



Newsletter

Issue No. 001
2025



Message from the Managing Director

Dear Valued Partners,

We are pleased to share with you key developments, milestones, and emerging opportunities shaping our work within Ghana's dynamic real estate landscape. Your continued trust, collaboration, and support remain the driving force behind our commitment to deliver excellence, innovation, and value in every project we undertake.

The real estate sector continues to evolve in response to Ghana's growing urban population, increasing demand for quality housing, and shifting market conditions. While the national housing deficit remains a significant challenge, it also creates a powerful opportunity for developers, policymakers, and investors to work together toward sustainable and attainable solutions. At RSS, we are proud to remain at the forefront of this effort—designing communities that prioritise modern living, strong infrastructure, and long-term affordability.

Over the past months, we have strengthened engagements with key government institutions, industry stakeholders, and professional bodies, ensuring that our projects align with both national development priorities and international best practices. Our recent presentations to the Ministry of Foreign Affairs, ongoing collaboration with the Ghana Armed Forces on housing solutions, and active role within GREDA's Research & Development and Advocacy Sub-Committee reflect our commitment to influencing meaningful change. These partnerships not only enrich our technical insight but also ensure that our developments meet the real needs of Ghanaian families and professionals, both at home and abroad.

We are especially proud of the progress being made across our residential developments, where quality construction, innovative financing arrangements, and customer-centred design remain at the core of our mandate. As we continue to enhance our portfolio, we remain dedicated to offering flexible payment structures that support aspiring homeowners, including diaspora buyers and institutional clients seeking secure long-term property investments.



Looking ahead, our focus remains clear: to deliver sustainable communities, expand homeownership opportunities, and strengthen our role as a trusted development partner within the housing ecosystem. We are confident that—with your partnership—we will continue to achieve impactful results and contribute meaningfully to Ghana's built environment.

Thank you for your unwavering confidence in RSS. We look forward to building even greater successes together.

Warmest regards,

Arc. Felicia Yaa Addoea Sao
Managing Director



**1st
Quarter
2025**

Highlighting the Importance of Land Security at Meridian Gardens, Klagon and the Strategic use of the Ghana Armed Forces (GAF) 49 Engineer Regiment

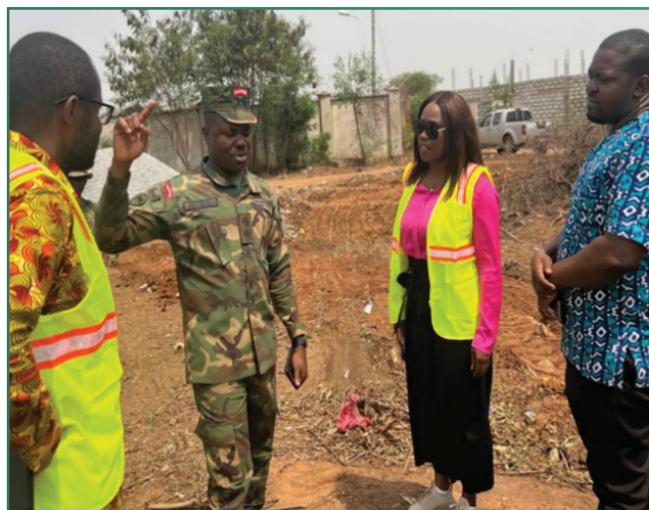
In response to persistent encroachment on the undeveloped lands at Klagon, management took decisive action to secure and protect this vital company asset. Recognising that unchecked encroachment poses long-term risks to the RSS development plans and property value, leadership approved the construction of a full boundary wall around the affected area as a permanent and preventive measure.

To ensure the highest level of professionalism, security, and operational discipline, the company engaged the 49 Engineer Regiment of the Ghana Armed Forces (Burma Camp) to execute the construction.



Their expertise in military engineering and site protection provided not only technical assurance but also a visible security presence. From the moment the Regiment mobilised to site, all encroachment activities ceased immediately, demonstrating the strong deterrent effect of involving a specialised military engineering unit.

This initiative represents a major milestone in securing our land assets and reinforces management's commitment to safeguarding the company's long-term investment portfolio. By partnering with the Ghana Armed Forces, we have ensured that construction was conducted to the highest standards while establishing a protective buffer against future land interference. This proactive approach strengthens our foundation for future developments and upholds the integrity of our property holdings.



Courtesy Visit to the Nungua Chief and President of the Greater Accra Regional House of Chiefs

As part of efforts to strengthen our relationship with traditional authorities within our operational community, management paid a courtesy visit to the Nungua Chief, who has been recently appointed the President of the Greater Accra Regional House of Chiefs.

The visit aimed to pay homage, build rapport, and seek the Chief's intervention regarding ongoing encroachment activities on the company's lands at Klagon.

The Chief and his elders warmly received the management team at the Nungua Palace and expressed deep appreciation for the visit.

In his remarks, the Chief commended the company's initiative to engage traditional leadership and assured management of his full support and cooperation in addressing the encroachment challenges. This visit marks an important step in deepening collaboration with key community stakeholders and reflects management's commitment to fostering mutual respect and sustainable partnerships with traditional authorities.



Improvement of IT Systems

As part of our continuous efforts to enhance efficiency and data security, RSS Developers Limited has implemented several significant upgrades to its Information Technology (I.T) systems. These improvements are aimed at boosting productivity, ensuring data safety, and providing a more reliable digital infrastructure for the RSS business operations.

Installation of a New Server

Until recently, RSS operated using a standard desktop computer as a server for the entire office. This setup had several limitations in terms of speed, storage, and reliability. A new dedicated server has now been installed to replace the old system, greatly improving our network performance and operational efficiency.

