










STAKEHOLDER ENGAGEMENT REPORT – OUR KEY RELATIONSHIPS

As a non-asset based, specialised supply chain consulting business, our relationships with our business stakeholders are core to our strategy and continued existence. This is emphasised by the fact that the Group's primary business activities entail the co-ordination of and control over the forward and reverse movement of our clients' goods across the entire supply chain from source to destination. To achieve this, the Group utilises the logistics resources and capabilities of specialised external logistics providers together with leading in-house developed information technology ("IT") systems.

As a result, the Group's business model is highly client-centric and dependent on the establishment of long-term, mutually beneficial relationships with both our clients and specialised external service providers, which are facilitated by frequent daily interaction between our employees and these stakeholders.

In addition, as a result of industry regulations and market practises, primarily in the South African ("SA") region, the Group is required to fund recoverable logistics disbursements, principally customs duties and value added taxes ("VAT"), on behalf of clients. Thus the ability to raise working capital through the Group's shareholders and bankers is fundamental to the servicing of a client, and in order to access this capital and minimise credit risk, a strong relationship with the Group's credit underwriters is essential.

Over and above these core business and financial relationships that are fundamental to the Group's business model, we operate in an environment that involves the flow of goods from one jurisdiction internationally to another. As a result, the Group's interaction with governments and regulators in these jurisdictions is vital to ensure the adherence to specific regulations and procedures and to facilitate the timeous and efficient flow of goods in and out of these regions.

