National Maize Corporation (Pty) Ltd

2024/25 Annual Report



FOR THE YEAR ENDED 31 MARCH 2025

WHO WE ARE

National Maize Corporation (Pty) Ltd

OUR VISION

The catalyst of grain sovereignty in the Kingdom of Eswatini.

OUR MISSION

Fostering a vibrant grains industry producing for national self sufficiency, reserves and export markets.

OUR CORE VALUES

PROFESSIONALISM

The quality of how we show up to exceed standards, producing greater efficiencies in our work and greater participation with our customers, stakeholders and interested and affected parties.

INTEGRITY

Every task, every conversation and every learning opportunity is met with honesty and the desire to do what is right.

RESPONSIVENESS

We always prioritise our customers' needs and expectations; in this quest we take timely decisions that move the business forward.

INNOVATION

We embrace creativity, collaboration and openness as we continuously seek new and improved ways of doing business.

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This report covers the operations of the National Maize Corporation (Pty) Ltd for the financial year 1 April 2024 to 31 March 2025. It should be read together with the audited annual financial statements, which appear in Section 07.

PERFORMANCE SUMMARY

2024/25 AT A GLANCE

A year of strong revenue growth and improved governance outcomes, achieved within a challenging operating environment marked by climate variability and rising input costs.

E499.6m

REVENUE Up 33% from E375.7 million

11.1m

PROFIT FOR THE YEAR
E34.4 million in 2023/24

67 888mt

WHITE MAIZE SOLD
Up 14% from 59 318 mt

5 573mt

LOCAL MAIZE INTAKE Up 20%; 70% from contracted farmers

5 129

FARMERS TRAINED Against an annual target of 1 800

6 079

FARMERS ON INPUT SUBSIDY
Over 99% collected their packages

64 276hrs

TRACTOR HOURS DELIVERED 98% fulfilment of 65 640 hours registered

E17.0m

EQUITY Recovered from negative E15.9 million

71%

FLEET AVAILABILITY 163 of 227 serviceable tractors

All monetary figures are stated in Emalangeni (E). Tonnages are metric tonnes (mt). Comparatives refer to the financial year ended 31 March 2024.



SECTION 01

CORPORATE OVERVIEW

A Category A public enterprise with a dual mandate: to trade viably on commercial lines, and to protect and grow the local grain industry towards national selfsufficiency.

01 Who we are

02 Mandate and shareholding

03 Strategic objectives

01

01 WHO WE ARE

The National Maize Corporation (NMC) is a Category A public enterprise under the Ministry of Agriculture, established in 1985. The Corporation was created to play a strategic role in the country's grain sector, with a primary focus on ensuring stability in the supply of staple grains while supporting the development of local production.

Unlike most Category A public enterprises, NMC has no founding Act but is purely a public company. As at 31 December 2025, Government, through the Ministry of Agriculture, held 95% of the shares, while NAMBoard held 5%.

A DUAL MANDATE

The Corporation has a dual mandate, as reflected in the Public Enterprises Unit's Dividend Policy on Public Enterprises. The primary mandate is to operate viably on commercial lines and generate profit for self sustainment - which is why, unlike most parastatals, NMC does not receive a subvention from Government.

Profits derived from the commercial component of the mandate are then applied to the second mandate: protecting the local grain industry from cheap imports and promoting local production towards national self sufficiency in grains. This dual mandate positions the Corporation as a key instrument in advancing national grain sovereignty and reducing reliance on the importation of Eswatini's staple grains.

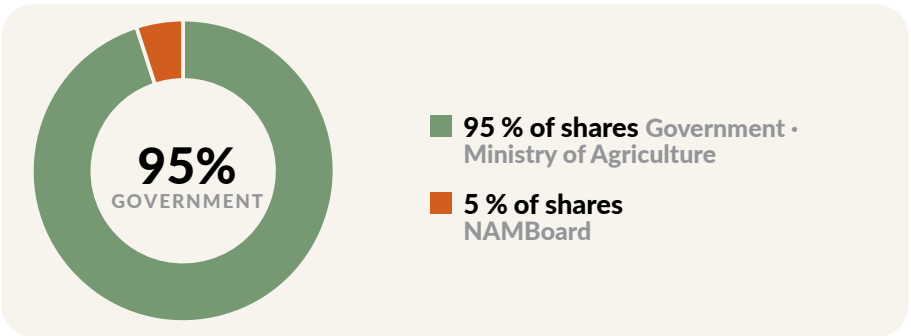
For the commercial mandate, the Corporation trades in key commodities including white maize, premium rice and sugar beans. White maize and red speckled beans are sourced primarily from local farmers, strengthening domestic production and supporting rural livelihoods, while rice is sourced from regional and international markets to complement local supply and ensure consistent availability at competitive prices.

DEVELOPMENTAL RESPONSIBILITY

As part of its developmental mandate, NMC administers the Government-funded Input Subsidy and Subsidised Tractor Hire Service - responsibilities previously managed by the Ministry of Agriculture. These programmes are designed to improve farmer access to affordable inputs and mechanisation services, thereby enhancing productivity and supporting the commercialisation of grain production.

Coupled with this mandate, NMC guarantees an all year-round supply of staple grains at competitive prices to the nation, while ensuring that local producers have access to a reliable and competitive market for their produce. Through its national network of silos, depots and distribution points, the Corporation plays a central role in grain storage, quality management and distribution across all regions of the country.

SHAREHOLDING AS AT 31 DECEMBER 2025



STRATEGIC OBJECTIVES

01

A competitive market, all year

To guarantee an all-year-round competitive market for Eswatini maize farmers.

02

Lower barriers and cost

To reduce marketing barriers and costs by improving maize marketing and logistics - running silos efficiently, registering producers, providing drying services and supplying price information.

03

Supply to the nation

To guarantee all-year-round supplies of maize at reasonable cost to the nation.

04

An efficient maize market

To increase the efficiency of the maize market by promoting the availability of white maize at reasonable cost in all regions.



OPERATING FOOTPRINT

The Corporation operates through a national network of silos, depots and collection points that connect smallholder and commercial producers to millers, wholesalers and retailers. Depot-level intake at Matsapha, Madulini, Ngwemphisi, Ntfonjeni and Kalanga underpins both the commercial and developmental components of the mandate.

OUR BRANDS

NMC supplies white maize to the milling industry and markets Sihlobo Rice and Umndeni Beans to the retail trade. Together these lines give the Corporation reach across the staple food basket and diversify its revenue base beyond maize alone.

SECTION 02

GOVERNANCE · AND LEADERSHIP

Oversight of the Corporation is exercised by a Board of Directors appointed in line with Government policy, supported by an Executive Management team accountable for day-to-day delivery.

01 Board of Directors

02 Executive Management

03 Chairman's remarks

04 Message from the Chief Executive Officer

02

BOARD OF DIRECTORS



Mr Patrick Myeni
CHAIRMAN



Mrs Dumsile Ngwenya
MEMBER



Mr Walter Matsebula
MEMBER



Mr Mduduzi Magongo
MEMBER



Mr Muzi Dlamini
MEMBER



Mrs Faith Motsa
MEMBER



Ms Nokwazi Mamba-Hlophe
MEMBER



Mr Elphas Mkhwanazi
MEMBER



Mr Mavela Vilane
CHIEF EXECUTIVE & BOARD SECRETARY

DIRECTORS WHO RETIRED DURING THE YEAR

Dumsani Dlamini, Chairman - term ended 30 September 2024. Rose Maseko, Howard Mbuyisa, Lwazi Mamba and Nonhlanhla Nxumalo - terms ended 30 September 2024. The Board records its appreciation for their service to the Corporation.

EXECUTIVE MANAGEMENT



Mr Mavela Vilane
CHIEF EXECUTIVE



Ms Ruth Dube-Maziya
CHIEF FINANCIAL OFFICER



Ms Nombulelo Mhlanga
EXECUTIVE MANAGER: COMMERCIAL AND OPERATIONS



Mr Mangaliso Sihlongonyane
EXECUTIVE MANAGER: FARMER DEVELOPMENT AND MECHANISATION



Ms Zanele Nhlabatsi
HUMAN RESOURCES AND ADMINISTRATION MANAGER



Mr Hyson Mkhatshwa
RISK AND INTERNAL AUDIT MANAGER

The day-to-day management of the Corporation is delegated to the Executive Management team, led by the Chief Executive Officer. Management is responsible for implementing the Corporation's strategy, managing operations, ensuring regulatory compliance and delivering performance in line with Board-approved objectives. During the year under review, Management focused on operational stabilisation, improving internal controls, enhancing service delivery and restoring financial discipline.

ORGANISATIONAL STRUCTURE

BOARD OF DIRECTORS

Strategic direction, oversight and accountability

Finance & Audit Committee
Remuneration Committee

CEO'S OFFICE

Overall operations and strategic direction, ensuring all departments function cohesively toward the Corporation's mandate. Provides leadership, oversight and coordination across the business.

COMMUNICATIONS · STRATEGY · SHEQ · LEGAL

5.7

Risk And Internal Audit

Independent oversight. Reports to the Finance & Audit Committee.

Farmer Development And Mechanisation

5.1

Empowers farmers and strengthens national food security through affordable inputs, mechanised farming solutions and technical support. Custodian of the Corporation's tractors and agricultural plant.

- Farmer Development Unit
- Input Subsidy Programme
- Tractors And Agricultural Plant

Commercial And Operations

5.3

Ensures NMC operates along viable commercial lines, and that the flow from storage through to sale runs smoothly, with quality and efficiency maintained across the value chain.

- Storage, Warehouse And Packaging
- Sales And Marketing
- Merchandising

Finance

06

Financial management and sustainability of the Corporation: transparency, accountability and compliance with corporate and regulatory standards.

- Procurement And Contracts Management
- Financial Accounting
- Management Accounting

Human Resources

5.5

Manages human capital and administrative support, from recruitment, employee welfare and payroll through to the services that keep the workplace running.

- Information Technology
- Facilities And Maintenance
- Fleet Management
- Security

Departmental structure and remit as published by the Corporation. Numbers refer to the Management Reports in Section 05 and the Financial Review in Section 06. Risk and Internal Audit reports independently to the Board, shown dotted.

Structure as at 31 March 2025. Reporting lines run from the Board of Directors through the Chief Executive Officer to the heads of Finance, Operations, Farmer Development and Mechanisation, Sales and Marketing, Human Resources and Administration, Risk and Audit, and SHERQ.

CHAIRMAN'S REMARKS

"The Board remains committed to ensuring that the National Maize Corporation fulfils its mandate with integrity, professionalism, responsiveness and innovation, in service of the people of Eswatini."



Patrick Myeni
CHAIRMAN OF THE BOARD

On behalf of the Board of Directors, I am pleased to present the National Maize Corporation's Annual Report for the financial year ended 31 March 2025.

The National Maize Corporation operates as a Category A public enterprise with a dual mandate - to function as a commercially viable corporation while fulfilling a critical social and developmental responsibility in support of national grain sovereignty. Guided by our Vision of being the catalyst of grain sovereignty in the Kingdom of Eswatini, and our Mission to foster a vibrant grain industry producing for national demand, reserves and export, the Board continued to provide oversight to ensure that both dimensions of this mandate were advanced in a balanced and sustainable manner.

GOVERNANCE AND STRATEGIC OVERSIGHT

The year under review took place against the backdrop of historical financial distress and structural misalignment between the commercial and developmental components of the Corporation's mandate. The Board therefore prioritised governance strengthening, risk oversight, and support to Management in executing a business recovery and turnaround agenda.

A major governance milestone during the year was the establishment of the Risk and Audit Department, which became operational in the third quarter. This strengthened internal controls, enhanced risk visibility, and supported improved accountability across the organisation.

PERFORMANCE AND MANDATE DELIVERY

Despite a challenging operating environment, the Corporation recorded revenue growth of 33%, increasing from E375.7 million to E499.6 million, driven primarily by improved white maize sales volumes and stronger distribution capability. The Corporation also achieved a clean audit opinion for the year under review, marking a significant improvement in financial governance and reporting discipline.

From a developmental perspective, NMC continued to play a central role in supporting farmers and strengthening local production. Local maize intake increased by 20%, from 4 640 metric tonnes to 5 573 metric tonnes, with 70% of the maize sourced from contracted farmers, underscoring the impact of structured farmer engagement. Through extension support and mechanisation programmes, over 5 100 farmers were trained in Good Agricultural Practices, significantly exceeding the annual target.

The Corporation further administered the Government's Input Subsidy and Tractor Hire Programmes, facilitating access to subsidised inputs for over 6 000 farmers and delivering more than 64 000 tractor service hours at a fulfilment rate of approximately 98%. These interventions remain critical in reducing marketing barriers, improving productivity and strengthening farmer participation in the grain value chain.

STRATEGIC DIRECTION AND OUTLOOK

While topline growth was strong, the Board notes that profit declined to E11.1 million from E34.4 million in the previous year, largely due to higher grain procurement and transport costs. This reinforces the importance of the ongoing turnaround strategy, which focuses on costcontainment, productivity improvement and mandate realignment.

Looking ahead, the Board remains confident that with sustained reform, strategic partnerships and disciplined execution, the Corporation will continue to strengthen its contribution to national grain systems while safeguarding long-term sustainability.

APPRECIATION

I wish to extend my sincere appreciation to the Minister of Agriculture for policy guidance, to my fellow Board members for their stewardship, and to Management and staff for their commitment during a demanding period of transition. I also thank our farmers, customers and partners for their continued trust and collaboration. The Board remains committed to ensuring that the National Maize Corporation fulfils its mandate with integrity, professionalism, responsiveness and innovation, in service of the people of Eswatini.

Patrick Nyeni

CHAIRMAN OF THE BOARD

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

"Together, we remain committed to building a financially sound, operationally efficient and developmentally impactful institution that delivers the much-desired national dividend - grain sovereignty in the Kingdom of Eswatini."



Mavela Vilane
CHIEF EXECUTIVE OFFICER

I am pleased to present the Chief Executive Officer's Report for the National Maize Corporation for the financial year ended 31 March 2025.

The year under review represented a critical phase in the Corporation's ongoing turnaround and recovery journey. Operating within a context of historical financial distress, climate variability and increasing pressure on national grain systems, Management remained focused on stabilising operations while advancing NMC's Mission to foster a vibrant grain industry producing for national demand, reserves and export.

MANDATE AND STRATEGIC CONTEXT

NMC is a commercial corporation with a social and developmental responsibility. While this dual mandate positions the Corporation as a key instrument of national food systems, it has historically placed pressure on financial sustainability due to the absence of direct funding for the developmental component.

During the year under review, Management continued to implement a turnaround strategy aimed at restoring financial health, strengthening internal controls, and unlocking the Corporation's inherent competitive advantages - including its extensive national footprint, established distribution network, post-harvest infrastructure and custodianship of mechanisation assets.

STRATEGY AND OPERATIONAL PERFORMANCE

Operational performance during the year was strong. White maize sales increased by 14%, from 59 318 metric tonnes to 67 888 metric tonnes, reflecting improved market responsiveness and consistent supply to millers. Sihlobo Rice sales also grew significantly, increasing by 66% to 1 060 metric tonnes, driven by revitalised distribution channels.

While revenue increased by E123.9 million year on year, profitability was impacted by rising operational costs. Cost of sales increased by 48%, reaching E448.0 million, primarily due to higher grain purchase and transport costs. As a result, net profit declined to E11.1 million, highlighting the continued importance of cost discipline and efficiency gains.