Introduction of Cloud Backup System

Previously, all company data was backed up on external hard drives, which had limited storage capacity and posed a high risk of data loss in case of hardware failure or damage. We have now transitioned to a cloud-based backup system, which offers greater storage flexibility, enhanced data security, and seamless recovery in case of any eventualities.

Change of Email Service Provider

As part of our system upgrade, RSS has switched its email service provider from GoDaddy to Hostinger. This strategic move offers both cost efficiency and quality improvement. Unlike our previous GoDaddy package which charged for every additional email account created, our new Hostinger package allows up to 100 email accounts at no extra cost. Charges will only apply beyond this threshold, making this a smart and sustainable choice for the company.

Upgrade of Operating Systems

All office computers have been upgraded to Windows 11, one of the latest and most secure operating systems. This upgrade provides enhanced system performance, stronger security features, and a more user-friendly interface for staff.

Controlled Use of Company Computers and Accessories

To ensure the responsible and judicious use of company resources, access to RSS computers and accessories has now been restricted. Only authorized staff are permitted to use company computers, and administrative approval is required before certain software or functions can be installed or accessed. This measure helps maintain system integrity and reduces misuse.



Out with the OLD and IN with the NEW... The picture above shows the new server with associated devices.

Strategic Sales Discussions with the Ghana Armed Forces

RSS Developers Ltd is pleased to announce significant progress in our engagement with the Ghana Armed Forces (GAF). Earlier this year, the GAF expressed strong interest in purchasing accommodation units for their officers. In response, our management team secured a high-level meeting with the military's top hierarchy.

On 26th February 2025, our team delivered a comprehensive presentation at Burma Camp, Accra, showcasing our housing products and the long-term value our estates offer. The presentation was well received, and the GAF formally followed up with a written request for a special discount package for their officers.

The deal would include the sale of 128 units of 2-bedroom apartments and 312 units of 3-bedroom apartments, reflecting the significant scale of the sales being discussed. Discussions are ongoing, and the collaborative spirit from all sides has been very encouraging.

This potential sale represents a major opportunity and could become a game changer for RSS Developers Ltd, strengthening our market presence while supporting a key national institution with sustainable housing solutions. We remain committed to transparency and will continue to update stakeholders as negotiations progress.



The RSS team after making a presentation

Africa Women in Leadership Conference / Training

Celebrating female staff at the African Women in Leadership Conference held by The Africa Women's Leadership Academy (TAWLA) at the Gold Coast University from 13th to 14th March 2025.

As part of our International Women's Day celebration, a delegation of ladies from RSS Developers Ltd led by our Managing Director, participated in this year's African Women in Leadership Conference. The experience was powerful, uplifting and deeply inspiring.

The conference brought together dynamic women from across the continent to share insights on leadership, career growth, personal development and the role of women in shaping the future of African business and community life. Our ladies had the opportunity to learn from influential leaders, engage in meaningful conversations, expand their professional networks and reflect on how they can continue to lead with confidence and impact.



Their participation was not just about being present. It was a statement of our company's commitment to empowering women, nurturing potential and fostering a culture where every voice has space to grow. The knowledge and inspiration they gained will continue to enrich our team and strengthen our organizational culture.

We are proud of our ladies for representing RSS Developers Ltd with excellence and enthusiasm. Their growth is our growth and their leadership strengthens our collective journey.

We look forward to supporting more opportunities that uplift, equip and celebrate the women of RSS Developers.



RSS ladies representing at the African Women in Leadership Conference held by The Africa Women's Leadership Academy (TAWLA)

Client engagement

Marketing Performance - Quarter 1 Overview

The first quarter showed encouraging activity in our marketing efforts, highlighting growing visibility, client satisfaction, and market engagement with RSS Developers Limited's offerings.

Metric	Q1 Performance	Remarks
In-person Enquiries	5	Shows steady on-site interest and active negotiation potential.
Calls	10	Reflects strong interest in RSS properties
Social Media Enquiries	30	Majority of leads came through social media, flag displays, and the company website — indicating strong digital visibility.
Referral Enquiries	18	Reflects customer satisfaction and strong word-of-mouth marketing.
Total Offers Received	12	Demonstrates active market interest and continued client engagement.
Expression of Interest	1	Expression of interest from the Ghana Armed Forces to buy all 2-bedroom apartment blocks.

Summary

The positive trend in online and referral enquiries underscores the success of our digital marketing and client relationship strategies. Going forward, the focus will be on converting these enquiries into confirmed sales while expanding our digital engagement and community presence for greater market reach.

Project Progress

Regimmanuel Gray Ltd (RGL) continued the construction of Phase 1 apartments at Meridian Gardens, Klagon. Work was carried out in blocks 7 and 13. Each block contains 24 (twenty-four) 3-bedroom apartments.

The works in Block 13 focused on floor tiling. The roof floor was also being prepared for washed terrazzo floor finishing to be done.

In Block 7, all works are completed except the lift installation. The block was previously inspected by RSS, and work is currently ongoing to carry out the minor corrections that were noted during the inspection.



Floor tiling Block 13



Roof floor preparation for washed terrazzo



**2nd
Quarter
2025**

Long Service Awards

Long service awards were given to three staff members for their dedicated and loyal service to the company for more than ten years. The staff members were Julius Ashong-Katai (Operations Manager), Richard Ladjagla (Finance and Administration Manager), and Komi Kamedewutor (Works Supervisor). The staff members are shown in this image from left to right respectively, standing with the RSS Managing Director Felicia Sao.

Each awardee was given a citation and a cash gift. The awards were made extra special because they were presented during the same period as Fathers' Day, and so some Fathers' Day gifts were added to the awards.