VALUE CREATED/ DISTRIBUTED	STAKEHOLDERS	PRIMARY ASSOCIATED CAPITALS	NUMBER	WHO OUR KEY STAKEHOLDERS ARE	WHAT MATTERS TO THEM	HOW WE ENGAGE WITH THEM
R6 459 million	 CUSTOMERS	HUMAN CAPITAL, INTELLECTUAL CAPITAL AND SOCIAL AND RELATIONSHIP CAPITAL	4 739	Primarily corporate entities of varying size across diverse industry sectors that are predominantly manufacturers and retailers, either utilising foreign-sourced products or exporting products to foreign customers.	Supply chain optimisation through the efficient, timeous and cost-effective flow of products from source to destination, thereby meeting customer-specific service requirements and adding value to their organisation.	Formal, structured engagement commencing with upfront, agreed and documented terms, tariffs and operating procedures. Supplemented by ongoing, daily, system-based and interpersonal communication across all levels within both organisations, related to specific shipping instructions and ongoing reviews of client requirements and service levels.
R3 549 million	 SUPPLIERS	HUMAN CAPITAL AND SOCIAL AND RELATIONSHIP CAPITAL	2 464	A preferred panel of established and specialised external logistics service providers across the world, utilised to convey customers' products from source to destination, chiefly via sea, air, road and rail, and also utilised to store customers' products in warehouse or distribution facilities.	An ongoing and commercially viable supply of shipping, transport and warehouse service instructions/orders from Santova on behalf of its clients.	Upfront, formal, service level agreements followed by daily verbal and formal electronically communicated shipping, transport and warehouse service instructions/orders together with ongoing updates on key supply chain data and timings, which take place between specialised teams within both organisations.
	 AGENTS	SOCIAL AND RELATIONSHIP CAPITAL, MANUFACTURED CAPITAL	1 119	A preferred panel of established forwarding and clearing agents in jurisdictions where the Group does not have a physical presence, utilised to arrange the transport and customs clearing of clients' products across certain sectors of the supply chain.	A mutually beneficial relationship whereby both parties refer ongoing shipping and transport instructions to each other, to facilitate on behalf of each other's clients.	Daily verbal and electronic engagement between specialised forwarding and clearing teams within both organisations, conveying shipping and transport instructions plus providing ongoing status reports.
R2 435 million	 GOVERNMENTS/ REGULATORS	SOCIAL AND RELATIONSHIP CAPITAL	58	Various regulatory bodies and industry associations within each jurisdiction that the Group operates in, who dictate and ensure that the Group adheres to all applicable laws, regulations and corporate governance - specifically Revenue Authorities who implement and monitor adherence to customs excise and taxation regulations.	Compliance with laws and regulations that are designed to protect stakeholders, primarily through the submission of regular statutory returns and the timely collection and payment of duties and taxes.	Highly regulated, formal communication and submission of statutory returns, payment duties and taxes at specified dates as well as limited informal communication in the event of queries, audits, inspections or stoppages.
R21 million	 IT SERVICE PROVIDERS	INTELLECTUAL CAPITAL	83	IT developers, resellers and support providers who supply and support the following: specific logistics and insurance operational systems; computer hardware and networking infrastructure; office desktop-based software; internet connectivity; and the ongoing development of the Group's proprietary in-house IT systems.	The opportunity to provide ongoing development, installation and support of appropriate IT hardware, software and network infrastructures that meet the Group's strategic and client-specific needs.	Attending initial product demonstrations and presentations, receiving and assessing formally documented product and project proposals and quotations culminating in upfront, formally agreed and documented service level agreements. Thereafter supplemented by regular feedback meetings and reports monitoring the levels of service and project delivery.
R263 million	 EMPLOYEES	HUMAN CAPITAL, SOCIAL AND RELATIONSHIP CAPITAL, INTELLECTUAL CAPITAL	245	Individuals of varying nationalities and qualifications with relevant industry or role experience, employed across the Group to service customers and provide support functions that add value for all stakeholders.	Career and personal development in a quality work environment within a successful and stimulating organisation that ensures job security and appropriate rewards for performance.	Daily formal and informal engagement through multiple channels to ensure staff receive the necessary ongoing guidance, motivation, feedback and recognition.
R173 million	 SHAREHOLDERS	FINANCIAL CAPITAL	7 995	The providers of the Company's share capital and the primary financial risk-takers within the business.	The generation of sustainable, above-average, market-related returns (both dividend and capital appreciation) on their investment in the Company, together with timely, relevant, open and ongoing communication regarding the Company's activities and performance. The appropriate levels of corporate governance are to be upheld by management in the stewardship of their investment.	Formal, published and printed communications at various times throughout the financial year via the Stock Exchange News Service ("SENS") announcements, annual integrated reports and financial statements, advertorials, company websites, at general shareholder meetings, investor presentations and through the press from management engaging with financial media.
R18 million	 FINANCIAL INSTITUTIONS - BANKERS	FINANCIAL CAPITAL	25	The Group's primary transactional bankers and providers of working capital, foreign exchange services and general transactional banking facilities.	Long-term relationships providing the opportunity to supply the Group with various financial services and funding facilities, so as to generate interest and fees revenue for the financial institutions. In addition, they seek stable and sound financial management of the business with ongoing profitability and regular financial updates and communication. This is so as to maintain the Group's credit worthiness and to ensure it meets its obligations as they become due.	Regular, detailed, formal and informal engagement primarily through annual facility reviews and resigning of facility agreements, in an open and honest manner, to ensure a high level of trust exists. Together with attending ad hoc new product demonstrations and general economic and regulatory updates.
R7 million	 FINANCIAL INSTITUTIONS - CREDIT UNDERWRITERS	FINANCIAL CAPITAL	2	Credit underwriters who provide short-term insurance cover in SA against the outstanding financial indebtedness of the Group's clients. This is in order to minimise credit risk for all stakeholders and is a requirement order to secure the sourcing of working capital facilities from the Group's bankers.	To ensure the quality of the assets insured, outstanding debtors' balances are strictly monitored and collected by the Group within predefined and agreed limits and parameters, ensuring that bad debt-loss ratios remain low.	Regular and very structured engagement commencing with upfront-agreed policy schedules and thereafter, ongoing credit assessments of clients and facility limits being agreed, followed up by regular reporting of clients' trading levels and payment histories.