2023 



SETCOM's perspective

Nomahlubi Simamane
SETCOM Chairperson

Our journey towards a sustainable business model is a continuous one, deeply interwoven with our organisational culture and the broader patterns in our operating context. We are committed to maintaining our course, ensuring that sustainability is an intrinsic part of how we operate, rather than a checkbox exercise.



WE FACE COMPLEX CHALLENGING OPERATING CONTEXT

As the SETCOM Chair, it is crucial for me to reflect on the multi-layered challenges that our business faces, globally and locally, which affect us economically and socially.

In our sector, we coexist with various actors, both large and small, all dependent on marine resources. While abundant and renewable, these resources are prone to natural fluctuations influenced by industrial fishing and environmental changes. This reality calls for a shift toward inclusive multi-stakeholder governance and ecosystem-based management, which we actively endorse.

Our teams are on the ocean daily, adept at adapting to its shifting moods, weathering storms, and waiting out lulls in fishing. However, we can't ignore the pressing issue of climate change, which is negatively impacting marine ecosystems, poses direct risks to our operations through extreme weather, and threatens to amplify uncertainty and exacerbate the global food crisis. In response, we are taking proactive steps to both mitigate these risks and reduce our environmental footprint.

In addition to marine issues, we are addressing societal challenges like economic hardship and food insecurity, particularly in crucial markets such as South Africa and Namibia. These are intensified by economic inequality and unstable utility supplies. The social climate in South Africa, characterised by strikes and unrest, also impacts our operations. We strive to maintain the affordability of our fish protein, which stands out for its competitive pricing and lower carbon footprint compared to other proteins.

Governmental policies and societal expectations are also key in shaping our sustainability path. We need to secure fishing rights and adhere to the limit of a total allowable catch. Environmental controls challenge our operations, and economic transformation mandates bring both compliance risks and opportunities for inclusive growth. Consumer demands are shifting toward ethical and sustainable products, while new compliance requirements, like South Africa's Carbon Tax Act, add complexity.

THE NATURE OF OUR RESPONSE

We are a purpose-driven company with a guiding principle to positively impact lives. Our value creation strategy recognises a competitive advantage in creating 'shared value' by finding opportunity in the crisis, and building the business through avenues that are beneficial to society. We make a significant contribution to global and national development objectives through our strategic and operational activities by providing affordable healthy nutrition, driving black economic empowerment, and supporting inclusive ecosystem-based fisheries management. This business contribution is crucial, and importantly, it shares common cause with our corporate social responsibility (CSR) and corporate social investment (CSI) activities, both similarly centred on our mission to transform the fishing sector, enhance food security, and build resilient fishing communities.

We support collective action on sustainability, playing our role alongside government, NGOs, communities, and businesses. We have a longstanding commitment to upholding the 10 principles of the United Nations Global Compact (UNGC) and fully endorse the United Nations Sustainable Development Goals (UN SDGs). We prioritise six SDGs, aligning them with our sustainability framework, focusing on affordable nutrition, responsible fishing, economic transformation, environmental management, investing in our people, and community development. This framework guides our decision-making on material issues, aligns with our purpose, and provides a structure for our disclosure on sustainability-related matters.

In review of our performance over the last year, the Chief ESG Officer's statement focuses on the strategic and operational aspects. I'd like to emphasise our philanthropic and social efforts. Our initiatives in this space, which are focused on community development and enabled by robust stakeholder relationships, foster the exact social, relational, and ethical capabilities we need to activate across the whole business to ensure we are capable of navigating future complex challenges.

SETCOM'S PERSPECTIVE CONTINUED

BUILDING A SUSTAINABLE, ETHICAL CULTURE

As sustainability pressures increase, the innovative capabilities that are unlocked when people come together within a culture of creative and supportive relationships, aligned on ethics and purpose, will be integral to business success. On the back of the 2021 whistleblowing incident, we are laying this cultural groundwork. The whistleblowing incident created an internal disturbance that prompted a comprehensive review of our governance, ethics, values, culture, brand and stakeholder relationships. Though challenging, this experience has fortified us, reinforcing the importance of our people, values and relationships and better positioning us for the future.

We are building a culture where ethics and sustainability are integral, not optional. Our appointment of a Chief ESG Officer and Chief Ethics Officer signals our intent to integrate sustainability and ethical considerations more deeply across the business. We have revised policies, strengthened ethics awareness and training, and actively promoted our whistleblowing facility. Through a group-wide engagement process, we have renewed our core values and are socialising these values across the business to build the culture we desire: inclusive, ethical, innovative, collaborative, and high-performing.

BUILDING BRAND THROUGH TRUSTED RELATIONSHIPS

We have enhanced our stakeholder engagement and communication efforts, aligning them with our purpose and values to bolster our brand and reputation. This year's key relationship-building initiatives featured proactive investor and media engagement, open dialogue with government and unions, and ambitious social impact projects in collaboration with government, non-profit and other organisations.

The year's highlights include a full-day investor roadshow at our St Helena Bay plant with 40 buy-and sell-side investors, a significant 'women in fishing' campaign accompanied by an internal Women's Day celebration, and ongoing collaboration with the DFFE, NSRI and other partners on fisheries management and small-scale fishing co-operatives. We also hosted a CSI stakeholder breakfast, where 25% of our community partners attended and Andy du Plessis, the Managing Director of FoodForward SA, delivered an impactful keynote on South Africa's food security challenge.

COMMUNITY DEVELOPMENT

We build robust partnerships with our stakeholders and focus our direct social investments on building maritime skills, developing small-scale fishing co-operatives and establishing school feeding programs in fishing communities. In collaboration with government agencies, non-profit organisations, industry peers and local communities, we co-create solutions that enhance both socio-economic development and sustainability. This collaborative approach amplifies our collective impact and fortifies Oceana's brand and reputation.

This year, R5.2 million, in social impact projects mainly focused on addressing food security and education in fishing communities. Our Namibian partner, Erongo Marine Enterprises (EME), similarly invested approximately N\$2.7 million in projects to reduce hunger, promote sustainable livelihoods, and enhance community resilience.

Our School Feeding Programme, in association with the Peninsula School Feeding Association, extended to two additional schools, serving over 1,050 learners, training eight food handlers, and securing a full year of meals for 939 children. On Mandela Day, we collaborated with Rise Against Hunger, mobilising our employee volunteers to pack 48,848 meals, which benefited over 300 children at ECD centres. Our CARP initiative with Gift of the Givers has harvested a total of 11,664 tons of invasive carp, translating to 170,000 meals for vulnerable communities in the Southern Cape.

Our Oceana Maritime Academy offers specialised, no-cost training courses in Personal Safety and Social Responsibility, Pre-Sea Safety, and Basic First Aid. We graduated 139 learners this year, extending invitations to the program beyond Hout Bay. In partnership with the DFFE, NSRI, DYNA Training, SAIMI and SAMSA our 'Co-operative Sense' training aims to empower small-scale fishing co-operatives to effectively harness the economic potential of the fishing rights allocations. In 2023, the programme expanded to the Western Cape, adding 111 new co-operative members from 16 co-operatives, with plans to extend further in 2024. To date, we have trained a total of 135 out of 162 co-operatives, achieving an average 92% attendance rate.

With grant funding from the Food Bev SETA we will be rolling out further training for cooperative and launching a mentorship programme for small scale fishers across the provinces.

OUTLOOK

Looking ahead, we will continue driving our culture transformation assisted by annual culture surveys. All our activities will be permeated with a stronger sense of our core values and the importance of trusted relationships for effective teamwork and brand-building. We anticipate heightened scrutiny on pay parity, fair wages, and living wages. We are acutely aware of the complexities around income inequality and labour relations and continue to navigate these issues diligently.

Some of our stakeholders are asking for clearer sustainability targets and performance metrics. We plan to address these demands by setting more definitive goals and enhancing our disclosure in line with current standards. Environmentally, our focus remains firmly on climate change mitigation, supplemented by projects in energy and water security, as well as operational upgrades in waste management. All corporate investment activities undertaken are and will continue to be action-driven.

Lastly, our procurement teams have become central to our sustainability efforts. They ensure business continuity, adapt to global trade disruptions and maintain product affordability. Advancing ethical and environmental initiatives throughout the supply chain is a key area where we plan to strengthen our sustainability performance in the coming years.

➔ **This year, we invested R7.9m in social investment activities in South Africa**

CESGO's strategic review

Jayesh Jaga
Chief ESG Officer

We are a purpose-driven company, focused on sustainable growth for the long term. Our core purpose is to positively impact lives, and we are aligning our business to this guiding principle, from governance and strategy, to culture and relationships.



In my first contribution as Chief ESG Officer to Oceana's 2023 Sustainability Report, I start by outlining our strategic approach to sustainability, followed by a review of our key achievements. This provides insight into our current position and future goals, and is enriched by the SETCOM Chair's analysis of trends in our operating environment and our performance in community development. I aim to highlight how we put our purpose into action across the organisation and implement our core strategy through the lens of our sustainability framework. This is essential for positioning Oceana as a purpose-driven company with strong long-term prospects, which as a supplement to our annual Integrated Report 2023, is a key aim of this report.

OUR PURPOSE HELPS POSITION US FOR LONG-TERM VALUE CREATION

We uphold the UN Global Compact's principles, and prioritise six Sustainable Development Goals where we can make the most impact. We contribute to national and global development objectives through both our core business and social investment efforts.

WE HAVE SUSTAINABILITY, GOVERNANCE AND MANAGEMENT SYSTEMS IN PLACE

We have robust governance and management systems in place to help us navigate our complex operating context. The group sustainability portfolio, led by the Chief ESG Officer, encompasses sustainability, compliance, risk, legal, governance and ethics. Our executive sustainability leaders are supported by specialised cross-functional management forums for sustainability, risk, and compliance, which interface with board-level structures for sustainability oversight. We have an established compliance framework, undertake an annual materiality review and run mature risk management processes that inform strategy and decision-making. Remuneration incentives have been established for key decision-makers to drive performance on important sustainability initiatives.

CESGO'S STRATEGIC REVIEW CONTINUED

WE UNDERSTAND OUR KEY SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES

We have a solid foundational understanding of our principal sustainability risks and opportunities. Key climate-related risks involve adapting to climate impacts on our fisheries and operations, as well as addressing energy and water security through focused environmental management. Regulatory compliance is a pervasive risk across both environmental and social spheres. Opportunities primarily centre on addressing food security by providing affordable nutrition, stewarding marine resources, diversifying our business for resilience, leveraging transformation for inclusive growth, and fostering an ethics-led, high-performance culture. While more work is needed to deepen our understanding of our impacts, risks and opportunities; fully integrate sustainability; clarify our climate strategy; and enhance our disclosure against contemporary standards; we are moving in this direction.

OUR BUSINESS GROWTH ALIGNS WITH OUR SUSTAINABILITY GOALS

We observe an increasing convergence between sustainability imperatives and our long-term business objectives: diversifying into affordable proteins boosts food security; our scale and cost management benefit consumers amid economic challenges; global fish sourcing sustains local jobs. Our focus on efficiency enhances energy resilience and lowers carbon emissions. Our primary focus will continue to be on embedding compliance and risk governance over the coming year, but we are in the process of transitioning to a more intentional, business-centric sustainability approach. This will enable us to seize opportunities and navigate complexities more effectively and our progress in this regard is evidenced in this year's performance.

SUSTAINABILITY IMPERATIVES ARE INFORMING OUR STRATEGY

Shaped by our most material impacts, risks and opportunities, our strategic sustainability approach is geared towards mitigating our key risks and maximising our positive impact – both through our core business and broader collaborative and social investment efforts. In the interests of long-term value creation, we are focusing on "shared value", building the business through benefit to society. Ensuring short-term financial performance is essential for growth, but recognising that our viability hinges on the health of our fisheries, customers, and stakeholders, it is crucial that we invest now in a shared value future.

Accordingly, we see sustainability as a strategic enabler of our core value creation strategy:

- Our core strategic objectives guide our value creation efforts, targeting economic opportunities in addressing food security. Amid challenging economic conditions, we focus on providing affordable, nutritious, traceable, and sustainable products to meet rising demand.
- Our core strategic enablers protect and enable value delivery, encompassing compliance, sustainability, transformation, talent retention, stakeholder trust, risk management, environmental responsibility and financial investment for shared value.
- Our sustainability framework integrates our strategic objectives and enablers with our most material social and environmental impacts, risks and obligations, serving as a guiding architecture for group-wide commitments, decisions, and actions.

OUR STRATEGY AND PROGRESS IN 2023

AFFORDABLE NUTRITION

Facing economic headwinds, we are leveraging the strength of our Lucky Star brand and our operational scale to provide affordable, healthy, protein-rich food options, enhancing food security for a broad consumer base in South Africa, Namibia and its neighbouring countries.

Our products are instrumental in supporting food security in South Africa, Namibia and its neighbouring countries. We are diversifying into new, affordable food categories like canned beans and corned beef to further tackle food security. In 2023, Lucky Star maintained its market share, serving 4 million daily meals, while expanding our product range with a new factory on South Africa's West Coast.

WILD CAUGHT FISH MSC CERTIFIED (2023)



FISHING

As an active participant in marine governance, we steward the long-term health of this local marine resource, while diversifying our operations and geographies to build further resilience and support long-term value creation.

We have diversified pilchard fishing and sourcing across multiple regions to ease pressure on local stocks and mitigate climate change risks. We continue to contribute to DFFE's scientific working groups for ecosystems-based fisheries management and commission annual audits for each species we catch in South Africa. Committed to responsible sourcing, the majority (80.7%) of our targeted fishing rights are on the South African Sustainable Seafood Initiative (SASSI) green list.

ECONOMIC TRANSFORMATION

We are among South Africa's most black-empowered JSE listed fishing companies, actively driving economic transformation, protecting local jobs and investing directly in the development of small-scale fishing co-operatives and maritime skills.

Committed to driving transformation, we retained our Level 1 B-BBEE status in 2023, scoring 103.05 out of 120 on our last scorecard. Our Board and executive management ACI representation at 50% and 42% respectively. We invested R29 million in ACI skills development and spent R3.4 million and R53 million to enterprise and supplier development. Our flagship initiative, the Co-operative Sense programme, has trained 135 of 172 targeted co-operatives since 2021, including 12 new Western Cape trainees this year. We plan to conclude this phase in 2024. Additionally, our inaugural Saam-Sonke Trust AGM was well-attended by over 1 000 employees, affirming the trust and its financials. A total of R9.5 million has been distributed since inception, including R5.6 million in 2023.

Lucky Star maintained its market share, serving 4 million daily meals

CESGO'S STRATEGIC REVIEW CONTINUED

ENVIRONMENTAL MANAGEMENT

We are investing substantially in maintaining and modernising our fishing fleets and processing plants, integrating renewable energy and desalination technologies. These targeted investments are to elevate our environmental performance, adapt to climate change, enhance product quality and reputation and position us for future growth while strengthening resilience against unforeseen challenges.

We are committed to carbon neutrality by 2050 and are in the process of recalibrating our 2030 emissions reduction targets following the sale of our cold storage division. Blue Continent Products has initiated a significant R100 million investment to convert seven of its large hake vessels from Freon-based to alternative freezing systems. Our Lucky Star Operations has gained significant traction in the 10MW solar facility, a step forward in our goal to transition our West Coast operations to renewable energy. We consumed 2 077 576 GJ of energy, sourcing 100% electricity from the grid. Our absolute GHG emissions decreased by 10.6% off a 2019 baseline and our land-based emissions intensity increased by 8.6% from last year.

We have increased our reliance on municipal water by 29% year-on-year. Our total freshwater consumption was 630 107 kl, with 83% sourced from water-stressed areas.

➤ REDUCTION IN ABSOLUTE CARBON EMISSIONS OFF A 2019 BASELINE

10.6%

2022: 1%

➤ LTIFR

1.07

2022: 1.09

➤ VESSEL GHG EMISSIONS INTENSITY INCREASING BY

1.1% year-on-year



➤ REDUCTION IN WASTE TO LANDFILL

25%

2022: 10% reduction

➤ LAND-BASED GHG EMISSION INTENSITY INCREASE YEAR-ON-YEAR

8.6%

2022: 10% reduction

➤ **On waste management, we reclassified our coal ash waste to facilitate its use in circular valorisation projects.**

EMPLOYEE ENGAGEMENT

We strive to foster safe, inclusive and inspiring workplaces that encourage high performance, innovation, accountability and care. Our targeted interventions focus on attracting, developing, protecting and retaining talent to ensure that we have the skills and capabilities needed for long-term growth and resilience.

Our key focus this year has been on socialising our renewed core values across the organisation and we are witnessing a positive shift in awareness and behaviour. To track these changes and guide future engagement, we commission and are guided by culture and pulse surveys. Alongside culture, talent management is a top priority.

We continued to drive employee and leadership development through the Oceana Maritime Academy. In 2023, we met our target of allocating 1% of revenue to training, spending a total of R30.5 million or at least at an average of R10 000 per South African employee, with each spending an average of 85 hours on training during the year. Additionally, we rolled out a new leadership framework to help review and strengthen our leaders and guide the design of tailored internal development programs in the future.

Our commitment to employee health, safety and wellbeing is unwavering, with a goal of zero harm. The focus across our operations remained on addressing priority hazards and closing gaps identified through risk assessments, resulting in general improvements and strong performance in key areas. We are pleased to report zero fatalities, but we regrettably experienced four significant incidents. All incidents triggered internal investigations and led to improved safety measures. The LTIFR decreased to 1.07 from 1.09 in FY2022. We recorded 51 LTIs in total, representing a 11% decrease from 2022. We processed 177 employee wellbeing cases with our on-site and virtual employee wellness services proving particularly beneficial to employees.