The long service awards are in line with the company's Staff Conditions of Service, to appreciate loyalty and dedication to the company, to make the long-serving staff know that they are highly valued, and also encourage other staff members to be equally dedicated.



MD attends the 6th Ghana Green Building Summit

The aim of the summit in April 2025 was to drive sustainable development by advancing local solutions in green design, finance, and policy. The summit fostered thought leadership, building capacity among professionals, helping innovators and SMEs with technical and financial resources, and empowering communities to achieve long-term environmental and economic resilience. It was a great opportunity to create impactful partnerships and strengthen project pipelines.

The presence of RSS's Managing Director at the summit helped in giving RSS a voice in the sustainability space, and helped to publicize the sustainability credentials of RSS's estate developments, while helping RSS stay abreast with the latest developments in green construction and make key contacts with other companies and individuals in the field of green building.



RSS's Managing Director, Felicia Adoebe Sao at the 6th Ghana Green Building Summit

Award Presentation at the University of Ghana

On 3rd April at the University of Legon Awards Ceremony for the Humanities Department, RSS's MD and Marketing Manager presented the Best Student in Arts Award to Ephraim Ayeh Oracca-Tetteh.

Ephraim was a visually impaired student, which made his achievement even more impressive, and it was an honour to be associated with him, as he overcame the challenges of his impairment to perform very well.



The picture here shows awardee, Ephraim, in the middle. To the right in the picture are his father and sister. To the left in the picture are the RSS MD Felicia Sao, and the RSS Marketing Manager Sarfowaa Duncan at the far left.

Presentation to the Ghana Army 49 Engineer Regiment Construction Team at Klagon

The 49 Engineer Regiment of the Ghana Armed Forces are constructing a boundary wall for RSS Developers Ltd.

To engender a closer relationship with them, RSS presented them with packed meals and drinks on one sunny afternoon, to refresh them after their hard day's work.

They were very happy and expressed their gratitude to RSS for the kind gesture, and they said they hoped this would be done more often.



Client Engagement

Resumption of social media Marketing: Social media marketing was resumed with posts on RSS's social media pages - Facebook, TikTok, Instagram, and LinkedIn.

Easter campaign at Kotoka Int. Airport: RSS placed flyers at the Kotoka International Airport in Accra. The flyers helped to spread the word about RSS farther.

Client engagement figures were as follows, showing an increase in the 2nd quarter due to the increased social media marketing:

Metric	Q1 Performance	Q2 Performance	Remarks
In-person Enquiries	5	9	Indicates active interest through flag display and negotiation potential.
Calls	10	17	Mostly through brochure display at the Airport and flags at the entrance of RSS.
Social Media Enquiries	30	54	Primarily through social media, and website enquiries.
Referral Enquiries	18	2	The main source of referral in Q1 was one customer, hence the steep declines in Q2. However, RSS's strong client satisfaction and word-of-mouth marketing reflected in the result for Q2.
Offers Received	12	0	
Expression of Interest	1	0	

Summary

The positive trend in social media enquiries underscores the success of our digital marketing. Going forward, the focus will be on converting these enquiries into confirmed sales while expanding our digital engagement and community presence for greater market

Design and Production of New RSS Polo Shirts

New polo shirts were produced for the company. Three different shirts were produced, in the three colours in the company's logo – green, blue, and white.

Different size options and different fabric were compared, as well as different print companies, before arriving at a final product that staff have started wearing.

The wearing of the polo shirts is planned to be made more regular, especially on Fridays when workers in Ghana traditionally wear traditional or branded clothing.



We Build Homes For A Lifetime



Training of Guards

A session was held to train the Meridian Gardens security guards on how to receive visitors, how to present themselves, and how to answer visitors' questions. The guards were educated on RSS's housing products, to enable them answer basic questions on the 2-bedroom and 3-bedroom apartments at Meridian Gardens.



Project Progress

Regimmanuel Gray Ltd (RGL) continued the construction of 3-bedroom apartments. Their work in the quarter was mainly focused on three blocks:

Block 7 is almost completed. Internal walls painting and cleaning were done, and there was a joint inspection undertaken by RGL and RSS representatives to check the level of completion.

In Block 13, RGL carried out floor screeding and commenced the washed terrazzo on the roof floor.

The also undertook fixing of doors, electrical and data cabling, and internal floor tiling.

In Block 14, checks of previous work were being done in preparation to resume work. Construction of the boundary wall around RSS's land adjacent to the Mamahuma watercourse continued by the 49-Engineer Regiment.

The pictures below show some of the construction work done.



Floor tiling of rooms in Block 13



Roof floor washed terrazzo preparation



Discussions during a site meeting with some RSS Directors



RSS Management engaging with RGL Executives at the Meridian Gardens



Boundary wall construction by 49 Engineer Regiment

A photograph of a residential complex. In the foreground, there's a gate with a decorative metal fence and a small building with a sign that reads "Meridian". Behind the gate, there's a paved area and a green lawn. In the background, there are several multi-story apartment buildings with light-colored facades and dark roofs. The sky is overcast.

**3rd
Quarter
2025**

Presentation to the Ministry of Foreign Affairs

On 3rd July 2025, RSS had the privilege of presenting its comprehensive Housing Solutions to officers of the Ministry of Foreign Affairs — highlighting our commitment to quality, affordability, and innovation for Ghana's Foreign Service community both locally and abroad. As Ghana continues to face a housing deficit estimated at over 1.8 million units, the urgency for dignified and attainable homeownership has never been greater. Ghana continues to face complex housing-market dynamics, one key debate persists: whether the country is experiencing a true housing deficit or an over-supply of homes that remain unattainable for many Ghanaians due to high costs, limited financing options, and mismatches between available stock and household income levels. These structural challenges — ranging from land acquisition complexities and rising construction costs to urban planning constraints — underscore the urgent need for solutions tailored to real affordability.

