

# Stakeholder engagement

Omnia's business model is based on effective stakeholder engagement, as we differentiate ourselves from competitors by applying our intellectual capital and technologies to all key points along our supply and service chains. This is done by tailoring our products and services to the specific and changing needs of our customers and suppliers, which depends on continual two-way communication with them. In essence, the Group's value proposition is summarised as: "A continuous feedback loop with our customers at all points of engagement keeps our business model on track".

Our value proposition cannot work if Omnia's workforce is not equally up to the task. Intellectual property, expertise and experience are spread across all Group levels and Omnia deploys a rigorous skills development and remuneration programme to build and retain capacity. A fundamental aspect of our relationship with employees is their feedback, which strongly influences strategy and product development.

Beyond that, the Group operates within a broad context of macro-economic realities and social, regulatory,

community and environmental influences. All of these affect our commercial activities and the long-term sustainability of our business model.

We pursue dialogue with our broader stakeholder group based on constructive engagement and developing a mutual understanding of objectives, while taking into account statutory, regulatory and other directives overseeing the dissemination of information by companies and their directors. The Group ensures that information is distributed via a broad range of communication channels and takes care that critical information reaches all stakeholders timeously.

The Board accepts its duty to present a balanced and understandable assessment of the Group's position in reporting to stakeholders and takes reasonable steps to ensure that it does so. Greater demand for transparency and accountability regarding non-financial matters is always taken into account. All stakeholders with a legitimate interest in the Group's affairs can obtain full, fair and frank accounts of our performance.

Stakeholder group	Nature of engagement	Issues raised	Status	Stakeholder group	Nature of engagement	Issues raised	Status
<b>Shareholders</b>	Annual reports, SENS announcements, analyst presentations, shareholder meetings, ie annual general meeting, one-on-one meetings with major shareholders	Company and share price performance, growth strategies, non-financial performance targets, corporate governance and remuneration practices	Improved financial analysis and reporting, strong share price performance, improved integrated annual reporting, improved shareholder participation in meetings	<b>Investors</b>	Articles in financial publications, SENS announcements, press releases, investor road shows, analyst presentations	Company and share price performance, growth strategies, investment case	Improved understanding of nature of Group's business, strong share price performance
<b>Employees</b>	Intranet, website, training, newsletter, presentations, performance evaluations, career discussions, share scheme training and participation, equity forums, road shows	Job security, career growth, leadership development, salary increases, performance incentives, safety and health, environment, wellness issues	Greater investment in training and development, improved communication and understanding of Group's values and policies	<b>Trade unions</b>	Bargaining council meetings, dispute settlement meetings	Wage negotiations, conditions of employment, health, safety and wellness issues	Ongoing focus on employee and labour relations

## Stakeholder engagement continued

Stakeholder group	Nature of engagement	Issues raised	Status	Stakeholder group	Nature of engagement	Issues raised	Status
<b>Directors</b>	Operational budget presentations, Board and committee meetings, site visits, one-on-one meetings with executive and key employees	Company and operational performance and growth strategies, governance compliance, risk management, attraction, retention and protection of knowledge, information and skills	Greater strategic focus on long-term growth strategies, better planning and decision making, improved risk management and compliance assessment processes	<b>Government and regulatory bodies</b>	Formal and informal meetings, consultations, documentation and report submissions, conferences, tender submissions, extensive commentary on draft legislation and presentations	Competition Law compliance , employment equity (EE), safety, health and environmental legislation compliance, BBBEE	Improved EE and BBBEE compliance and performances, implementation of Competition Law compliance programme with training and communication, continuous engagement with Competition Law authorities, continued focus on improving compliance with safety, health and environmental law standards
<b>Customers</b>	Sales agreements, sales and marketing conferences, meetings, sales and marketing brochures, newsletters, events, industry conferences, training, letters and emails	Price, quality of product, service-related issues, technology support	Enhanced service offering, greater confidence in product and service delivery, increased sales	<b>Communities</b>	CSI projects in communities, community-based forums, training and support	Education, BBBEE, wealth creation, Environmental Law compliance, emergency procedures, safety standards and skills development	Ongoing investment in key projects focused on, MHI emergency procedures, compliance with safety standards, farmer development and skills development
<b>Suppliers</b>	Supply agreements, meetings, conferences, events, training sessions	Reduction of costs, improved quality of service, product quality and security of supply	Enhanced service offering, greater confidence in product and service delivery, ongoing management of costs	<b>Industry</b>	Representation on key industry bodies, meetings, conferences, newsletters, correspondence	Competition Law-related issues, environmental legislation, best practice standards	Improved and consistent industry-wide implementation of legislation