



STAKEHOLDER ENGAGEMENT

Stakeholder	Who are our stakeholders?	What matters to them?
<i>Shareholders and the investment community</i>	Providers of share capital and the primary risk takers within the business.	The generation of sustainable, market-related returns on their investment by DAWN, together with timely, relevant, open and ongoing communication on DAWN's activities and performance as well as the creation of an informed perception of the DAWN group, whereby more accurate expectations are ensured and a positive investment environment is created.
<i>Banks, funders and insurance companies</i>	Primary bankers who provide working capital, foreign exchange services and general transactional banking facilities; and credit underwriters who provide insurance on trade and other receivables in order to manage credit risk in accordance with group policy.	Stable and sound financial management of the business and the management of funding within the parameters set by the agreements entered into between DAWN and its funders, supported by regular updates and communication on developments in DAWN's financial sphere.
<i>Regulators</i>	Industry associations and various regulatory bodies who ensure that the group adheres to all applicable laws, regulations, codes and corporate governance, specifically the JSE, Department of Trade and Industry, Department of Water Affairs and Forestry, South African Revenue Service, South African Reserve Bank, the Competition Commission and the Department of Labour.	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.
<i>Customers</i>	Retailers and contractors in the hardware, sanitaryware, plumbing, kitchen, engineering and civil industries.	To gain access to DAWN's quality product and service offerings and obtain solutions that will achieve the desired outcomes for customers' respective businesses through the group's 100% coverage of the southern African market facilitated by its "milk-run" distribution model combined with its break-bulk and just-in-time service.
<i>Suppliers</i>	External and partly or wholly-owned local and international manufacturers who supply the ranges which DAWN trades in, being hardware, sanitaryware, plumbing, kitchen, engineering and civil products, in accordance with the group's procurement policy.	To render an ongoing and commercially viable supply of the products and services DAWN requires, aligned to DAWN's break-bulk, just-in-time distribution model, with reciprocal benefits to both the supplier and the group, thereby ensuring long-term relationships.
<i>Employees</i>	A diverse range of individuals of varying skills, expertise, qualifications, experience and nationalities (including race and gender diversity) employed across the group to add value to all stakeholders.	Career and personal development in a work environment that ensures job security and appropriate rewards for performance.
<i>Trade unions</i>	Organisations of workers in the same skilled occupations or related skilled occupations who act together to secure favourable working conditions for all their respective members.	Maintaining good working relationships and obtaining consensus on any decisions or projects that may result in changes in working conditions or in DAWN's operational requirements through engaging on collective employment issues and communicating potential changes affecting labour.
<i>Communities</i>	The areas in which DAWN's operations are located and the people participating in and related to the group's activities.	The creation of partnerships to best facilitate integrated sustainability initiatives and to collaborate in a way that furthers social and environmental agendas for the greater good of the community.
<i>Media</i>	Media includes every broadcasting and narrowcasting medium such as newspapers, magazines, TV, radio, billboards (including signage on trucks), direct mail, telephone, fax and internet.	To educate and inform the respective audiences of developments in the building and infrastructure sectors, adding DAWN's voice to the public debate, as well as to communicate the group's performance and contribution to the economy, including its product and service offerings.
<i>Government – national, provincial and local</i>	Members of local, provincial and national government with particular emphasis on those involved in infrastructure development.	DAWN is, and is seen to be, an active participant in driving the economic, social and environmental upliftment of the country.

How do we engage with them?

Formal engagement through SENS, results presentations, investor updates, workshops and specific meetings in accordance with the JSE Listings Requirements and as required by DAWN and its investors.

The group, through various mechanisms, seeks feedback from analysts and the financial press on information they require at both the half-year and year-end. DAWN's executive committee ensures that investor presentations provide the information required by analysts and the financial press and that key sentiments are addressed. This also applies to all statutory and supporting documentation presented at the half-year and year-end. Shareholders are given the opportunity to put questions to the board at the annual general meeting and all other shareholder meetings and presentations.

DAWN's integrated report, sustainability information and annual financial statements are published annually within an acceptable timeframe after each year-end. These reports seek to provide shareholders, and other stakeholders, with an in-depth understanding of the group's strategy, value drivers, governance, reward systems as well as actual performance on various aspects, including both financial and non-financial performance.

Banks and funders – regular detailed formal and informal engagement, primarily through audits, annual facility reviews, exchange control applications and ad hoc funding requirements, in a transparent manner, to ensure high levels of trust.

Insurance – regular structured engagements including upfront credit assessments of customers and facility limits being agreed, followed by ongoing reporting on customers' trading levels and payment history.

Highly regulated formal communication and submission of returns at specified dates as well as limited informal communication.

Regular site visits by all levels of management to maintain healthy relationships, supply information around products and services and obtain feedback from customers.

Formal service level agreements are entered into with suppliers. Regular meetings are scheduled between suppliers and varying levels of management, with supplier conferences being facilitated by the national team annually.

Daily formal and informal engagement to ensure staff receives the necessary guidance, motivation, feedback and recognition.

Union representatives are elected to liaise with management on matters affecting union members. Human resources managers are responsible for managing the relationship with the employee unions and relevant industrial labour organisations. Meetings are held with the bargaining councils, as required. Engagement occurs on a strategic level as well as on operational and tactical levels, thereby improving both management and the unions' commitment to common values and objectives.

A consistent approach to community development is adopted and engagement is ongoing as partnerships dictate or stakeholder needs require.

Marketing activities – DMD Marketing SA consults with companies in the DAWN group on the development of their respective marketing plans and ensures that the plans are executed within an approved marketing budget and within specified timelines, included in the respective marketing plans.

Interactions with the press – interviews and press briefings are given to members of the media. These take the form of one-on-one time with DAWN executives and key spokespeople across the group as well as updates relevant to the group's performance and business activities.

DAWN, through its participation in infrastructure development, engages with both local and provincial government on these projects, either directly or indirectly. Relationships with government departments are maintained at good levels. This applies across the three spheres of government, with particular reference to the infrastructure development activities of local government, and respect and support for the democratic process at this level. The primary methods of engagement with government are through formal meetings and tender processes. Meetings are held with government, as required.