As part of its core mandate, RSS is dedicated to delivering sustainable, well-planned residential communities that widen access to homeownership for working professionals. The company is committed to offering housing options that meet the needs of working professionals, including Foreign Service officers stationed both in Ghana and abroad. For staff serving outside the country, these developments provide a reliable opportunity to invest in secure, high-quality homes back home—an essential pathway to long-term stability and wealth building. RSS is also prepared to offer flexible and workable payment structures designed to accommodate the unique financial circumstances of Foreign Service staff, ensuring that homeownership becomes a practical and achievable goal.

This engagement with the Ministry of Foreign Affairs marks the strengthening of the beginning of a long-term partnership focused on addressing Ghana's housing challenges—one built on trust, collaboration, innovation, and responsible development. A shared vision for enhancing the welfare of Ghana's Foreign Service personnel.

By aligning high-quality housing delivery with adaptable financing options, RSS reaffirms its mission to support Ghanaian families, strengthen institutional communities, and contribute meaningfully to closing the national housing gap.



Corporate Social Responsibility – Visit to Motherly Love Foundation

At RSS, Corporate Social Responsibility is more than a corporate obligation—it is a reflection of our values, our empathy, and our belief in shared humanity. This year, our visit to the Motherly Love Foundation Children's Home demonstrated what CSR truly means for organizations: the opportunity to extend support beyond the boardroom, strengthen community ties, and positively impact vulnerable groups in ways that contribute to their long-term well-being.

For foundations such as Motherly Love, corporate participation provides essential stability—offering resources that help sustain daily operations, improve the quality of care, and create a nurturing environment where children can grow with dignity, confidence, and hope. CSR engagements not only meet immediate needs but also build lasting relationships that can open doors for future support, visibility, and partnerships.



Although RSS is currently operating with limited corporate resources, our staff collectively demonstrated remarkable compassion and leadership. This initiative was entirely funded by employees who willingly contributed money, food items, and other essentials to support the children. Their generosity reflects the heart of RSS—an organization committed to community upliftment even in challenging times.

Looking ahead, RSS plans to deepen its CSR involvement as our financial standing strengthens. For now, we proudly acknowledge and celebrate the kindness of our staff, whose collective effort ensured that the children of Motherly Love Foundation felt seen, supported, and cared for.



Mourning with Ghana: Honouring our Eight Fallen Heroes

On 6th August 2025, Ghana was shaken by the tragic Adansi helicopter crash that claimed the lives of eight brave souls — an event that felt as though every family in the nation had lost one of its own. In a spirit of solidarity and collective mourning, RSS staff joined the nation at the State House to lay wreaths on 12th August 2025 in honour of our fallen heroes. As a company, we stood together to pay our respects, reflect on their sacrifice, and reaffirm our shared commitment to supporting the families and communities affected by this profound loss.

Even in this difficult moment, RSS remains committed to its ongoing engagement with the Ghana Armed Forces (GAF), continuing discussions to support long-term housing solutions for their officers. This tragedy, while deeply felt, does not halt our shared efforts; instead, it strengthens our resolve to complete the transaction and contribute meaningfully to the welfare and stability of the GAF community.

Damirifa Due Due Ne Amanehunu... Rest in Perfect Peace... Your contribution to Ghana will never be forgotten...



The Managing Director of RSS, together with members of staff, joined the nation in a solemn ceremony to lay a wreath and honour the dearly departed. Standing in unity with families, colleagues, and citizens across Ghana, the team paid their respects and reflected on the profound loss the country has endured. This moment of remembrance underscores RSS's commitment to community, solidarity, and shared national healing as we honour the legacy of those who have passed.

RSS Updates Performance Review Document and Administrative Policy: A Step Towards Enhanced Governance and Operational Excellence

RSS has recently undertaken a comprehensive review and update of two critical internal governance documents: the Performance Review Document and the Administrative Policy. The Performance Review Document, which had its last update in 2014, and the Administrative Policy, last updated in 2012, have both been modernized to reflect the evolving needs of the company, changes in operational best practices, and the current business and regulatory environment. These updates are essential for RSS to maintain a robust framework for monitoring performance, guiding employee conduct, and supporting overall business objectives.

Regularly updating key policies and performance review frameworks is fundamental for any organization that seeks sustainable growth. Policies and review tools provide structure and clarity for employees and management, ensuring that expectations, responsibilities, and performance metrics are clearly communicated and consistently applied. For RSS, updating these documents ensures that the company remains aligned with contemporary management practices, technological advancements, and shifts in industry standards, thereby fostering an environment conducive to high performance and accountability.

The updated Performance Review Document strengthens the company's ability to evaluate employee contributions objectively. It introduces refined performance metrics, clearer goal-setting frameworks, and more structured feedback mechanisms. This not only improves the accuracy of performance evaluations but also provides employees with actionable insights into their strengths and areas for development. Employees benefit from transparent and consistent feedback, which enhances motivation, skill development, and job satisfaction. From a business perspective, these improvements translate into higher productivity, better talent retention, and a workforce that is more aligned with the company's strategic goals.

Similarly, the updated Administrative Policy provides a modernized framework for day-to-day operations, including guidelines for leave management, procurement processes, internal communication, and workplace conduct. Policies that are outdated risk being misaligned with current operational realities, which can result in inefficiencies, inconsistent practices, and even potential compliance issues. By reviewing and updating the Administrative Policy, RSS ensures that employees have clear guidelines to follow, managers have tools to enforce consistency, and the company maintains strong operational governance. This contributes to smoother workflows, reduced administrative errors, and a more harmonious work environment—all of which are critical to overall business performance.