INPUT SUBSIDY AND TRACTOR HIRE

Through the Input Subsidy Programme, 6 079 farmers paid for subsidised inputs, with over 99% successfully collecting their packages. Under the Tractor Hire Programme, 65 640 service hours were registered, with 64 276 hours delivered, achieving a fulfilment rate of approximately 98%.

Fleet availability averaged 71%, with 163 out of 227 serviceable tractors functional, reflecting the impact of an ageing fleet and spare parts constraints. Nonetheless, operational innovations such as tractor "camps" and improved servicing regimes contributed to higher service delivery and better fuel efficiency.

FARMER DEVELOPMENT AND LOCAL PRODUCTION

Farmer development remained central to mandate delivery. Through contract farming and extension services, 5 129 farmers were trained, far exceeding the annual target of 1 800. Although contracted areas declined by 17.4%, area under active production among contracted farmers increased by 15.4% to 2 324.5 hectares, indicating improved utilisation and engagement.

Local maize sourcing increased by 20%, supported by a producer price of E5 800 per tonne and improved community-level logistics. Despite these gains, productivity among contracted farmers declined slightly from 2.79 mt/ha to 2.71 mt/ha, reinforcing the need for intensified focus on farm management and productivity enhancement.

GOVERNANCE, RISK AND FINANCIAL POSITION

The Corporation achieved a clean audit opinion for the year ended 31 March 2025. The financial position improved, with equity moving from a negative E15.9 million to a positive E17.0 million, total assets increasingby E32.9 million, and bank overdrafts reducing by 67%, from E13.3 million to E4.4 million.

The operationalisation of the Risk and Audit function further strengthened governance and risk management, positioning the Corporation to proactively manage strategic, financial and operational risks.

LOOKING AHEAD

Looking forward, Management will continue to focus on improving productivity, expanding local sourcing, diversifying revenue streams, modernising operational systems and strengthening institutional capacity. Climate risk, cost pressures and funding constraints will remain key considerations, but the Corporation is now better positioned to navigate these challenges.

APPRECIATION

I would like to thank the Board of Directors for their guidance, the Minister of Agriculture for continued policy support, and our farmers, customers and partners for their trust. I extend my deepest appreciation to the employees of the National Maize Corporation for their professionalism and resilience during a period of significant change.



CHIEF EXECUTIVE OFFICER

SECTION 03

STRATEGY AND PERFORMANCE

A period of deliberate execution within the Corporation's broader turnaround and recovery journey, anchored on three interrelated strategic pillars.

01 Strategic context

02 Strategic priorities

03 Performance against strategic priorities

04 Overall assessment and outlook

03

03 STRATEGY AND PERFORMANCE OVERVIEW

The 2024/25 financial year represented a period of deliberate execution within NMC's broader turnaround and recovery journey.

STRATEGIC CONTEXT

With the Corporation's mandate, mission and long-term vision clearly articulated, the strategic focus during the year shifted towards operationalising these commitments through targeted interventions, disciplined resource allocation and strengthened performance monitoring.

Against a backdrop of climate variability, market volatility and ongoing structural pressures associated with the dual mandate, Management prioritised stabilisation, improved service delivery and the restoration of shareholder confidence. Strategic actions during the year were therefore designed not only to sustain core operations, but also to reinforce the Corporation's role in strengthening local grain production, improving the internal control environment and financial resilience, and enhancing governance.

The performance outcomes presented in this section reflect progress made during the year in aligning day-today operations with strategic intent, while also highlighting areas requiring continued focus as the Corporation advances its grain sovereignty objectives.

STRATEGIC PRIORITIES

The Corporation's strategy during the year was anchored on three interrelated strategic pillars:

1. Strengthening local grain production and farmer participation.
2. Restoring financial sustainability and improving operational efficiency.
3. Strengthening governance, systems and institutional capability.

These pillars informed operational planning, resource allocation and performance monitoring across the organisation.

STRENGTHENING LOCAL GRAIN PRODUCTION AND FARMER PARTICIPATION

Advancing local production remained central to the Corporation's developmental mandate and national grain sovereignty objectives. During the year under review, NMC focused on improving farmers' access to finance, inputs, improved mechanisation service delivery, technical support and lucrative prices for locally produced grains.

Local maize intake increased by 20%, rising from 4 640 metric tonnes in the previous year to 5 573 metric tonnes. Of this volume, 70% was sourced from contracted farmers, reflecting the effectiveness of structured farmer engagement and contract farming arrangements. This growth was supported by a producer price of E5 800 per tonne, coupled with improved community-level maize collection logistics.

Through farmer development and extension programmes, 5 129 farmers were trained in Good Agricultural Practices, significantly exceeding the annual target of 1 800 farmers. While the total contracted area declined by 17.4% due to the removal of inactive contracts, area under active production among contracted farmers increased by 15.4% to 2 324.5 hectares, indicating improved utilisation and engagement among active participants.

The administration of the Government's Input Subsidy Programme enabled 6 079 farmers to access subsidised inputs for maize, beans and sorghum, with over 99% of beneficiaries successfully collecting their packages. These interventions contributed to sustaining production levels and supporting smallholder farmersduring a challenging season marked by climate variability.

RESTORING FINANCIAL SUSTAINABILITY AND OPERATIONAL EFFICIENCY

Restoring financial stability remained a core strategic priority during the year. The Corporation recorded revenue growth of 33%, increasing from E375.7 million to E499.6 million. This growth was driven primarily by improved white maize sales volumes, which increased by 14% to 67 888 metric tonnes, and strengthened distribution capability.

Sihlobo Rice sales also recorded strong growth, increasing by 66% to 1 060 metric tonnes following the revitalisation of distribution channels. These gains demonstrate the Corporation's ability to respond to market demand and leverage its distribution network.

Despite strong topline performance, profitability was impacted by rising grain procurement and transport costs. Cost of sales increased by 48%, resulting in a net profit of E11.1 million compared to E34.4 million in the previous year. Management continued to prioritise cost containment, efficiency improvements and productivity led interventions to mitigate margin pressures.

Operational efficiency initiatives within the Tractor Hire Programme resulted in 65 640 service hours registered, with 64 276 hours delivered, achieving a fulfilment rate of approximately 98%. Fleet availability averaged 71%, reflecting ongoing challenges associated with an ageing fleet and spare parts constraints, but operational innovations such as tractor "camps" contributed to improved service delivery and fuel efficiency.

STRENGTHENING GOVERNANCE, SYSTEMS AND INSTITUTIONAL CAPABILITY

The year under review saw notable progress in strengthening governance and internal control systems. A key milestone was the operationalisation of the Risk and Audit Department during the third quarter of the financial year. This enhanced the Corporation's ability to identify, assess and manage strategic, operational and financial risks.

The Corporation achieved a clean audit opinion for the year ended 31 March 2025, reflecting improved financial reporting discipline and compliance with International Financial Reporting Standards. Financial position strengthened during the year, with equity improving from a negative E15.9 million to a positive E17.0 million, total assets increasing by E32.9 million, and bank overdrafts reducing by 67%.

In parallel, the Corporation continued to invest in human capital development, safety, quality and food safety systems, reinforcing a culture of professionalism, integrity, responsiveness and innovation across operations.

OVERALL PERFORMANCE ASSESSMENT

Overall, the 2024/25 financial year was characterised by strong revenue growth, improved governance outcomes and sustained developmental impact, achieved within a challenging operating environment. While profitability was constrained by external cost pressures, the Corporation made measurable progress in stabilising operations and restoring institutional credibility.

Performance during the year demonstrates positive momentum in the Corporation's turnaround journey, while also highlighting the need for continued focus on productivity improvement, cost management, asset renewal and sustainable funding mechanisms for the developmental mandate.

OUTLOOK

Looking ahead, the Corporation will continue to implement its strategic priorities with a focus on expanding local sourcing, improving farmer productivity, strengthening financial resilience and modernising systems and processes. Climate variability, market competition and funding constraints will remain key risks, but the foundations laid during the year under review position NMC to navigate these challenges more effectively.

The Corporation remains committed to delivering on its mandate and advancing grain sovereignty in the Kingdom of Eswatini through disciplined execution, strategic partnerships and accountable governance.

SECTION 04

GOVERNANCE AND COMPLIANCE

The Corporation is governed in accordance with the Companies Act of Eswatini and applicable public enterprise governance frameworks, balancing commercial accountability with public interest obligations.

01 Governance framework

02 Board of Directors and committees

03 Risk management and internal control

03 Compliance, ethics and assurance

04

04 GOVERNANCE AND COMPLIANCE

GOVERNANCE FRAMEWORK

The National Maize Corporation is governed in accordance with its establishing documentation, the Companies Act of Eswatini and applicable public enterprise governance frameworks. As a Category A public enterprise under the Ministry of Agriculture, the Corporation operates within a governance structure that balances commercial accountability with public interest obligations.

Governance oversight is exercised by the Board of Directors, which is responsible for providing strategic direction, ensuring compliance with legal and regulatory requirements, safeguarding the Corporation's assets and overseeing Management performance. The Board operates independently of Management, with clearly defined roles and responsibilities that support effective decision-making and accountability.

BOARD OF DIRECTORS

The Board of Directors is appointed in line with Government policy and is collectively responsible for the long-term sustainability of the Corporation. During the year under review, the Board focused on guiding the Corporation through its turnaround and recovery phase, strengthening governance systems, and ensuring that Management actions were aligned with the approved mandate and strategic direction.

Key areas of Board oversight during the year included:

- Strategic direction and performance monitoring
- Financial sustainability and capital management
- Risk management and internal controls
- Governance, ethics and compliance
- Oversight of the Corporation's dual commercial and developmental mandate

The Board conducted its business through scheduled meetings and committees, receiving regular reports from Management to support informed oversight and decision-making.

BOARD COMMITTEES

To enhance the effectiveness of its oversight role, the Board operates through established committees, each with clearly defined terms of reference. These committees support the Board in discharging its responsibilities more efficiently and with greater focus.

Key committees include the Finance and Audit Committee and the Remuneration Committee (REMCO), which strengthen oversight of financial reporting, internal controls, audit processes, and matters relating to remuneration, performance management and human capital governance. During the year, the Risk and Audit Department became operational, supporting improved governance maturity.

AUDIT OUTCOME

The Corporation obtained a clean audit opinion for the year ended 31 March 2025, reflecting improved financial discipline and compliance with International Financial Reporting Standards. For the preceding four years the auditors had included an emphasis of matter paragraph in their opinion.

RISK MANAGEMENT AND INTERNAL CONTROL

Risk management is a key component of the Corporation's governance framework. During the year under review, the Risk and Audit Department became operational, marking an important milestone in strengthening institutional risk oversight.

The Department is responsible for supporting the Board and Management in identifying, assessing and managing strategic, operational, financial and compliance risks. Key achievements during the year included the development of a Risk Management Framework, the establishment of an internal audit charter, and the initiation of a corporate risk register aligned to international best practice.

Internal controls are designed to provide reasonable assurance regarding the reliability of financial reporting, safeguarding of assets, compliance with laws and regulations, and the effectiveness and efficiency of operations. While no system of internal control can eliminate all risk, the Board is satisfied that appropriate control mechanisms are in place and continue to be strengthened.

COMPLIANCE AND ETHICS

The Corporation is committed to conducting its business in an ethical, transparent and responsible manner.

Compliance with applicable laws, regulations, policies and governance standards remains a core priority.

During the year under review, the Corporation continued to reinforce a culture of integrity, professionalism, responsiveness and innovation across all levels of the organisation. Management and employees are expected to adhere to established policies, procedures and codes of conduct that guide ethical behaviour and decision-making.

AUDIT AND ASSURANCE

For the financial year ended 31 March 2025, the Corporation obtained a clean audit opinion, confirming that the financial statements were prepared inaccordance with International Financial Reporting Standards and that no material misstatements were identified.

External audit services were provided by Kobla Quashie and Associates, Chartered Accountants (Eswatini), who conducted their work independently and reported to the Board through the Finance and Audit Committee. The audit outcome reflects improved financial governance, stronger internal controls and enhanced compliance.

GOVERNANCE OUTLOOK

The Board and Management recognise that effective governance is an ongoing process. As the Corporation continues its turnaround and recovery journey, further focus will be placed on strengthening governance structures, enhancing risk management maturity, improving policy implementation and reinforcing ethical conduct across the organisation.

Through continued commitment to sound governance and compliance, the National Maize Corporation aims to sustain stakeholder confidence and support the longterm achievement of its mandate.



SECTION 05

MANAGEMENT · REPORTS

A detailed account of operational performance across farmer development and mechanisation, stock, sales and marketing, human capital, SHERQ, and risk and audit.

01 Farmer development and mechanisation
02 Input subsidy and tractor hire
03 NMC farming
04 Stock
05 Sales and marketing
06 Human capital
07 SHERQ management
08 Risk and audit

05

05 MANAGEMENT REPORTS

The reports that follow show how strategic priorities, governance frameworks and risk management approaches were translated into day-to-day execution across the business.

These reports cover the Corporation's core functional areas, including farmer development and mechanisation, stock management, sales and marketing, human capital, and safety, health, environment, risk and quality (SHERQ). Together, they present a comprehensive view of operational delivery, highlighting key achievements, challenges encountered, and actions taken by Management to support the Corporation's dual commercial and developmental mandate.

While each report focuses on its specific area of responsibility, they are collectively aligned to the Corporation's mission of fostering a vibrant grain industry producing for national demand, reserves andexport, and to its vision of being the catalyst of grain sovereignty in the Kingdom of Eswatini. The information presented demonstrates Management's commitment to improving efficiency, strengthening controls, supporting farmers and customers, and ensuring sustainable service delivery within a challenging operating environment.



5.1 FARMER DEVELOPMENT AND MECHANISATION

Farmer Development and Mechanisation is the department responsible for delivering the developmental mandate of NMC. Its main objective is to ensure national self-sufficiency in grain production. It is responsible for tractor hire and input subsidy, NMC farming, and technical support to farmers - including contract farming, training, finance linkages, farming with communities, maize collection and harvesting services. The focus is on maize, beans and sorghum, as these have been prioritised by Government through the input subsidy programme.

CONTRACT FARMING

The Corporation, through the Agribusiness Unit, provided extension support to farmers, and 5 129 farmers were trained in Good Agricultural Practices —above the target of 1 800 farmers. Contracted area decreased by 17.4%, from 5 340 ha in 2023/24 to 4 409.98 ha in 2024/25. The target of 5 200 ha for the period was not met, due to several contracts that were removed because of prolonged inactivity.

