

ENGAGING OUR STAKEHOLDERS

Omnia recognises that **strong stakeholder relationships can be one of our most valuable assets**, as they are critical to our success and how we create value. As such, we continually strive to **improve relations** with all our stakeholders. We identify and prioritise the interests of our stakeholders on an ongoing basis to manage our **stakeholder engagement** framework and actions to meet their needs and expectations. Our **stakeholder mapping** is part of a regular review process to ensure that all stakeholders are engaged appropriately. By getting to know all our stakeholders' needs better, we can ensure close alignment with their goals.



OMNIA GROUP



EMPLOYEES



CLIENTS/CUSTOMERS



REGULATORS



INVESTMENT COMMUNITY



SOCIETY/COMMUNITIES



TRADE UNIONS



BUSINESS PEERS/
INDUSTRY ASSOCIATIONS



SUPPLIERS



MEDIA



NGOs

Johan van der Walt and his son Carlo, farm manager at Jordaan Boerdery, Grootvlei.

As part of our public policy approach, we ensure that we participate actively in relevant community, environmental and industry forums.



See the table on page 12 for a list of the relevant forums.

ENGAGING OUR STAKEHOLDERS continued

EMPLOYEES



Importance to Omnia: Provide knowledge, skills and experience required for the successful and safe operation of our business

Engagement channels

- CEO/Leadership update sessions
- Workshops
- Employee engagement sessions
- Staff broadcasts
- Roadshows

Their needs and expectations

- Safe and healthy work environment
- Competitive remuneration and benefits
- Relevant training and development for career growth opportunities
- Recognition and reward

Engagement channels

- CEO/Leadership/ Employee engagement sessions
- Newsflashes
- Roadshows
- Steering committees
- Ad hoc events

Key objectives and metrics we track

Omnia endeavours to deliver:

- Job security and Physical safety
- A compelling employee value proposition (EVP)
- Fair and clear policies with transparent processes
- Personal wellness and growth opportunities
- Broad-based share scheme ("My Omnia")

We track:

- Individual performance
- Training (compulsory and elective)
- Occupational health and safety metrics
- Career development
- Attrition rates

Relevant material matters

- Health and safety (including the COVID-19 strategy)
- Professional and personal development
- Upskilling and knowledge enhancement of employees
- Evolving world of work/disruptive technologies

Level of engagement

Medium

CLIENTS/CUSTOMERS



Importance to Omnia: Core to the growth and development of the Group to maintain business sustainability

Engagement channels

- Direct client engagements
- Product presentations
- Agriculture: Relationship proposition ("feet on the farm") via agronomist interactions
- Mining: Blast investigations, AXXIS Titanium™/Silver™ commercialisation
- Exhibitions and industry forums

Their needs and expectations

- Reliable supply and responsiveness to specific needs
- Innovative approach
- Holistic advice quality products and service
- Strong partnership management

Key objectives and metrics we track

Omnia endeavours to deliver:

- Customer satisfaction
- Innovation: new services and products
- Holistic solutions approach and reliable supply
- Product efficacy/driving efficient use of inputs
- Adherence to SDG goals

We track:

- Supply chain management
- Product quality
- Solutions selling
- Product R&D
- Progress against priority SDGs

Relevant material matters

- Efficient service offering
- Competitive pricing
- Logistics efficiency
- Customer service
- Innovation and new technologies

Level of engagement

High

REGULATORS



Importance to Omnia: Develop and enforce legislation and associated regulations, which have a significant influence on the Group and divisional operations

Engagement channels

- Ongoing meetings
- Product certifications and investigations
- Workshops
- Site visits and on-site audits

Their needs and expectations

- Legal and regulatory compliance
- Knowledge sharing and strong relationships
- Company policy alignment to regulatory environment
- Certification and product licences
- Active contribution to industry and regulatory working groups

Key objectives and metrics we track

Omnia endeavours to deliver:

- Compliance with regulatory requirements
- Engagement with policymakers
- Ongoing engagement via professional associations regarding new legislation
- Product communication protocols

We track:

- Legal compliance
- RCRs
- Progress against our priority SDG targets
- Reduced/zero compliance notices/ fines issued

Relevant material matters

- Changing regulatory environment
- Compliance (including permit and licence conditions)
- Demands on governance and compliance
- Agriculture: Fertilizer Regulatory Affairs
- Mining: Third-party reports, Department of Mineral Resources and Energy (DMRE) requirements

Level of engagement

High

INVESTMENT COMMUNITY



Importance to Omnia: Ensure that shareholders engage on a wide range of topics including executive compensation, strategy, risk management, corporate governance, and other topics falling outside of the usual financial and strategic conversations

Engagement channels

- Financial results (half year/full year)
- Annual general meetings
- Special meetings/ updates
- SENS announcements

Their needs and expectations

- Business development updates
- Company performance according to expectations
- Share strategic direction and goals
- Required disclosures
- Senior management engagement

Key objectives and metrics we track

Omnia endeavours to deliver:

- Annual results/financial performance
- Significance and materiality framework
- Strategy and outlook of the business

We track:

- Strategic execution
- Share price, valuation and return metrics
- Feedback from investors
- Shareholder movements

Relevant material matters

- Achievement of milestones
- Corporate governance and compliance
- Safety first ethos in all practices
- Financial management, disclosure and transparency