03

SUSTAINABILITY APPROACH

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Governance

BOARD OVERSIGHT

Our Board is committed to ethical leadership and good governance, focusing on long-term value creation for stakeholders. With ultimate responsibility for sustainability and climate-related issues, the Board ensures compliance, effective decision-making and transparency. The Board actively oversees the integration of sustainability across the Group, discussing the material impacts, risks and opportunities to shape our strategic response.

The diversity of our Board in terms of gender, race, and professional backgrounds, ensures robust decision-making by incorporating multiple perspectives. This enhances its ability to engage effectively on sustainability and climate-related issues. Board-level subcommittees, chiefly the Social, Ethics and Transformation Committee (SETCOM), are delegated specific oversight roles related to sustainability and climate-related matters and report their findings and recommendations to the Board after every scheduled meeting.

The SETCOM has a comprehensive sustainability role, overseeing good corporate governance, ethical behaviour, and the integration of sustainability and climate change into policy, strategy, business planning, management, remuneration and disclosure. The committee meets bi-annually, with key activities including:

- Evaluating our commitments and contemplating our future prospects (bi-annually).
- Reviewing and approving our sustainability strategy and associated capital allocations (annually).
- Reviewing our assessment and management of material sustainability issues, including climate change (bi-annually).
- Monitoring performance and compliance (bi-annually).
- Reviewing our disclosure practices and the annual Sustainability Report (annually).
- Initiating targeted SETCOM training when necessary (*ad hoc*).

The SETCOM collaborates closely with other board-level committees, each of which has specific sustainability-related oversight responsibilities delegated by the Board:

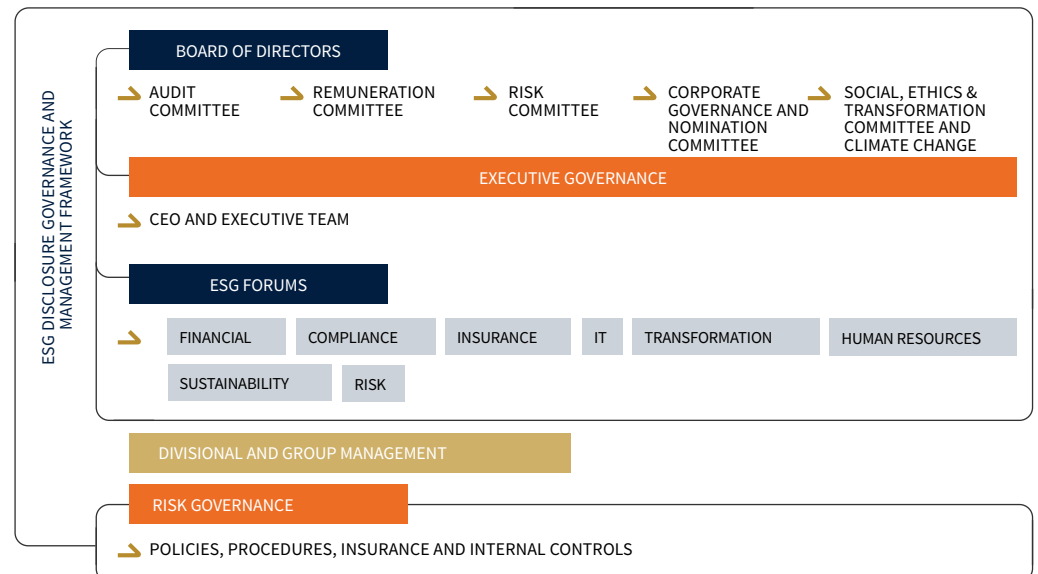
- The Risk Committee focuses on risk management, aiding SETCOM in assessing and managing material sustainability and climate-related impacts, risks and opportunities. Risk Com meets bi-annually and the Risk Forum quarterly. The sustainability and climate change risks are reviewed at both the Risk Forum and the Risk Com.
- The Audit Committee oversees assurance and due diligence, assisting SETCOM by ensuring the accuracy of relevant sustainability data. This committee also reviews the annual Integrated Report for Board endorsement. Audit Com meets quarterly.
- The Remuneration Committee is responsible for reward strategy and remuneration, supporting SETCOM by creating incentives tied to sustainability performance.

MANAGEMENT'S OVERSIGHT

Our Executive Committee (EXCO) has the primary responsibility for implementing sustainability and climate change initiatives across the Group. This includes developing and executing the sustainability strategy and integrating sustainability and climate-related issues into our policies, practices and procedures. The EXCO collaborates with the SETCOM to link daily operations with Board-level sustainability governance. Regular updates and discussions between the two ensure alignment on sustainability and climate strategies, informing Board decisions and operational actions.

Management-level forums convene at least quarterly on risk, compliance, transformation and sustainability, playing a vital role in weaving sustainability into the fabric of our organisation. These forums bring senior functional and divisional members together to develop strategies and policies, support implementation, share learning and assess progress on cross-functional issues and initiatives, including those related to sustainability and climate. These forums maintain a direct reporting line to their respective Board subcommittees, which in turn report to the Board, ensuring an integrated approach to sustainability governance and management.

OUR GOVERNANCE AND MANAGEMENT STRUCTURES



GOVERNANCE CONTINUED

KEY ROLES AND RESPONSIBILITIES

The CEO establishes the overarching vision and strategy for the company, including our commitment to sustainability and climate change. The newly appointed Chief ESG Officer, who reports directly to the CEO, serves as the primary liaison for sustainability on our Executive Committee. This role is responsible for presenting our sustainability strategy and associated capital allocations to the Board and focuses on integrating climate-related risks and opportunities into core business decisions. The portfolio managed by the Chief ESG Officer encompasses sustainability, governance, legal, risk and compliance.

The Executive: Sustainability, Risk and Compliance reports to the Chief ESG Officer. This role is accountable for developing and implementing environmental policies and sustainability strategies, ensuring compliance with climate-related regulations, coordinating the drafting and design of the sustainability report and overseeing adherence to operational sustainability, risk and compliance standards. Divisional Managing Directors, assisted by SHE Executives, manage daily operations and integrate sustainability into divisional strategies. Overall, our leadership structure is designed to ensure thorough governance and execution of our sustainability objectives.



Strategy

Sustainability and climate-related concerns have shaped our strategic framework and we continue to make progress on implementing and refining our strategic sustainability approach (see page 12).

Guided by our Board and executive leadership team and supported by annual materiality, risk and strategy processes (see page 22), we proactively monitor key trends in our operating context. We assess our key impacts, review the quality of our relationships and analyse our exposure to critical risks and opportunities, including those related to sustainability and climate change.

We actively address our key risks and are increasingly recognising our opportunities as well as how to seize them for long-term value creation.

OUR OPERATING ENVIRONMENT

Trends in our operating context significantly shape our capacity for long-term value creation in line with our purpose. We have identified six key contextual trends with important implications for our business model and strategy. A thorough overview of these trends, including their implications and our response strategies, is provided in the IR on page 37.

OUR FOOD SECURITY MISSION

The global effort to combat food insecurity is ongoing, with nearly one in ten people worldwide not getting enough calories daily*. Recent events such as the Covid-19 pandemic, geopolitical conflicts and extreme weather have disrupted global trade and caused fluctuations in commodity prices and exchange rates. These disruptions have increased input costs, driving up food prices and worsening food insecurity in every country worldwide. The impact is most severe on low-income populations, particularly in Africa, where food has become more costly, and nutritious food increasingly unaffordable.

A healthy diet involves more than just calories; it requires a variety of nutrient-dense foods.

South Africa's food system and public health are in crisis, characterised by the co-occurrence of undernutrition, micronutrient deficiencies and overweight/obesity, primarily affecting lower-income households and leading to high rates of chronic non-communicable disease. While aspirations for health and wellness are increasing, economic barriers restrict most people from affording healthier food options. In the country, 66.7% can't afford a healthy diet**, 8% are severely food insecure* and 21.4% of children under five show signs of stunting*.

Oceana's products play a pivotal role in supporting food security in South Africa, Namibia and its neighbouring countries to which we currently export. We have aligned our strategic framework (see page 21) with the UN Sustainable Development Goals (SDGs), identifying 'SDG2 – Zero Hunger' as one of six priority SDGs and are committed to making a meaningful impact through our business to end hunger, improve nutrition, and achieve food security by 2030.

In tackling food security, our chief aim is to provide an uninterrupted supply of affordable healthy food to the mass market, with an emphasis on fish protein, while ensuring traceability and prioritising sustainability through responsible fishing and sourcing (see page 28), as well as climate change adaptation (see page 39).

This mission lies at the heart of who we are (see page 4), and is core to our strategic approach to sustainability (see page 12).

References:

* Hannah Ritchie, Pablo Rosado and Max Roser (2023) – "Hunger and Undernourishment". Published online at OurWorldInData.org. Retrieved from: 'https://ourworldindata.org/hunger-and-undernourishment'

** Hannah Ritchie (2021) – "Three billion people cannot afford a healthy diet". Published online at OurWorldInData.org. Retrieved from: 'https://ourworldindata.org/diet-affordability'



STRATEGY CONTINUED

Below, we provide an outline of these trends, foregrounding the sustainability and climate-related implications for the business.



1
TREND

➔ **AFFORDABILITY & COST PRESSURES**

- Weak recovery of the global economy, stubborn inflation rates, rising interest rates, and exchange rate fluctuations.
- Challenging economic times increase the need for affordable, shelf-stable protein sources such as canned fish.
- Global trade disruptions and inflation raise operating costs that cannot be transferred to consumers.



2
TREND

➔ **GOVERNANCE, FOOD SECURITY, & TRANSFORMATION**

- Challenging political and macroeconomic contexts in our operational geographies.
- High levels of poverty, inequality and unemployment in South Africa and Namibia intensify food security risks and the demand for affordable nutrition.
- Unreliable utility supplies in South Africa heighten the need for industrial self-sufficiency in energy and water, as well as consumer demand for shelf-stable foods like canned fish.
- Environmental risks from oil and phosphate mining, threaten long-term sustainability.
- Legal mandates for economic inclusion in South Africa and Namibia pose both non-compliance risks and opportunities to leverage diversity for sustainable, inclusive growth.



3
TREND

➔ **AQUACULTURE, FOOD SECURITY, & TRACEABILITY**

- Global food security challenges and related growth opportunities.
- Rising demand for seafood and the fast expansion of aquaculture in addressing global food security make fish protein a crucial source of sustainable nutrition.
- Advanced markets increasingly demand traceability and sustainability.



4
TREND

➔ **AQUACULTURE, FEED QUALITY, & TRACEABILITY**

- Fishmeal and fish oil pricing and the continued growth in global aquaculture.
- Expected aquaculture growth and untapped European demand for high-grade fishmeal and oil indicate growth for protein-rich feeds.
- Growing awareness of pet health and demand for premium pet nutrition is driving global pet food market growth.
- Growing focus on traceability, sustainability and quality compels feed manufacturers to improve quality and source responsibly.



5
TREND

➔ **CLIMATE CHANGE & SUPPLY CHAIN RESILIENCE**

- Climate change, temperature shifts and extreme weather events.
- Climate change is expected to affect marine ecosystems and fisheries, worsening global food security issues.
- Rising frequency and intensity of ocean storms present significant risks, especially to our U.S. Gulf of Mexico operations.
- South Africa's Carbon Tax Act imposes extra fiscal responsibilities on two of our entities: Amawandle Pelagic, and Lucky Star.



6
TREND

➔ **COLLABORATION & SUSTAINABILITY**

- Increasing stakeholder demands, including specifically on ESG performance.
- Rising stakeholder demands emphasise our sustainability credentials.

STRATEGY CONTINUED

OUR MATERIAL ISSUES

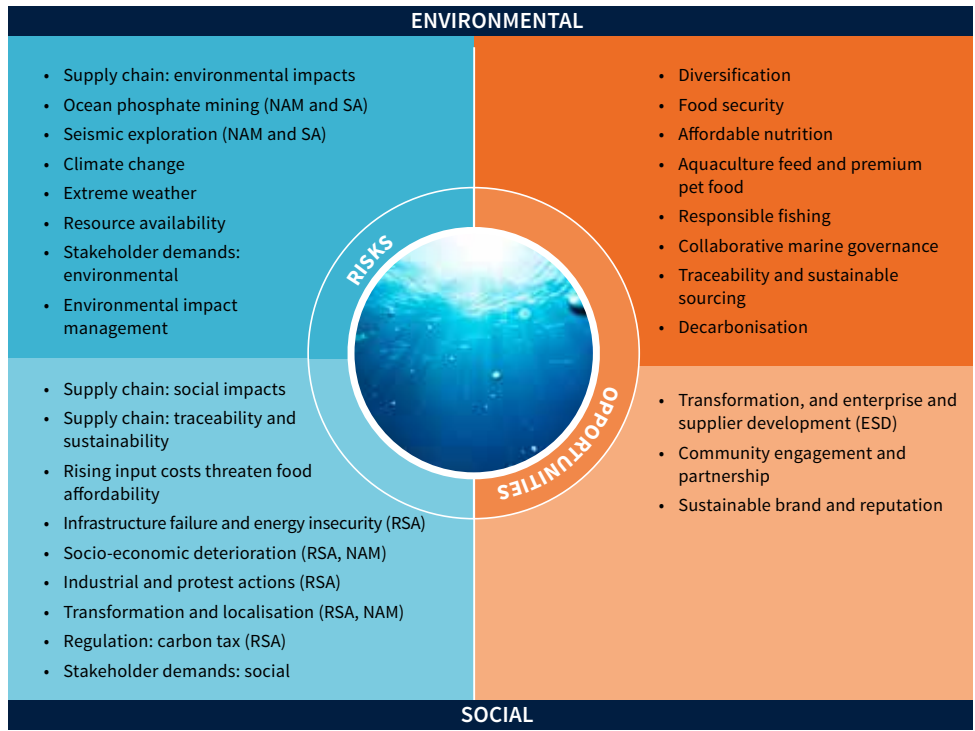
OUR KEY IMPACTS

Speaking to our business model (see page 7), we generate negative and positive impacts across our value chain, which we manage through established processes, mitigating the risks and amplifying the benefits (see page 22).

An assessment of the impact of our business model across the six capitals as a result of our strategy is presented in the IR on page 15.

OUR KEY RISKS AND OPPORTUNITIES

Speaking to the key trends in our operating context (see page 37), our key sustainability- and climate-related risks and opportunities are presented below. We use a formal enterprise risk management (ERM) process to manage risk across the business, including a separate group risk register for environmental and social risks (see page 22). A more detailed overview of our principal business risks and response strategies is provided in the IR on page 47.



STRATEGY CONTINUED






OUR STRATEGIC FRAMEWORK

OUR CORE STRATEGY

The strategic objectives and enablers of our core strategy, outlined in the IR on page 14 – Our strategic objectives and enablers, reflect our material sustainability issues and equip us to effectively address the principal risks and opportunities in our operating context. The strategy is reviewed and refined annually through a strategy development process (see page 22), supported by the annual materiality process (see page 3).

Our strategic objectives direct our efforts to create shared value. Each of our three business clusters takes ownership of specific strategic objectives, with targets aligned across the Group. At a Group level, our focus is on leveraging the diversification of the business and effectively allocating capital across the clusters to deliver sustainable growth.

Our strategic enablers protect and enable the delivery of shared value by:

-  **SE1** • Attracting, developing and retaining the best available talent, ensuring a safe and healthy working environment
-  **SE2** • Protecting our reputation and building trusted relationships with key stakeholders
-  **SE3** • Evaluating and mitigating risk and maintaining effective governance processes
-  **SE4** • Monitoring, managing and mitigating our impact on the environment
-  **SE5** • Investing financial resources to maximise value and returns

Our priority SDGs

The United Nations Sustainable Development Goals (SDGs) provide global consensus on the actions required to end poverty, protect the planet and ensure prosperity for all by 2030. We support collective action on the SDGs and are committed to playing our role alongside government, NGOs, communities and other businesses.

We have prioritised six SDGs where we believe we can have the most meaningful impact and have aligned these SDGs with our sustainability framework. Our ambition to contribute meaningfully to the SDGs also builds on our longstanding commitment to the 10 principles of the UN Global Compact (UNGC).

Our sustainability framework

The six focus areas of our sustainability framework align us with global and national sustainable development goals, support our decision-making on material issues in alignment with our purpose and provide a structure for disclosing our most material sustainability and climate-related impacts, risks and opportunities.

The sustainability framework is informed by an annual materiality process (see page 3).



Management



POLICY FRAMEWORK

Our sustainability efforts are informed and guided by sustainability-related policies that apply to all divisions of the Group, and are available on our website, www.oceana.co.za.

Our policy framework includes policies on:

- Board Diversity
- Occupational Health and Safety
- Environmental Management
- Anti-bribery and Corruption
- Speak-up
- Human Rights Statement
- Code of Conduct for Suppliers
- Business Code of Conduct
- Food and Feed Safety

IMPACT MANAGEMENT

We generate positive and negative impacts across our value chain (see page 18), which we manage in alignment with our core purpose and business strategy, mitigating risks and amplifying benefits. Enhancing our positive impacts is core to our purpose and a key part of our strategy, not only to help mitigate our negative impacts but to proactively create value for society over the long-term (see page 18).

We manage our marine ecosystem impacts by fishing and sourcing responsibly, supporting scientific research on sustainable fisheries, and working in partnership with key authorities and stakeholders to support and enact marine resource stewardship (see page 28). Our food and feed quality and safety systems extend across the full supply chain and are founded on internationally recognised technical regulations and standards aimed at protecting public health (see page 23).

We aspire for zero harm in the management of our operational environmental, health and safety impacts by implementing best-practice management systems and standards, ensuring compliance with all relevant laws and regulations, implementing tailored sustainability projects, upgrading our technologies and facilities, educating and training our staff, and engaging regularly with staff and other stakeholders to enable continuous learning and improvement. We monitor and manage the environmental impacts of our operations through an externally audited ISO 14001-aligned environmental control system, against which all our South African and Namibian land-based operations are certified (see page 37).