5 129
FARMERS TRAINED
Target 1 800

4 410 ha
CONTRACTED AREA
Down 17.4% from 5 340 ha

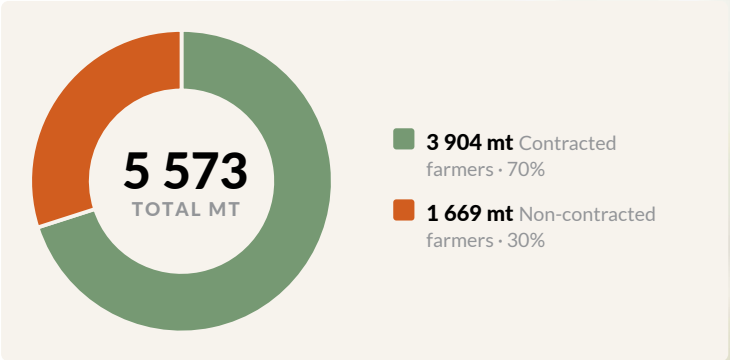
2 324 ha
AREA UNDER PRODUCTION
Up 15.4%; target 2 000 ha

2.71 mt/ha
PRODUCTIVITY
2.79 mt/ha in 2023/24

LOCAL MAIZE SOURCING

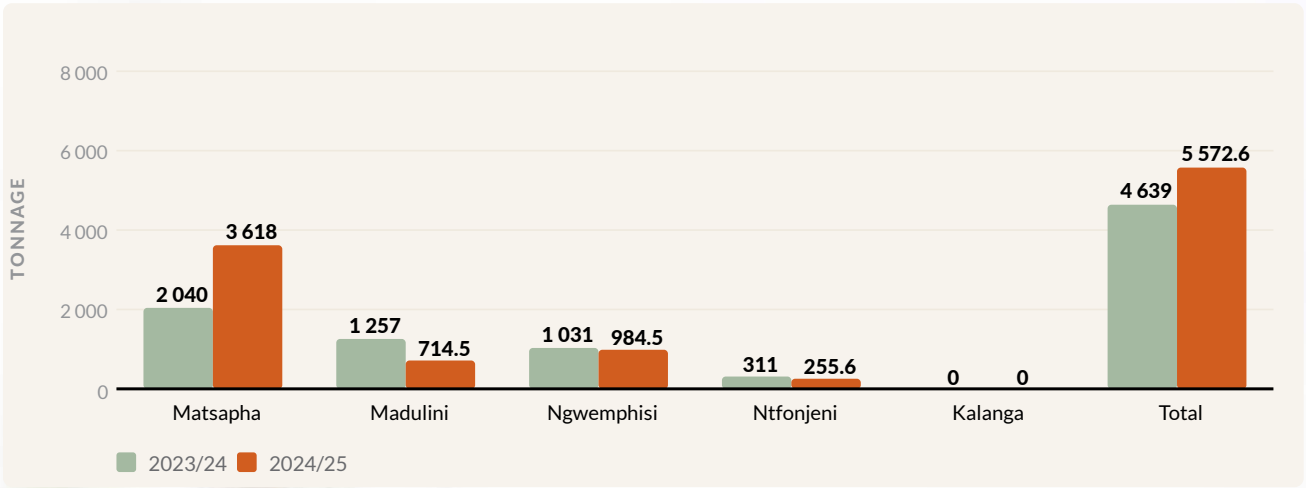
Maize received from local farmers increased by 20%, from 4 640 mt in 2023/24 to 5 573 mt in 2024/25. A favourable producer price, coupled with improved efforts from employees and the availability of vehicles for maize collection at community level, contributed significantly to the rise in tonnage received. The producer price during the marketing period was pegged at E5 800 per tonne. Seventy per cent of the maize received came from contracted farmers, indicating the impact of the programme.

CHART 01 LOCAL MAIZE INTAKE BY SOURCE, 2024/25



Source: National Maize Corporation, 2025

CHART 02 COMPARATIVE ANALYSIS OF LOCAL MAIZE PURCHASES BY DEPOT (MT)



Source: National Maize Corporation, 2025



PRODUCTION, IMPORTS AND DEMAND

MAIZE PRODUCTION VERSUS DEMAND

National maize requirement has remained broadly stable at around 141 000 mt a year, while local production has fluctuated with seasonal conditions. NMC imports bridge the gap between local production and national demand.

TABLE 01 MAIZE PRODUCTION, NMC IMPORTS AND NATIONAL REQUIREMENT (MT)

YEAR	LOCAL PRODUCTION	NMC IMPORTS	NATIONAL REQUIREMENT
2024/25	77 640	63 982	142 673
2023/24	74 946	56 604	140 943
2022/23	85 201	27 046	141 275
2021/22	127 315	45 976	141 957
2020/21	100 041	45 548	140 474
2019/20	86 548	44 034	140 943

Source: National Maize Corporation, 2025

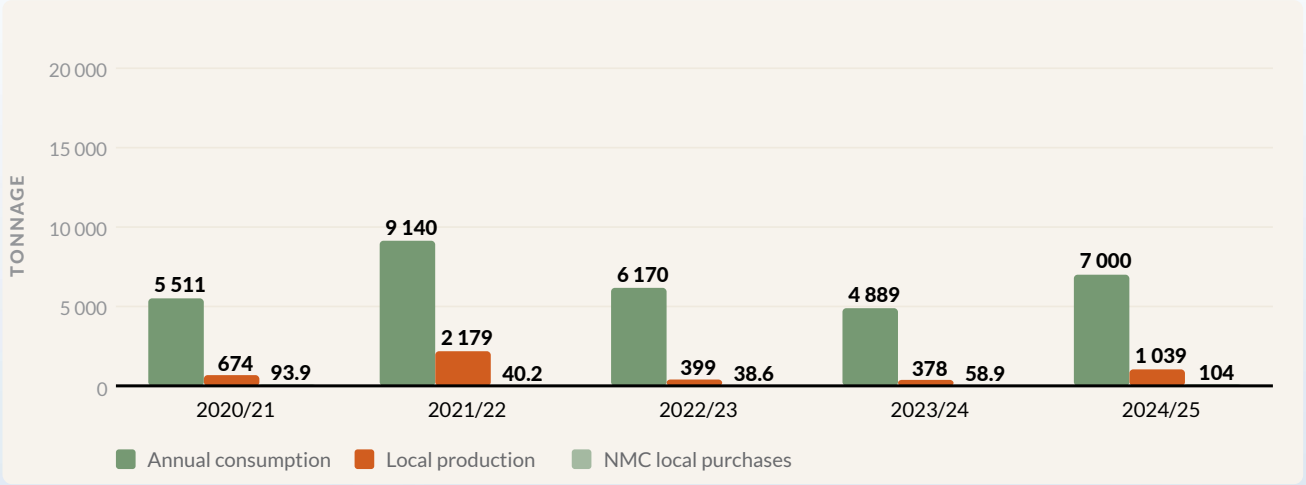
BEANS PRODUCTION ANALYSIS

Local bean production remains well below national consumption, and NMC's local sourcing of red speckled beans represents a small share of the total market. Local production recovered strongly in 2024/25, rising to 1 039 mt against annual consumption of 7 000 mt.

TABLE 02 BEANS: CONSUMPTION, LOCAL PRODUCTION AND NMC SOURCING (MT)

PERIOD	ANNUAL CONSUMPTION	LOCAL PRODUCTION	NMC LOCAL SOURCING
2024/25	7 000	1 039	104
2023/24	4 889	378	58.88
2022/23	6 170	399	38.6
2021/22	9 140	2 179	40.24
2020/21	5 511	674	93.91

CHART 03 BEANS PRODUCTION ANALYSIS (MT)



Source: National Maize Corporation, 2025



5.2 INPUT SUBSIDY AND TRACTOR HIRE

Once again this year, the Government of Eswatini, through the Ministry of Agriculture, extended its Farming Input Subsidy and Tractor Hire Programme to Emaswati. Administration of this programme is overseen by the National Maize Corporation. The programme aims to ensure that farmers have access to affordable farming inputs and mechanisation services by subsidising their prices. The Ministry of Agriculture determines the budget allocation, which is then split to cover tractor hire and input subsidy.

INPUT SUBSIDY

During the period under review, Government continued to subsidise the cost of each package by 50%. The total cost of each package was E11 400 for maize, E9 200 for beans and E6 000 for sorghum; farmers paid E5 700, E4 600 and E3 000 respectively. As in previous years, inputs were collected from the nearest approved agro dealers.

TABLE 03 INPUT SUBSIDY PACKAGE COST AND FARMER CONTRIBUTION (E)

CROP	TOTAL PACKAGE COST	GOVERNMENT SUBSIDY	FARMER PAYS	FARMERS
Maize	11 400	5 700	5 700	5 882
Sugar beans	9 200	4 600	4 600	195
Sorghum	6 000	3 000	3 000	2
Total	**-**	**-**	**-**	**6 079**

TRACTOR HIRE SERVICES

In the year under review, NMC introduced “camps”, where selected tractors were set apart to concentrate on locations with high demand for service. Ten tractors per region were used for this purpose, and this saw an improvement in hours serviced. A total of 65 640 hours were registered for different tractor services, with 64 276 hours successfully serviced - a 98% fulfilment rate, leaving a balance of 1 364 hours. The balance arose from farmers indicating their intention to defer hours to the following season.

The total number of tractors was 254, of which 227 were serviceable. Of the 227 serviceable tractors, 163 were functional - a decrease from 172 functional tractors in the previous year, translating to 71% fleet availability. The drop was mainly attributed to the age of the current fleet and delayed delivery of spares by suppliers. There was a slight increase in the fuel consumption rate, from 8.48 l/hr in 2023/24 to 8.69 l/ hr in the year under review.

CHART 04 HOURS WORKED (%)

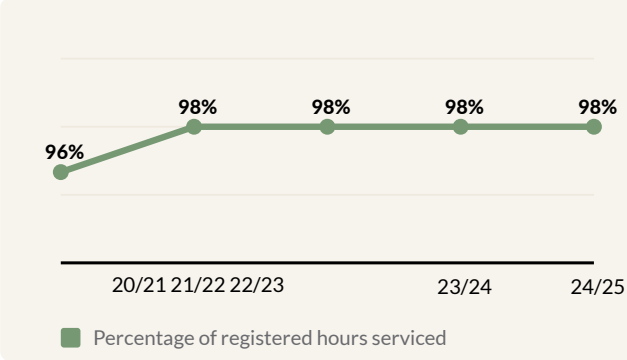
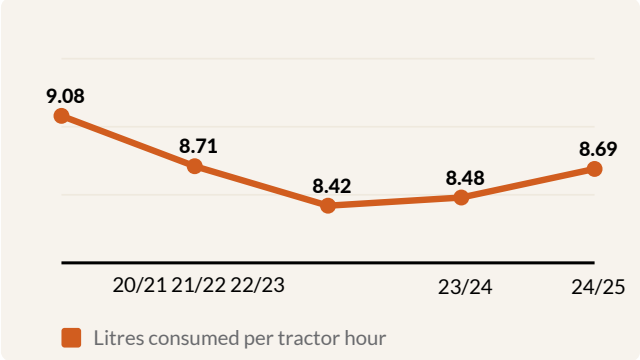


CHART 05 FUEL USAGE (L/HR)



CHALLENGES

- Elevated fuel prices lead to higher tractor hire rates, which in turn reduces the number of beneficiaries
- Insufficient availability of implements such as planters, disc harrows and ploughs.
- Delays in repairing and servicing tractors due to a scarcity of spare parts, particularly for the Solis brand.
- Frequent breakdowns of the ageing tractor fleet
- Delayed payments to PTOs caused by insufficient funds.

NMC FARMING

During the period under review, the organisation undertook maize and beans production on a total of 50 ha. The target was 240 metric tonnes of maize and 20 metric tonnes of beans. However, due to unfavourable weather conditions - including heat waves, heavy rains and winds - a total of 95.66 mt of maize and 7.76 mt of beans was received.

TABLE 04 SUMMARY OF NMC FARMING, 2024/25

CROP	AREA PLANTED (HA)	PROJECTED YIELD (MT)	ACTUAL YIELD (MT)	PRODUCTIVITY (MT/HA)
Maize	40	240	95.66	2.39
Beans	10	20	7.76	0.78

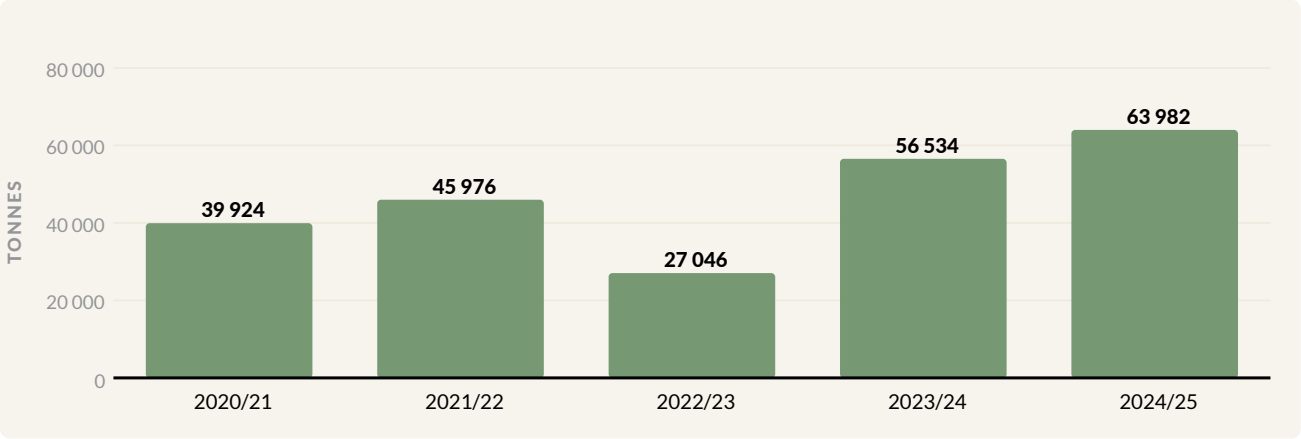


5.3 STOCK

MAIZE IMPORTS

Maize imports rose for a second consecutive year, reaching 63 982 mt in 2024/25. Imports complement local production to guarantee an all-year-round supply of white maize to the milling industry and to consumers.

CHART 06 MAIZE IMPORTS OVER FIVE YEARS (MT)

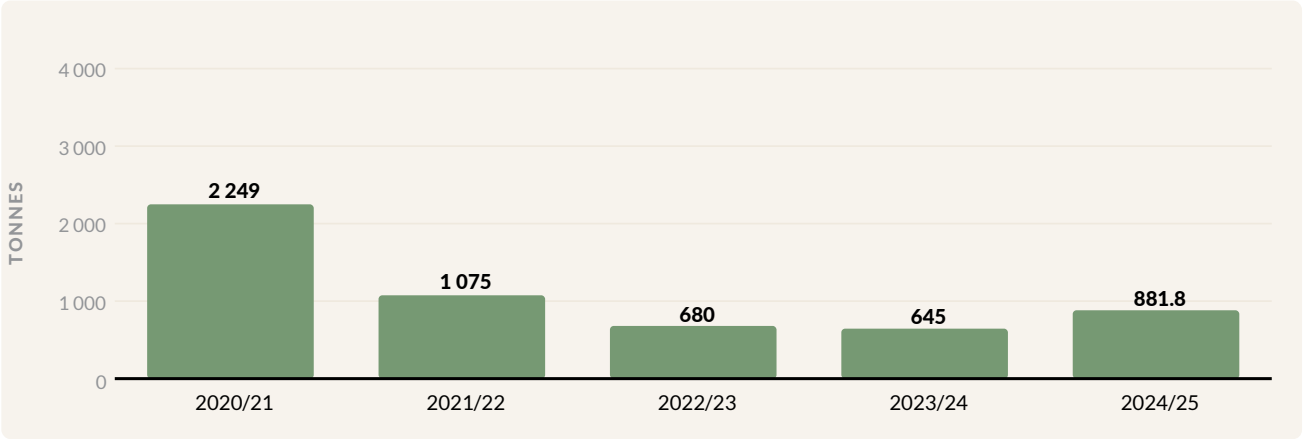


Source: National Maize Corporation, 2025

SIHLOBO RICE IMPORTS

Rice is sourced from regional and international markets to complement local supply and ensure consistent availability of the Sihlobo Rice line to the retail trade. In the year under review the Corporation imported 881.8 mt of Sihlobo Rice, an increase of 236 mt (37%) on the prior year. The increase follows a period of reduced import volumes and lower sales between 2022 and 2024, driven by volatile global rice prices. Improved sales performance in the current year has been supported by expanded distribution channels.