The advantages of reviewing and updating these documents are manifold. Firstly, they provide a platform for continuous improvement by incorporating lessons learned from past experiences, aligning with current business objectives, and addressing emerging challenges. Secondly, they enhance accountability and transparency, ensuring that all staff are aware of expectations, policies, and evaluation criteria. Thirdly, modernized policies foster a culture of fairness and equity, which can improve employee morale, engagement, and loyalty. Finally, updated governance tools protect the company against operational and legal risks by ensuring compliance with contemporary standards and regulations.

However, there are also some challenges associated with reviewing these documents. The process requires time, resources, and careful consultation with stakeholders to ensure that changes are relevant, comprehensive, and effectively communicated. Staff may initially resist new policies or modifications to performance metrics, requiring deliberate change management and communication strategies to foster acceptance. Additionally, implementing updates can necessitate training and adjustments in reporting systems, which may temporarily affect operational routines.

Despite these challenges, the long-term benefits far outweigh the drawbacks. By ensuring that the Performance Review Document and Administrative Policy are current, RSS reinforces its commitment to organizational excellence, employee development, and operational efficiency.

It creates a structured environment where employees understand their roles, performance is measured fairly, and business operations run smoothly. In the long term, these updates strengthen RSS's ability to achieve strategic objectives, respond effectively to challenges, and maintain a high-performing, engaged workforce.

In conclusion, the recent updates to the Performance Review Document and

Administrative Policy are not just administrative exercises—they are strategic initiatives that reinforce RSS's commitment to good governance, operational excellence, and employee growth. By modernizing these tools, RSS ensures that both employees and the business are well-positioned to succeed in an ever-evolving professional and operational landscape.

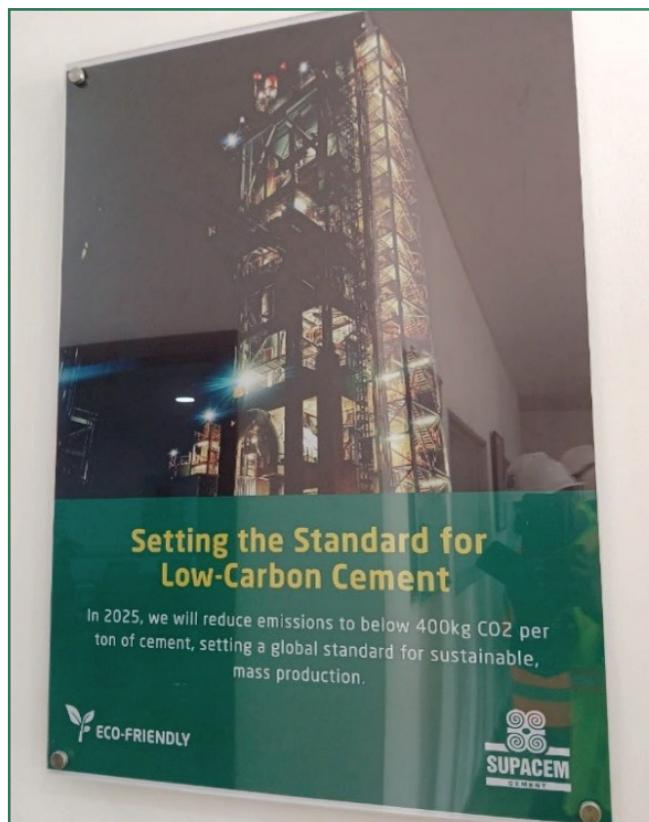
GREDA Research & Development and Advocacy Board Sub-Committee Undertakes Technical Factory Visit to SUPACEM – Advancing Green and Sustainable Cement Production

The GREDA Research & Development and Advocacy Board Sub-Committee undertook an important factory site visit to SUPACEM, one of Ghana's leading producers of environmentally conscious cement, as part of its ongoing efforts to strengthen industry knowledge, promote sustainable building practices, and deepen collaboration across the construction value chain. The visit was organized and led by the Managing Director of RSS Developers, Ms. Felicia Addobea Sao who plays a key role as a committed member of the Sub-Committee.

RSS, a staunch and active GREDA member, continues to demonstrate strong leadership in advancing sector-wide engagement and fostering meaningful partnerships that drive industry transformation.

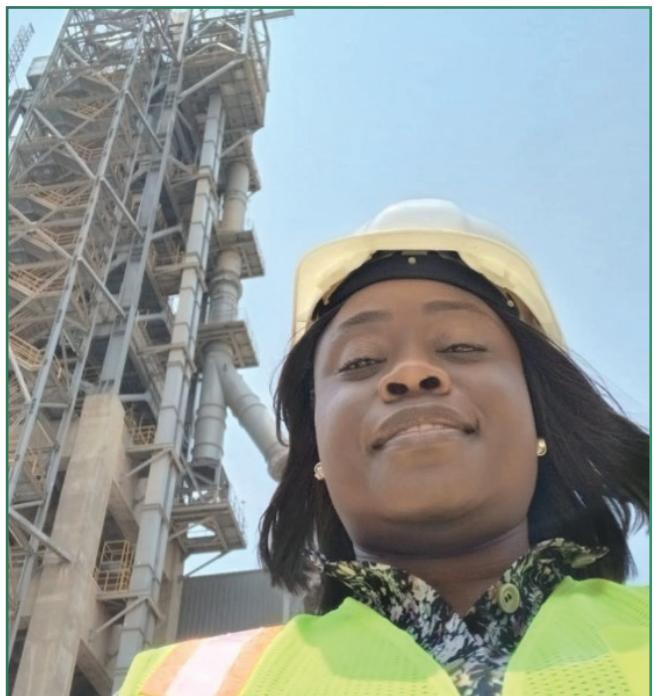
For GREDA this visit formed a key component of the Committee's mandate to support research-driven advocacy and advance innovative solutions within Ghana's real estate and housing sector.