RISK MANAGEMENT

Our group risk management policy and framework give stakeholders confidence that we have effectively managed all material risks. The Board oversees these processes and delegates primary responsibility to the risk committee, which develops and implements our risk management strategy. We formally evaluate the effectiveness of our risk management annually, both for disclosure and to refine our future plans.

We implement a formal ERM process through a management-level risk forum chaired by the Executive Sustainability, Risk and Compliance and comprising key department heads, including IT, governance, legal, the CFO, and divisional MDs. This forum facilitates discussions on key business risks and confirms risk registers for the group and each division. We periodically assess and update risks, regularly monitor and track risks, and collaborate with auditors like Marsh and Deloitte for additional insights.

We operate an integrated sustainability risk management process in alignment with our ERM. Environmental and Health and Safety risks are managed at divisional levels and escalated to group-level procedures as needed. Social risks are assessed annually through a UNGC process and include a human rights review for our operations. While we haven't extended human rights due diligence to our supply chain, we do ask selected suppliers to complete a sustainability self-assessment questionnaire, last conducted in 2022 and planned again for 2024.

Our risk assessments and sustainability initiatives are executed in considering of specific time horizons, specifically: short-term (less than 12 months), medium-term (two to five years), and long-term (beyond five years). Sustainability and climate-related concerns often extend beyond conventional planning horizons, however, due to the complex nature of the challenges and the substantial capital commitments required to address them. Our current approach is to focus on feasible short-term to medium-term sustainability projects.

We outline the principal risks to the business in the IR on page 47 – Managing our material risks, and our key environmental and social risks here on page 18.

AFFORDABLE NUTRITION

04

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- 25 Food and feed quality and safety
- 27 Traceability and sustainability

Facing economic headwinds, we leverage the strength of our Lucky Star brand and our operational scale to provide affordable, healthy, protein-rich food options, enhancing food security for a broad consumer base worldwide.

OUR STRATEGIC COMMITMENTS

- We provide affordable healthy food
- We ensure the highest standards of food/feed quality and safety

OUR ALIGNMENT WITH SDGS




Affordable healthy food

We address food security directly through the business by providing affordable, healthy, protein-rich food to a vast number of households across 45 countries in Africa, North America, Asia, Europe and Australia. We emphasise fish protein but are diversifying our product range into other affordable canned proteins like corned meat, baked beans and soya mince. This growth beyond fish into the affordable protein market enhances our contribution to food security.

Lucky Star's entire ready-to-eat range of products, including canned fish and soya, are nutritionally dense food products that support good health, and the canned fish range is endorsed by Diabetes South Africa, and the South African Heart and Stroke Foundation. The shelf-stable nature of all our products ensures that consumers have dependable access to affordable, healthy food, particularly in challenging economic conditions where home refrigeration is unaffordable for many and electricity supply is often erratic.

In the face of economic challenges, our primary aim remains the affordability of our Lucky Star canned fish and other protein products. As a result, the cost of Lucky Star canned fish remains competitive with other low-cost protein options like chicken and processed meats. In 2023, Lucky Star maintained its market share, with 4 million meals consumed daily.

LUCKY STAR PILCHARDS: ONE CAN, MAXIMUM POWER



PER 100g SERVING:

Energy – 438kj

Protein – 17g

Total fat – 5.1g

- of which saturated fat – 2.0g
- of which trans fatty acids < 0.1g
- monosaturated fat – 1.2g
- polyunsaturated fat – 1.8g
- of which Omega-3 fatty acids – 1.625mg
- of which EPA – 963mg
- DHA – 398mg

Cholesterol – 68mg


Dietary fibre – 2.3g

Total sodium – 270mg

Calcium – 267mg

Selenium – 35mg

Lycopene (tomatoes) – supports a strong immune system



➤ AFFORDABLE NUTRITIONAL MEALS

4 million



THE LUCKY STAR COLAB

We have strategically invested in strengthening Lucky Star as a brand with both a big heart and strong relevance, aligning it with our mission to address food security. Our innovative marketing strategies for elevating the brand have included new approaches such as in-show marketing, cooking shows featuring celebrity chefs, Lucky Star apparel, and brand ambassadors with substantial social media followings. In 2023, we tapped into popular culture to connect with a younger audience through the launch of our first branded reality TV show, The Lucky Star Colab. Aired on DSTV's Mzansi Magic, the show assembles local photographers, fashionistas, and musicians into collaborative crews for a talent battle. The aim was to crown the ultimate rising stars in each category, with the show hosted by award-winning television presenter Kim Jayde and featuring creative gurus DJ Zihle, Siya Metane (Slikour), Austin Malema, and Yasmin Furmie.

Food and feed quality and safety

OUR GROUP-WIDE APPROACH

We are unwavering in our commitment to food and feed quality and safety, a top-ten business risk that we consider non-negotiable. Our group-wide, executive-level compliance structure oversees adherence to stringent safety standards, supported by divisional food safety managers and quality assurance technologists. These professionals ensure compliance with standard operating procedures (SOPs) and spearhead continuous improvement initiatives, reinforcing a culture of excellence in food and feed safety. To this end, we offer regular training to build capabilities and encourage shared responsibility across the organisation.

Our comprehensive food and feed safety systems span the entire supply chain, from raw material procurement to final product distribution. These systems are based on both local legislative requirements and international technical regulations aimed at upholding the highest quality standards and protecting public health. We diligently ensure these processes are applied to all new facilities and product lines, beyond just canned fish.

To mitigate risks, we adopt a proactive, risk-based management approach. We conduct regular audits and inspections, both internally and externally, focusing on product designs, services, processes, and facilities. Our audit programs, rooted in a risk- and science-based methodology, classify findings into low, medium, or critical categories, prompting corrective actions and preventive measures where needed. Monitoring regulatory developments enables us to address key risks including biological, physical, and chemical contamination, as well as the presence of allergens. We maintain a zero-tolerance stance towards any deviation from our quality and safety specifications, both within our operations and those of our suppliers.

In our canned fish, wild caught fish and fishmeal and oil divisions, we deploy a rigorous assurance program to manage a spectrum of quality and safety risks. Given the diversity of our supply sources, maintaining supply chain integrity is paramount. New processors are regularly audited, and each supplier batch undergoes third-party inspections. Ingredient suppliers are audited biennially or annually, based on risk levels. Additionally, we conduct both physical and virtual audits of our can suppliers, prioritising on-site evaluations.

Our highly trained and experienced teams of food and feed technologists collaborate closely with suppliers, emphasising preventative measures and providing support and guidance. We invest in the capacity development of newly appointed qualified technologists and offer internal food and feed

safety refresher training annually, complemented by external training every two to three years. Additionally, we guide suppliers in conducting audits to enable robust virtual auditing in collaboration with our teams. Committed to a broader impact, we engage in public-private partnerships to enhance food and feed safety education, building capacity in food and feed safety, public health, and animal health.

Lucky Star's approach emphasises collective responsibility for safety and quality, supported by senior leadership. We are certified under FSSC 22000, the food safety standard for the international Global Food Safety Initiative (GFSI). This builds on our application of HACCP and ISO 22000 standards and maintains rigorous checks in our canning facilities. This year, we resumed on-site audits at all processing plants, including those in Thailand and China, while continuing virtual audits for key ingredient and raw material suppliers. To ensure compliance, we provided technical assistance to our canneries and ran targeted training for key personnel, supplemented by consultant-assisted audit processes.



FOOD AND FEED QUALITY AND SAFETY CONTINUED

We have received no notices of food safety violations nor any market bans prohibiting our products. Feed quality and safety are key concerns at our Lucky Star and Daybrook fishmeal and oil manufacturing operations. In alignment with our group-wide management approach, these facilities operate under globally recognised, independently audited safety management systems and collaborate with certification bodies and customers for timely legislative updates. Their key legislative obligations include adherence to EC Regulation No. 183/2005 in the EU, FDA standards in the US, and the Fertilisers, Farm Feeds, Seeds and Remedies Act in South Africa. Additionally, both operations follow industry standards such as HACCP, FEMAS, and MarinTrust, with GMP+ and MSC followed specifically at Daybrook in the US. Lucky Star and Daybrook employ in-process monitoring and testing through an in-house ISO 17025-compliant lab to rapidly respond to emerging feed safety concerns during production. We continuously improve our plant design based on feed safety metrics and best-practice research.

We are transitioning to a unified digital food and feed safety management system, enabled by cutting-edge technology for paperless audits. This digital shift will refine our data capture and analysis capabilities, thereby enhancing risk and non-conformance management.

Looking forward to 2024, our focus will be on continuous improvement, guided by ongoing risk assessments and audits, and further alignment with international food safety and quality standards. The expansion of Lucky Star into new canned food categories, and the related commissioning of a new factory, will require a dedicated effort to set up new systems in line with our existing food safety standards.



- We maintain the following accreditations and quality assurance processes:**
- ✔ FSSC 22000 – Food Safety System Certification (FSSC) for our local Lucky Star canning facilities.
 - ✔ HACCP – Hazard Analysis and Critical Control Points principles (HACCP) certification for food and feed safety management systems across all our land-based facilities and vessels.
 - ✔ MSC – Marine Stewardship Council (MSC) accreditation for our South African Blue Continent Products (BCP) hake operations, and US Daybrook Fisheries Inc (DFI) Gulf menhaden species.
 - ✔ MarinTrust (formerly IFFO-RS) accreditation for 100% of our fishmeal and fish oil operations
 - ✔ GFSI – Global Food Safety Initiative (GFSI) recognised certification for all our international canned products and ingredients suppliers.
 - ✔ NRCS, FDA, and NSI – National Regulator for Compulsory Specification (NRCS) in South Africa, the Federal Drug Administration (FDA) in the USA, and the Namibia Standards Institute (NSI) in Namibia verify all our canned fish and fishery products as safe to eat.

Traceability and sustainability

Traceability and sustainability are key operational principles for our business, with our ultimate goal being the long-term provision of affordable, sustainable nutrition. Reflecting these principles, we practice responsible fishing and, when needed, supplement our own catch with fish procured internationally from well-managed fisheries. We only harvest or source fish from fisheries that are well-managed, and are implementing a fisheries improvement plan.

Further supporting our sustainability aspirations, is the lower carbon footprint of fish protein, which compares favourably to other common sources of affordable protein, such as chicken and processed meat.

In recent years, to support the recovery of our local pilchard resource, we have sourced the bulk of our pilchards internationally as frozen fish from well-managed fisheries. This approach has enabled Lucky Star to maintain an uninterrupted supply of affordable, shelf-stable, canned fish to those who need it most in our markets. These internationally procured pilchards continue to be processed and canned at our South African operations, thereby maintaining job security and economies of scale and reinforcing affordability.

The diversity of our operations across currencies, species and geographies, coupled with our application of traceability and sustainability principles, enhances our resilience against cyclical fishing patterns, market volatility, evolving consumer ethics, and climate change. This ultimately supports our ability to provide an uninterrupted supply of healthy, affordable food to those who need it, thereby strengthening our impact on food security. Because so many people rely on Oceana for their nutritional needs, ensuring an uninterrupted supply is itself an aspect of responsible fishing.

CASE STUDY

FISH PROTEIN: NATURALLY A GREENER CHOICE

Compared to other farmed animal proteins, wild-caught fish protein generally offers a more sustainable choice for consumers.

Wild fish feed and grow naturally, requiring neither land nor freshwater. Additionally, commercial fishing typically harvests only a fraction of the total marine biomass. These factors make wild-caught fish one of the most carbon-efficient foods on the planet, as well as having a lower impact on marine ecosystems and biodiversity. In contrast, commercial agriculture often replaces natural ecosystems with monocultures and requires significant land and water resources. The CO₂ emissions from fishing are significantly lower, largely attributed to the fuel used by fishing vessels, as well as the refrigeration and transport of the catch.

While animal-based foods are generally more resource-intensive than plant-based foods, they are also more protein-dense. Wild-caught fish protein is unique in being both more protein-dense than plant-based proteins and less carbon-intensive than farmed animal proteins. When included in a balanced diet alongside plant-based proteins, responsibly caught wild fish, such as our Lucky Star canned pilchards and sardines, emerge as a key environmentally responsible protein option.

CO₂e EMISSIONS OF PROTEIN SOURCES

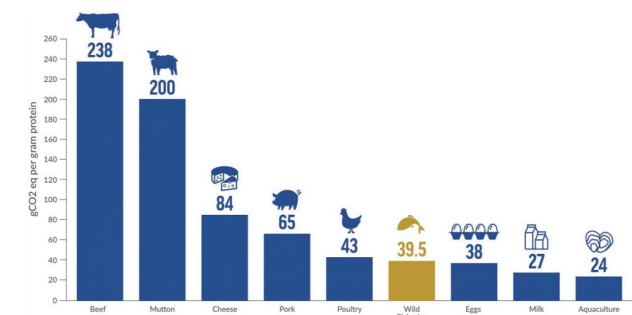


Figure: <https://oceana.org/blog/wild-seafood-has-lower-carbon-footprint-red-meat-cheese-and-chicken-according-latest-data/>

Sources:

www.oceana.org

<https://www.wri.org/research/shifting-diets-sustainable-food-future>

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Halpern, B.S., Frazier, M., Verstoep, J. et al. The environmental footprint of global food production. *Nat Sustain* 5, 1027–1039 (2022). <https://doi.org/10.1038/s41893-022-00965-x>



RESPONSIBLE FISHING

05

- 29 Marine resource governance
- 31 Responsible fishing and sourcing

We fish responsibly, harvesting our catch from well-managed local fisheries that represent a renewable marine resource. As an active participant in marine governance, we steward the long-term health of this local marine resource, while diversifying our operations and geographies to build further resilience and support long-term value creation.

OUR STRATEGIC COMMITMENTS

- We fish responsibly
- We respond to climate pressures
- We collaborate on marine resource governance

OUR ALIGNMENT WITH SDGS



Marine resource governance

Our long-term viability depends on the health of fish populations, the marine ecosystems and biodiversity that support them, and the effectiveness of multi-stakeholder efforts to steward the resource in the face of cyclical variability, syndicated criminal poaching activity and the impacts of climate change.

Our commitment to responsible fishing extends to marine resource governance through our participation in multi-stakeholder ecosystem-based fisheries management that targets specific species, supports small-scale fishers, and considers the effects of climate change. This work is essential for ensuring the sustainability of fish stocks and the long-term success of our business.

We observe the Department of Forestry, Fisheries and Environment's (DFFE) scientific and working groups to monitor resource status and sustainability. The scientific and working groups include industry, NGOs, and government bodies and support research and management of marine resources, including the total allowable catch (TAC) for each of our target species. This aligns with our commitment to an ecosystem-based approach to fishing as outlined in the Marine Resources Act.

To reinforce our commitment to sourcing only from well-managed fisheries or those undergoing improvement, we annually commission fisheries sustainability reports for each targeted species in South Africa. Supporting these reports, we actively collaborate and engage with DFFE observers aboard some of our vessels, particularly in our hake and horse mackerel fishing operations. This engagement enhances both our individual research and our contributions to DFFE's working groups. We rely on FAO information to assess the health of the fish stocks from our supply fishers. Our latest scientific findings are publicly available on our website, www.oceana.co.za.

We collaborate on marine resource stewardship through a network of key partnerships that include frequent engagement with regulators, government departments, scientific working groups, industry associations, and non-governmental organisations. Our key partners are listed alongside.

OUR KEY PARTNERS IN MARINE GOVERNANCE

Department of Forestry, Fisheries and Environment (DFFE): We are empowered as a sector through the DFFE, which has the role of providing leadership and administrative support, an enabling legal regime and effective cooperative governance of fishing resources in South Africa. We work closely, often in partnership with the DFFE in many of our sustainability efforts.

Responsible Fisheries Alliance (RFA): Our longstanding partnership with the RFA and WWF provides a platform for collaborative research and contributions towards reducing seabird mortalities, improving the management bycatch, improving fisheries management, and addressing threats to the marine environment.

South African Mid-Water Trawling Association: This industry association reflects the interests of mid-water trawlers and pertains to our activities regarding horse mackerel.

Fish SA: A member association with the objective of influencing the policy and legislative environment in so far as it affects fishing industry activities, by continuous and professional interaction with all relevant government institutions.

South African Deep-Sea Trawling Industry Association (SADSTIA): This partnership has promoted improved management of 12 non-target fish species that are caught alongside hake in the deep-sea trawl fishery.

SA Pelagic Fishing Industry Association: This association reflects interests in the pelagic resource sector and is relevant to the SASSI orange listing of the pilchard resource.

West Coast Rock Lobster Association: This industry association reflects the interests of the West Coast Rock Lobster resource sector and is of relevance to our activities pertaining to the resource improvement plan.

Gulf States Marine Fisheries Commission: Daybrook is an active member of the Menhaden Advisory Committee in the Gulf States Marine Fisheries Commission, an initiative that drives the conservation, development and full utilisation of the fishery resource in the Gulf of Mexico.



MARINE RESOURCE GOVERNANCE CONTINUED

HOW WE CATCH

Our fishing activities encompass midwater trawling for horse mackerel, deep-sea trawling for hake, and inshore fishing for pelagic species such as anchovy, redeye herring, and pilchard, as well as squid and West and South Coast rock lobster. We also source fish internationally from well-managed fisheries, including the MSC certified Gulf menhaden in the Gulf of Mexico, USA.

Applying the principles of traceability and sustainability, we only harvest and source fish from fisheries that are well-managed, or participating in a fisheries improvement project. We maintain full knowledge and control over the origin of all our products.

