



(Remgro or the Company)

**ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)  
INVESTMENT POLICY**

# ESG INVESTMENT POLICY

## Contents

	Page
1) Introduction .....	3
2) Purpose .....	4
3) Scope .....	4
4) Roles and responsibilities.....	5
5) Goals.....	5
6) Review dates and version control.....	6

## 1) Introduction

Remgro believes that high standards of corporate responsibility make good business sense and are necessary in order to protect and enhance investment returns. As such, Remgro intends to build trust and confidence through responsible and ethical practices and an appreciation of the impact that non-financial factors can have on value creation, environmental sustainability, long-term asset performance, and the health of society at large.

Remgro aims to play a leading role in the development of ESG and corporate sustainability in the South African context and is committed to ensuring ESG issues are identified and managed responsibly in its business activities and relationships.

Remgro is also committed to investing in businesses (“Investee Companies”) not only for financial returns but also with the intention to contribute to measurable positive social or environmental returns and strives to ensure that impact considerations are purposefully integrated throughout the investment lifecycle.

Part of responsible investing includes aligning our investment approach to our ESG strategy considering which business activities or industries should be our focus moving forward.

### **Remgro’s current investment approach**

As stated in Remgro's reporting, its current investment approach is summarised as follows:

#### *Investment philosophy*

Remgro invests in reputable businesses that are aligned with its values and purpose, with sound management teams that have the potential to deliver superior earnings, sustainable cash flow generation and dividend growth over the long term. Remgro forges strategic alliances on a partnership basis and adds value through its extensive network of human capital. As a values-driven business, Remgro embraces responsible stewardship to manage its assets and pursue new investments according to its ESG Investment Policy and Framework. Our responsible investment principles drive investment decisions, aiming for sustainable financial returns and positive, measurable ESG impacts. We integrate impact throughout the investment lifecycle, continually focusing on improving ESG performance to generate long-term value. Remgro supports investee companies in shaping their ESG approaches to align with our commitment to environmental, social and economic change throughout our ecosystem. We will measure progress in implementing our ESG strategy through transparent and accurate ESG metrics and disclosures, aligned to best practice standards, to better set future goals.

Remgro’s relationships with its Investee Companies are underpinned by the Remgro Limited Group Governance Framework which commits Remgro and its Investee Companies, *inter alia*, to the Global Sullivan Principles<sup>1</sup>. These remain founding principles within the organisation’s ESG approach and are wholly consistent with the further advancement of Remgro’s ESG strategy.

#### *Remgro’s investment strategy and investment criteria*

The core elements of Remgro’s investment strategy and criteria include:

---

<sup>1</sup> The overarching objective of the Global Sullivan Principles is to support economic, social and political justice by companies where they do business, including respect for human rights and equal work opportunities for all peoples.

- Investment in entities where Remgro can identify sustainable value over the long term and which offer barriers to entry and prospective returns in excess of Remgro's minimum internal rate of return;
- Investments that can deliver superior financial returns, whilst fostering a positive, measurable social and/or environmental impact;
- Values entrepreneurs and supports management teams that are aligned in terms of purpose, values and financial objectives of creating sustainable stakeholder value;
- Considers the viability of products and services with reference to product lifecycles and seeks to maintain a portfolio with exposures across different maturity cycles;
- Focus on South African investments and other African countries through Investee Companies and investments further afield on very selective basis
- Prioritises unlisted assets and seeks significant influence and board representation in its investee companies;
- Assisting investment managers to integrate ESG into their investment decisions; and
- Primary sector focus:
  - Healthcare;
  - Consumer products;
  - Industrial assets;
  - Financial services; and
  - Infrastructure.

## 2) Purpose

This Policy is intended to:

- guide Remgro's consideration of ESG risks and opportunities in its investment decision-making and due-diligence processes; and
- facilitate appropriate management of ESG risks and opportunities in relation to Remgro's investments.

Remgro commits to consider material ESG issues in the course of its due diligence process and in the monitoring of investments. This includes assessing the risks of certain business activities of current investees as well as potential new investments and whether to make commitments to phase out or not make further investments in business activities that are not aligned to responsible ESG practices.

For the purposes of this policy "material ESG issues" are defined as issues determined by Remgro to potentially impact economic value as well as environmental and social value for Remgro and its stakeholders.