During the tour, members were taken through SUPACEM's state-of-the-art production processes, including its pioneering use of green cement technologies designed to reduce carbon emissions, improve energy efficiency, and minimize environmental impact. The team engaged directly with plant engineers and technical experts who explained how SUPACEM integrates advanced clinker substitution, controlled raw material sourcing, and continuous process optimization to produce high-performance cement with a significantly lower carbon footprint. These innovations align strongly with global sustainability standards and Ghana's broader commitment to transitioning to cleaner construction materials.



The visit also provided an opportunity to discuss the emerging potential of LC3 (Limestone Calcined Clay Cement), circular economy approaches, and opportunities for public-private collaboration to accelerate the adoption of green cement in mainstream construction. Members explored how partnerships with developers, contractors, and regulatory agencies can help scale sustainable materials while ensuring affordability and structural integrity across housing projects.

By facilitating such hands-on engagements, the GREDA R&D and Advocacy Sub-Committee continue to equip its members with valuable technical insights needed to influence policy reform, guide industry-wide training, and promote environmentally responsible building solutions. The visit to SUPACEM marks another important step toward positioning Ghana's real estate sector at the forefront of sustainable development and climate-resilient construction.



GREDA Members pay a visit to SUPACEM Factory in attempting to "Set the Standard for Low-Carbon Cement" usage in their projects.

Cape Coast Meeting: Presentation of the Mid-Term Turnaround Strategy to the New SSNIT Board of Trustees

Company boards play a pivotal role in the success of any organization. While not involved in day-to-day operations, boards provide essential structure, guidance, governance, and risk oversight—helping companies avoid avoidable pitfalls while steering strategic direction.

Following a recent reshuffle of the RSS Board Committee, prompted by the country elections, two board members were relieved of their duties and the new RSS Board has yet to be formally reconstituted. Despite this, RSS remains steadfastly committed to the success of its operations and was honoured to accept the invitation to present to the newly appointed SSNIT Board of Trustees at the Ridge Royal Hotel in Cape Coast.

As a key strategic investment in SSNIT's portfolio,



the Board requested that the RSS Managing Director present the company's performance for 2023 and 2024, and provide guidance on the medium-term turnaround strategy. The 30-minute presentation covered:

- Key financial and operational highlights
- Major challenges encountered and lessons learned
- Medium-term turnaround strategy, including milestones and performance outlook

This engagement provided the newly appointed Board with valuable insights to inform strategic decision-making, reinforcing the critical role of boards in shaping governance, mitigating risks, and ensuring the sustainable growth of companies like RSS. RSS looks forward to continued collaboration with the Board as we implement our strategic plans and drive long-term value for all stakeholders.



SSNIT Board of Trustees Visit RSS Housing Estates – Ensuring Transparency in Pension Fund Investments

Following the recent SSNIT Board of Trustees meeting in Cape Coast, the Trustees conducted a site visit to two housing estates managed by RSS on behalf of SSNIT as joint venture partners. This visit was a critical exercise, as it allowed the Board to gain first-hand insight into the operations and developments where pension funds have been invested. These are not just ordinary investments; they represent contributions from the public, earmarked for long-term pension payouts, making it essential for the Trustees to understand how these funds are being deployed and managed to ensure maximum value and accountability.

During the visit, the Trustees familiarized themselves with the housing types, project designs, and overall estate operations, gaining a clear perspective of the developments undertaken by RSS and its shareholders. This engagement allowed the Board to assess how long-term investments are being translated into tangible assets and understand the returns and benefits derived from the joint venture. By seeing the projects firsthand, the Trustees could connect financial statements and reports with real-world outputs, which is a crucial step in exercising their fiduciary responsibility and ensuring that pension contributions are safeguarded.

According to reports presented during the visit, the contractor has resumed work on site and is fully operational, targeting completion according to the agreed programme. Work at Meridian Gardens had previously been halted in 2018 due to constraints experienced by the contractor.

Despite these positive developments, the Trustees expressed disappointment at the pace of construction. They noted that the current rate of progress did not fully reflect the project completion targets previously presented, indicating a discrepancy between projected timelines and on-the-ground realities.

The Trustees' feedback highlighted the importance of continuous monitoring, transparency, and effective project management to ensure that public funds are utilized efficiently and that long-term objectives are met.

The site visit reinforced the critical role that Boards of Trustees play in overseeing pension fund investments. While financial reports and presentations provide an overview of performance, on-site visits offer a deeper understanding of how resources are applied, the challenges encountered, and the actual progress achieved. This oversight not only protects the interests of contributors but also ensures that investment strategies are aligned with long-term sustainability and value creation.

For RSS, the Trustees' engagement provided an opportunity to showcase ongoing developments, clarify project milestones, and address operational challenges. It also emphasized the company's accountability to shareholders, particularly SSNIT, in delivering quality housing projects that maximize the benefits of joint venture partnerships. Moving forward, RSS remains committed to accelerating project completion, enhancing operational efficiency, and ensuring that pension fund investments continue to generate tangible, long-term value for contributors.

The visit was both informative and instructive, underscoring the necessity of transparency, rigorous monitoring, and collaboration between investment managers and oversight boards. It serves as a reminder that the stewardship of public funds carries immense responsibility, and regular engagement between Boards and their investment companies is essential for achieving trust, accountability, and sustainable impact.