We operate legally and practice responsible fishing, with zero-tolerance for illegal, unreported and unregulated fishing activities that undermine the health of marine ecosystems and fish stocks, reduce ocean-related opportunities, and threaten food security. We harvest targeted species during a legal fishing season and within the legal limit of a total allowable catch (TAC) for each species. We employ legal fishing methods appropriate for target species and keep bycatch within legal limits. We maintain systems to entrench compliance, across our various business units, with the Marine Living Resources Act 18 of 1998 (MLRA) in South Africa and the associated regulations and permit conditions in other countries. The DFFE and our internal auditing team audit our adherence to allocated fishing rights. Our target species – including pelagic species (anchovy, pilchard, red-eye herring and gulf menhaden), horse mackerel, hake, east coast rock lobster, and squid – are all well managed and harvested within biologically sustainable levels, with exception of west coast rock lobster.

No incidents of non-compliance with the MLRA were reported during this reporting period.

➔ **We have committed to achieving carbon neutrality by 2050**

NAVIGATING CLIMATE CHANGE

Climate change presents both immediate and long-term challenges to Oceana, affecting not only our operations and fishing success but also broader issues of food security. Recognising the role of fish and seafood in sustainable diets and global food stability, we adopt a precautionary approach. Our ongoing efforts aim to deepen our understanding and mature our response to the climate impacts on our business and value chain.

In our target fisheries, we have observed that changing environmental conditions lead to the migration of fish species to more hospitable areas. The anticipated increase in extreme weather events and sea-level rise also poses risks to fisheries-related infrastructure, such as ports and fleets. Our Daybrook operations in the Gulf of Mexico face particular vulnerability due to the potential intensification of storms.

To proactively address these issues, we have committed to achieving carbon neutrality by 2050, and run processes to identify our primary climate change impacts, risks and opportunities. Climate risks now feature as one of our top three environmental concerns at the group level, as documented in our group environmental risk register. We actively engage in initiatives that deepen our understanding of resource availability and distribution patterns, supporting the implementation of climate adaptation and mitigation measures. The diversification of our business across operations, geographies, and target species further helps mitigate climate-related risks.

Our engagement with climate risks is not new; in 2014, we conducted an initial risk and vulnerability assessment to inform our strategic planning. Since then, our focus has shifted to marine resource governance and the assessment of fisheries' health.



Responsible fishing and sourcing

All our fishing practices follow responsible harvesting principles. Standard procedures have been developed to ensure that our operations accord with best practice in this area. In addition, we are committed to ongoing innovation in support of more efficient and sustainable practices. These are increasingly technology enabled, such as the electronic device developed to identify and limit bycatch, allowing us to quickly release non-target species – such as dolphins, whales and sharks – from our nets. We also review our targeted commercial fishing rights against the South African Sustainable Seafood Initiative (SASSI).

Additionally, we bring all broken or loose fishing equipment and broken netting back to shore for proper and safe recycling, reuse or disposal. We implement a bird protection project with Birdlife Africa, conducting audits on our hake vessels to make sure we have the necessary tori lines installed to deter birds away from our fishing nets. Since 2011, we have partnered with the Responsible Fisheries Alliance (RFA) and WWF to deliver responsible fishing training to our seagoing employees. The course ensures that participants understand the significance of marine ecosystems in sustainability and long-term socio-economic development and their role in supporting an ecosystem-based approach to fisheries management as an employee aboard our vessels.

PROTECTING THE AFRICAN PENGUIN

Stakeholders, including local working groups and NGOs, have expressed concern about the dramatic decline in African penguin populations, endemic to South Africa and Namibia. This decline coincides with cyclically low levels of the South African sardine stock, which follows cyclical patterns of rise and fall that require management. Particular concern has been raised about the impact of pelagic fishing near islands on the South African west coast, where declining African penguin colonies reside. These concerns focus on the potential effects of pelagic fishing on the penguins’ feeding and breeding success.

To address these issues the DFFE, along with various working group, the pelagic fishing industries and NGOs, commissioned an international body of scientists for an independent, peer-reviewed assessment. Published in June 2023, the report identified competition for food as one of multiple pressures contributing to the decline in African penguin populations, along with ship traffic, pollution, and habitat degradation.

In response to the assessment’s findings, the DFFE announced a ten-year fishing limitation effective January 2024, affecting islands populated by African penguin colonies. We are committed to adhering to the review panel’s recommendations.



RESPONSIBLE FISHING AND SOURCING CONTINUED

WHAT WE CATCH

Our target species – including pelagic species (anchovy, pilchard and red-eye herring), horse mackerel, hake, west and south coast rock lobster, and squid – are all well managed and harvested within biologically sustainable levels, with the exception of west coast rock lobster. The diversity of our operations across target species and source geographies, coupled with our responsible fishing and sourcing practices, enhances our resilience in the face of cyclical fishing patterns, market volatility, evolving consumer ethics, and climate change.

OUR 2023 CATCH SUSTAINABILITY

The majority (80.7%) of our targeted commercial fishing rights are on the South African Sustainable Seafood Initiative (SASSI) green list.

Resource	SASSI listing
PILCHARD (SA)	Orange
PILCHARD (Morocco FAO 34)	Green
ANCHOVY (SA)	Green
WEST COAST LOBSTER	Red
SOUTH COAST LOBSTER	Green
SQUID	Green
HORSE MACKEREL (SA)	Orange
HAKE (SA)	Green

→ **61%**
OF TOTAL CATCH

MSC CERTIFIED - GULF MENHADEN AND HAKE SOUTH AFRICA

SMALL PELAGIC

Off the coast of South Africa, small pelagic fish, consisting primarily of anchovy (*Engraulis encrasicolus*), sardine (*Sardinops sagax*) and redeye round herring (*Etrumeus whiteheadi*) account for more than 90% of the total small pelagic purse-seine fishery catch. The results from the 2023 pelagic recruitment survey for anchovy, sardine and herring indicated a below average recruitment for anchovy and sardine and above average recruitment for herring. Anchovy recruitment is the lowest observed since the start of the time series in 1985 whereas the recruitment estimates for sardine and round herring are slightly higher than estimated in 2022 (DFFE 2023).

HORSE MACKEREL: NAMIBIA

Namibian horse mackerel are mainly harvested by the mid-water fishery (targeting adult horse mackerel) within a region north of 21°S. Namibia annually establishes a Total Allowable Catch (TAC) for horse mackerel (*Trachurus capensis*), guided by scientific evaluations of the fish stock's health and population trends. Based on historical and current survey and commercial data, there appears to be potential for the improvement of this stock's health.

HORSE MACKEREL: SOUTH AFRICA

According to the most recent state of the stocks report (DFFE, 2020), the South African horse mackerel (*Trachurus capensis*) is classified as being in an "Optimal" state in terms of both its stock status and fishing pressure. This classification indicates that the current biomass level and fishing pressure are aligned with achieving the maximum sustainable yield (MSY).

HAKE

South African hake comprises two distinct species, the shallow-water Cape hake (*Merluccius capensis*) and the deep-water Cape hake (*M. paradoxus*), which are targeted by the deep-sea trawl, inshore trawl and hake longline fisheries. Our hake operation once again retained its Marine Stewardship Council (MSC) chain of custody certification, considered the world's most rigorous eco-labelling initiative for fishing.

MENHADEN

The Gulf menhaden (*Brevoortia Patronus*) population continues to be a healthy, sustainably managed stock, according to the latest assessment released by the Gulf States Marine Fisheries Commission (GSMFC). The most recent assessment, conducted through the Southeast Data Assessment and Review (SEDAR) process, confirms that Gulf menhaden is neither overfished nor experiencing overfishing.

WEST COAST ROCK LOBSTER

The indicators of the resource performance have reflected a negative trend over recent years, and this is reflected in the stock assessments which estimate the resource to have declined by about 50% since 2006 and to now be in the region of 1 – 2% of its pristine biomass level. The level of Illegal, Unreported and Unregulated (IUU) activities within the fisheries remains a concern and directly influences any modelling and TAC issued.

SOUTH COAST ROCK LOBSTER

The South Coast rock lobster is a capital intensive and high-cost fishery, features more commonly associated with a trawl fishery. The South Coast rock lobster (SCRL) fishery is managed by a combination of input and output controls. The latest Catch per Unit effort (CPUE) data include the information for the 2020/21 fishing season, and this shows a continuation of the very positive trends in CPUE in the fishery. As regards the results from the stock assessments these also continue to show the resource at very healthy levels, with depletions in the order of 41%.

SQUID

The fishery is an effort-controlled fishery, where effort is managed by a combination of vessel and crew allocation permits and closed seasons. The management of the resource was reviewed at an international workshop held at the University of Cape Town in 2012, and the science underlying the management of the resource was reviewed again in November/December 2022, with a further review planned at the end of 2023. Some of the scenarios submitted to the 2012 meeting suggested that the scope for effort increases in the fishery was limited.

ECONOMIC TRANSFORMATION 06

We are among South Africa’s most black-empowered fishing companies, actively driving economic transformation, protecting local jobs, and investing directly in the development of small-scale fishing co-operatives and maritime skills.

OUR STRATEGIC COMMITMENTS

- We prioritise diversity at all levels
- We procure from local, black-owned companies
- We support black and small-scale entrepreneurs

OUR ALIGNMENT WITH SDGS



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Transformation in South Africa



Broad-based black economic empowerment (B-BBEE) is a central business concern. It is not only essential for our social licence to operate and secure long-term fishing rights in South Africa, but is core to our purpose-driven mission to transform the fishing sector, enhance food security, and build resilient fishing communities. We consistently rank among Empowerdex's most empowered companies on the Johannesburg Stock Exchange (JSE), and are a nationally recognised empowerment leader.

Under the guidance of the Group Transformation Manager, our quarterly Transformation Forum proactively drives transformation across the group. Our South African operations focus on implementing our transformation strategy, tracking progress, conducting gap analyses, setting divisional targets, and coordinating refresher training to facilitate ongoing improvement against the B-BBEE scorecard, as well as to mainstream employment equity and cultivate an inclusive culture (see page 47). Convened by the Group Transformation Manager, the forum reports quarterly to the Social Ethics and Transformation Committee (SETCOM), which in turn reports to the board. This ensures clear oversight on B-BBEE performance, including regular audits across all scorecard elements.

2023 B-BBEE scorecard	B-BBEE targets and bonus points	Oceana Group performance
Ownership	25	25
Management control	19	14.36
Skills development	25	14.93
Enterprise and supplier development	46	43.76
Socio-economic development	5	5
Total	120	103.05
B-BBEE level achieved		1

OUR 2023 B-BBEE SCORECARD

We have maintained our B-BBEE Level 1 status in 2023 for the fifth year running, achieving a total score of 103.5 out of 120. A summary of our performance against each of the five elements of the Department of Trade, Industry and Competition's (DTIC) B-BBEE Scorecard is provided below, with the full scorecard provided in the Appendix.

Ownership: We sustained our black-owned and black-controlled shareholding through two main shareholders: Brimstone Investment Corporation and the Saam-Sonke Trust, with a combined black ownership of 85.04%. More information is provided in this section under 'Share ownership schemes'.

Management Control: We achieved maximum points with the representation of black people at board being 70% and executive management being 42.86%. We continue to make reasonable progress in transforming our senior, middle and junior managerial ranks, focusing on actively recruiting B-BBEE candidates, and attracting and retaining black talent. More information is provided on page 48.

Skills development: We continue to invest in developing our employees against the backdrop of the scarcity of skills in our sector, investing R29.3 million in training black employees this year. More information is provided on page 58)

Enterprise and Supplier Development (ESD): We prioritise procurement with B-BBEE compliant enterprises, including SMMEs and black-owned, black female-owned, and black designated group suppliers, achieving a total spend of 149.3%, surpassing the DTIC's 80% target. Our ESD spend comprises R3.5 million on enterprise development and R53.4 million on supplier development, with our principal ESD contributions coming from joint ventures with smaller fishing companies and supply arrangements. More information is provided in this section, under 'Enterprise and supplier development'.

Localisation in Namibia



Like transformation in South Africa, localisation in Namibia is important to our business and our social licence to operate. We monitor legislation and engage with regulators to align our activities with government expectations. Our operations in Namibia include two vessels and two companies in which we hold shares.

We conduct horse mackerel fishing through Erongo Marine Enterprises, which partners with local fishing rights holders. Key among these partnerships is the broad-based economic empowerment scheme, Erongo Harambee Workers Trust. Through this trust and the rights-holding Arechanab Fishing and Development Company (Pty) Ltd, we contribute significantly to job security and empowerment, delivering dividends to participants.

Our localisation efforts in Namibia include an emphasis on workforce indigenisation, establishing broad-based equity and shared prosperity structures, and investing in strategic local enterprise development initiatives. We directly employ a total of 450 people, and remain in full compliance with the newly promulgated draft localisation framework, although no significant changes have occurred this year.

We prioritise workforce indigenisation while continuing to employ foreign workers on our vessels as we make progress on local workforce development. The sourcing and development of key maritime skills is an ongoing challenge in the Namibian context. As part of our commitment to stimulating the local economy, we have extended our supply chain finance program to Namibian suppliers, enabling them to benefit from Oceana's advantageous borrowing rates.

Share ownership schemes

We support the economic empowerment of our employees and SMME partners through innovative share ownership schemes.

In 2021, we launched the Saam-Sonke Trust. The trust will last ten years, with one-third of shares vesting in years eight, nine, and ten.

The Saam-Sonke Trust is a broader employee share scheme that includes all permanent employees in the South African operations. Holding 7.8 million shares, or 6% of Oceana's issued shares, the trust has a R530 million transaction value, equitably allocated among roughly 2 851 beneficiaries. Employees earn dividends, initially used to settle acquisition-related debt, with any remainder disbursed to employees. We have made two such distributions, including one this year. Our first Annual General Meeting in July had over 1 000 participants who expressed confidence in the trustees and financial data. A total of R9.5 million has been distributed since inception, including R5.6 million in 2023.



SMALL-SCALE FISHER DEVELOPMENT

The South African government's small-scale fishing framework aims to recognise and empower marginalised small-scale fishers by recognising their rights to fishing allocations and equitable participation in the ocean economy. To enable their involvement in the fishing sector, the government has registered 11 063 small-scale fishers into 172 co-operatives across the nation's coastal provinces and granted them long-term (15-year) fishing rights. These co-operatives serve to provide small-scale fishers with the scale necessary to fully leverage their fishing rights allocations.

The challenge lies in the need for significant investment in training, development, and ongoing support to equip small-scale fishers with the skills needed to manage effective co-operatives and capitalise on the economic opportunity presented by the rights allocations. We acknowledge the crucial role small-scale fishers play in food security and coastal community resilience and are committed to their participation in the fishing sector. In line with our mission to positively impact lives, we are leading efforts to address this challenge by advancing the development of small-scale fishers for effective co-operative management and governance. We are funding this work through our corporate social investment (CSI) (see page 58) and enterprise and supplier development (ESD) programmes, as well as through additional fundraising and partnership efforts.

In 2021, we launched the 'Co-operative Sense' training programme for small-scale fishers, partnering with the Department of Forestry, Fisheries and Environment (DFFE), the National Sea Rescue Institute (NSRI), DYNA Training, the South African International Maritime Institute (SAIMI), and the South African Maritime Safety Association (SAMSA). Managed by the Oceana Maritime Academy, this in-depth skills development program

spans three days and is offered in participants' preferred languages (Zulu, Xhosa, English and Afrikaans). It covers cooperative governance, business operations, sea health and safety, food safety, and sustainable fishing practices and basic personal financial management training.

Between 2021 and 2022, we trained 836 small-scale fishers across the coastal provinces of KwaZulu-Natal, Eastern Cape, and Northern Cape. In 2023, the programme expanded to the Western Cape, adding new trainees from 12 co-operatives, with plans to extend further in 2024. To date, we have trained a total of 13.5 out of 172 co-operatives, achieving an attendance rate of 89% in the initial provinces and 96% in the Western Cape. As the programme is nearing completion, we have initiated a study to evaluate its impact, which is currently in progress.

Looking ahead, we will roll out a mentorship programme designed to reinforce initial training and offer on-demand coaching in areas such as co-operatives governance and business development. We have appointed 50 mentors, whose training and impact will be rigorously assessed. The mentorship training program will provide these mentors with the necessary skills and knowledge to effectively guide and mentor small-scale fishing co-operatives. This training will cover various aspects of the fishing industry, including regulatory compliance, sustainable fishing practices, business management, and environmental conservation. As a result, the mentors will be better equipped to assist co-operatives in making informed decisions, improving their operations, and ensuring long-term sustainability.

Preferential procurement

We implement procurement practices that are fair, transparent, equitable, competitive, ethical, and cost-effective. Simultaneously, we strive to diversify our supplier base to include local enterprises near our areas of operation. We use procurement proactively as a mechanism to drive transformation through our supply chain and the growth of our business by prioritising preferential procurement from local, black-owned, and B-BBEE-compliant enterprises, including SMMEs and suppliers owned by black women and other designated groups.

In 2023, we spent a total of R52 billion with B-BBEE compliant suppliers. We place a special focus on empowering black women and have spent R3.7 billion with black female-owned enterprises in 2023. We also continue to support B-BBEE non-compliant suppliers in their compliance efforts and actively partner with promising SMMEs and black-owned businesses through our enterprise and supplier development (ESD) program.

OUR 2023 PREFERENTIAL PROCUREMENT SPEND

	Rand	%
Procurement Spend from All Suppliers	5 173 897 670	149.36
Procurement Spend from QSE	438 762 116	12.67
Procurement Spend from EME	288 602 271	8.33
Procurement Spend from 51% Black owned suppliers	4 031 178 012	116.37
Procurement Spend from 30% Black women owned suppliers	3 727 959 050	107.62
Designated Groups at least 51% black owned	123 725 700	3.57



LUCKY CHOW ENTERPRISE DEVELOPMENT

Lucky Star launched an exciting initiative called the Lucky Chow Enterprise Development Programme (EDP) in partnership with A2Pay and HTA School of Culinary Arts in 2019. This programme aims to empower and support emerging kasi fast-food entrepreneurs by providing them with basic business and culinary skills, Point-of-sale (“POS”) equipment, business support, merchandise, branding/signage, and coaching which includes mentorship opportunities.