Level of engagement

High

SOCIETY/COMMUNITIES



Importance to Omnia: Hold Omnia accountable as a responsible corporate citizen and a valuable partner in the communities where we operate

Engagement channels

- Workshops
- Community forums and engagements
- Corporate social investment (CSI) engagement sessions

Their needs and expectations

- Contribution to SDG goals (eg education, clean water, food security, decent work and economic growth, responsible consumption and production)
- Understanding of societal needs and expectations
- Partnerships to develop communities

Key objectives and metrics we track

Omnia endeavours to deliver:

- Various sponsorships and skills development initiatives
- COVID-19 vaccination rollout
- Access to enterprise and supplier development opportunities
- Access to bursaries

We track:

- Access to quality education
- Access to clean water and sanitation
- CSI initiatives (eg maths and science programme for high school students, effective career guidance, youth entrepreneurship)

Relevant material matters

- Sustainability measurements
- Empowerment of local communities
- Creation of job opportunities
- CSI initiatives

Level of engagement

Medium

TRADE UNIONS



Importance to Omnia: Represent a significant number of Omnia employees and negotiate wages and benefits on their behalf, provide them with advice and represent them in various governance processes

Engagement channels

- Various engagements with shop stewards and trade union representatives

Their needs and expectations

- Partnerships for strong communication and collaboration
- Fair remuneration and people policies
- Safe and healthy working conditions
- Development and growth opportunities

Key objectives and metrics we track

Omnia endeavours to deliver:

- Training and skills development of employees
- Fair remuneration
- Management of expectations
- Employee attrition

We track:

- Employee satisfaction
- Training and development
- Productivity, business continuity, service levels

Relevant material matters

- Good employee relations

Level of engagement

High

ENGAGING OUR STAKEHOLDERS continued

BUSINESS PEERS/ INDUSTRY ASSOCIATIONS



Importance to Omnia: Provide a common platform to address industry-related developments, concerns, and initiatives for sharing lessons and best practices. Engagements are always conducted in strict compliance with competition laws

Engagement channels

- Meetings
- Conferences
- Exhibitions

Their needs and expectations

- Cooperative and collaborative engagement
- Best practice exchange
- Innovation and new developments
- Collaboration for supply chain security

Key objectives and metrics we track

Omnia endeavours to deliver:

- Collaboration: building and improving relationships
- Development of sector-based strategies and best practice guidelines
- Proactive engagement and regulatory advocacy initiatives

We track:

- New business partnerships and opportunities
- Industry recognition and awards

Relevant material matters

- Collaboration on strategic industry issues
- CAIA participation and involvement

Level of engagement

High

SUPPLIERS



Importance to Omnia: Global supply complexities require enhanced resilience and agility in supply chain management in an increasingly unpredictable market

Engagement channels

- Direct engagements

Their needs and expectations

- Reliable material requirement plans for demand forecasting
- Clear transformation agenda
- Easy operational processes (eg onboarding, financial processes), product quality and fair value
- Strong business relationships

Key objectives and metrics we track

Omnia endeavours to deliver:

- Supply fulfilment and on-time delivery
- Strong supplier and partnership agreements
- Optimal product quality/price supply
- Reduced supply chain risk through diversified supply chain strategy and local sourcing

We track:

- Status of supplier and partnership agreements
- On-time delivery
- Product quality/value ratio
- Cost management

Relevant material matters

- Product quality and price
- Global supply chain disruptions (shipping difficulties, constraints, delays)
- Feedstock cost increases
- Supply chain disruptions
- Global shortage of materials

Level of engagement

High

MEDIA



Importance to Omnia: Deepen understanding of Omnia's role and impact in the markets it serves to build brand recognition and stakeholder relevance

Engagement channels

- Digital (virtual events, podcasts, video conferences, webinars)
- Social media
- Printed press
- Radio
- Television

Their needs and expectations

- Thought leadership
- Ongoing updates on news and matters of interest
- Industry knowledge

Key objectives and metrics we track

Omnia endeavours to deliver:

- Industry engagement
- Strong relationships with key media players
- A broader understanding of Omnia, its divisions and its impact
- Build Omnia's reputation in the market
- Stronger brand trust, loyalty and recall

We track:

- Paid for and earned media
- Generated leads
- Coverage and reach
- Sentiment

Relevant material matters

- Innovation, sustainability, supply chain and solutions that support ESG goals
- Financial performance, strategy execution, growth ambitions and delivery to targets

Level of engagement

High

NON-GOVERNMENT ORGANISATIONS (NGOs)



Importance to Omnia: Partners in delivering community programmes for long-term sustainability and measurable impact

Engagement channels

- Community forums

Their needs and expectations

- Understand community needs
- Tangible and responsive support
- Measurable impact

Key objectives and metrics we track

Omnia endeavours to deliver:

- Suitable partnerships to enable CSI commitments
- Education, food security, skills development
- Needs of communities

We track:

- Various impact measurements per project (eg skills delivery, households supported)

Relevant material matters

- Community liaison and engagement
- Financial and impact measurement
- Sustainability and alignment to SDGs

Level of engagement

Medium



Omnia Agriculture demarcates crop zones according to its production potential to ensure that the right investments are made into water and fertilizer for yield and quality.