

# ENGAGING WITH OMNIA'S STAKEHOLDERS

OMNIA IS COMMITTED TO TRANSPARENT REPORTING IN LINE WITH ITS DUTY TO ALL STAKEHOLDERS. IN EXECUTION OF ITS GOVERNANCE ROLE AND RESPONSIBILITIES, OMNIA ADOPTS A STAKEHOLDER-INCLUSIVE APPROACH THAT BALANCES THE NEEDS, INTERESTS AND EXPECTATIONS OF MATERIAL STAKEHOLDERS OVER TIME. AS SUCH, THE GROUP ENGAGES REGULARLY WITH STAKEHOLDERS TO UNDERSTAND THEIR PERCEPTIONS OF OMNIA AND PINPOINT FUTURE TRENDS, POSSIBLE RISKS, DETERMINE MATERIAL ISSUES AND AREAS FOR STRATEGIC DEVELOPMENT.

The Group firmly believes that the sustainability of the business ultimately depends on the quality of relationships with the various stakeholders who are interested in and affected by the Group's operations and who may have a material influence on the Group's ability to create

value. Management of stakeholder risk is an integral part of organisation-wide risk management.

Engaging stakeholders forms a critical part of the design and implementation of Omnia's strategy. As Omnia operates

internationally, the Group is subject to various economic, social, regulatory, community and environmental influences. In prioritising the material stakeholders, Omnia applies the following criteria:

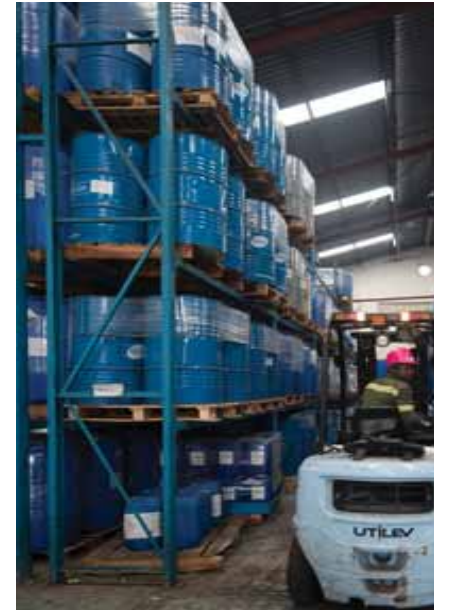
- The degree to which Omnia depends on the relevant stakeholder's support in achieving its strategic goals
- The extent to which the relevant stakeholder can impact on Omnia's performance
- The relative importance of the relevant stakeholder for the Group as a whole
- The risk exposure for Omnia by not engaging with the relevant stakeholder



Omnia engaged during FY2018 with stakeholders on a continuous basis, for example by telephone conversations, emails, site visits, meetings and road shows. Stakeholders openly discuss relevant emerging issues and also entailed engagement with some of the dissenting shareholders regarding the












remuneration policy as well as the major institutional shareholders. The Group finds the stakeholder engagement and management process open, transparent and effective.

During FY2019 the Group will continue to embark on a focused process to identify and confirm various priority stakeholder groups for attention and reinforce relationships with employees and unions, local communities, government, shareholders and investors, suppliers and customers.

The table below provides an overview of Omnia's material stakeholders, why they are important, their respective interests in the business and how Omnia engages with each group.



Stakeholder group	Why the stakeholder is important	The stakeholder's interest in Omnia's business
<b>Shareholders and investment community</b> 	<ul style="list-style-type: none"> <li>• Omnia is accountable to shareholders who expect reasonable returns on their investments</li> <li>• Influence decisions taken by the board – expect an appropriate governance framework, with responsible risk tolerance levels being set and to maintain social license to operate</li> <li>• Provide funding required to support the business and to enable growth</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability of Omnia's business</li> <li>• Return on investment</li> <li>• Effective risk management and corporate governance</li> <li>• Good corporate citizenship</li> <li>• Transformation in line with legislation</li> <li>• Reputation management</li> <li>• Predictable payment of interest and principal debt and regular servicing of facilities</li> <li>• Security of credit facilities to operate as a going concern</li> </ul>
<b>Employees and trade unions</b> 	<ul style="list-style-type: none"> <li>• Omnia's employees are an integral part of delivering on the strategic objectives</li> <li>• Provide the skilled labour required to realise the investment in capital, to build strong customer relationships, the ability to solve for customers through innovation and the accumulation of knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Security of employment</li> <li>• Reward and recognition</li> <li>• Performance management</li> <li>• Career progression</li> <li>• Education and training</li> <li>• Transformation</li> <li>• Corporate reputation</li> <li>• Social responsibility</li> </ul>

How Omnia engages with the stakeholder	Accountability	Link to strategic objectives
<ul style="list-style-type: none"> <li>• Announcements on the JSE's Stock Exchange News Service (SENS)</li> <li>• Investor road shows</li> <li>• Distribution of financial results electronically and in print</li> <li>• Half- and full-year results presentations</li> <li>• AGM</li> <li>• Extraordinary general meeting</li> <li>• One-on-one meetings with lenders, shareholders and rating agencies</li> <li>• News publications or press releases where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Group MD</li> <li>• Group FD</li> </ul> <p>Supported where appropriate by the:</p> <ul style="list-style-type: none"> <li>• Chairman and other members of the board</li> <li>• Divisional MDs</li> <li>• Members of Group management</li> </ul>	<ul style="list-style-type: none"> <li> AFRICAN AND INTERNATIONAL EXPANSION</li> <li> COMMERCIALISE SOLUTIONS ACROSS THE VALUE CHAIN</li> <li> BUILD AND STRENGTHEN KEY CAPABILITIES</li> <li> VALUE ADD ON COMMODITIES</li> <li> POSITIVE IMPACT</li> </ul>
<ul style="list-style-type: none"> <li>• Staff engagement at numerous levels, including independent surveys</li> <li>• Financial results presentation</li> <li>• Meetings, newsletters and emails</li> <li>• Performance reviews, training and development needs analysis</li> <li>• Engagement with unions on numerous levels</li> <li>• Employment equity committees</li> <li>• Sakhile share scheme boards</li> <li>• Wellness programmes</li> <li>• Omnia Intranet</li> </ul>	<ul style="list-style-type: none"> <li>• Group MD</li> <li>• Group HR director</li> <li>• Group employee relations manager</li> <li>• Divisional HR general managers</li> <li>• Divisional MDs</li> <li>• Divisional leadership teams</li> <li>• Line managers</li> </ul>	<ul style="list-style-type: none"> <li> ENABLED PEOPLE AND INNOVATION</li> <li> POSITIVE IMPACT</li> <li> AFRICAN AND INTERNATIONAL EXPANSION</li> <li> COMMERCIALISE SOLUTIONS ACROSS THE VALUE CHAIN</li> <li> BUILD AND STRENGTHEN KEY CAPABILITIES</li> <li> VALUE ADD ON COMMODITIES</li> </ul>