Since its inception, the Lucky Chow EDP has successfully trained over 300 participants in basic business and culinary skills. Many of these individuals have seen their establishments growing, becoming brand ambassadors and spreading awareness about the nutritional benefits of Lucky Chow meals in their own establishments.

This commitment to supporting and empowering kasi entrepreneurs remains strong, and Lucky Star continues to make a positive impact in communities. The Lucky Chow EDP is a rewarding initiative that fosters growth and success, thanks to the invaluable collaboration with its partners. Lucky Star is dedicated to making a difference and contributing not only to the success of these aspiring entrepreneurs, but to job creation as well. The Lucky Chow EDP is an exciting opportunity that promises to uplift and empower individuals while creating a lasting impact in kasi communities.

Enterprise and supplier development

The Enterprise and Supplier Development (ESD) programme complements our preferential procurement strategy, driving transformation both within our business and across our supply chain.

We use our fishing and processing assets to forge long-term partnerships with SMMEs and newcomers to the fishing sector. We also proactively engage with small suppliers in our operational communities, offering guidance on B-BBEE compliance and highlighting business opportunities with Oceana.

Joint ventures with smaller fishing companies and suppliers remain our primary mode of enterprise development. This approach is integral to our transformation strategy and closely aligned with our efforts to empower small-scale fishing co-operatives. In South Africa, our supplier development measures include loans, grants, advances, and preferential payment terms for black-owned businesses, in compliance with B-BBEE codes requiring beneficiaries to be either an Exempt Micro Enterprise (EME) or a Qualifying Small Enterprise (QSE) with a 51% or higher black ownership.

We have streamlined our ESD programmes group-wide, aligning most divisions with a unified set of ESD processes. This ensures consistency while allowing operational flexibility to tailor initiatives to the specific needs of potential enterprises and suppliers in their local context.

OUR 2023 ESD SPEND

	Rand	%
Supplier Development		
Interest free loan	855 477.50	2
Standard loan	51 987 530.53	97
Grant	559 166.67	1
Total	53 402 174.69	
Enterprise Development		
Interest free loan	674 100.00	20
Grant	2 776 126.98	80
Total	3 450 226.98	

ENVIRONMENTAL MANAGEMENT

07

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- 48 Atmospheric emissions

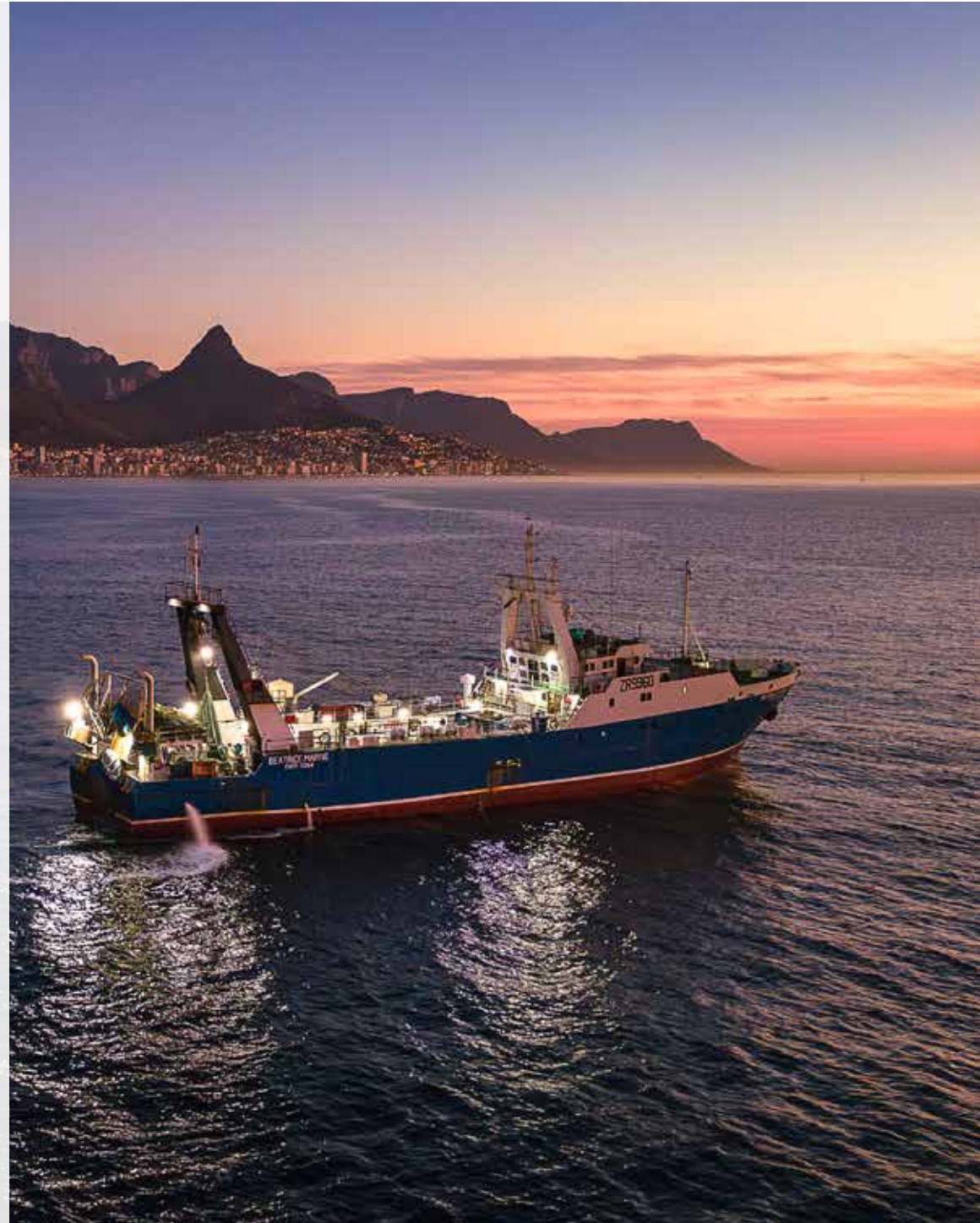
We are substantially investing in maintaining and modernising our fishing fleets and processing plants, integrating cleaner fuels, renewable energy, and desalination technologies. These targeted investments are to elevate our environmental performance, adapt to climate change, enhance product quality and reputation, and position us for future growth while strengthening resilience against unforeseen challenges.

OUR STRATEGIC COMMITMENTS

- We reduce our carbon footprint
- We conserve water
- We reduce waste
- We manage air and effluent emissions
- We operate ethically

OUR ALIGNMENT WITH SDGs

<p>7 AFFORDABLE AND CLEAN ENERGY</p> 	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 
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Management approach

We are advancing environmental management through our Safety, Health, and Environment (SHE) function. Guided by our Executive Sustainability, Risk and Compliance Executive, Chief ESG Officer and Divisional Managing Directors, and aided by divisional SHE executives and on-site officers. The environmental aspect of the SHE function emphasises legal compliance, effective resource management, and minimising community and environmental impact. Our Sustainability Forum, led by the Sustainability, Risk and Compliance Executive, is a key cross-functional management structure that convenes senior functional and divisional members quarterly to support environmental strategy development, performance and compliance monitoring (see page 22).

Our approach to environmental management is underpinned by our environmental policy which is implemented across our South African, Namibian, and U.S. operations. Committed to the precautionary principle and zero harm, we have ISO 14001-aligned environmental systems in place at all our land-based facilities and on our vessels with Lucky Star St Helena Bay and Amawandle Pelagic achieving ISO 14001 certification by the independent and external certification body, DQS Global. These systems include protocols for managing impacts, assessing and mitigating risks, and conducting incident prevention, investigation, and reporting. Ongoing training enhances environmental awareness and incident readiness, supplemented by specialised sessions as required.

Our environmental management initiatives focus on energy efficiency and climate change, water and effluents, waste and packaging, and atmospheric emissions. We are committed to implementing ongoing and planned actions to continuously enhance our environmental performance.

Environmental compliance

We continue to enhance our environmental controls through our ISO 14001-aligned Environmental Control System (ECS), utilising both internal and external audits to ensure compliance. In 2023, both Lucky Star Operations and Amawandle Pelagic achieved ISO 14001 certification.

We undertake external environmental compliance audits at our land-based operations in South Africa and Namibia to ensure adherence to legislation, permit requirements, and our own system requirements, including ISO14001 standards.



OUR 2023 PERFORMANCE:

- **Land-based facilities:** three Oceana land-based facilities were externally audited. All divisions met the minimum target for the overall score as well as the individual element minimum requirement for each of the components. The group achieved a score of 99% (2022: 98%).
- **Sea-based vessels:** One small pelagic vessel, two hake vessels and two-horse mackerel vessel were audited. The average score was 98% (2022: 98%).

In 2023, we had no major environmental incidents at any of our land-based facilities and vessels. Regular checks on the effluent pipeline at Lucky Star Operations' St Helena Bay were conducted by drones and divers to mitigate the risk of leaks and incidents. Daybrook was subject to an unannounced EPA audit based on new oil pollution prevention regulations and received no major findings. Blue Continent Products maintained all required DFFE permits. And while the renewal of the air emissions licence for the St Helena Bay fishmeal plant at Lucky Star come with restrictive conditions this year, we are in the process of applying for a variation.

Energy and climate change – action plans and strategy

Our climate change approach seeks to balance both business and sustainability imperatives. Our strategy to manage our energy and climate change impacts relates closely to our responsible fishing and sourcing approach (see page 31), and our management of climate change risks that threaten fisheries and long-term value creation (see page 12 and 22). We have been measuring, verifying and reporting our scope 1 and 2 GHG emissions since 2009, and looking forward, aim to deepen our analysis and reporting on scope 3 emissions.

We aim to be carbon neutral by 2050. However, due to the recent sale of our CCS cold storage division, we are recalibrating our interim 2030 targets to be announced in 2024. Our Group Sustainability Team oversees the group-wide effort to improve our energy resilience and decarbonise our operations. We have developed a broad carbon neutrality roadmap. Each division within the company is tasked with formulating, executing and continually adjusting a long-term energy and emissions management plan that aligns with the roadmap. Our targets and KPIs align with long-term and short-term incentives for emissions reduction and vessel fuel conversion, integrated into our management and executive-level reward programmes.

ENERGY EFFICIENCY

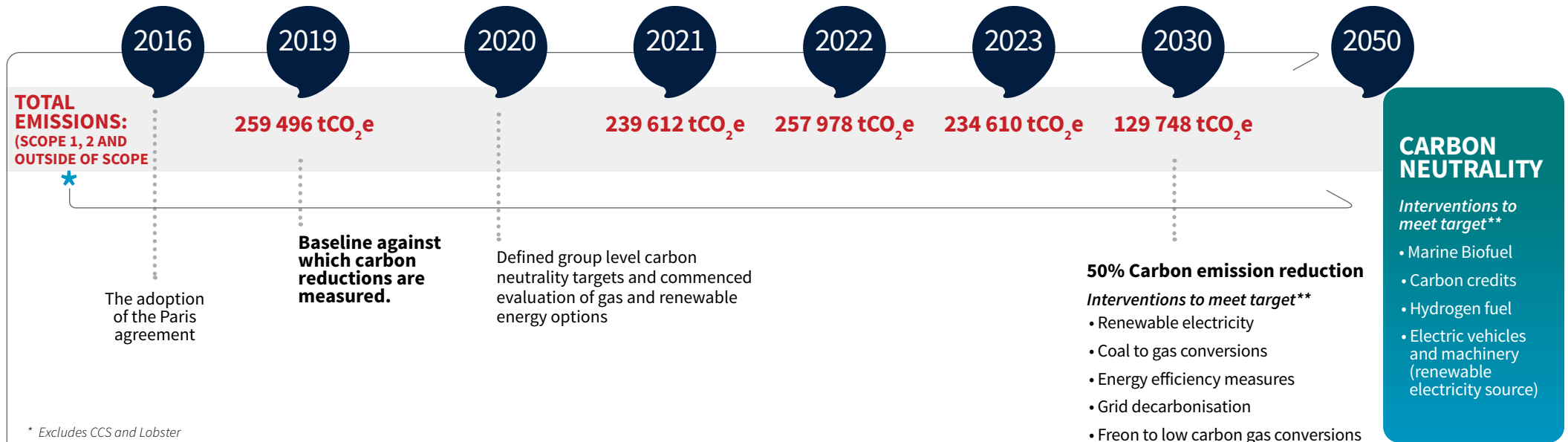
A significant portion of our operating expenses is allocated to fuel and energy, making energy efficiency a key strategic focus. Our U.S. operations predominantly use energy generated from liquid natural gas, emitting fewer carbon emissions compared to the coal and diesel predominantly used in

our South African and Namibian operations. The regular maintenance and upgrade of our vessels supports our energy efficiency objectives for our sea-based operations. Blue Continent Products (BCP) is currently investigating the use of lighter fishing gear that reduces drag and fuel consumption. The boiler upgrades currently underway at the Amawandle Pelagic facility will see an improvement in coal efficiency.



We aim to achieve carbon neutrality by 2050 through a number of proposed interventions.

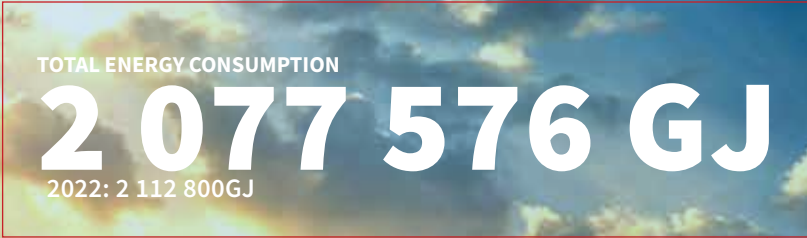
OUR CARBON EMISSIONS AND CARBON NEUTRALITY ROADMAP



* Excludes CCS and Lobster

** Feasibility of the proposed intervention are dependent of the technology maturity and fuel source availability in country of use

ENERGY AND CLIMATE CHANGE CONTINUED



RENEWABLE ENERGY

Lucky Star Operations is in the final stages of permitting and licensing a 10MW solar facility on the West Coast, aimed at supplying electricity to our canneries and fishmeal plants on the West Coast. The project is due to be completed in 2024 and is part of our long-term plan to fully transition our Laaiplek and St Helena canneries to renewable energy. Looking forward, we aim to install 500kW roof-top solar and 2MW battery systems in FY2024 at our new meat cannery in St Helena Bay.

FREON GAS CONVERSION

BCP has begun a significant investment to convert seven large hake vessels from Freon-based freezing facilities to either ammonia or other refrigeration gas systems. Freon-related emissions account for 20% of our global direct carbon footprint. The phase-out of Freon is in line with global industry trends, and we aim to complete the process for all BCP vessels in 2026.

CARBON TAX PLANNING AND RESPONSE

Our South African operations comply with national GHG emission-reporting regulations and the Carbon Tax Act. In the previous financial year, we paid a carbon tax amounting to R2.6 million. We continue to provide sector-specific inputs on carbon taxation to the National Treasury and advocate for exemptions for the fishing sector.

OTHER SOLUTIONS

Additionally, we are exploring and piloting other innovative new projects:

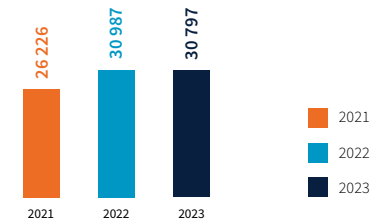
- Assessing the potential of hydrogen as a green alternative to diesel for powering our Lucky Star vessels.

PERFORMANCE

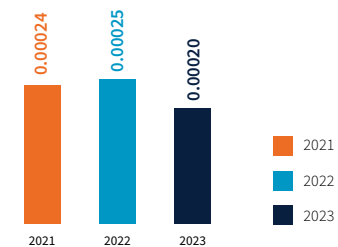
In 2023, our total energy consumption amounted to 2 077 576 GJ, of which 100% came from grid electricity and 0% from renewable sources. We observed a 1% decrease in absolute electrical energy consumption. Our thermal/direct energy consumption experienced a 2% decrease.

Regarding greenhouse gas (GHG) emissions, we recorded an 16.2% decrease in absolute GHG emissions from our 2019 baseline. In total, 62% of our total GHG emissions are from our vessels while 38% are from our land-based facilities. We recorded an 8.6% increase in absolute GHG emissions intensity (CO₂/tonne) at our land-based facilities compared to the previous year, with an 1.1% increase in respect of our vessels.