Client Engagement

Marketing Performance – Quarter 3 Overview

The following figures were achieved for client engagement in the third quarter of 2025:

Metric	Q2 Performance	Q3 Performance	Remarks
In-person Enquiries	9	18	Indicates active interest through flag display and negotiation potential.
Calls	17	27	Mostly through brochure display at the Airport and flags at the entrance of RSS.
Social Media Enquiries	54	62	Primarily through social media, and website enquiries.
Referral Customers	2	0	There were no referrals in Q3.
Virtual Customer Enquiries	0	2	Primarily through social media and WhatsApp video calls.
Offers Received	0	3	Not approved because offers didn't meet the KPMG approved prices.
Expression of Interest	0	1	Ghana Miners Association

Summary

Q3 recorded improvements across most metrics, with increases in in-person enquiries, calls, and social media engagement, indicating growing market interest driven by flag display, brochure display, and social media posts. Most calls came through brochure display at the Kotoka International Airport.



Aerial view of Meridian Gardens apartments



Meridian Gardens entrance

Project Progress

During Quarter 3, RGL continued construction on the 3-bedroom apartment blocks in Phase 1 of Meridian Gardens at Klagon. Work was concentrated in three apartment blocks:

1. Block 7 work involved fixing of minor defects that were identified during previous inspections. Construction in the block was all complete apart from finishing off the lift installation.

2. In Block 13, the following tasks were worked on:

- washed terrazzo flooring of the roof progressed, with almost half of the roof floor completed.
- Fixing of frames and architraves for doors continued.
- Electrical and data lines fixing progressed.
- Floor tiling progressed for the apartments where de-bonded tiles were being replaced.

3. In Block 14, the construction team commenced checking of previous work, to assess any remedial work needed before continuing with new works.

Also, construction of the wall around RSS's encroached land continued, being carried out by the 49 Engineer Regiment of the Ghana Army. Plastering of the walls commenced in July.



Washed terrazzo on Block 13 roof floor



Boundary wall construction by 49 Engineer Regiment with wall plastering ongoing



Kitchen door frame installation



Installation of scaffolding around Block 13



**4th
Quarter
2025**

Employee Spotlight & Farewell Message

At **RSS Developers Ltd**, we hold a simple but powerful belief: service excellence goes beyond the tasks we complete; it begins with people, dedication, and heart. Our success is built on individuals who bring commitment and integrity to their roles each day, strengthening the fabric of our organisation.

In October, we honoured and bid farewell to our **Head of Security**, whose exceptional leadership and unwavering service have been instrumental to our operations. For years, he has served as a pillar of safety, ensuring that our staff, clients, and visitors feel protected and confident within our environment.

In a role where reliability is everything, he consistently demonstrated professionalism of the highest standard. His work went beyond managing systems and protocols; he cultivated trust, built cohesive teams, and created a culture where safety was not just enforced but embraced.

As we reflected on his contributions, we recognised the impact of his loyalty, discipline, and commitment to excellence. His efforts have shaped our security operations and set a benchmark that will guide us long into the future. We express our profound appreciation for his service and the many ways he strengthened our organisation.

Thank You & Best Wishes

As he embarks on the next chapter of his journey, we extend our warmest wishes for continued success. He leaves behind a legacy of professionalism and heart; one we are deeply grateful for.

Thank you for your dedication. We wish you the very best in your next chapter.



Management and staff of RSS Developers Ltd in a picture with outgoing Chief Security, Ex W.O.1 Seth K Agbo.

Client Engagement

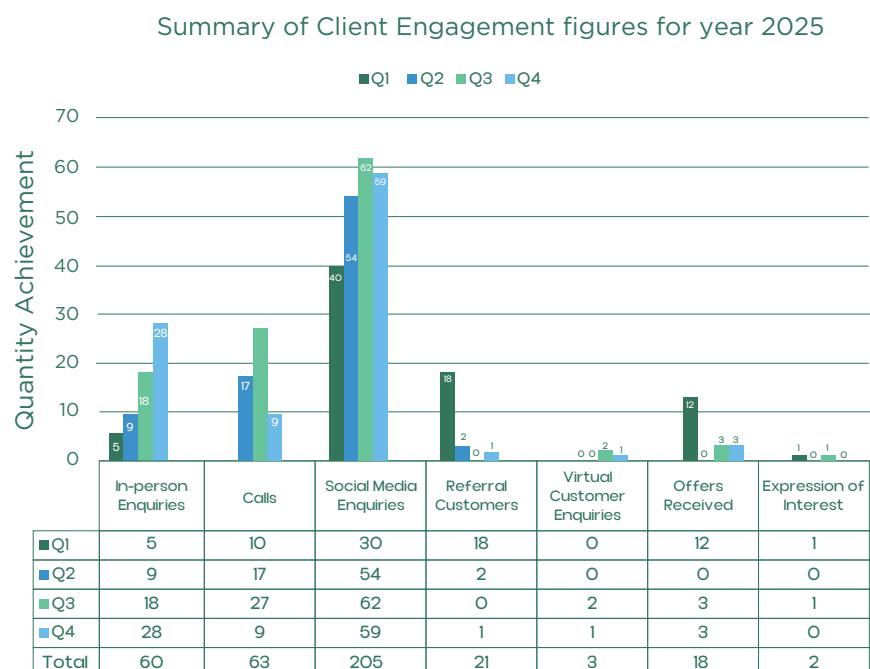
The following figures were achieved for client engagement in the fourth quarter of 2025:

Metric	Q3 Performance	Q4 Performance	Remarks
In-person Enquiries	18	88	Indicates active interest through flag display and negotiation potential.
Calls	27	9	Mostly through brochure display at the Airport and flags at the entrance of RSS.
Social Media Enquiries	62	59	Primarily through social media, and website enquiries.
Referral Customers	0	1	There were no referrals in Q3.
Virtual Customer Enquiries	2	1	Primarily through social media and WhatsApp video calls.
Offers Received	3	3	Not approved because offers didn't meet the KPMG approved prices.
Expression of Interest by an Association	1	0	Ghana Miners Association

Summary

The positive trend in in-person enquiries underscores the success of our flag display marketing, traditional and digital marketing strategies.