## 3) Scope

This policy will apply to all new investments considered by the Company. It further applies to existing investments to ensure that potential ESG risks and opportunities are appropriately managed within the Remgro philosophy, ethics, and risk appetite.

Where Remgro is a minority shareholder, or where other circumstances affect the Company's ability to assess, set, or monitor ESG-related performance goals, or where it will not necessarily be feasible to implement ESG-related principles, Remgro will make a judgement call based on the best available information and the known performance of the Investee

Company in regard to ESG issues. It will take into account the ESG risk profile of any such investment in its approach to its portfolio management overall.

In cases where Remgro seeks to work with an Investee Company to mitigate any known risks or perceived lagging ESG practices, Remgro will institute compliance monitoring and remedial mechanisms.

#### 4) **Roles and responsibilities**

Remgro's Investment Managers, Management Board, Investment Committee and the Board are responsible for ensuring that the consideration of ESG issues are integrated into investment and management practices in collaboration with the Social and Ethics and the ESG Operational Committee. The ESG Operational Committee is a sub-committee of the Social and Ethics Committee.

Remgro will ensure that necessary staff and other resources are dedicated to the tasks involved.

#### 5) **Goals**

Remgro aims to play a leading role in the development of ESG and corporate sustainability in the South African context, making it integral to its business. Remgro has committed to enhancing its sustainability strategy and to approach ESG as a corporate priority, to create a consistent approach across the Group, that applies to current and new investments alike.

Remgro has implemented a Group-wide ESG remit and governance structure that provides strategic direction and oversight in support of Remgro's commitment, and that of its Investee Companies, to ESG.

As part of this process, Remgro will strive to influence the businesses in which its capital is invested, commit to continuous improvements with respect to managing ESG, and over time work to apply relevant best practice standards with appropriate targets and time frames for achieving them.

Remgro and the Investee Companies will implement management systems which effectively address ESG risks and realise ESG opportunities as a fundamental part of the Company's value and will endeavour to:

- where appropriate, consider *inter alia* environmental, public health, safety, and social issues associated with target investments before and during the period of investment;
- minimise adverse impacts and enhance the positive effect of the Investee Companies on the environment and all stakeholders (including employees and any affected communities) as relevant and appropriate;
- encourage the Investee Companies to make responsible and efficient use of natural resources and to protect the environment wherever possible;
- support the reduction of greenhouse gas emissions and other harmful environmental activities in line with international and national policy goals and time frames;
- use governance structures that provide appropriate levels of oversight in the areas of audit, risk management, and potential conflicts of interest;
- comply with applicable national, state and local labour laws in the countries in which Remgro invests, and support the payment of competitive and equitable wages and benefits, and the provision of a healthy workplace, by Investee Companies to their employees;

- require the Investee Companies to work within a defined timeframe towards full compliance with applicable South African legislation, the International Labour Organization (“ILO”) Core Labor Standards and ILO Basic Terms and Conditions of Work and to respect the International Bill of Human Rights<sup>2</sup> in line with the UN Guiding Principles on Business and Human Rights<sup>3</sup>;
- encourage the operation of the Investee Companies to be carried out in accordance with good international industry practices<sup>4</sup>, recognise and, as appropriate, promote the social aspects of the development impact of the Investee Companies; and
- consider the potential for positive impacts and opportunities from business activities (e.g., certifications to enter new markets, strengthening of supply chain structures/management).

**6) Review dates and version control**

This policy will be reviewed annually.

This Policy was reviewed by the Operational ESG Committee on 2 February 2026, Management Board on 6 March 2026, the Social and Ethics Committee on 11 March 2026 and approved by the Remgro Board on 24 March 2026.

---

---

<sup>2</sup> The International Bill of Human Rights includes the United Nations (“UN”) Universal Declaration of Human Rights and the International Covenant on Economic, Social and Cultural Rights and the International Covenant on Civil and Political Rights

<sup>3</sup> <http://www.business-humanrights.org>

<sup>4</sup> Including the range of internationally certifiable environmental standards issued by the International Organization for Standardization (“ISO”), the ISO 14000 series, notably including standards for environmental management systems (ISO 14001) and greenhouse gas emissions (ISO 14064-65), as may be amended from time to time. See [www.iso.org](http://www.iso.org).