ELECTRICITY PURCHASED (RENEWABLE AND NON-RENEWABLE) (MWH)

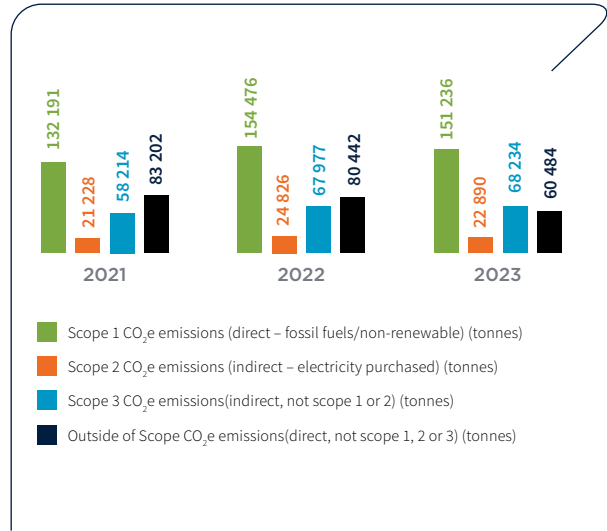


ENERGY USAGE INTENSITY (GJ/REVENUE)

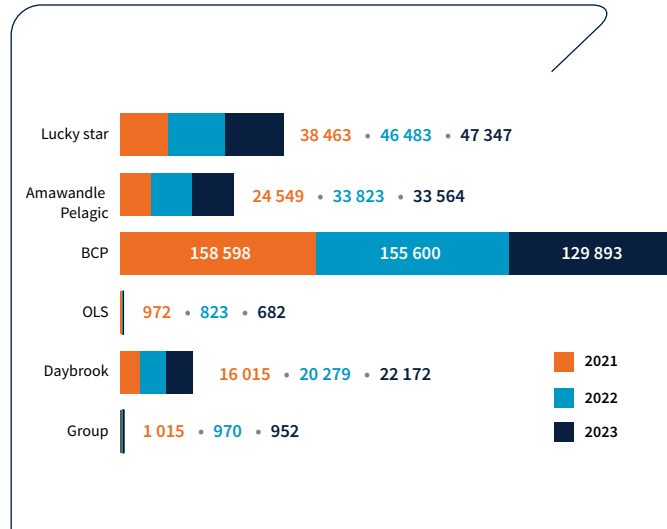


ENERGY AND CLIMATE CHANGE CONTINUED

TOTAL GHG EMISSIONS (SCOPE 1, 2, 3 AND OUTSIDE OF SCOPE)



TOTAL GHG EMISSIONS PER OPERATIONS (SCOPE 1 AND 2 AND OUTSIDE OF SCOPE)



CLIMATE CHANGE CONTRIBUTORS

	2021	2022	2023
Scope 1 CO ₂ e emissions (direct - fossil fuels/non-renewable) (tonnes)	132 191	154 952	151 236
Scope 2 CO ₂ e emissions (indirect - electricity purchased) (tonnes)	21 228	24 826	22 890
Scope 3 CO ₂ e emission (indirect, not scope 1 or 2) (tonnes)	58 214	67 977	68 234
Outside of scopes (tonnes)	83 203	80 622	60 484
Electricity purchased (renewable and non-renewable) (MWh)	26 226	30 987	30 797
Electricity purchased from renewable sources (Mwh)	0	0	0
Direct energy (direct - fossil fuels/non-renewable) (GJ)	1 702 274	1 997 172	1 966 706
Indirect energy (renewable and non-renewable) (GJ)	94 417	111 555	110 870

Scope 1 emissions are direct emissions from owned or controlled sources as a result of the use of fossil fuels.
 Scope 2 emissions are indirect emissions from the generation of purchased energy.
 Scope 3 emissions are indirect emissions that occur upstream and downstream as a result of Oceana-related activities but at sources owned or controlled by other entities.
 Out of scope emission relate to freon emissions



ENERGY AND CLIMATE CHANGE CONTINUED

CLIMATE CHANGE – TCFD DISCLOSURE INDEX

RECOMMENDED DISCLOSURES	REFERENCES	PAGE
Governance: Disclose the organisation’s governance around climate-related risks and opportunities.		
a. Describe the Board’s oversight of climate-related risks and opportunities.	<ul style="list-style-type: none"> Board focus areas in 2022 Energy security and carbon neutrality 	<ul style="list-style-type: none"> CDP Climate Response 2022 (Q C1 Governance) <p>16</p>
b. Describe management’s role in assessing and managing climate-related risks and opportunities.	<ul style="list-style-type: none"> Environmental management Energy security and carbon neutrality 	<ul style="list-style-type: none"> CDP Climate Response 2022 (Q C1.2 Management responsibility) <p>22</p>
Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning where such information is material.		
a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	<ul style="list-style-type: none"> Climate change, temperature shifts and extreme weather events Responding to climate risk 	<ul style="list-style-type: none"> Energy security and carbon neutrality CDP Climate Response 2022 (Q C2 Risks and opportunities) <p>22, 30, 39 – 41</p>
b. Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning.	<ul style="list-style-type: none"> Climate change, temperature shifts and extreme weather events Responding to climate risk 	<ul style="list-style-type: none"> Energy security and carbon neutrality CDP Climate Response 2022 (Q C2 Risks and opportunities) <p>39 – 41 29 – 30</p>
c. Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Oceana presently does not use climate-related scenario analysis to inform its strategy due to no sector-specific methodologies available for agriculture or fishing sector companies.	39 – 41 29, 30
Risk Management: Disclose how the organisation identifies, assesses, and manages climate-related risks.		
a. Describe the organisation’s processes for identifying and assessing climate-related risks.	<ul style="list-style-type: none"> Responding to climate risk 	<ul style="list-style-type: none"> CDP Climate Response 2022 (Q C2.2) <p>20, 22</p>
b. Describe the organisation’s processes for managing climate-related risks.	<ul style="list-style-type: none"> CDP Climate Response 2022 (Q C2.2) 	20, 22
c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation’s overall risk management.	<ul style="list-style-type: none"> CDP Climate Response 2022 (Q C2.2) 	20, 22
Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.		
a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	<ul style="list-style-type: none"> Energy security and carbon neutrality 	<ul style="list-style-type: none"> CDP Climate Response 2022 (Q C2.3a, C2.4a) <p>20, 22</p>
b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	<ul style="list-style-type: none"> Our ESG performance at a glance 	<ul style="list-style-type: none"> Energy security and carbon neutrality <p>39 – 41</p>
c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	<ul style="list-style-type: none"> Energy security and carbon neutrality 	39 – 41

Water and effluents

We maintain a focus on minimising our water footprint, particularly in South Africa, where many catchments are considered water-stressed. All five of Oceana’s South African and Namibian facilities are situated in water-stressed areas, as determined by using the World Resource Institute Aqueduct Tool.

WATER AVAILABILITY

We have decreased our dependence on municipal potable water by investing in desalination plants. In 2018, we commissioned two such facilities for our Lucky Star Operations (LSO) facilities at St Helena Bay and Laaiplek, with a combined capacity to produce up to 1.4 million litres of potable water daily. Blue Continent Products installed reverse osmosis plants on their Calamari vessels in Nelson Mandela Bay to secure onboard freshwater supply amid Port Elizabeth’s water challenges.

WATER EFFICIENCY

We reuse water by extracting proteins and solids from fish processing water and recovering condensate and steam in our fishmeal plants for boiler use. The Oceana Head Office in Cape Town uses treated grey water to meet sanitation needs.

DIVISIONAL POTABLE WATER CONSUMPTION (KILOLITRES)

	2021	2022	2023
Lucky Star	146 101	380 499	525 413
Squid	82	78	159
Hake & HM	17 096	20 798	15 083
Daybrook	89 865	108 838	115 042
Group total	253 144	510 214	655 697

- The increase in potable water consumption at Lucky Star can be attributed to the increased use of water to thaw the frozen imported input product. In addition, the St Helena Bay consumed less desalinated water as approximately 25 million litres of desalinated water was donated to the West Coast District Municipality for their road upgrade project.

WATER QUALITY

To meet water-use efficiency and quality standards we have made strategic investments in Dissolved Air Flotation (DAF) technology. In 2021, a DAF plant was installed at Amawandle Pelagic, positively impacting effluent water quality. We also plan to introduce an additional DAF plant at LSO: St Helena Bay. These initiatives are complemented by flow meters at Amawandle Pelagic for better water discharge tracking and a fat trap that removes fat from wastewater, allowing us to repurpose the recovered fat in LSO’s fishmeal manufacturing operations.

We have bolstered the infrastructure by replacing a large section of LSO’s effluent pipeline at St Helena Bay and implementing a new anchoring system. Regular integrity checks are performed on this pipeline through drones and divers to prevent potential leaks and incidents. At Daybrook in the US, effluent management was improved by addressing areas of improvement, leading to the acquisition of a new wastewater discharge permit following system upgrades.



PERFORMANCE

As of October 2021, our prior investments in desalination, water reuse, and other reduction strategies had successfully led to a 30% to 40% absolute decrease in our reliance on municipal water, benchmarked against 2018 levels. However, since achieving this milestone, the increased demand for freshwater to meet food safety requirements, combined with heightened production and the processing of larger volumes of imported frozen fish, has resulted in a subsequent rise in water consumption. In 2023, our freshwater withdrawals totaled 655 507 kL (compared to 510 214 kL in 2022), with 82% sourced from water-stressed regions. Total water consumption increased by 29% from the previous year, and freshwater consumption intensity rose from 1.75 kL/tonne to 2.52 kL/tonne.



Waste and packaging

We adhere to an integrated waste management strategy, guided by circular economy principles, with the aim of achieving zero waste to landfill. This approach prioritises the elimination, reduction, reuse, and recycling of waste to minimise our impact on both human health and the environment.

RECYCLING AND DISPOSAL

In pursuit of zero waste to landfill, we continually strive to improve our waste separation and recycling systems across both our land-based facilities and vessels. A central, ongoing emphasis is the on-site separation and recycling of non-hazardous solid waste, which includes paper, cartons, plastic, metals, and used oil. All our vessels bring all waste back to shore for recycling and disposal, including all old or damaged fishing equipment, lines, netting and accessories.

We are committed to identifying and implementing recycling, reuse, and alternative disposal initiatives across the business. All waste destined for landfill, whether hazardous or non-hazardous, is legally and appropriately disposed of at licensed landfill sites, with a certificate of disposal kept on file. Looking ahead to 2024, we plan to establish division-specific recycling targets.

CIRCULAR ECONOMY

Our teams are diligently exploring circular opportunities for both solid waste and liquid effluents (see page 43). We remain committed to eliminating food waste, with a particular focus on achieving zero food waste to landfill. This includes utilising fish off-cuts and offal from our canneries and specific vessels with onboard fish processing.

Applying circular economy principles, we fully utilise fish by-products in our fishmeal and oil plants to minimise waste. In 2023, we enhanced the DAF water treatment system at Amawandle Pelagic with a fat trap, allowing us to repurpose wastewater fat in LSO’s fishmeal production.

A key achievement this year was reclassifying our coal ash waste stream to enable the use of this by-product in circular valorisation projects. Approval was granted in 2023, allowing us to divert this waste stream from landfill sites to approved applications like road construction, geopolymers, bricks, blocks, and cement. In 2024, we aim to identify potential users for our coal ash by-product.

EXTENDED RESPONSIBILITY

The Extended Producer Responsibility (EPR) Regulations, mandated for the packaging sector in South Africa as of May 2021, legally obligate producers to manage post-consumer packaging waste. The regulations specify that producers can appoint and finance public responsibility organisations (PROs) to undertake waste collection and recycling on their behalf. Producers are required to pay their chosen PROs a monthly levy calculated on the weight of packaging material sold. The overarching goal is to divert packaging waste from landfills and to support a circular economy for these materials.

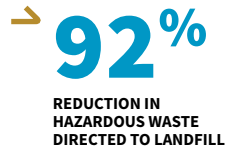
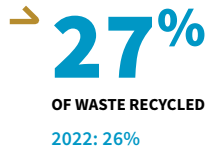
We have aligned ourselves with PROs to manage financial resources for waste management. Key initiatives to reduce landfill waste and enhance tin plate recycling are in progress, including the payment of levies to waste pickers, as legally required, specifically for tin collection. We are registered with METPAC-SA for tins and Fibre Circle for paper and cartons, and are increasingly taking a leadership role in EPR matters. Our Sustainability, Risk and Compliance Executive has joined the METPAC-SA board, a PRO focused on the metal packaging industry.

Looking ahead to 2024, our engagement with METPAC-SA and other PROs will continue as we support further initiatives to minimise packaging waste.

REPURPOSING VESSEL NETS

Blue Continent Products (BCP) repairs its damaged fishing nets to extend their lifespan. Once beyond repair, BCP donates this netting to various creative recycling and repurposing projects on an ad hoc basis, including to schools for soccer goal nets, and to a student bag-making initiative at the University of Cape Town (UCT). Looking forward, we aim to find a more permanent solution for recycling and repurposing old netting.

WASTE AND PACKAGING CONTINUED



PERFORMANCE

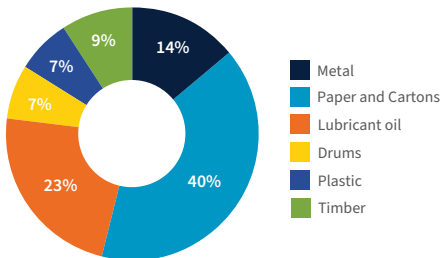
In 2023, we generated a total of 8 708 tonnes of waste. Of the total waste generated, 27% was recycled, while 73% went to landfill. Notably, our hazardous waste output decreased to 567 tonnes, a 92% reduction from 7 415 tonnes in 2022. This accomplishment was primarily due to the reclassification of our coal ash as an input material for use in the construction sector. We have successfully redirected 100% of our fish bycatch and by-products – such as heads, tails, guts, and fat – to our fishmeal and oil facilities for inclusion in feed products.



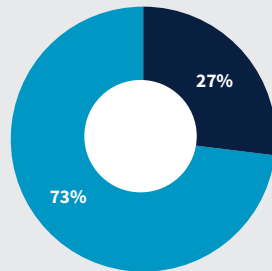
SPOTLIGHT: BEACH CLEAN-UPS IN 2023

To commemorate International Coastal Clean-up Day on 15 September 2023, Oceana people rolled up their sleeves, put on their gloves and set to work cleaning up the shores in St Helena Bay and Hout Bay. About 350 kg of refuse was collected, largely comprising ropes, nets, plastic drink bottles, beer bottles, diapers, fast food packaging, bottle tops, cigarette ends and rags.

WASTE STREAM RECYCLED



WASTE LANDFILLED VERSUS WASTE RECYCLED (TONNES)



■ Waste to landfill
■ Waste Recycled

	Recycled			Landfill		
	2021	2022	2023	2021	2022	2023
AP	605	989	852	2 168	3 519	2 493
SHB	1 209	2 191	937	2 956	3 889	2 427
BCP*	1 142	672	642	765	543	556
Daybrook	–	39	76	–	500	359

* Includes lobster and squid.

Atmospheric emissions

We are committed to minimising the adverse effects of our operations on air quality while adhering to legal emission standards. In alignment with the requirements of our Atmospheric Emission Licences (AELs), we actively monitor and manage not only greenhouse gases but also emissions like hydrogen sulphide.

Beyond regulatory compliance, we place a strong emphasis on the social impact of odour emissions. Bi-annual air quality management meetings are held with communities surrounding our fishmeal plants. These forums serve as a platform to address concerns and share critical environmental management information. Any complaints received are duly reported to the authorities, followed by thorough investigations and appropriate responses.

Renewing and complying with the AELs for both facilities has been a primary focus in 2023. Our Amawandle Pelagic and St. Helena Bay facility successfully renewed its air emissions licence for a five-year term.

Independent measurements in St. Helena Bay and Amawandle Pelagic confirm that emissions from the fishmeal plant stack are well within legal limits. Additionally, we have undertaken significant structural upgrades at the fishmeal plants at both facilities aimed at improving air quality and odour control.



08

INVESTING IN PEOPLE

- 48 Culture and engagement
- 49 Ethical behaviour
- 51 Our workforce
- 52 Diversity and inclusion
- 53 Learning and development
- 54 Employee wellbeing
- 55 Employee relations
- 55 Safety and health

We strive to foster safe, inclusive, and inspiring workplaces that encourage high performance, innovation, accountability and care. Our targeted interventions focus on attracting, developing, protecting, and retaining talent to ensure that we have the skills and capabilities needed for long-term growth.

OUR STRATEGIC COMMITMENTS

- We provide a safe and positive place to work
- We invest in training and leadership development
- We ensure fair labour practices
- We respect human rights

OUR ALIGNMENT WITH SDGs



Culture and engagement

Our employees are central to fulfilling our purpose and building a resilient, long-term business. Recognising the societal imbalances we operate within, we take it as our responsibility to contribute to redressing these issues as sector leader. We foster purpose and excellence and prioritise collaborative teamwork to build a sense of unity and shared responsibility. Together, we are steadfastly committed to high performance, rooted in our core values while reaching for innovation.

We believe values and engagement to be the bedrock of effective and accountable decision-making in the face of large-scale, often intractable, sustainability challenges. Following the whistleblowing incident in late 2021, we embarked on a collective journey to revitalise our company culture and fortify our business strategy. This involved renewing our core values and setting an ambitious goal to become the Employer of Choice in our sector.

We began with a culture and engagement survey in 2022 to gauge employee sentiment and calculate our Net Promoter Score (NPS). The survey revealed a lack of consensus among staff regarding Oceana’s values and organisational culture. Consequently, we initiated an extensive dialogue involving focus groups and workshops with employees and leadership to establish our aspirational values and the behaviours that embody them. This collaborative effort has resulted in a clear articulation of our values.

OUR CORE VALUES



In 2023, we continued our focus on culture and engagement by activating and aligning our newly defined values across the organisation through training and awareness activities. We are conducting annual culture and pulse surveys at the end of each financial year to guide future engagement initiatives.

Looking ahead to 2024, our focus will be on further ingraining our values and facilitating the associated behavioural shifts across the organisation. Participation in the next survey will be tied to the performance evaluations

of senior leaders to help build alignment. We have implemented a 360-degree leadership assessment tool that incorporates questions about values-driven behaviour and leadership engagement.

This helps us integrate feedback on leadership competence with engagement in our organisational culture. We recognize that culture transformation is a long-term effort and anticipate that those who do not align with our values will naturally transition out of the company.

YOUR VOICE, OUR FUTURE: EMPLOYEE ENGAGEMENT SURVEY

Our “Your Voice, Our Future” survey evaluates employee perceptions about the company, leadership, work environment, and personal role and recognition. We use the insights to strengthen organisational performance and cultivate trust and inclusion. The annual survey is confidential and accessible on mobile and web, and through on-site tablets, and paper submissions.