The chart below shows a summary of the figures for the year from January to December.



Handover of 24 (twenty-four) 3-Bedroom Apartments to SSNIT

Meridian Gardens Phase 1 - Block 6 Officially Transferred to SSNIT

On 16th October, RSS Developers Ltd marked another significant milestone in our ongoing partnership with the Social Security and National Insurance Trust (SSNIT). We successfully handed over Block 6 in Phase 1 of the Meridian Gardens project, a beautifully finished block comprising 24 modern 3-bedroom apartments.

The event was both symbolic and strategic. Although the ceremonial handover of keys took place to formally transfer ownership, the physical keys remain securely with RSS Developers Ltd. This arrangement ensures that our team continues to provide consistent, high-quality maintenance and facility management services for all units within the block.

This milestone reflects our commitment to:

- Delivering premium residential developments
- Ensuring long-term value for our clients
- Upholding our maintenance standards across all properties entrusted to us

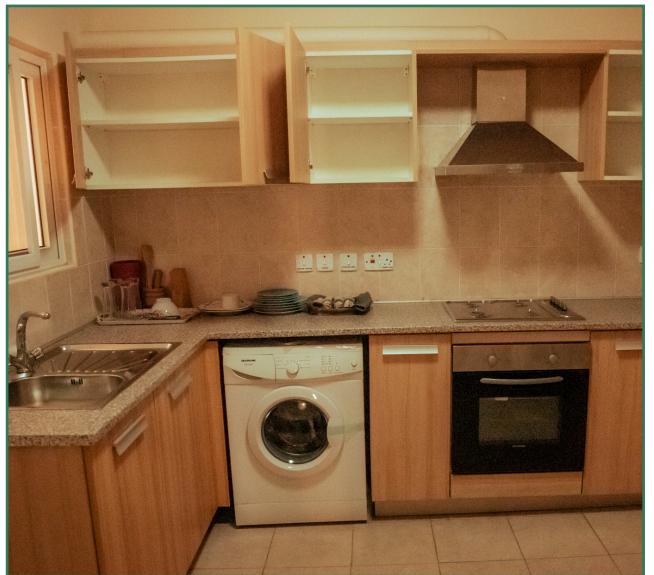
We are proud of the progress at Meridian Gardens and look forward to deepening our collaboration with SSNIT as subsequent phases take shape.



The Block 6 building handed over to SSNIT with other buildings in the background



Front view of Block 6



Kitchen in the block handed over to SSNIT

Project Update: Meridian Gardens Phase 1

Progress Report on Blocks 13 and 14

Work continues steadily on Meridian Gardens Phase 1, with notable progress recorded across Blocks 13 and 14 during the period under review. Our construction and finishing teams remain dedicated to ensuring that each unit meets the high-quality standards expected of RSS Developers Ltd.

Key Highlights of Ongoing Works

1. Terrazzo Floor Finishing - Block 13

Block 13 marked a major step forward with the completion of the roof wash, clearing the way for interior finishing works. The terrazzo floor finishing is currently underway, adding durability and aesthetic value to the apartments.

2. Re-Tiling Works

Some apartments are undergoing re-tiling to align with updated specifications and ensure a consistent finish throughout the block. This corrective work is progressing efficiently and is expected to be completed soon.

3. Door Installation

Teams are actively working on fixing internal and external doors, enhancing security and preparing the units for subsequent finishing stages.

4. Internal Painting

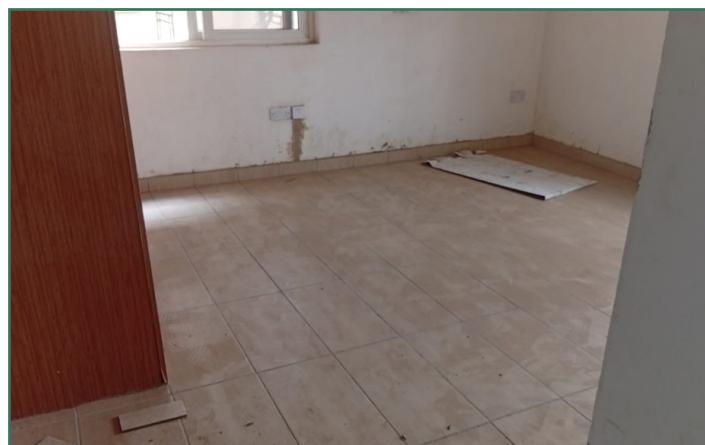
Internal painting is also ongoing, transforming the spaces with clean, modern finishes and bringing the apartments closer to completion.

Summary of Project Progress for the whole year:

- **Block 7:** Roof terrazzo completed, painting and cleaning advanced, and inspections carried out. The finishing touches are underway, with handover preparations in sight.
- **Block 12:** While work paused awaiting terrazzo installation, plans remain in place to resume and complete this block in the coming year.
- **Block 13:** Roof terrazzo finishing, re-tiling, electrical/data installations, and door fittings transformed the apartments. Internal painting added a look closer to completion.
- **Block 14:** Careful remedial checks paved the way for new works.
- **Infrastructure:** A retaining wall project was commenced by 49 Engineers along the Mamahuma waterway to protect RSS's land from further encroachment



Rooftop washed terrazzo floor



Apartment room floor tiling