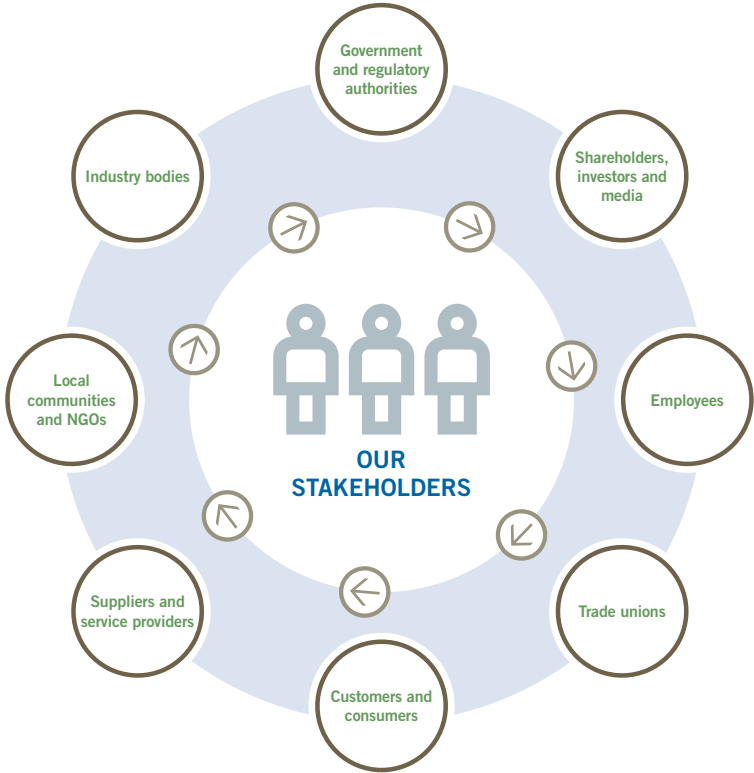


ADDRESSING STAKEHOLDER INTERESTS

The oceans and their fishery resources are a contested space with strong interests from multiple sectors and stakeholders. Understanding and being responsive to the interests of our various stakeholders is critical to delivering on our core purpose.

Our stakeholder engagement manager supports various departments and divisions in delivering on our commitments to respond to the material interests of our stakeholders. Following below is a brief review of our key stakeholders, their most material interests, and our strategic response measures.



STAKEHOLDER GROUP	MATERIAL INTERESTS	OUR STRATEGIC RESPONSE
Government and regulatory authorities	<ul style="list-style-type: none"> Oceana's contribution to economic development imperatives of food security, job creation, transformation/ localisation, and skills development Compliance with permit and related requirements Contribution to tax and trade balance 	<ul style="list-style-type: none"> Strong and continuing focus on job creation, preferential procurement and on transformation/ localisation initiatives and the appropriate distribution of value generated Clear designation and appointment of executive and management responsibility for engagement and compliance Regular direct engagement with relevant authorities on strategic matters, eg DAFF, DPW, dti, DEA and other government departments Formal policies and operating procedures, training and reporting to facilitate compliance Prompt response in instances of non-compliance, with disciplinary action as required

STAKEHOLDER GROUP	MATERIAL INTERESTS	OUR STRATEGIC RESPONSE
Shareholders, investors and media	<ul style="list-style-type: none"> Sustainable growth in shareholder value through consistent earnings improvements, clear growth and capital expansion strategy Responsible corporate governance practices Receipt of quality information of interest to stakeholders and public 	<ul style="list-style-type: none"> Strong board and executive leadership Sound corporate governance practices Succinct reporting via SENS, website, reports and presentations Enhanced communication via advertising, face-to-face engagement, events and increased media coverage
Employees	<ul style="list-style-type: none"> Opportunities for career and personal development Job security, satisfaction and recognition Market-related terms of employment and staff benefits Safe, healthy and congenial working conditions Staff benefits, super-annuation funds, health awareness, life skills 	<ul style="list-style-type: none"> Wealth creation through the Oceana Empowerment Trust Skills training and development initiatives Competitive remuneration and employment conditions Transformation initiatives to encourage diversity in the workplace Group code of business conduct and ethics Employee education and compliance with health and safety regulations
Trade unions South Africa: FAWU, TALFU, NCFAWU, UDF and CWU Namibia: NAFAU and NATAW	<ul style="list-style-type: none"> Engagement and negotiation in good faith Market-related terms of employment Job security, satisfaction and recognition Safe, healthy and congenial working conditions 	<ul style="list-style-type: none"> Recognition agreements Wages and conditions negotiated via industry bodies and/or relevant unions at plant level Regular communication through employee forums Disciplinary and grievance procedures
Customers and consumers	<ul style="list-style-type: none"> Providing safe, quality products at competitive prices Continuity of supply Product information 	<ul style="list-style-type: none"> Regular contact with major customers Independent audit and checking of processes and quality; market and customer surveys; group and divisional websites with product information; contact details and helpline numbers Prompt follow-up of enquiries and complaints
Suppliers and service providers	<ul style="list-style-type: none"> Promoting joint growth opportunities in a responsive and mutually respectful manner Timely payment and favourable contract terms Commitment to and progress in furthering B-BBEE procurement Sustainable business relationships 	<ul style="list-style-type: none"> Regular direct communication with major suppliers Group-wide code of business conduct and ethics, with supplementary policies Monitoring B-BBEE procurement levels of suppliers and partners
Local communities, and NGOs	<ul style="list-style-type: none"> Access to job and supplier opportunities Responsive to concerns and impacts Operations conducted in a safe and lawful manner Investment in community infrastructure Contributing responsibly and transparently to broader societal interests 	<ul style="list-style-type: none"> Strengthened consultation and communication with local communities and their representatives Demonstrated commitment to finding beneficial solutions to identified concerns Effective co-ordination of our CSI initiatives with the aim of improving the socio-economic conditions within neighbouring coastal communities Prompt attention to dispute resolution
Industry bodies	<ul style="list-style-type: none"> Contributing responsibly and credibly to the collective business voice 	<ul style="list-style-type: none"> Participation in and membership of relevant industry bodies and associations; Signatory to the UNGC