CHART 07 SIHLOBO RICE IMPORTS OVER FIVE YEARS (MT)

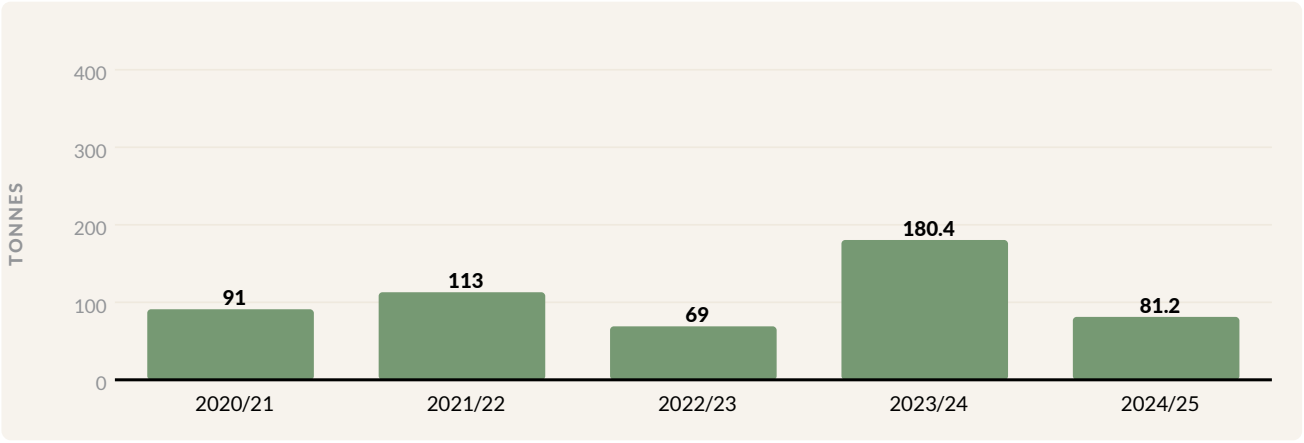


Source: National Maize Corporation, 2025

RED SPECKLED BEANS

Red speckled beans are sourced primarily from local farmers, supplemented by imports where localproduction falls short of demand for the Umndeni Beans line.

CHART 08 RED SPECKLED BEAN IMPORTS OVER FIVE YEARS (MT)



Source: National Maize Corporation, 2025



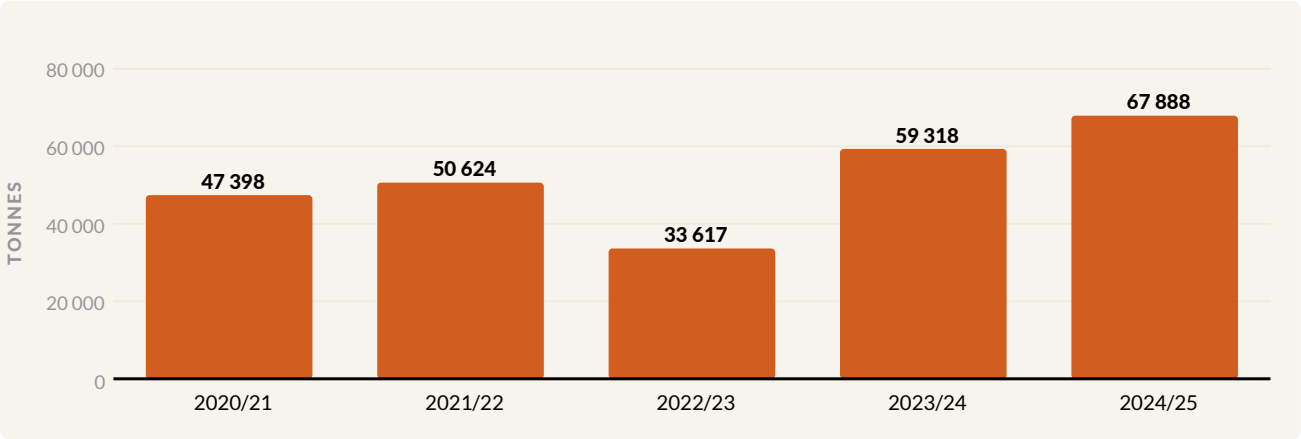
5.4 SALES AND MARKETING

MAIZE SALES

In the 2024/25 financial year the Corporation achieved a notable milestone, selling 67 888 tonnes of white maize - a 14% increase from the 59 318 tonnes sold in 2023/24. This increase was driven by the Corporation's ability to consistently meet millers' demand for white maize throughout the year, supported by a strong financial position that enabled consistent sourcing.

This growth reflects a surge in consumer demand for white maize, driven largely by rising prices of substitute products in the market. The strong sales performance underscores the crop's growing importance as both a staple food and a strategic commodity within the agricultural sector.

CHART 09 WHITE MAIZE SALES ANALYSIS, FIVE YEARS (TONNES)



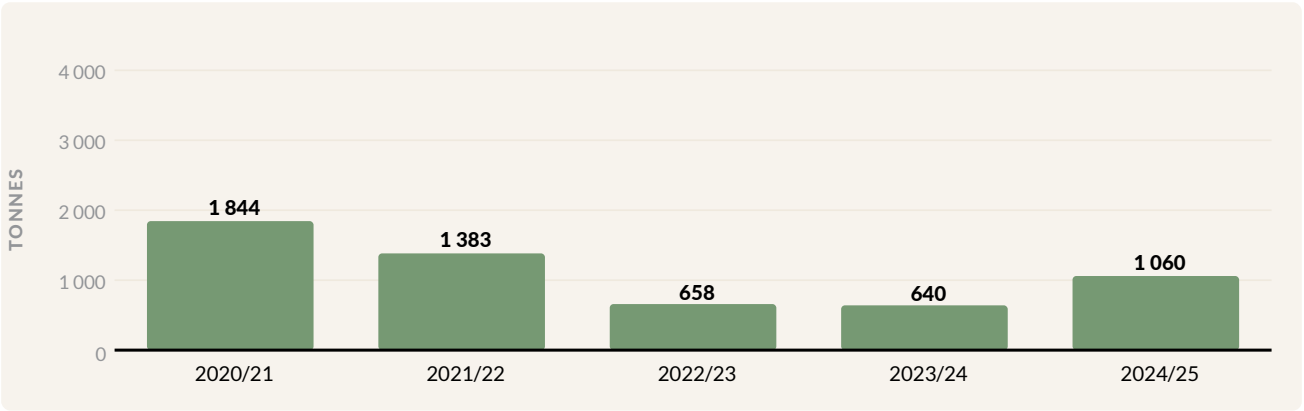
Source: National Maize Corporation, 2025

SIHLOBO RICE

During the 2024/25 financial year the Corporation recorded impressive growth in its Sihlobo Rice line, selling 1 060 metric tonnes - a 66% increase from the 640 tonnes sold in 2023/24. This performance was largely driven by the revitalisation of the Corporation's distribution channels, which strengthened market reach and accessibility.

However, the rice market remains intensely competitive, with rivals leveraging economies of scale to offer lowerpriced alternatives. This ongoing price pressure continues to challenge Sihlobo Rice's market share, highlighting the need for strategic positioning and brand differentiation in the coming year.

CHART 10 SIHLOBO RICE SALES ANALYSIS, FIVE YEARS (TONNES)

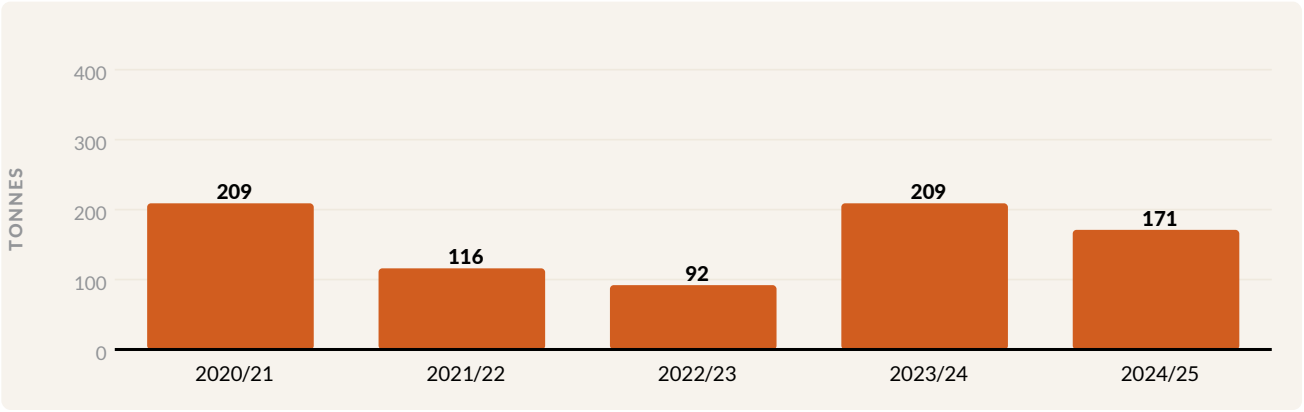


Source: National Maize Corporation, 2025

UMNDENI BEANS

During the 2024/25 financial year, Umndeni Beans sales declined by 18%, with the Corporation selling 171 tonnes compared to 209 tonnes in 2023/24. This decrease was primarily due to the scarcity of beans in the market and limited availability of Umndeni Beans stock.

CHART 11 UMNDENI BEANS SALES ANALYSIS, FIVE YEARS (TONNES)



Source: National Maize Corporation, 2025



5.5 HUMAN CAPITAL

In the reporting year the Corporation's human capital remained a key driver in delivering on the corporate strategic objectives. The Corporation continued to prioritise the holistic development and support of its workforce. A range of training and development programmes were implemented to build critical skills, enhance leadership capability and support career growth across all levels.

To promote employee well-being, initiatives focusing on mental health, work-life balance and access to support services were enhanced, contributing to a more resilient and engaged workforce. The Corporation also maintained constructive employee relations, fostering open communication and collaboration with employee representatives to address workplace matters proactively. In the area of health and safety, a strong safety culture was reinforced through regular training, compliance monitoring and risk mitigation strategies, resulting in improved compliance.

TABLE 05 STAFF ESTABLISHMENT AS AT 31 MARCH 2025

DEPARTMENT / DIVISION	PERMANENT	CONTRACT	INTERNS / GITS	TOTAL
CEO's Office	1	2	0	3
Farmer Development	0	13	4	17
Input Subsidy & Tractor Hire Project	1	91	0	92
Finance	7	12	2	21
Operations	19	3	1	23
HR & Administration	11	3	0	14
Total	**39**	**124**	**7**	**170**

170
TOTAL STAFF
As at 31 March 2025

124
CONTRACT STAFF
73% of the establishment

7
INTERNS AND GITS
Graduates in training



5.6 SHERQ MANAGEMENT

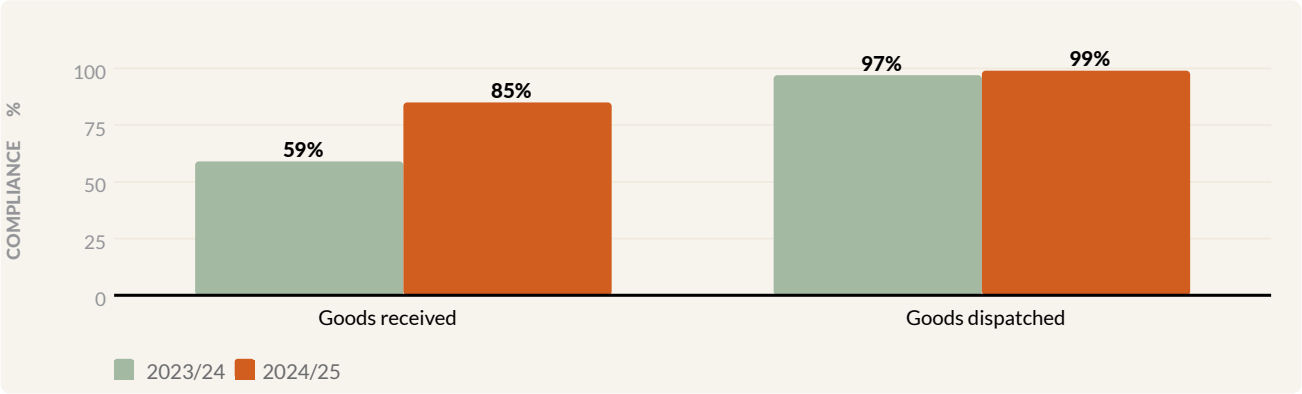
Quality, food safety, occupational health and safety, and environmental performance.

NMC remains steadfast in its commitment to providing a safe, healthy and productive working environment, while ensuring that its products and services consistently meet the highest quality and food safety standards across all operations. The Corporation continues to uphold a robust Quality and Food Safety Management System that emphasises continuous monitoring, prevention of non-conformances and timely corrective actions throughout all stages of production and service delivery.

QUALITY PERFORMANCE

Quality monitoring of products received remains a critical control point in ensuring that final outputs meet customer and regulatory specifications. During the review period, the average quality compliance rate for received goods improved to 85%, up from 59% in theprevious year. This increase is attributed to the strengthened enforcement of quality standards by NMC's farmer development teams at the production stage, which significantly reduced non-conformances in locally sourced grain.

CHART 12 QUALITY COMPLIANCE RATES



Source: National Maize Corporation, 2025

CERTIFICATION AND AUDIT

An FSSC 22000 surveillance audit was conducted during the review period, resulting in four major nonconformances and no minor non-conformances. In the previous audit cycle, NMC recorded no major and four minor non-conformances. While this reflects a shift in findings, it underscores the organisation's proactive efforts to identify and address systemic gaps. All major findings were promptly closed through robust corrective and preventive actions, demonstrating NMC's commitment to maintaining certification and strengthening its food safety and quality systems.

TRAINING, HEALTH AND SAFETY

To enhance organisational competence, NMC delivered 18 internal SHERQ training sessions, benefiting 70 employees across various departments. These sessions focused on deepening understanding and implementation of SHERQ Management System procedures, policies and operational controls.

Ensuring the health and safety of employees and stakeholders remains a top priority. Occupational health surveillance was carried out during the year, including medical examinations for 40 employees working in high risk operational areas. Regular safety inspections, toolbox talks and incident investigations were also undertaken to promote hazard awareness, reduce workplace incidents and reinforce compliance with national occupational safety legislation.

New initiatives introduced during the year included:

- **Weekly safety and environmental awareness sessions (Safety Moments):** short, focused discussions addressing workplace hazards and preventive measures across NMC facilities.

- **Contractor induction programmes:** ensuring that all project-based personnel and service providers fully comply with NMC's SHEQ requirements and site safety protocols.

While NMC acknowledges that further improvement is still required to achieve its safety and environmental performance objectives, significant progress has been made in fostering accountability, awareness and a culture of zero harm across all operational sites. The Corporation remains fully committed to continuous quality improvement, operational excellence and the effective integration of its Safety, Health, Environment and Quality Management Systems to sustain long-term compliance and performance excellence.



5.7 RISK AND AUDIT

The Risk and Audit Department assists Management and the Board's Finance and Audit Committee in achieving the Corporation's objectives by evaluating the effectiveness of risk management, control and governance processes.

Although the Department became operational in the third quarter of the financial year, significant progress was made in laying a strong foundation for its operations.

- Development of the Internal Audit Charter and Risk Management Framework, both aligned to international best practice and approved governance structures.
- Establishment of the Annual Audit Plan, focusing on high-risk areas.
- Initiation of the Operational and Corporate Risk Register, capturing key strategic risks affecting the Corporation and setting out risk mitigation strategies and accountability measures.
- Engagement with departmental heads to enhance awareness of internal control principles, risk ownership and compliance responsibilities.
- Participation in the Finance and Audit Committee and Full Board meetings.

