## **IMPACT**

Focusing on those issues of material concern to our stakeholders and how to best address them in a collaborative and constructive manner, while embracing the concept of free, prior and informed consent

## CONTEXT

Understanding the views, needs, performance expectations and perceptions associated with these material issues

## **ACCESSIBILITY**

Responding expeditiously to stakeholder interventions and engaging proactively to provide expedient, comprehensive and beneficial feedback Stakeholder engagement in action

EMPLOYEES

Internal communication channels are used to share information and engage with employees across the group, communicating company news and developments, business strategy together with training and personal development initiatives. Common internal communication channels are used with increasing use of electronic media to reach all employees

TRADE UNIONS

In 2013/14, around 90% of all Illovo employees were unionised and to ensure ongoing collaborative relationships, the group engages across a range of labour forums, eg regular union meetings, collective bargaining forums and others to promote sound employee interaction and compliance with internationally recognised labour practices. Subject matter typically includes conditions of employment, remuneration, safety initiatives and other issues of mutual concern

RAW MATERIAL SUPPLIERS: PROVIDERS OF SUGAR CANE

Ongoing communication at both industry and local level with grower associations and member groups; operational discussions of mutual concern; contact through industry structures, eg SASA, SA Cane Growers' Association, Swaziland Sugar Association, Sugar Producers' Association of Zambia, Maragra Outgrowers' Association, Tanzania Sugar Producers' Association, etc

SHAREHOLDERS; INVESTORS; INVESTMENT ANALYSTS At both group and country-level where Illovo is listed on country stock exchanges, we undertake annual investor and analyst road shows to present interim and final results, one-on-one meetings, site visits to view company developments of interest, regular operational and financial communications and host annual general meetings. This is undertaken to communicate the physical and financial performance of the group, focused on the continued value-creation capacity of the group

REGULATORS: JSE; LUSAKA STOCK EXCHANGE; MALAWI STOCK EXCHANGE AND OTHER REGULATORS

The company and its subsidiaries comply with the various regulatory requirements in the countries in which we operate, and includes regular contact and interaction with these regulators and relevant government departments to remain abreast of listings requirements, compliance matters and regulatory issues

CUSTOMERS

Trade market: Ongoing interaction with supermarket chains and wholesalers; promotion of sugar distribution and depot systems among existing/potential entrepreneurs; direct consumer stakeholder contact; involvement in community-based initiatives; support of annually-sponsored sporting events. Industrial market: Customer interaction in respect of both sugar and downstream products; focus on specific product-and service related technical, logistical and operational requirements of the customers with ongoing liaison through various channels

MEDIA

Regular interaction with all forms of media to communicate developments, successes, strategy, financial results and to deal with issues which are reported in the public domain. Interaction includes one-on-one interviews, site visits, media statements, SENS announcements, the group website and general contact to promote understanding

SUPPLIERS AND SERVICE PROVIDERS Support of local industry suppliers; development programmes to identify and maintain strategic group suppliers; annual recognition of top-performing suppliers via awards programmes; business and operational update meetings; negotiation of service level agreements

GOVERNMENTS

Ongoing discussion at industry and company level with government departments and industry bodies relating to sugar cane growing and milling across the group together with, for example, departments dealing specifically with land reform and rural development in South Africa, etc; regular contact to update government representatives on the state of ongoing business, strategy, capacity expansions, etc; and ongoing interactions/communications with development initiatives and agencies such as the New Partnership for Africa's Development (NEPAD), together with African trading blocs such as the SACU, SADC, Common Market for Eastern and Southern Africa (COMESA) and Eastern African Community (EAC) Customs Union

NON-GOVERNMENT ORGANISATIONS; ESG RATINGS AGENCIES As a major agri-business operating in Africa, Illovo recognises the growing initiatives by NGOs and other stakeholders for public companies to assist them in promoting their human rights and other agendas by helping to increase public awareness (eg through integrated reporting and other publications), supply chain auditing and government/stakeholder engagement. For these and other reasons, we regularly communicate with national and international NGOs, external ratings agencies and other agencies on social/human rights and environmental issues of mutual concern

COMMUNITIES; TRADITIONAL AND CIVIL SOCIETY Strong identification and communication with communities surrounding operations relating to cane development, community/company projects of mutual interest; support of community-based social investment requirements; provision of community infrastructure; and advocacy of community issues. This communication is undertaken through various community-based charity and outgrower organisations, land reform forums and other community-based structures