In its 2022 debut, the survey achieved a 65% response rate. A notable 95% of respondents felt they could answer honestly, and 65% reported strong engagement at work. Crucially, the survey helped us identify employee-valued principles as we refresh Oceana’s core values, enhancing team unity and commitment.

In 2023 we completed a “Pulse Survey” as a litmus test of progress of the Values implementation and employee engagement effectiveness. The Pulse Survey achieved a 67% response rate, with 67% of respondents reporting a strong engagement at work.



Ethical behaviour

Ethical conduct forms the foundation of both our organisational culture and corporate governance (see page 16). This year, we formalised this focus by creating the role of Chief Ethics Officer within our CESGO portfolio. Supported by a robust whistleblowing system, our ethics policy framework and related business code of conduct and ethics integrate integrity into every aspect of our operations. Building on these foundations, we actively cultivate an ethical workplace culture, implementing measures to ensure that our ethical guidelines are comprehended and followed across the group. We routinely review and update all our ethics policies, including our business code of conduct and ethics as well as our supplier code of conduct. These policies are readily accessible to our staff.

OUR ETHICS POLICY FRAMEWORK:

- Code of business conduct and ethics
- Code of conduct for suppliers
- Human rights statement
- Anti-Fraud Policy
- Anti-Bribery and Corruption Policy
- Prevention and Elimination of Harassment in the Workplace Policy
- POPIA Policy
- Records Management and Retention Policy (Data Privacy)
- Speak-up Policy

HUMAN RIGHTS

Our human rights statement aligns with globally recognised human rights standards, including the Universal Declaration of Human Rights, United Nations Global Compact (UNGC), OECD Guidelines for Multinational Enterprises, and the International Labour Organisation's (ILO) core labour conventions. We enforce the principles and requirements of these standards across all our operations. They are integrated into our formal code of conduct for the business, as well as our formal code of conduct for suppliers. All our suppliers are required to sign an ethical declaration of adherence to our supplier code of conduct, and all our supplier contracts explicitly prohibit child, under-age and forced labour. Enforcement of the ethical principles in our human rights policy and code of conduct is supported by a secure, anonymous whistleblowing facility.

Additionally, we are compliant with the ILO's Work in Fishing Convention (No. 188), which came into force in December 2017, and we proactively implement its guidelines. These guidelines holistically address occupational safety, conditions on vessels, working hours, and social security. In South Africa, the Bargaining Council for the Fishing Industry sets basic work conditions for different types of fishing vessels, aligning with our commitment to safety and labour standards.

In 2023, no human rights violations have been reported this financial year by our customers, suppliers, staff, or the communities in which we operate.

OUR ALIGNMENT WITH THE UNGC PRINCIPLES

Oceana has been a signatory of the United Nations Global Compact (UNGC) since 2012, annually reporting our progress on its ten ethical principles related to human rights, labour, environment, and anti-corruption. Each year, we conduct a self-assessment to ensure these ten principles are effectively implemented across the group.

In 2023, we completed the recently updated UNGC self-assessment. The results confirm that we maintain a public commitment to human rights policies covering freedom of expression, digital privacy, and gender equality, which extend to both our operations and suppliers. We also effectively communicate our values. Key areas for improvement have been identified as targeted training on ethics and non-discrimination, enhanced engagement with suppliers and stakeholders, and the need for a dedicated human rights risk assessment across our value chain.

Our reporting on the UNGC principles:	Index
1 Support and respect the protection of internationally proclaimed human rights	This section
2 Ensure we are not complicit in human rights abuses	This section
3 Uphold the freedom of association and the effective recognition of the right to collective bargaining	This section
4 Eliminate all forms of forced and compulsory labour	This section
5 Abolish child labour	This section
6 Eliminate discrimination in respect of employment and occupation	This section
Diversity and Inclusion	Diversity and Inclusion – Page 52
7 Support a precautionary approach to environmental challenges	Responsible Fishing – Page 28
	Environmental Management – Page 37
8 Undertake initiatives to promote greater environmental responsibility.	Responsible Fishing – Page 28
	Environmental Management – Page 37
9 Encourage the development and diffusion of environmentally friendly technologies	Responsible Fishing – Page 28
	Environmental Management – Page 37
10 Work against corruption in all its forms, including extortion and bribery.	This section

ETHICAL BEHAVIOUR CONTINUED

SPEAKING UP

Our secure, anonymous Speak-Up facility, known as Whistle Blowers, reinforces the enforcement of our ethical code of conduct and related policies. This specialised service enables confidential reporting of a range of violations including corruption, bribery, discrimination, human rights abuses, and unfair labour practices. It is integrated into all compulsory ethics training and annual awareness communications and is available to stakeholders across our operations in South Africa, Namibia and the United States.



Whistle Blowers is an independent information-gathering company that provides guaranteed anonymity and protection for the whistle-blower. The service is open to employees, contractors, suppliers, customers, and the public. Toll-free numbers are available in both South Africa, USA and Namibia for reporting any illicit or unethical activities. Reports can also be submitted via fax, email, or through a multi-lingual call centre.

Our Speak-Up policy outlines a clear process for escalating serious reports to the board for further investigation. If an internal investigation is insufficient, we engage external resources. Following an investigation, feedback is provided to the person who initiated the report, continuing to protect their anonymity. The Chief ESG Officer bears the responsibility for documenting and presenting these reports to the board.

We are further promoting Speaking Up among employees and stakeholders to enhance trust, root out corruption and fraud, and foster a culture of ethical behaviour, transparency, and accountability in alignment with our renewed core values. In 2023, 50 calls were received through Whistle Blowers, compared to 44 in 2022. Of these cases, one required investigation, which has been subsequently closed. The remaining calls were either non-related (28%), concept queries (6%), prank calls (2%) or dropped calls (29%).

The case requiring further investigation related to non-compliance with the Oceana fisheries code of conduct and resulted in disciplinary hearings, with written warnings were issued to the responsible staff members.

WHISTLE BLOWERS CALL LINE

Free call: 0800 00 66 60 (RSA);
 0800 000 666 (Namibia)
 Fax: 031 308 0550
 Postal address: PO Box 51006,
 Musgrave, 4062
 Email: information@whistleblowing.co.za



ETHICS TRAINING

We expect all our employees and relevant business partners to adhere to our code of conduct and supporting framework of ethical policies. We foster a culture of ethics and values through regular internal ethics communications, ethics induction training and compulsory refresher training.

This year, we focused on improving ethics awareness and action by promoting our revised code of conduct, anti-fraud policy, anti-bribery and corruption policy and Speak-Up policy as well as reiterating the availability and anonymity of our whistleblowing facility. In addition, we presented a new online ethics training module on our code of conduct for mandatory completion by all employees during induction. Looking forward, compulsory ethics training is ongoing and we will continue to raise awareness on ethical behaviour, whistleblowing, and fraud. And we'll conduct refresher training on data privacy.

BEWARE OF FRAUDSTERS HIDING IN PLAIN SIGHT

During International Fraud Awareness Week in early 2023, we executed a focused fraud awareness campaign in alignment with our revised Anti-Fraud policy. The campaign, entitled "Beware of Fraudsters Hiding in Plain Sight," aimed to educate employees and raise general awareness company-wide about the risks of fraud and corruption. Digital content encouraged individuals to speak up and take a stand against fraud.



Our workforce

In 2023, we hired 59 new employees and filled 11 leadership positions through internal promotions and career advancements, securing 41% of available leadership positions in the company. Our employee turnover rate increased slightly this year to around 9%. We actively examine the causes of attrition, pinpoint areas within the organisation where turnover is highest, and strive to reduce regrettable losses.

Divisions	Permanent	Seasonal	Contract	Indirect	Total employees	Year-on-year headcount variation
Lucky Star	578	960	51	361	1 950	(15%)
Horse mackerel and Hake	564	-	264	17	845	(3%)
Lobster and Squid	35	-	53	-	88	(38%)
Oceana Corporate Office	116	-	14	4	134	2%
Daybrook	103	1	-	295	399	(2%)
Grand total	1 396	961	382	677	3 416	(11%)

We pride ourselves on fostering positive, trust-based relationships with our employees and are committed to a culture where diversity, equity, and inclusion are fundamental principles. Employment equity and workforce



BUILDING THE FUTURE: OCEANA'S GRADUATE DEVELOPMENT PROGRAMME

In response to rapid technological change and youth unemployment, Oceana Group launched its Pilot Graduate Development Programme in February 2023. The initiative aims to cultivate next-generation talent with a focus on scarce, critical skills valuable to our company and the broader economy.

We selected five high-potential candidates – four engineers and one IT graduate – through a rigorous process. The programme's structure, spanning 18 months, combines practical and theoretical training designed to develop leadership and technical skills.

Regular assessments serve to track each graduate's progress and adapt the programme to industry needs. Each participant is paired with an experienced mentor, facilitating both skill development and cultural fit within the corporate landscape.

The programme's initial success has prompted plans for its expansion in 2024, emphasising its efficacy in integrating young talent into our operations and aligning with our diversity and transformation objectives.



Diversity and inclusion

diversity are an ongoing central priority for the business as part of our broader effort to drive economic transformation in South Africa (see page 34).

The majority of our workforce has strong African, Coloured, and Indian (ACI) representation, and we are making reasonable progress in diversifying our leadership and managerial roles. Our recruitment processes prioritise black economic empowerment and gender equity, and we strive to include individuals with disabilities wherever possible. More detail on the diversity of our board and executive management is reported in our IR on page 15. We are currently in dialogue with the Department of Labour regarding upcoming changes to the sectoral employment equity targets, some of which have raised concerns for the business in regard to their relevance and achievability, particularly for our West Coast operations.

In Namibia, we prioritise local employment to align with national policy, but we continue to employ a significant number of foreign workers on our vessels due to the persistent challenge of sourcing and developing key maritime skills locally (see page 34).

ALL PERMANENT EMPLOYEES

Occupational Level	Male					Female					Total
	African	Indian	Coloured	White/NSA	Sub-Total	African	Indian	Coloured	White/NSA	Sub-Total	
Top Management	–	2	1	3	6	1	–	–	2	3	9
Senior Management	2	3	8	6	19	–	2	5	3	10	29
Mid Management	15	6	40	30	91	5	4	14	9	32	123
Junior Management	53	–	147	28	228	22	–	75	11	108	336
Semi-skilled	248	–	316	14	578	94	1	205	2	302	880
Unskilled	164	–	148	1	313	310	–	192	1	503	816
TOTALS	482	11	660	82	1 235	432	7	491	28	958	2 193
Daybrook											104
TOTALS											2 297

For more details, see our full employment equity profile in the Appendix.



Learning and development

A substantial portion of our training spend is allocated to mandatory training, especially in regard to technical accreditations and certifications required for vessel-based staff and operations. Oceana participates in industry forums to discuss development-related challenges and opportunities, as well as to review skills and qualifications in the fishing sector.

Alongside culture, talent management is a top priority. Our interventions are aimed at attracting, developing and retaining talent to ensure we have the skills and capabilities needed, including scarce and critical skills, to meet our current and future business needs.

We are highly committed to acquiring and developing critical skills, with an emphasis on critical technical skills, including engineering. Our inaugural graduate program this year has shown promising results, as five out of the six graduates were placed in junior operations roles as engineers. We conduct a division-specific analysis to determine future skill needs and evaluate whether internal development or external recruitment is the most effective approach to meet these demands.

EMPLOYEE AND TALENT DEVELOPMENT

The Oceana Maritime Academy serves as a cornerstone for skills development within our organisation, enhancing career progression for employees at all levels, fortifying our internal succession pipeline, and creating avenues for community skills development and empowerment (see page 58 and page 35).

Inaugurated in 2021 to address the critical gap in maritime skills vital to our sector, the Academy's main campus is situated in Hout Bay, and it operates a satellite centre adjacent to the Lucky Star Operations in St. Helena Bay. The Academy continues to expand its program offerings for both employees and local community members, including small-scale fishers. This year, we also introduced an online training platform in collaboration with Open Sesame.

Informed by a comprehensive training needs analysis, our employee training and development strategy considers individual development plans, team requirements, and overarching business goals. The Academy staff collaborates seamlessly with line managers and the HR department to provide year-round training opportunities.



We offer a robust array of training programs at all levels, encompassing tertiary courses, learnerships, apprenticeships, and formal SAMSAC-accredited maritime qualifications such as Chief Engineer: Fishing and Skipper: Fishing courses.

To maintain the highest educational standards, the Academy collaborates with maritime and logistics experts including the Shipping and Transport College of South Africa (STC-SA) and the South African Maritime Safety Authority (SAMSA). Both our main and satellite campuses are accredited by SAMSA to conduct Standards of Training, Certification, and Watchkeeping (STCW) courses for the maritime sector.

LEADERSHIP DEVELOPMENT

This year, we rolled out an updated leadership framework that closely aligns with our organisational goals and guides our talent acquisition as well as leadership recruitment and development efforts. A key feature of this framework is a 360-degree leadership review process, which offers continual feedback and fosters ongoing learning and agility in our dynamic work settings. In the near future, we will introduce development programs tailored to this framework, further strengthening our commitment to nurturing a leadership team that reflects our core values and objectives.

PERFORMANCE

In 2023, we met our target of allocating 1% of revenue to training, spending a total of R30.5 million or at least at an average of R10 000 per South African employee, with each spending an average of 85 hours on training during the year.

Employee wellbeing

We collaborate with Life Health for our employee wellness programme, available to all employees in South Africa. The program offers support for psychosocial, financial, and physical health, backed by a 24/7 call centre for immediate assistance on a range of issues, from gender-based violence to mental health. At our West Coast operations, we have an on-site psychologist available weekly, with services fully utilised, indicating a high demand. All service utilisation data is anonymously recorded to ensure confidentiality. Our wellness initiatives, executed by our human resources and communications teams, follow an annual calendar, with this year focusing on burnout and work-life balance. We offer primary healthcare services, specifically at our West Coast locations and mandate pre- and post-sea check-ups for vessel staff.

We operate clinics at our Laaiplek and St Helena Bay sites that provide a range of services including primary health care, chronic medication management, and sexual and reproductive health services. These services exceed the legal requirements for annual medical testing for our staff. Our aim is to mitigate persistent absenteeism and relieve pressure on local public healthcare facilities. While we have seen a positive response to our in-house services, the direct impact on absenteeism is still under evaluation. In collaboration with the Department of Health, we are expanding our employee assistance program to include emotional well-being support.



Safety and health

In line with UNGC principles, we respect the freedom of association and the right to collective bargaining. We also adhere to the International Labour Organisation's (ILO) core labour conventions and implement the ILO Work in Fishing Convention (No. 188), which sets standards for occupational safety, vessel conditions, working hours, and social security. We maintain a sector-leading position in ensuring high standards for working conditions, employee benefits, and open engagement with employees, unions and host communities.

Our employee relations strategy focuses on clear objectives, prioritising effective communication and strong leadership. With 55% of our workforce being unionised, we had no industrial actions this year, including strikes and lockouts.

PROMOTING JOB SECURITY

As an ethical business and a leading employer, providing job security while pursuing growth is a moral imperative for Oceana. We have maintained our employment levels over the last four years, despite the challenges posed by the Covid-19 pandemic and subsequent economic pressures. This is especially important in Namibia and South Africa, where unemployment is a key issue. Our frozen fish import strategy in our Lucky Star pilchard business has enabled us to consistently provide work for seasonal employees in our canning facilities in Namibia and South Africa, despite a moratorium on pilchard fishing in Namibia and low pilchard quotas in South Africa. In 2022, when restructuring our West Coast rock lobster business, Lucky Star extended its operations to include the lobster factory, avoiding retrenchments and retaining all employees.



MANAGEMENT APPROACH

To achieve our commitment to zero harm, managing directors across all operating divisions bear the responsibility for ensuring full compliance with relevant occupational health and safety legislation and establishing the requisite structures. Our approach is also underpinned by an environmental policy that is progressively implemented across our South African, Namibian, and U.S. operations. Recognising the diversity in geographical locations and operational scopes of our divisions, we implement a uniform yet multifaceted approach to Safety and Health management, designed to be both agile and comprehensive.

REGULATORY FRAMEWORKS

Each of our divisions operates under distinct regulatory frameworks to ensure compliance. In South Africa, our LSO and BCP vessels adhere to South African Maritime Safety Authority (SAMSA) guidelines and Merchant Shipping Act, while also incorporating the ILO Work in Fishing Convention (No. 188) for crew welfare and health and safety. Our land-based factories, including those under LSO, follow the Occupational Health and Safety Act (OHSA), compliance requirements. In the U.S., our DFI division complies with U.S. OSHA Standards for health and safety. Despite these regulatory nuances, we maintain uniformity in our SHE approach.

RISK ASSESSMENT AND COMPLIANCE MONITORING

We perform comprehensive risk assessments across all departments, whether land-based or at sea, forming the foundation of our health and safety management system. These assessments are externally evaluated at regular intervals by Marsh Risk Consulting and take into account the division-specific primary health and safety. To monitor compliance and strive for continuous improvement, internal and external audits are routine, supplemented by monthly and annual management meetings on key performance indicators.

INCIDENT REPORTING AND INVESTIGATIONS

All incidents are reported through a consistent online platform, equipped with a performance-monitoring dashboard that enhances oversight, accountability, and responsibility across all operations. This system is supplemented by root-cause analysis and, where necessary, Corrective and Preventive Actions (CAPAs) are implemented and verified through external consultations.