The establishment of the Department has positioned the National Maize Corporation to better manage risks, enhance accountability, and promote transparent and efficient operations.



SECTION 06

FINANCIAL · REVIEW

Revenue grew 33% to E499.6 million, while rising procurement and transport costs reduced profit to E11.1 million. Equity returned to positive territory and the Corporation obtained a clean audit opinion.

01 Audit opinion

02 Financial analysis 2023/24 vs 2024/25

03 Key ratios

04 Statement of financial position

06

06 FINANCIAL REVIEW

AUDIT OPINION

The Corporation obtained an unqualified, clean audit opinion for the year ending 31 March 2025, and the financial statements were prepared in the manner required by the International Financial Reporting Standards (IFRS). It is worth mentioning that for the past four years the auditors had included an emphasis of matter paragraph in their audit opinions. The audit was carried out by Kobla Quashie & Associates.

FINANCIAL ANALYSIS, 2023/24 VERSUS 2024/25

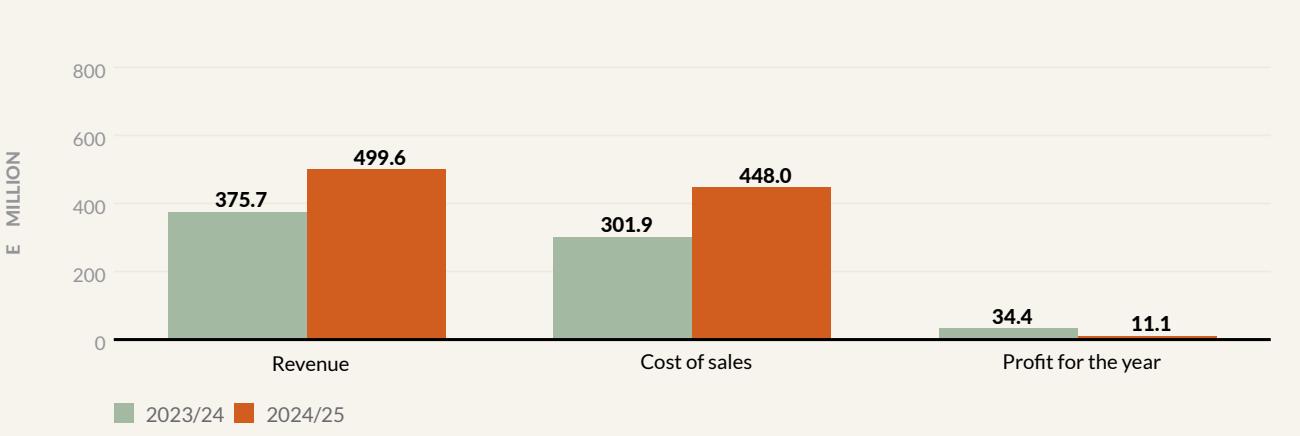
The Corporation recorded notable growth of 33% in revenue, which increased by E123 884 661 from E375 728 616 to E499 613 277. The healthy sales growth was driven by increased maize demand and improved distribution as major clients expanded their operations.

Cost of sales was E146 037 918 (48%) unfavourable when compared with the previous year. This year's cost of sales stood at E447 986 267, whilst the previous year's amounted to E301 948 349. The major contributing factor was a significant cost increase, mainly due to higher grain purchase and transport costs.

Total expenses increased on a year-on-year basis due to, among other things, increased administrative and marketing expenses, which were strengthened especially during trade fair participation. Expenses were 5% higher when compared with the previous year.

The Corporation realised a profit of E11 078 393, which was E23 348 268 lower than the previous year's profit of E34 426 661, indicating a significant decline in profitability due to rising operational costs.

CHART 13 TRADING POSITION: REVENUE, COST OF SALES AND PROFIT (E MILLION)



Source: National Maize Corporation, 2025

TABLE 06 STATEMENT OF COMPREHENSIVE INCOME (E)

FIGURES IN EMALANGENI	2025	2024
Revenue	499 613 277	375 728 616
Other income	1 628 976	1 176 172
Cost of sales	(447 986 267)	(301 948 349)
Operating expenses	(21 302 471)	(18 488 815)
Employee costs	(16 943 002)	(16 111 583)
Depreciation, amortisation and impairment	(2 768 212)	(2 375 571)
Operating profit	12 242 301	37 980 470
Interest received	1 170 996	1 687 450
Gain on biological assets and agricultural produce	1 089 300	-
Finance costs	(3 424 204)	(4 736 536)
Profit before taxation	11 078 393	34 931 384
Taxation	-	(504 723)
Profit for the year	**11 078 393**	**34 426 661**

Source: Audited annual financial statements, 31 March 2025



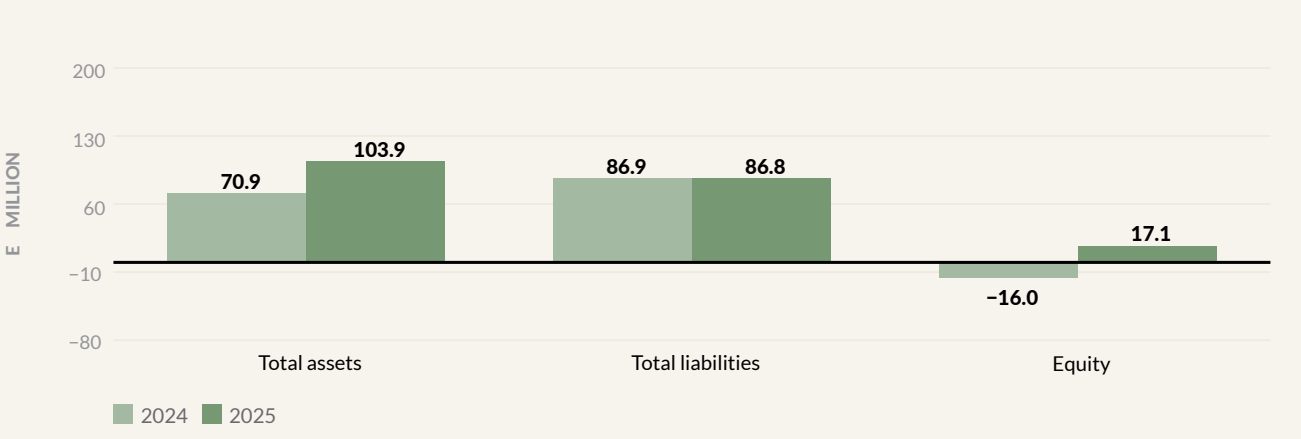
FINANCIAL POSITION AND KEY RATIOS

STATEMENT OF FINANCIAL POSITION

There was a great improvement in total assets, up E32 943 532 in 2025 compared with 2024. This is attributed to the revaluation of immovable property following approval by the Board of Directors on 27 March 2025, acquisitions of assets, and higher stock holding and cash resources. Both non-current and current assets increased in 2025 compared with 2024.

Equity improved drastically, from a negative E15 953 486 to a positive E17 091 101. Current liabilities decreased to E69 913 801 in 2025 compared with E71 629 446 in 2024. The Corporation's bank overdraft decreased to E4 355 676 in 2025 from E13 267 331 in 2024, a decline of E8 911 655 (67%), hence the decrease in current liabilities.

CHART 14 ASSETS, LIABILITIES AND EQUITY (E MILLION)



Source: National Maize Corporation, 2025

TABLE 07 STATEMENT OF FINANCIAL POSITION (E)

FIGURES IN EMALANGENI	2025	2024
Non-current assets	48 759 094	27 262 376
Current assets	55 124 745	43 677 931
Total assets	103 883 839	70 940 307
Equity	17 091 101	(15 953 486)
Non-current liabilities	16 878 937	15 264 347
Current liabilities	69 913 801	71 629 446
Total liabilities	**86 792 738**	**86 893 793**

Source: Audited annual financial statements, 31 March 2025

KEY RATIOS

All three liquidity ratios improved compared with previous years, and there was an improvement across all three debt ratios.

TABLE 08 LIQUIDITY, DEBT PROFILE AND SOLVENCY RATIOS

RATIO	2021	2022	2023	2024	2025
LIQUIDITY RATIOS					
Current ratio	0.43	0.21	0.26	0.61	0.79
Quick ratio	0.29	0.19	0.23	0.43	0.50
Cash ratio	0.03	0.07	0.10	0.20	0.28
DEBT PROFILE AND SOLVENCY					
Debt ratio	1.19	1.66	1.71	1.16	0.84
Overdrafts as % of total liabilities	0.35	0.36	0.31	0.16	0.05
Equity as % of total assets	−0.19	−0.66	−0.71	−0.16	0.16

Source: Audited annual financial statements, 31 March 2025



SECTION 07

ANNUAL FINANCIAL STATEMENTS

National Maize Corporation (Proprietary) Limited · Registration number 205/1985. · Audited annual financial statements for the year ended 31 March 2025, prepared in accordance with International Financial Reporting Standards and audited by Kobla Quashie and Associates, Chartered Accountants (Eswatini).

07

National Maize Corporation (Proprietary) Limited
(Registration number 205 / 1983)
Annual Financial Statements
for the year ended 31 March 2025



Kobla Quashie and Associates
CHARTERED ACCOUNTANTS (ES)

Mallya House, Lot 137, Esser Street
P.O. Box 710, Manzini M200, Eswatini
Tel: (+268) 2505-4974 Fax: (+268) 2505-4540
E-mail: info@koblaquashie.co.sz
Website: www.koblaquashie.com

National Maize Corporation (Proprietary) Limited

(Registration number 205 / 1985)
Annual Financial Statements for the year ended 31 March 2025

General Information

Country of incorporation and domicile	Eswatini
Nature of business and principal activities	Buying, selling, packaging and storing white maize, beans and rice.
Directors	Chairman: Dumsani Dlamini - ended 30 Sept 2024 Patrick Myeni - appointed 18 Nov 2024 Members: Mduduzi Magongo Dumisile Ngwenya Walter Matsebula Rose Maseko - ended 30 Sept 2024 Howard Mbuyisa - ended 30 Sept 2024 Lwazi Mamba - ended 30 Sept 2024 Nonhlanhla Nxumalo - ended 30 Sept 2024 Nokwazi Mamba - appointed 18 Nov 2024 Nkosinathi Mavimbela - appointed 18 Nov 2024 Faith B Motsa - appointed 18 Nov 2024 Patrick Myeni - appointed 18 Nov 2024 Mavela Vilane - Board secretary / CEO
Business address	Plot 542 Eleventh Street Matsapha
Postal address	P. O. Box 1775 Matsapha, M202
Bankers	Eswatini Development and Savings Bank Nedbank (Eswatini) Limited Eswatini Building Society
Auditors	Kobla Quashie and Associates Chartered Accountants (Eswatini) Manzini

National Maize Corporation (Proprietary) Limited

(Registration number 205 / 1985)
Annual Financial Statements for the year ended 31 March 2025

Directors' Responsibilities and Approval

The directors are required in terms of the Companies Act to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the Corporation as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Standards. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with International Financial Reporting Standards and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgments and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the Corporation and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the board of directors sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the Corporation and all employees are required to maintain the highest ethical standards in ensuring the Corporation's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the Corporation is on identifying, assessing, managing and monitoring all known forms of risk across the Corporation. While operating risk cannot be fully eliminated, the Corporation endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The directors have reviewed the Corporation's cash flow forecast for the year to 31 March 2026 and, in the light of this review and the current financial position, they are satisfied that the Corporation has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently reviewing and reporting on the Corporation's annual financial statements. The annual financial statements have been examined by the Corporation's external auditors and their report is presented on pages 4 to 5.

The annual financial statements set out on pages 7 to 42, which have been prepared on the going concern basis, were approved by the board of directors on 25 August 2025 and were signed on its behalf by:

Signed on behalf of the Board of Directors By:

Patrick Myeni (Chairman)

Mavela Vilane (Chief Executive Officer)

KOBLA QUASHIE
AND ASSOCIATES
CHARTERED ACCOUNTANTS (SD)

Mallya House, Lot 137, Esser Street
P.O. Box 710, Manzini M200, Eswatini
Tel: (+268) 2505-4974
Fax: (+268) 2505-4540
E-mail: info@koblaquashie.co.sz
Website: www.koblaquashie.com

Independent Auditors' Report

To the members of National Maize Corporation (Proprietary) Limited

Report on the Financial Statements

We have audited the financial statements of National Maize Corporation (Proprietary) Limited ("the Corporation") as set out on pages 7 to 42 which comprise the statement of financial position as at 31 March 2025, the statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of the Corporation as at 31 March 2025, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Corporation in accordance with International Federation of Accountants (IFAC) Code of Ethics for Professional Accountants together with the ethical requirements that are relevant to our audit of the financial statements in Eswatini and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The directors are responsible for the other information. The other information comprises the Directors' Report as required by the Eswatini Companies Act of 2009. The other information does not include the financial statements and our auditor's report thereon. Our opinion on the annual financial statements does not cover the other information and we do not express and audit opinion or any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The Corporation's directors are responsible for the preparation and fair presentation of these annual financial statements in accordance with International Financial Reporting Standards and in the manner required by the Companies Act of 2009, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the annual financial statements, the directors are responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management and the directors either intend to liquidate the Corporation or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the annual financial statements as a whole are free from material misstatements whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

Independent Auditors' Report

Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exist, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

As part of our audit of the financial statements for the year ended 31 March 2025, we have read the Directors' Report as required by the Companies Act, 2009 for the purpose of identifying whether there are material inconsistencies between this report and the audited financial statements. This report is the responsibility of the respective preparers. Based on reading this report we have not identified material inconsistencies between this report and the audited financial statements. However, we have not audited this report and accordingly do not express an opinion on this report.

Kobla Quashie and Associates
Chartered Accountants (Eswatini)
Manzini

25 August 2025

Per: Daniel Bediako

National Maize Corporation (Proprietary) Limited

(Registration number 205 / 1985)
Annual Financial Statements for the year ended 31 March 2025

Directors' Report

The directors submit their report for the year ended 31 March 2025.

1. Review of activities

Main business and operations

The Corporation has continued to be engaged in the pursuit of her dual mandate that of protecting the local maize industry from cheap imports, ensuring the development of the local grain industry through transforming farmers from subsistence farming towards a commercially oriented production focus for the attainment of grain sovereignty in the kingdom of Eswatini. As part of the mandate and expectation from the shareholder, the corporation also continued to pursue her commercial mandate component of striving to operate viably on her commercial line, making profits for self-sustenance through buying, selling, packaging, and storing white maize, beans and rice, and operates principally in Eswatini.

The operating results and state of affairs of the Corporation are fully set out in the attached annual financial statements and do not in our opinion require any further comment.

Additionaly the Corporation embarked on commercial maize and beans production through leasing of a 50 hector farm in Makerns belonging to Chakaza Holdings a subsidiary of the University of Eswatini.

The operating results and state of affairs of the Corporation are fully set out in the attached annual financial statements and do not in our opinion require any further comment.

2. Events after the reporting period

The directors are not aware of any matter or circumstance arising since the end of the financial year.

3. Authorised and issued share capital

There were no changes in the authorised or issued share capital of the Corporation during the year under review.

4. Dividends

No dividends were declared or paid to shareholders during the year.

5. Directors

The directors of the Corporation during the year and to the date of this report are disclosed in page 1 of the financial statements.

6. Secretary

The secretary of the Corporation is Mr Mavela Vilane of:

Business address — Plot 542, Eleventh Street, Matsapha

Postal address — P. O. Box 1775, Matsapha

7. Auditors

Kobla Quashie and Associates Chartered Accountants (Eswatini).

National Maize Corporation (Proprietary) Limited

(Registration number 205 / 1985)
Annual Financial Statements for the year ended 31 March 2025

Statement of Financial Position

Figures in Emalangeni	Note(s)	2025	2024
Assets			
Non-Current Assets			
Property, plant and equipment	2	47,669,794	23,301,727
Biological assets	3	1,089,300	-
Financial assets		-	3,960,649
		48,759,094	**27,262,376**
Current Assets			
Inventories	4	20,397,219	12,824,298
Trade and other receivables	5	15,468,577	16,256,336
Cash and cash equivalents	6	19,258,949	14,597,297
		55,124,745	**43,677,931**
Total Assets		**103,883,839**	**70,940,307**
Equity and Liabilities			
Equity			
Share capital	7	2,405,000	2,405,000
Revaluation Reserves	8	31,064,907	9,098,713
Accumulated loss		(16,378,806)	(27,457,199)
		17,091,101	**(15,953,486)**
Liabilities			
Non-Current Liabilities			
Borrowings	9	12,303,067	10,512,573
Finance lease obligation	10	-	82,823
Government Grant	11	4,575,870	4,668,951
		16,878,937	**15,264,347**
Current Liabilities			
Borrowings	9	6,298,800	4,246,800
Finance lease obligation	10	104,184	321,778
Trade and other payables	12	59,155,141	53,793,537
Bank overdraft	6	4,355,676	13,267,331
		69,913,801	**71,629,446**
Total Liabilities		**86,792,738**	**86,893,793**
Total Equity and Liabilities		**103,883,839**	**70,940,307**

National Maize Corporation (Proprietary) Limited

(Registration number 205 / 1985)
Annual Financial Statements for the year ended 31 March 2025

Statement of Comprehensive Income

Figures in Emalangeni	Note(s)	2025	2024
Revenue		499,613,277	375,728,616
Other income		1,628,976	1,176,172
Cost of sales		(447,986,267)	(301,948,349)
Operating expenses		(21,302,471)	(18,488,815)
Employee costs		(16,943,002)	(16,111,583)
Depreciation, amortisation and impairment expenses		(2,768,212)	(2,375,571)
Operating profit		**12,242,301**	**37,980,470**
Interest received		1,170,996	1,687,450
Gain on biological assets and agricultural produce		1,089,300	-
Finance costs		(3,424,204)	(4,736,536)
Profit before taxation		**11,078,393**	**34,931,384**
Taxation		-	(504,723)
Profit for the year		**11,078,393**	**34,426,661**
		-	-
Total comprehensive income		**11,078,393**	**34,426,661**
		11,078,393	34,426,661

National Maize Corporation (Proprietary) Limited

(Registration number 205 / 1985)
Annual Financial Statements for the year ended 31 March 2025

Statement of Changes in Equity

Figures in Emalangeni	Share capital	Revaluation reserve	Accumulated loss/surplus	Total equity
Balance at 01 April 2023	**2,405,000**	**9,098,713**	**(61,883,860)**	**(50,380,147)**
Changes in equity				
Total comprehensive income for the year			34,426,661	34,426,661
Total changes			34,426,661	34,426,661
Balance at 01 April 2024	**2,405,000**	**9,098,713**	**(27,457,199)**	**(15,953,486)**
Changes in equity				
Total comprehensive income for the year		21,966,194	11,078,393	33,044,587
Total changes		21,966,194	11,078,393	33,044,587
Balance at 31 March 2025	**2,405,000**	**31,064,907**	**(16,378,806)**	**17,091,101**
Note(s)	7	8		

Statement of Cash Flows

Figures in Emalangeni	Note(s)	2025	2024
Cash flows from operating activities			
Cash generated from operations	13	12,401,394	9,763,397
Interest income		1,060,276	978,088
Tax received		-	948,258
Net cash from operating activities		**13,461,670**	**11,689,743**
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(5,852,216)	(296,979)
Sale of property, plant and equipment	2	685,311	247,235
Decline/(increase) of financial assets		3,960,649	(3,960,649)
Sale of biological assets	3	1,089,300	-
Net cash from investing activities		**(116,956)**	**(4,010,393)**
Cash flows from financing activities			
Increase of borrowings		3,842,494	14,759,373
Movement in finance lease		(3,724,621)	(5,695,430)
Finance lease receipts		110,720	709,362
Net cash from financing activities		**228,593**	**9,773,305**
Total cash movement for the year		**13,573,307**	**17,452,655**
Cash at the beginning of the year		1,329,966	(16,122,689)
Total cash at end of the year	6	**14,903,273**	**1,329,966**

Summary of Significant Accounting Policies

1. Reporting entity

National Maize Corporation (Proprietary) Limited buys, stores, packages and distributes maize and rice. The Corporation's operations are based in Eswatini. The Corporation mainly buys maize from local farmers and also imports rice and maize from the South African market. The Corporation is also involved in the packaging of rice.

The Corporation is a private limited liability company incorporated and domiciled in Ewatini and is 100% owned and controlled by the Eswatini Government. The address of its registered office is contained in the directors report.

Basis of Preparation

a) Statement of Compliance

The financial statements of National Maize Corporation (Proprietary) Limited are prepared in accordance with the International Financial Reporting Standards (IFRS).

b) Basis of measurement

The financial statements have been prepared under the historical cost basis, except for the measurement of land and buildings and certain financial instruments at fair value.

c) Functional and presentation currency

These financial statements are presented in Emalangeni, which is the entity's functional currency. All financial information presented in Emalangeni has been rounded to the nearest Lilangeni.

d) Use of estimates and judgements

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements. Significant judgements include:

1.1 Significant judgements and sources of estimation uncertainty

The preparation of financial statements in conformity with IFRS requires management and directors to make judgements, estimates and assumptions that affect the application of accounting policies and reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Significant areas of estimation, uncertainty and critical judgements made in applying the corporation's accounting policies, that potentially have a significant effect on the amounts recognised in the financial statements are as follows:

Forward-looking information

Forward-looking information used for impairment assessments as required by IAS 36 Impairment of Assets, inventory provisioning as required by IAS 2 Inventory and the application of the Expected Credit Loss method as required by IFRS 9 Financial Instruments incorporate significant judgements and assumptions. These judgements and assumptions are detailed further in the relevant sections of these financial statements.

Summary of Significant Accounting Policies

1.1 Significant judgements and sources of estimation uncertainty (continued)

Trade receivables impairment

The Measurement of Expected Credit Losses (ECL)

When measuring the ECL of financial assets for the corporation, the following judgement and estimates are employed:

- Probability of Write-off (PW) constitutes a key input in measuring ECL. PW is an estimate of the likelihood of write-off over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions;

- Loss Given Write-off (LGW) is an estimate of the loss arising on write-off of financial assets. It is based on the difference between the contractual cash flows due from a financial asset and those that the corporation would expect to receive;

- Exposure at Write-off (EAW) is an estimate of the expected exposure at a future write-off date;

- The Corporation uses reasonable and supportable forward-looking information, which is based on assumptions and expert opinion for the future movement of different economic drivers and how these drivers will affect each other. As these assumptions and expert opinions pertain to uncertain future events, significant judgement is present. Forward-looking information can include the impact of potential future legislation. The impact on ECLs is assessed based on the latest information available regarding the applicable legislation. Estimates and judgements are required to assess the impact on the PW and EAW, and the timing of the anticipated credit loss.

- No provision is made and held against unutilised facilities related to trade receivables - retail as these facilities do not meet the definition of a loan commitment.

Inventory valuation

Inventory is valued at the lower of cost and net realisable value. Historic information with respect to sales trends is used to quantify the expected mark-down between the estimated net realisable value and the original cost. The net realisable value assigned to this inventory is the net selling price in the ordinary course of business less the estimated costs of completion (where applicable) less the estimated costs to make the sale.

Lease liabilities

The Corporation recognises a lease liability at the lease commencement date over the lease term. The Corporation determines the lease term as the non-cancellable period of a lease, together with assessing if the lessee is reasonably certain to exercise an option to extend or terminate the lease. In assessing whether a lessee is reasonably certain to exercise an option to extend a lease, or not to exercise an option to terminate a lease, management exercises judgement to assess the likelihood of exercising, termination or extension of the option. The lease term will not include any renewal options where there is no certainty that the lease will be renewed until the renewal option is exercised. The lease liability is initially measured at the present value of the lease payments, discounted using the Corporation's incremental borrowing rate. The Corporation uses judgements when determining the borrowing rate by taking the following assumptions into account such as duration, country, currency and inception of the lease.

Other

Further estimates and judgements are made relating to residual values, useful lives and depreciation methods of property, plant and equipment (refer to note 1.2 and note 2).

Summary of Significant Accounting Policies

1.2 Biological assets

The corporation's biological assets comprises growing crops in the form of maize and beans.

Biological assets are measured on initial recognition and at the end of each reporting period at fair value, determined as at 31 March, based on current estimated market prices for the following season, less the estimated costs of harvesting, transport, packing and point-of-sale costs.

1.3 Property, plant and equipment

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits associated with the item will flow to the Corporation; and
- the cost of the item can be measured reliably.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Property, plant and equipment are depreciated on the straight line basis over their expected useful lives to their estimated residual value.

The depreciation rates of items of property, plant and equipment are as follows:

Item	Rate
Land	0%
Buildings	2.5%
Plant and machinery	10%
Furniture and fixtures	10%
Motor vehicles	25%
Office equipment	15%
Computer software	33.33%
Silos	2.5%

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting period. If the expectations differ from previous estimates, the change is accounted for as a change in accounting estimate.

The depreciation charge for each period is recognised in profit or loss unless it is included in the carrying amount of another asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in profit or loss when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

1.4 Right-of-use assets

An intangible asset is recognised when:

- it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity; and
- the cost of the asset can be measured reliably.

Right-of-use assets are initially recognised at cost.

Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred.

Summary of Significant Accounting Policies

1.4 Right-of-use assets (continued)

An intangible asset arising from development (or from the development phase of an internal project) is recognised when:

- it is technically feasible to complete the asset so that it will be available for use or sale.
- there is an intention to complete and use or sell it.
- there is an ability to use or sell it.
- it will generate probable future economic benefits.
- there are available technical, financial and other resources to complete the development and to use or sell the asset.
- the expenditure attributable to the asset during its development can be measured reliably.

Right-of-use assets are carried at cost less any accumulated amortisation and any impairment losses.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows. Amortisation is not provided for these right-of-use assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. For all other right-of-use assets amortisation is provided on a straight line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed every period-end.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as right-of-use assets.

1.5 Financial instruments

Derecognition

Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the Corporation has transferred substantially all risks and rewards of ownership.

Fair value determination

The fair values of quoted investments are based on current bid prices. If the market for a financial asset is not active (and for unlisted securities), the Corporation establishes fair value by using valuation techniques. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis, and option pricing models making maximum use of market inputs and relying as little as possible on entity-specific inputs.

Loans to (from) Associates

These include loans to and from fellow subsidiaries, subsidiaries, joint ventures and associates and are recognised initially at fair value plus direct transaction costs.

Loans from Associates are classified as financial liabilities measured at amortised cost.

Loans to managers and employees

These financial assets are classified as loans and receivables.

Summary of Significant Accounting Policies

1.5 Financial instruments (continued)

Trade and other receivables

Trade receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in profit or loss when there is objective evidence that the asset is impaired. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the trade receivable is impaired. The allowance recognised is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition.

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in profit or loss within operating expenses. When a trade receivable is uncollectable, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited against operating expenses in profit or loss.

Trade and other receivables are classified as loans and receivables.

Trade and other payables

Trade payables are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at fair value.

Summary of Significant Accounting Policies

1.5 Financial instruments (continued)

Bank overdraft and borrowings

Bank overdrafts and borrowings are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the Corporation's accounting policy for borrowing costs.

Other financial liabilities are measured initially at fair value and subsequently measured at amortised cost, using the effective interest rate method.

Other loans and receivables
Other financial assets classified as loans and receivables are initially recognised at fair value plus transaction costs, and are subsequently carried at amortised costs less any accumulated impairment.

These financial assets are not qouted in an active market and have fixed or determinable payments.

Available for sale financial assets
These financial assets are non-derivatives that are either designated in this category or not classified elsewhere.

Investments are recognised and derecognised on a trade date basis where the purchase or sale of an investment is under a contract whose terms require delivery of the investment within the timeframe established by the market concerned.

These investments are measured initially and subsequently at fair value. Gains and losses arising from changes in fair value are recognised directly in equity until the security is disposed of or is determined to be impaired.

The Corporation assesses at each balance sheet date whether there is objective evidence that a financial asset or a group of financial assets is impaired. In the case of equity securities classified as available for sale, a significant or prolonged decline in the fair value of the security below its cost is considered as an indicator that the securities are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss - measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss - is removed from equity and recognised in the income statement. Impairment losses recognised in the income statement on equity instruments are not reversed through the income statement.

Impairment losses recognised in profit or loss for equity investments classified as available-for-sale are not subsequently reversed through profit or loss. Impairment losses recognised in profit or loss for debt instruments classified as available-for-sale are subsequently reversed if an increase in the fair value of the instrument can be objectively related to an event occurring after the recognition of the impairment loss.

Interest on available-for-sale securities calculated using the effective interest method is recognised in the income statement as part of 'other income'. Dividends on available-for-sale equity instruments are recognised in the income statement as part of 'other income' when the Corporation's right to receive payment is established.

Equity investments for which a fair value is not determinable are held at cost. Impairments on such investments are not reversed.

Summary of Significant Accounting Policies

1.6 Tax

Current tax assets and liabilities

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

Current tax liabilities (assets) for the current and prior periods are measured at the amount expected to be paid to (recovered from) the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and liabilities

A deferred tax liability is recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from the initial recognition of an asset or liability in a transaction which at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

A deferred tax asset is recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised. A deferred tax asset is not recognised when it arises from the initial recognition of an asset or liability in a transaction at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

A deferred tax asset is recognised for the carry forward of unused tax losses and unused withholding tax credits to the extent that it is probable that future taxable profit will be available against which the unused tax losses and unused withholding tax credits can be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Tax expenses

Current and deferred taxes are recognised as income or an expense and included in profit or loss for the period, except to the extent that the tax arises from:

- a transaction or event which is recognised, in the same or a different period, to other comprehensive income, or
- a business combination.

Current tax and deferred taxes are charged or credited directly to equity if the tax relates to items that are credited or charged, in the same or a different period, directly in equity.

1.7 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

Summary of Significant Accounting Policies

1.9 New Standards and Interpretations

A. Standards and interpretations effective and adopted in the current year

In the current year, the corporation has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

Supplier finance arrangements - amendments to IAS 7 and IFRS 7
The amendment applies to circumstances where supplier finance arrangements exist. These are arrangements whereby finance providers pay the suppliers of the entity, thus providing the entity with extended payment terms or the suppliers with early payment terms. The entity then pays the finance providers based on their specific terms and conditions. The amendment requires the disclosure of information about supplier finance arrangements that enable users of financial statements to assess the effects of those arrangements on the entity's liabilities and cash flows as well as on the entity's exposure to liquidity risk.

The effective date of the amendment is for years beginning on or after 01 January 2024.

The company has adopted the amendment for the first time in the 2025 annual financial statements.

The impact of the amendment is not material.