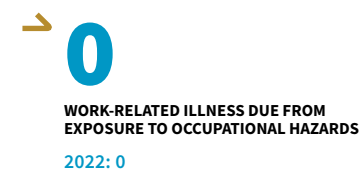
TRAINING AND AWARENESS

Mandatory induction training and role-specific refresher courses are standard across all divisions, facilitated by the Oceana Maritime Academy in compliance with OHASA, SAMSA, and environmental awareness requirements (see page 53). Our comprehensive training programs include an array of subjects from specialised firefighting to first aid courses. Specialised modules such as toolbox talks in BCP Lucky star and culture-building programs in DFI further deepen our commitment to SHE excellence. All vessel crew members undergo safety training courses with SAMSA in line with fishing regulations. Contractors receive a comprehensive induction covering health, safety, and environmental management elements. Employee wellbeing is also holistically considered, notably through on-site medical evaluations and a variety of health services.

PERFORMANCE

In 2023, the group total recordable case frequency rate (TRCFR) increased to 4.5 (2022: 3.9), and our lost-time injury frequency rate (LTIFR) decreased to 1.07 (2022: 1.09). We recorded 51 lost-time injuries (LTIs) in total, representing a 11% decrease from 57 in 2022. We recorded 0 work-related illnesses from exposure to occupational hazards this year.

RECORDED INJURIES BY TYPE





TYPE OF INJURY	TOTAL NO. OF INJURIES
Fatality	0
Partial severing of tip of finger	0
Amputation	0
Breathing and respiratory difficulty	1
Back injury, sprain, strain, muscle tear/pull (muscular stress)	33
Contusion or wounds (deep cut or tear in skin or flesh)	37
Slips, trips or falls	67
Skin irritation (chemical, hot water burns)	2
Insect bites	2
Foreign object (in body or eye)	15
Bruising, swelling	50
Fracture, dislocation	1
Concussion	0
Burn	6

DIVISIONAL LOST-TIME INJURY FREQUENCY RATE (LTIFR)

	2023	2022	2021	Target
Lucky Star	1.48	1.77	1.73	1.3
Horse Mackerel and Hake	0.87	0.97	1.73	1.3
Lobster and Squid	0.00	0.08	0.36	1.3
Daybrook	0.00	3.80	0.24	1.3
Oceana Group	1.07	1.09	1.15	1.3

KEY SAFETY PERFORMANCE METRICS

	2023
Fatalities	0
Total fatal injury frequency rate (FIFR)	0
Total recordable case frequency rate (TRCFR)	4.5
Lost-time injuries (LTIs)	51
Total lost-time injury frequency rate (LTIFR)	1:07
Total first aid cases (FAC)	219

COMMUNITY DEVELOPMENT

09

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We build robust partnerships with our stakeholders and focus our direct social investments on building maritime skills, developing small-scale fishing co-operatives, and establishing bespoke school feeding programs for fishing communities. In collaboration with government, government agencies, non-profit organisations, industry peers, and local communities, we co-create solutions that enhance both socio-economic development and sustainability. This collaborative approach amplifies our collective impact and fortifies Oceana’s brand and reputation.

OUR STRATEGIC COMMITMENTS

- We assist with educational needs
- We assist with food donations
- We seek income-generating activities for CSI beneficiaries

OUR ALIGNMENT WITH SDGS



Social investment approach – South Africa

We are committed to positively impacting lives in the communities we serve. This commitment is operationalised through both our core business and social investment efforts. Our corporate social investment (CSI) strategy has two core focus areas: food security and education. These focus areas align with our mission to transform the fishing sector, enhance food security, and build resilient fishing communities. Our business strategy creates shared value through profit-enabled impact, and our CSI strategy serves to amplify this by directly investing in community health and nutrition, skills development, and enterprise development. Our investments aim to generate an impact that is sustained beyond the initial transaction, supporting self-reliance and resilience for small-scale fishers and fishing communities.



Stakeholder engagement is fundamental to our approach. We consult regularly with community members to understand their needs and tailor make our support mechanisms to meet their requirements. Our initiatives are collaborative endeavours, involving partnerships with organisations such as FoodForwardSA, the Peninsula School Feeding Scheme, Gift of the Givers, Rise Against Hunger, SAIMI, SAMSA and the National Sea Rescue Institute. These collaborations help us drive the development of maritime skills, build sustainable livelihood opportunities for small-scale fishers, and reduce hunger and enhance health and nutrition in fishing communities.

The Corporate Affairs and Regulatory Executive reports directly to the CEO. Both SETCOM and our board endorse our strategic CSI focus, and a new CSI policy is currently under review for approval.

In 2023, our CSI initiatives received four award nominations at the Top Empowerment Awards 2023, and the runner-up in the Socio Economic Development of the Year award. A total of 1% of the group’s net profit after tax in South Africa was distributed to beneficiaries, 75% of whom were black. Our CSI investment for this fiscal year in South Africa totalled R5.2 million, an increase from R4.7 million in 2022.

SOUTH AFRICAN SPEND PER CATEGORY

FOCUS AREA	SPEND	%
Food Security	2 563 491	49%
Community Training/Sea Safety	1 284 138	25%
SSF Development	798 863	15%
Donation of Cans	589 069	11%
	5 235 561	
GEOGRAPHY		
Eastern Cape	991 915	19%
Western Cape	4 243 646	81%
	5 235 561	

Guided by its mission to empower, equip, and transform lives, Erongo Marine Enterprises (EME), similarly advances social and economic development through its own CSI programme. EME facilitates various CSI projects through the Arechanab Community Trust (ACT) and Unity Community Trust (UCT) in support of national development objectives. The trusts are funded through revenue generated from the allocated quota to EME’s Namibian fishing rights holding partners, i.e. Arechanab Fishing & Development Company (Pty), Erongo Seafoods (Pty) Ltd and Cerocic Fishing (Pty) Ltd.

Through the respective ACT and UCT trusts, close to N\$50 million has been invested over the past decade, with just under N\$3 million invested during the past financial year. These investments focus on reducing hunger, promoting sustainable livelihoods, and enhancing community resilience, and align with both Namibia’s national development goals and Oceana’s CSI strategy.

NAMIBIAN SPEND PER CATEGORY

FOCUS AREA	SPEND	%
Food Security	N\$ 832,786	31%
Enterprise Development	N\$ 670,335	25%
Youth & Women	N\$ 505,045	19%
Education	N\$ 372,711	14%
Tourism	N\$ 150,000	6%
Social Upliftment	N\$ 156,609	5%
Environment	N\$ 28,167	1%

SOCIAL INVESTMENT APPROACH CONTINUED

THE HOUT BAY STAKEHOLDER ENGAGEMENT FORUM



In 2022, we established the Hout Bay Stakeholder Engagement Forum to better understand and address local needs, concerns and opportunities. Hosted biannually at the Oceana Maritime Academy in Hout Bay, the forum serves as a critical platform for maintaining our robust partnership with the community. It brings together representatives from local organisations for collaborative discussions on mutual concerns, enabling us to share updates on projects, training, and job opportunities. This dialogue not only enriches our social investment activities but also fortifies community relations, contributing to reduced occurrences of occasional vandalism at the academy, particularly during civil protests. More information on our key stakeholder relationships and engagements is provided in the IR on page 43).

CEO CSI STAKEHOLDER BREAKFAST



The Oceana Group hosted its inaugural CEO CSI Stakeholder Breakfast, bringing together EXCO members and key partners from social sectors and government. Focused on the critical issue of food insecurity, the event featured a keynote by Andy Du Plessis the Managing Director of Food Forward. The session moved beyond typical breakfast discussions, encouraging in-depth conversations that align with Oceana's mission to make a positive impact. This gathering highlighted the company's dedication to meaningful engagement and collaborative solutions for addressing food insecurity. We also looked at how corporates can collaborate better with NGO partners and government for bigger impact.

Food security

We remain steadfast in our commitment to addressing food security in communities we operate from. Our collaborative efforts with partners such as Rise Against Hunger, the Peninsula School Feeding Association (PSFA), and Gift of the Givers help us make a meaningful difference. Our food security five pillar flagship initiative centres on a school feeding programme, supplemented by additional key efforts focused on early childhood development (ECD). The school feeding programme includes initiatives across the following five pillars:

- 1 **Infrastructure and kitchen construction**
- 2 **Train food handlers (and pipeline)**
- 3 **Provide meals and feeding scheme management**
- 4 **Education around proper nutrition**
- 5 **Activation with Lucky Star**

COLLABORATING ON CHILD NUTRITION IN CELEBRATION OF INTERNATIONAL MANDELA DAY



In partnership with **Rise Against Hunger**, we targeted the critical issue of nutritional security in early childhood development (ECD) centres. Leveraging our employee volunteer programme, we organised a series of meal-packing events spanning a full month in recognition of international Mandela Day. These sessions were globally coordinated, taking place at our offices across USA, Namibia, and four key locations in South Africa – Port Elizabeth, St Helena Bay, Cape Town, and Hout Bay. Together with our employees, stakeholders and community partners, we packed a total of 48 848 meals. These meal packs were delivered to over 300 children in some of the Western Cape’s most vulnerable ECD centres.



EXPANDING SCHOOL FEEDING AND TRAINING FOOD HANDLERS

In partnership with the **Peninsula School Feeding Association (PSFA)**, our school food security flagship programme, serves dual aims: ensuring children are fed with dignity during school hours. The Lucky Star Brand is skillfully integrated through community events, reinforcing our commitment to education and community engagement. This year, we expanded the programme to include Masiphathisane Primary School and Louville High School in Vredenburg, reaching over 1 050 learners. Additionally, eight food handlers received specialised training on food safety and meal planning, and we secured meals for 939 children for an entire year through the Lucky Star Blisters for Bread activation.



FOOD SECURITY CONTINUED

TURNING INVASIVE CARP INTO COMMUNITY MEALS

In partnership with Gift of the Givers, the CARP project addresses the dual challenges of invasive carp in Garden Route freshwater lakes and food insecurity in nearby disadvantaged communities. We donated mobile freezers and meat trays to our partners, IFMS (Invasive Fish Species Management), Cape Nature and Gift of the Givers, to enable better processing and distribution of their catch efficiently and hygienically. By turning an environmental issue into a solution for food insecurity, this project creates a win-win situation that supports both ecological balance and community well-being. To date, the initiative has harvested 11,664 tons of fish, providing 170,000 meals to people living in vulnerable communities in the Southern Cape.



FEEDING CHILDREN THROUGH DRC SOUP KITCHEN IN NAMIBIA



In response to the hardships caused by Covid-19, EME initiated a vegetable supply program for a soup kitchen in Swakopmund's DRC informal settlement in 2021. Starting with feeding 300 vulnerable children daily, the initiative has evolved into a full-fledged day-care centre, now providing daily meals to up to 2,300 community members. In 2023, EME committed approximately N\$185,000 to continue this vital support.

EMPOWERING SMALL-SCALE FISH FARMERS IN NAMIBIA

In partnership with the Ministry of Fisheries and Marine Resources (MFMR), Erongo Marine Enterprises (EME) invested N\$180,000 in the rural aquaculture sector of the Omusati region. The initiative aims to improve food security, reduce poverty, and create employment by enhancing the skills and capacities of emerging small-scale fish farmers. It also addresses environmental concerns by alleviating fishing pressure on fragile river systems. As a future endeavour, EME is developing a business plan for a sustainable fish feed production facility, addressing the sector's most pressing challenge: the high cost of imported feed.



Education

Education serves as a catalyst for lasting change, and we are committed to fostering access to quality education and training within the maritime sector. Through the Oceana Maritime Academy located in Hout Bay, we provide maritime skills training programmes free of charge. We have also taken on a leadership role in enabling the nationwide implementation of South Africa's small-scale fishing framework.

INCLUSIVE DEVELOPMENT FOR THE MARITIME SECTOR

We are committed to promoting inclusivity and diversity within the maritime sector through targeted training initiatives. Through the Oceana Maritime Academy, we have funded courses for unemployed youth interested in entry-level roles in the fishing industry. These courses, provided at no cost to participants, focus on three critical areas: Personal Safety and Social Responsibility (PSSR), Pre-Sea Safety Training (PSST), and Basic First Aid. The PSSR and PSST courses are designed to be fully compliant with section A-VI/1 of the STCW code, emphasising the importance of personal safety and responsibility for seafarers. They equip participants not only to protect themselves but also to contribute to the safety of their colleagues and the marine environment. A total of 139 learners successfully completed the Pre-Sea Safety Training course, and we expanded our program's reach to include local communities beyond Hout Bay, such as Mitchells Plain. Through these efforts, we are actively contributing to a skilled, diverse, and responsible maritime workforce. More information on the Oceana Maritime Academy and the skills development programmes delivered is provided on page 53 – Learning and Development.



EMPOWERING SMALL-SCALE FISHERS



In collaboration with key stakeholders, including the Department of Forestry, Fisheries and Environment (DFFE), the National Sea Rescue Institute (NSRI), DYNA Training, the South African International Maritime Institute (SAIMI), and the South African Maritime Safety Association (SAMSA), we are bolstering the economic viability and sustainability of small-scale fishing livelihoods. Recognising the right of small-scale fishers to effectively participate in the fishing sector, we aim to help these fishers succeed in an increasingly competitive market through specialised training and development. In 2021, we introduced the 'Co-operative Sense' training program. This program is designed to provide small-scale fishers with the essential knowledge, skills, and organisational capabilities required to effectively structure and manage the small-scale fishing co-operatives established by the government. Our goal is to enable small-scale fishers to actively participate in the fishing sector and capitalise on their allocated fishing rights. A comprehensive update on this initiative can be found on page 35.

INVESTING IN NAMIBIA'S #BEFREE YOUTH CENTRE

Over the past two years, Erongo Marine Enterprises (EME) has supported the One Economy Foundation as a principal development partner, investing more than N\$1 000 000 in initiatives aimed at reducing structural poverty and inequality among youth. In 2023 alone, EME invested N\$500,000 in the Foundation's #BeFree Youth Centre, officially inaugurated by the President of Namibia, H.E. Dr Hage G. Geingob, on 1 September, 2023. This innovative campus serves as a comprehensive resource for youth aged 13 to 30, offering integrated, multidisciplinary services designed to empower them to overcome limitations and realise their full potential.



Community outreach

IMPACTFUL BEACH CLEAN-UPS WITH COASTAL COMMUNITIES



On International Coastal Clean-up Day, Oceana led a focused effort to tackle marine pollution by organising a beach clean-up. Mobilising local schools and community volunteers, the initiative successfully cleared a stretch of the West Coast (near Cape Columbine) of plastic waste and other debris. Beyond immediate waste removal, the event served as a platform to raise awareness about the broader issue of marine conservation, particularly emphasising the importance of not using beaches and oceans as dumping grounds. Oceana organises beach clean-ups throughout the year to underscore its commitment to ocean stewardship and to unite stakeholders for sustainable fisheries and thriving ocean ecosystems.

DESALINATION PLANTS LEAD TO LOCAL WIN-WINS

In the water-scarce region of South Africa's West Coast, Oceana is making strides in water conservation while supporting community infrastructure. To mitigate the risk of water shortages that could impact its factories and the livelihoods of 2,500 employees, Oceana invested R35 million to build two desalination plants. Producing more water than required for factory operations, Oceana has donated over 26 million litres of excess water to the local municipality. This contribution has facilitated the construction of a six-kilometre road between the towns of Stompneusbaai and Vredenburg. Through this innovative private-sector and local-government collaboration, Oceana not only secures its operations but also contributes to community development and sustainable water use.



GLOSSARY

10



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Glossary

AEL	Atmospheric emission licence	GFSI	Global Food Safety Initiative	OHASA	Occupational Health and Safety Act
AFS	Annual Financial Statements	GHG	Greenhouse Gas	PSFA	Peninsula School Feeding Association
B-BBEE	Broad-Based Black Economic Empowerment	GRI	Global Reporting Initiatives	QSE	Qualifying Small Enterprise
BCP	Blue Continent Products Proprietary Limited	HACCP	Hazard Analysis and Critical Control Points	RFA	Responsible Fisheries Alliance
CPUE	Catch per Unit effort	IFRS	International Financial Reporting Standards	SAMSA	South African Maritime Safety Association
CCS	Commercial Cold Storage Group Limited	IIRC	International Integrated Reporting Council	SASSI	Southern African Sustainable Seafood Initiative
CEO	Chief Executive Officer	ILO	International Labour Organisation	SDGs	Sustainable Development Goals
CO₂	Carbon dioxide	IR	Integrated Report	SE	Strategic Enabler
CSI	Corporate social investment	ISO	International Standards Organisation	SED	Socio-Economic Development
DFFE	Department of Forestry, Fisheries and Environment	IT	Information technology	SETCOM	Social, Ethics and Transformation Committee
DTI	Department of Trade and Industry	IUU	Illegal, Unreported and Unregulated	SI	Strategic Enabler
ECD	Early Childhood Development	JSE	Johannesburg Stock Exchange	SME	Small Micro Enterprise
ECS	Environmental Control System	King IV	King Report on Governance for South Africa 2016	SMME	Small, Medium and Micro Enterprise
EE	Employment equity	LTIFR	Lost Time Injury Frequency Rate	SR	Scientific Reports
EME	Exempted Micro Enterprise	MLRA	Marine Living Resources Act	STCW	Standards of Training, Certification and Watchkeeping for Seafarers
eNPS	Employee Net Promoter Score	MSC	Marine Stewardship Council	TCFD	Task Force on Climate-related Financial Disclosures
ESG	Environment, social and governance	NGO	Non-Governmental Organisation	tCO₂e	Tonnes of carbon dioxide equivalent
Exco	Executive Committee	NPAT	Net Profit After Tax	UN	United Nations
FAO	Food and Agriculture Organisation of the United Nations	NRCS	National Regulator for Compulsory Specifications	UNGC	United Nations Global Compact
FMO	Fish meal and oil	NSRI	National Sea Rescue Institute	USA	United States of America
FDA	US Food and Drug Administration	NSX	Namibian Stock Exchange	WCRL	West Coast rock lobster
FSSC	Food Safety Standard Certification	Oceana Group or the group	Oceana Group Limited and subsidiaries	WWF	World Wildlife Fund