Non-current liabilities with covenants - amendments to IAS 1

The amendment applies to the classification of liabilities with loan covenants as current or non-current. If an entity has the right to defer settlement of a liability for at least twelve months after the reporting period, but subject to conditions, then the timing of the required conditions impacts whether the entity has a right to defer settlement. If the conditions must be complied with at or before the reporting date, then they affect whether the rights to defer settlement exists at reporting date. However, if the entity is only required to comply with the conditions after the reporting period, then the conditions do not affect whether the right to defer settlement exists at reporting date. If an entity classifies a liability as non-current when the conditions are only required to be met after the reporting period, then additional disclosures are required to enable the users of financial statements to understand the risk that the liabilities could become repayable within twelve months after the reporting period.

The effective date of the amendment is for years beginning on or after 01 January 2024.

The corporation has adopted the amendment for the first time in the 2025 annual financial statements.

The impact of the amendment is not material.

Lease liability in a sale and leaseback

The amendment requires that a seller-lessee in a sale and leaseback transaction, shall determine 'lease payments' or 'revised lease payments' in a way that the seller-lessee would not recognise any amount of the gain or loss that relates to the right of use retained by the seller-lessee.

The effective date of the amendment is for years beginning on or after 01 January 2024.

The corporation has adopted the amendment for the first time in the 2025 annual financial statements.

The impact of the amendment is not material.

Summary of Significant Accounting Policies

1.9 New Standards and Interpretations (continued)

B. Standards and Interpretations not yet effective

The corporation has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the company's accounting periods beginning on or after 01 April 2025 or later periods:

IFRS 18 Presentation and Disclosure in Financial Statements

This is a new standard which replaces IAS 1 Presentation of Financial Statements and introduces several new presentation requirements. The first relates to categories and subtotals in the statement of financial performance. Income and expenses will be categorised into operating, investing, financing, income taxes and discontinued operations categories, with two new subtotals, namely "operating profit" and "profit before financing and income taxes" also being required. These categories and sub totals are defined in IFRS 18 for comparability and consistency across entities. The next set of changes requires disclosures about management-defined performance measures in a single note to the financial statements. These include reconciliations of the performance measures to the IFRS defined subtotals, as well as a description of how they are calculated, their purpose and any changes. The third set of requirements enhance the guidance on grouping of information (aggregation and disaggregation) to prevent the obscuring of information

.

The effective date of the amendment is for years beginning on or after 01 January 2027.

The corporation expects to adopt the amendment for the first time in the 2028 annual financial statements.

This will have an impact on the disclosure of the Statement of Profit or loss and Other Comprehensive Income and Statement of Cash Flows.

Amendments to IFRS 9 and IFRS 7: Amendments to the Classification and Measurement of Financial Instruments

The amendments clarify the classification of financial assets with environmental, social and corporate governance (ESG) and similar features, as such features could affect whether the assets are measured at amortised cost or fair value. The amendment also clarifies the date on which a financial asset or financial liability is derecognised in cases where liabilities are settled through electronic payment systems.

The effective date of the amendment is for years beginning on or after 01 January 2026.

The corporation expects to adopt the amendment for the first time in the 2027 annual financial statements.

It is unlikely that the amendment will have a material impact on the company's annual financial statements.

Lack of exchangeability - amendments to IAS 21

The amendments apply to currencies which are not exchangeable. The definition of exchangeable is provided as being when an entity is able to obtain the other currency within a time frame that allows for a normal administrative delay and through a market or exchange mechanism in which an exchange transaction would create enforceable rights and obligations. The amendments require an entity to estimate the spot exchange rate at measurement date when a currency is not exchangeable into another currency. Additional disclosures are also required to enable users of financial statements to understand the impact of the non-exchangeability on financial performance, financial position and cash flow.

The effective date of the amendment is for years beginning on or after 01 January 2025.

The corporation expects to adopt the amendment for the first time in the 2026 annual financial statements.

It is unlikely that the amendment will have a material impact on the company's annual financial statements.

Summary of Significant Accounting Policies

1.9 New Standards and Interpretations (continued)

1.10 Impairment of assets

The Corporation assesses at each end of the reporting period whether there is any indication that an asset may be impaired. If any such indication exists, the Corporation estimates the recoverable amount of the asset.

Irrespective of whether there is any indication of impairment, the Corporation also:

- tests intangible assets with an indefinite useful life or intangible assets not yet available for use for impairment annually by comparing its carrying amount with its recoverable amount. This impairment test is performed during the annual period and at the same time every period.
- tests goodwill acquired in a business combination for impairment annually.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss.

An impairment loss of assets carried at cost less any accumulated depreciation or amortisation is recognised immediately in profit or loss. Any impairment loss of a revalued asset is treated as a revaluation decrease.

Goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units, or groups of cash-generating units, that are expected to benefit from the synergies of the combination.

An impairment loss is recognised for cash-generating units if the recoverable amount of the unit is less than the carrying amount of the units. The impairment loss is allocated to reduce the carrying amount of the assets of the unit in the following order:

- first, to reduce the carrying amount of any goodwill allocated to the cash-generating unit and
- then, to the other assets of the unit, pro rata on the basis of the carrying amount of each asset in the unit.

An entity assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for assets other than goodwill may no longer exist or may have decreased. If any such indication exists, the recoverable amounts of those assets are estimated.

The increased carrying amount of an asset other than goodwill attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss of assets carried at cost less accumulated depreciation or amortisation other than goodwill is recognised immediately in profit or loss. Any reversal of an impairment loss of a revalued asset is treated as a revaluation increase.

1.11 Share capital and equity

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities.

Ordinary shares are classified as equity. Mandatorily redeemable preference shares are classified as liabilities.

Summary of Significant Accounting Policies

At inception or on reassessment of a contract that contains a lease component, the Corporation allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices. However, for the leases of land and buildings, the Corporation has elected to apply the practical expedient permitted by IFRS 16 and account for the lease and non-lease components as a single lease component.

The Corporation recognises a right-of-use asset and a lease liability at the lease commencement date over the lease term. The Corporation determines the lease term as the non-cancellable period of a lease, together with assessing if the lessee is reasonably certain to exercise an option to extend or terminate the lease.

In assessing whether a lessee is reasonably certain to exercise an option to extend a lease, or not to exercise an option to terminate a lease, management exercises judgement to assess the likelihood of exercising, termination or extension of the option. The lease term will not include any renewal options where there is no certainty that the lease will be renewed until the renewal option is exercised.

The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. In addition, the right-of-use asset is tested for impairment when there are indicators of impairment and periodically reduced by impairment losses, if required.

The lease liability is initially measured at the present value of the lease payments, discounted using the Corporation's incremental borrowing rate taking into account the duration, currency and inception of the lease. Subsequently, the lease liability is adjusted for interest and lease payments, as well as the impact of lease modifications.

The lease liability is subsequently measured at amortised cost using the effective interest method.

The lease liability is re-measured whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is re-measured by discounting the revised lease payments using a revised discount rate;

- the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which case the lease liability is re-measured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used); and

- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is re-measured by discounting the revised lease payments using a revised discount rate.

The re-measurement results in a corresponding adjustment to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Corporation has elected to utilise the practical expedient for all rent concessions that meet the criteria. The criteria are as follows:

Notes to the Annual Financial Statements

Figures in Emalangeni	2025	2024

2. Property, plant and equipment

	2025			2024		
	Cost / Valuation	Accumulated depreciation	Carrying value	Cost / Valuation	Accumulated depreciation	Carrying value
Land	23,800,000	-	23,800,000	7,429,000	-	7,429,000
Buildings	6,101,977	(1,595,978)	4,505,999	6,264,437	(1,432,813)	4,831,624
Plant and machinery	10,481,311	(7,293,384)	3,187,927	11,957,248	(8,649,087)	3,308,161
Furniture and fixtures	1,017,719	(642,174)	375,545	1,000,509	(641,909)	358,600
Motor vehicles	9,150,223	(7,206,346)	1,943,877	6,831,977	(6,598,737)	233,240
Office equipment	154,818	(131,546)	23,272	396,814	(320,112)	76,702
IT equipment	2,170,770	(1,057,596)	1,113,174	1,600,498	(1,325,381)	275,117
Silos	14,890,088	(2,170,088)	12,720,000	8,739,145	(1,949,862)	6,789,283
Total	**67,766,906**	**(20,097,112)**	**47,669,794**	**44,219,628**	**(20,917,901)**	**23,301,727**

Reconciliation of property, plant and equipment - 2025

	Opening balance	Additions	Disposals	Adjustments	Depreciation	Total
Land	7,429,000	-	-	16,371,000	-	23,800,000
Buildings	4,831,624	393,289	-	(555,748)	(163,166)	4,505,999
Plant and machinery	3,308,161	1,606,075	(644,206)	-	(1,082,103)	3,187,927
Furniture and fixtures	358,600	95,051	(222)	-	(77,884)	375,545
Motor vehicles	233,240	2,318,246	-	-	(607,609)	1,943,877
Office equipment	76,702	-	(20,796)	-	(32,634)	23,272
IT equipment	275,117	1,439,555	(16,908)	-	(584,590)	1,113,174
Silos	6,789,283	-	-	6,150,943	(220,226)	12,720,000
	23,301,727	**5,852,216**	**(682,132)**	**21,966,195**	**(2,768,212)**	**47,669,794**

Reconciliation of property, plant and equipment - 2024

	Opening balance	Additions	Disposals	Other changes, movements	Depreciation	Total
Land	7,429,000	-	-	-	-	7,429,000
Buildings	4,988,235	-	-	-	(156,611)	4,831,624
Plant and machinery	4,670,205	-	-	(166,376)	(1,195,668)	3,308,161
Furniture and fixtures	373,588	85,686	13,684	(7,985)	(106,373)	358,600
Motor vehicles	657,853	-	-	-	(424,613)	233,240
Office equipment	85,578	-	(3)	16,816	(25,689)	76,702
IT equipment	184,489	211,293	688	-	(121,353)	275,117
Silos	7,042,702	-	-	(33,193)	(220,226)	6,789,283
	25,431,650	**296,979**	**14,369**	**(190,738)**	**(2,250,533)**	**23,301,727**

Notes to the Annual Financial Statements

Figures in Emalangeni	2025	2024

2. Property, plant and equipment (continued)

The land and buildings totaling E12,260,624 - (2024: E12,260,624 comprises of the following;

1. Buildings located in Lot No. 542 situate in Matsapha Town in the District of Manzini, Eswatini. The land is measuring 2.7309 Hectares and is Held under Crown Grant No.68/2003 registered on the 3rd December 2003.

2. Lot No. 630 situate in the Matsapha Town, Manzini District, Eswatini which is measuring 4, 680 Square Metres and is originally held under certificate of Consolidated Title No. 66/1967 made in favour of the Crown on the 7th April 1967.

3. Lot No.631 situate in the Matsapha Town, Manzini District, Eswatini which is measuring 5,041 Square Metres and is originally held under Certificate of Consolidated Title No. 66/1967 made in favour of the Crown on the 7th of April 1967.

4. Lot No.632 situate in the Matsapha Town, Manzini District, Eswatini which is measuring 6, 567 Square Metres and is originally held under Certificate of Consolidated Title No.66/1967 made in favour of the Crown on the 7th April 1967.

5. Lot No.634 situate in the Matsapha Town, Manzini District, Eswatini which is measuring 4, 000 Square Metres and is originally held under Certificate of Consolidated Title No. 66/1967 made in favour of the Crown on the 7th April 1967.

6. Lot No.635 situate in the Matsapha Town, Manzini District, Eswatini which is measuring 3, 500 Square Metres and is originally held under Certificate of Consolidated Title No. 66/1967 made in favour of the Crown on the 7th April 1967.

7. Buildings sitting on Swazi Nation Land situated at Kalanga, Ntfonjeni, Engwemphisi and Madulini.

3. Biological assets

	2025			2024		
	Cost / Valuation	Accumulated depreciation	Carrying value	Cost / Valuation	Accumulated depreciation	Carrying value
Maize	547,500	-	547,500	-	-	-
Beans	541,800	-	541,800	-	-	-
Total	**1,089,300**	**-**	**1,089,300**	**-**	**-**	**-**

Reconciliation of biological assets - 2025

	Opening balance	Gains or losses arising from changes in fair value	Total
Maize	-	547,500	547,500
Beans	-	541,800	541,800
	-	1,089,300	1,089,300

In terms of IAS 41 Agriculture, growing crops comprising maize and beans are accounted for as biological assets and is measured and recognised at fair value. Changes in the fair value are included in profit or loss. The fair value of growing crops is determined based on current market prices less estimated selling costs.

Notes to the Annual Financial Statements

Figures in Emalangeni	2025	2024

4. Inventories

Maize	18,845,453	10,722,652
Rice	1,551,766	2,101,646
	20,397,219	**12,824,298**

5. Trade and other receivables

Trade receivables	16,515,335	17,294,952
Staff advances	1,200	8,150
Other receivables	1,246,052	1,794,122
Provision for bad debts	(2,888,369)	(3,523,617)
VAT	594,359	244,754
Proceeds from sale of fixed assets	-	437,975
	15,468,577	**16,256,336**

Credit quality of financial assets

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates. The Corporation uses the latter for details refer to the subsections below:

Trade and other receivables

High risk (over 90 days)	794,384	612,034
Medium risk (over 60-90 days)	60,061	267,341
Low risk (0-60 days)	15,660,890	16,415,577
	16,515,335	**17,294,952**

Notes to the Annual Financial Statements

Figures in Emalangeni	2025	2024

6. Cash and cash equivalents

Cash on hand	2,320	206
Cash at Bank	19,150,607	14,578,289
Mobile Money	106,022	18,802
Bank overdrafts	(4,355,676)	(13,267,331)
	14,903,273	**1,329,966**
Current assets	19,258,949	14,597,297
Current liabilities	(4,355,676)	(13,267,331)
	14,903,273	**1,329,966**

Cash at bank consist of:

Bank balances		
Eswatini Savings and Development Bank - Call account	4,630	4,524
Eswatini Savings and Development Bank - Debit card	22,187	24,272
Eswatini Savings and Development Bank - Current account 2	1,136,660	3,142,152
Eswatini Savings and Development Bank - Security account	11,478	7,610
Nedbank (Eswatini) Limited - Call account	9,547,915	2,039,286
Nedbank (Eswatini) Limited - Current account	23,421	69,134
Eswatini Building Society - permanent shares	4,213,301	-
Nedbank Eswatini Limited - Sihlobo	442,920	432,154
African Alliance - Lilangeni fund	2,402,850	8,509,932
Stanlib	397,769	349,225
ALPHSZ	947,476	-
	19,150,607	**14,578,289**
Bank overdrafts		
Eswatini Savings and Development Bank - Current account 1	(4,355,676)	(13,267,331)

Notes to the Annual Financial Statements

Figures in Emalangeni	2025	2024

6. Cash and cash equivalents (continued)

The bank overdraft is under a finance facility agreement by the Corporation with Eswatini Development and Savings Bank . The following has been pledged to the bank as security by the Corporation:-

1. 1st Mortgage bond No. 525/2003 over remaining extent of Lot number 542 of Matsapha Township, District of Manzini, Eswatini at E1,116,929.

2. 2nd Mortgage bond No. 1165/2013 over remaining extent of Lot number 542 of Matsapha Township, District of Manzini, Eswatini valued at E9,000,000. over lot 542 Matsapha Township.

3. Deed of hypothecation number 470/2003 valued at E4,263,246.

4. Deed of hypothecation number 6800/2016 valued at E10,000,000.

5. Cession of Debtor's book.

6. 1st Mortgage bond No. 988/2018 over Lot 630, 631, 632, 634, and 635 Matsapha Industrial area, Eswatini valued at E5,503,000

7. Cession over inventory valued at E3.3 million as at 31 March 2024.

8. Cession over payments from the Government of Eswatini.

7. Share capital

Authorised		
5,000,000 Ordinary shares of E1 each	5,000,000	5,000,000
Issued		
Ordinary shares at E1.00 each	2,405,000	2,405,000

8. Revaluation reserve

Balance as at 31 March 2025	9,098,713	9,098,713
Addition	21,966,194	-
	31,064,907	**9,098,713**

Surplus arising from revaluation of freehold land, buildings and silos by Springbok Property Valuations Real Estate Consultants (Pty) Limited on the 17th March 2025.

9. Borrowings

Eswatini Development & Savings Bank	18,601,867	14,759,373

The loan was for the conversion of part of the existing overdraft facility into a reducing loan. It bears interest which shall be linked to prime as determined from time to time by the bank subject to the intial varirable interest of prime (10.5%) plus 2.5% (13%) per annum. The loan was revolved in February 2025 and is paid in monthly instalments of E524,900 over 48 months. For security see note 8 detailing the securities for the overdraft.

Notes to the Annual Financial Statements

Figures in Emalangeni	2025	2024

9. Borrowings (continued)

Non-current liabilities		
Fair value through profit or loss	12,303,067	10,512,573
Current liabilities		
Fair value through profit or loss	6,298,800	4,246,800
	18,601,867	**14,759,373**

10. Finance lease obligation

Minimum lease payments due		
- within one year	104,184	321,778
- in second to fifth year inclusive	-	82,823
	104,184	**404,601**
Non-current liabilities	-	82,823
Current liabilities	104,184	321,778
	104,184	**404,601**

Finance lease

The leases are for motor vehicles and harvester, financed by Nedbank (Eswatini) Limited. The lease liabilities are effectively secured.

Security held:-

1. Lien over funds held on call account for unlimited amount.

2. Comprehensive Insurance cover over assets financed with bank's interest noted on insurance policies.

3. Lien over leased assets.

11. Government Grant

This is a grant in respect of the land and buildings, silos and office furniture and equipment donated to the corporation by Government which is amortised on a straight line basis.

Reconciliation		
Opening balance	4,668,951	4,762,032
Utilised during the year	(93,081)	(93,081)
	4,575,870	**4,668,951**

Notes to the Annual Financial Statements

Figures in Emalangeni	2025	2024

12. Trade and other payables

Trade payables	36,385,320	19,893,452
Amounts received in advance	41,912	28,468
Chakaza accruals	316,135	-
Provisions	4,054,034	4,015,134
Other payables	369,881	201,207
Accrued audit fees	152,000	193,821
Government of Eswatini - Input subsidy project	17,835,859	29,461,455
	59,155,141	**53,793,537**

13. Cash generated from operations

Profit before taxation	11,078,393	34,931,384
Adjustments for:		
Depreciation and amortisation	2,768,212	2,375,571
Profit on sale of assets	(1,092,479)	(261,604)
Interest received	(1,170,996)	(1,687,450)
Finance costs	3,424,204	4,736,536
Movements in operating lease assets and accruals	-	(229,670)
Change in value of the biological assets	(1,089,301)	-
Prior year adjustment	-	(7,145,258)
Property, plant and equipment adjustments	-	190,738
Changes in working capital:		
Inventories	(7,572,921)	(9,463,902)
Trade and other receivables	787,759	(5,671,056)
Trade and other payables	5,361,604	(7,918,811)
Government Grant	(93,081)	(93,081)
	12,401,394	**9,763,397**

14. Financial assets by category

The accounting policies for financial instruments have been applied to the line items below:

2025

	Loans and receivables	Total
Trade and other receivables	15,468,577	15,468,577
Cash and cash equivalents	19,258,949	19,258,949
	34,727,526	**34,727,526**

2024

	Loans and receivables	Available-for-sale	Total
Available for sale investment	-	3,709,670	3,709,670
Trade and other receivables	16,256,336	-	16,256,336
Cash and cash equivalents	14,597,297	-	14,597,297
	30,853,633	**3,709,670**	**34,563,303**

Notes to the Annual Financial Statements

Figures in Emalangeni	2025	2024

15. Financial liabilities by category

The accounting policies for financial instruments have been applied to the line items below:

2025

	Financial liabilities at amortised cost	Total
Borrowings	18,706,051	18,706,051
Trade and other payables	59,155,140	59,155,140
Bank overdraft	4,355,676	4,355,676
	82,216,867	**82,216,867**

2024

	Financial liabilities at amortised cost	Total
Borrowings	15,163,974	15,163,974
Trade and other payables	53,793,539	53,793,539
Bank overdraft	13,267,331	13,267,331
	82,224,844	**82,224,844**

16. Risk management

Capital risk management

The Corporation's objectives when managing capital are to safeguard the Corporation's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Corporation may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt or request additional capital from the main shareholder, the Eswatini Government.

Consistent with others in the industry, the Corporation monitors capital on the basis of the debt: equity ratio.

This ratio is calculated as net debt divided by total equity. Net debt is calculated as total borrowings (including 'current and non-current borrowings' as shown in the statement of financial position) less cash and cash equivalents. Total equity is represented in the statement of financial position.

The Corporation's strategy is to maintain a debt: equity ratio below 50% .

Notes to the Annual Financial Statements

Figures in Emalangeni	2025	2024

16. Risk management (continued)

Financial risk management

The Corporation's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and price risk), credit risk and liquidity risk.

The Corporation's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Corporation's financial performance. The Corporation uses derivative financial instruments to hedge certain risk exposures. Risk management is carried out by a central treasury department (Corporation treasury) under policies approved by the board of directors. The Corporation treasury identifies, evaluates and hedges financial risks in close co-operation with the Corporation's operating units. The board of directors provides written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative financial instruments and non-derivative financial instruments, and investment of excess liquidity.

Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. Due to the dynamic nature of the underlying businesses, Corporation treasury maintains flexibility in funding by maintaining availability under committed credit lines.

Management monitors rolling forecasts of the Corporation's liquidity reserve (comprises undrawn borrowing facility (note 11) and cash and cash equivalents (note 8)) on the basis of expected cash flow. This is generally carried out at local level in the operating companies of the Corporation in accordance with practice and limits set by the Corporation. These limits vary by location to take into account the liquidity of the market in which the entity operates. In addition, the Corporation's liquidity management policy involves projecting cash flows in major currencies and considering the level of liquid assets necessary to meet these; monitoring statement of financial position liquidity ratios against internal and external regulatory requirements; and maintaining debt financing plans

The table below analyses the Corporation's financial liabilities and net-settled derivative financial liabilities into relevant maturity groupings based on the remaining period at the statement of financial position to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

At 31 March 2025	Less than 1 year
Borrowings	18,706,051
Trade and other payables	59,155,140

At 31 March 2024	Less than 1 year
Borrowings	15,163,974
Trade and other payables	53,793,539

Notes to the Annual Financial Statements

Figures in Emalangeni	2025	2024

16. Risk management (continued)

Credit risk

Credit risk consists mainly of cash deposits, cash equivalents, derivative financial instruments and trade debtors. The Corporation only deposits cash with major banks with high quality credit standing and limits exposure to any one counter-party. Individual risk limits are set based on internal ratings in accordance with limits set by the board. The utilisation of credit limits is regularly monitored. Sales to customers are settled in cash or cheques. See note 4 for further disclosure on credit risk.

No credit limits were exceeded during the reporting period, and management does not expect any losses from non-performance by these counterparties. In addition , the Corporation's credit risk is not concentrated to one or a few customers.

Foreign exchange risk

The Corporation buys its inputs from the Eswatini and South African markets. The Corporation mainly sells its output in the Eswatini market. The Corporation is therefore not exposed to foreign exchange risk because the Lilangeni (SZL) is pegged to the South African Rand (ZAR) at a one is to one rate. In addition, there are none of the Corporation's statement of financial position items that are denominated in any other foreign currency.

The Corporation reviews its foreign currency exposure, including commitments on an ongoing basis. The Corporation expects its foreign exchange contracts to hedge foreign exchange exposure.

Price risk

The Corporation is not exposed to price risk because none of its financial assets are traded in active financial markets.

17. Commitments

Authorised capital expenditure

As at 31 March 2025, the Corporation did not have any capital commitments.

18. Contingencies

Litigation is in the process against the company for an amount of E863,718 (Eight Hundred and Sixty Three Thousand, Seven Hundred and Eighteen Emalangeni) by a former Chief Executive Officer for not being given notice on the non renewal of the employment contract. The issue is currently being debated in the industrial courts under case number 270/22.

19. Related parties

Relationships	
Shareholder with significant influence	Government of Eswatini
Members of key management	Board of directors as listed on page 1
	Mavela Vilane
	Ruth Maziya
	Zanele Nhlabatsi

20. Guarantees

Active guarantees of E400,000 (Four Hundred Emalangeni) issued in favour of Total.

National Maize Corporation (Proprietary) Limited

(Registration number 205 / 1985)
Annual Financial Statements for the year ended 31 March 2025

Statement of Financial Performance

Figures in Emalangeni	Note(s)	2025	2024
Revenue			
Sale of goods		499,613,277	375,728,616
Cost of sales			
Opening stock		(12,824,298)	(3,360,396)
Purchases		(454,711,796)	(311,412,251)
Cost of farming		(847,392)	-
Closing stock		20,397,219	12,824,298
		(447,986,267)	**(301,948,349)**
Gross profit		**51,627,010**	**73,780,267**
Other income			
Decline in bad debts provision		479,945	-
Gains on biological assets and agricultural produce		1,089,300	-
Gains on disposal of assets		3,179	261,604
Interest received		1,170,996	1,687,450
Sundry income		1,145,852	914,568
		3,889,272	**2,863,622**
Operating expenses			
Advertising and marketing		3,154,962	1,685,460
Audit fees		154,300	201,066
Bad debts		-	645,797
Bank charges		610,399	249,152
Cleaning and office expenses		559,134	306,567
Commission		109,141	57,404
Computer expenses		667,284	316,934
Consulting fees		768,646	813,786
Depreciation		2,768,212	2,375,571
Directors fees		189,697	303,425
Donations		252,031	243,174
Employee costs		16,943,002	16,111,583
Fines and penalties		52,381	61,071
ISO expenses		459,925	294,430
Insurance		993,447	954,296
Legal fees		615,732	203,313
Motor vehicle expenses		1,478,471	1,388,827
Printing and stationery		258,913	356,599
Protective clothing		243,453	319,818
Public Enterprise Unit fees		373,423	180,285
Rates paid		216,926	211,876
Repairs and maintenance		3,310,432	3,696,871
Security		638,615	543,452
Staff welfare		1,481,714	1,228,117
Subscriptions		192,701	198,808
Telephone and postage		775,339	599,529
Training		1,155,365	884,643

National Maize Corporation (Proprietary) Limited

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Statement of Financial Performance

Figures in Emalangeni	Note(s)	2025	2024
Transport and freight		937,879	946,816
Travelling expenses		664,169	544,084
Utilities		987,992	1,053,215
		41,013,685	36,975,969
Operating profit		14,502,597	39,667,920
Finance costs		(3,424,204)	(4,736,536)
Profit before taxation		11,078,393	34,931,384
Taxation		-	504,723
Profit for the year		11,078,393	34,426,661

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Direct Cost Statement

Figures in Emalangeni	Note(s)	2025	2024
Chakaza expenses		587,989	-
Security expenses		61,080	-
Rent expenses		40,625	-
Tractor hours		127,600	-
Labourers		30,098	-
		847,392	**-**
Farming costs for the year transferred to cost of sales		847,392	-

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Tax Computation

	E
Net income per income statement	11,078,393
Non-deductable/Non taxable items	
Donations	252,031
Depreciation - Property, plant and equipment	2,768,212
Interest and penalties	52,381
Legal fees	615,732
Decline in bad debts provision	(479,945)
	3,208,411
Temporary differences	
Capital grant amotised for tax purposes - Buildings	(93,081)
PEU provisions increase	(373,423)
Wear and tear allowance	(2,119,483)
	(2,585,987)
Taxable income for 2025	11,700,817
Assessed loss brought forward	(78,905,922)
Tax loss carried forward	(67,205,105)
Tax thereon @ 25%	-

National Maize Corporation (Proprietary) Limited

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Supplementary Information

1. Shareholding structure

Government of Eswatini	2,400,000
National Marketing Board	5,000
	2,405,000

2. Audit fees

Kobla Quashie and Associates	150,000
KQ Consulting (Pty) Ltd for submission of tax returns	4,300
	154,300

3. Consulting fees

SNG Thompson - Consultancy	183,157
Transunion Eswatini, P. O. Box 2642, Manzini - Supplier Vetting	12,678
Business Focus, P. O. Box 6339, Manzini - Accys Payroll	3,900
ACCSYS - Payroll Consultancy	6,669
Institute of Risk Management South Africa - Risk Management workshop	175,000
Sikelelwe Investments - Transcription for Dsciplinary Hearing	8,491
Imperium Consultants, Private Bag X9013, Ermelo - Syspro Consultancy	2,750
Africa International Adisors - Reviewing of NMC's Organizational Structure	269,759
AM Consultancy IDU Budgeting Consultancy	42,296
THE K3Y - Providing NMC Culture Survey	63,946
	768,646

4. Donations

ESWADE	10,000
National Event	100,000
Boy Child Campain	7,000
ESNAU	10,000
Laberry Agencies	6,000
Southern African Nazaren	7,500
Woman Farmer	10,000
Workers Colledge	7,500
EXTREME	1,000
Various	93,031
	252,031

National Maize Corporation (Proprietary) Limited

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Supplementary Information

5. Finance cost

Eswatini Development and Savings Bank - Interest on overdraft	3,393,683
Nedbank (Eswatini) Limited - Finance leases	30,521
	3,424,204

6. Legal expenses

Magagula & Hlophe Attorneys, P. O. Box A831, Eswatini Plaza, Mbabane - Disciplinary hearing for former COO	465,652
Eswatini Air - Transporting advocate from South Africa on the NMC case vs Jonathan Edges	6,186
Eswatini Communication commission - Data Protection Act	3,000
Howe Masuku - Disciplinary hearings	73,101
Other fees	53,192
Musa Sibandze Attorneys - defending NMC against former CFO	14,601
	615,732

7. Public Enterprise Unit fees

PEU, Eswatini Government	373,423

8. Rates paid

Matsapha Municipal Council - Lot 542, Lot 630-632 and 634-635, Matsapha Industrial Site	216,926

9. Decline in Bad debts provision

Decline in bad debts provision	(635,249)
Maize Bank Guarantee - LDA written off	155,304
	(479,945)

10. Repairs and maintenance

Weighbridge	293,853
Silos	218,901
Computers	481,208
Motor vehicles	1,223,795
Grounds maintenance	292,426
Tools	528,457
Office equipment	400
Fumigation	73,408
Renovations and landscaping	197,984
	3,310,432

Supplementary Information

11. Subscriptions

Business Eswatini, P. O. Box 72, Mbabane - Annual subscription Gold membership	184,253
Other costs	8,448
	192,701

National Maize Corporation (Pty) Ltd

Suppliers of Maize to the Nation

Head Office, 11th Street, Matsapha Industrial Sites · P.O. Box 1775, Matsapha M202, Eswatini

Tel (+268) 518 7432 · Fax (+268) 518 4461

info@nmc.co.sz

www.nmc.co.sz