

# Key stakeholders



## Business and development partners (JVs)

>12 business and development partners

**Quality of relationship:** Good **3**

- High level of engagement and eagerness to partner with Attacq

### Frequency and method of engagement

- One-on-one engagements
- SLAs
- Performance evaluations

### Enhancing value through engagement

- Close working relationships to deliver quality developments and manage completed buildings
- Increase network to expand leasing opportunities

### Needs and expectations

- Leveraging opportunities in dynamic markets
- Development opportunities
- Ability to fund
- Market knowledge and management expertise

### Our response to needs and expectations

- Develop a wider JV network
- Leverage dealmaking opportunities
- JV partners' strategic alignment is important

### Outlook

- Ongoing working relationship to secure new partnerships and transactions

## Our approach to stakeholder engagement

Our approach to stakeholder engagement and collaboration is a fundamental pillar of our future growth, enabling us to gather valuable insights that inform our strategic decision-making process. By forming partnerships and fostering collaboration with our key stakeholder groups, we are able to successfully navigate challenges while deepening our understanding of their concerns, needs and expectations and thereby respond appropriately to their legitimate concerns and requirements. This concerted effort allows us to create significant long-term mutual value for the benefit of all involved while also providing key stakeholders with all the relevant information they need to accurately assess our performance and prospects.

We understand that our ability to deliver value depends on the contribution and activities of a range of different stakeholders and how we communicate with them. Through our CX-journey, we focus on improving our stakeholders' experience with us, for example by introducing creative ways of communicating and onboarding all our clients within our precincts. We map material moments by each key stakeholder group to ensure that each stakeholder's experience meets expectations. We regularly review our engagement matrix to ensure all Attacq's relationships remain inclusive.

During the year, we hosted an 'Attacq Day in the Park' event as an opportunity to reconnect with our stakeholders. It is our way to show our appreciation for their support and gives us an opportunity to demonstrate how we deliver on our promises. Attendees included financiers, analysts, shareholders, media, business partners, employees, and clients. We are planning to celebrate our 10-year listing anniversary with our key stakeholders in October 2023.

## How we rate the quality of our stakeholder relationships

We rate the quality of our relationships against the following four categories:

1

### Developing relationships

Relationships are still in their infancy, initiating two-way communication

2

### Connected relationships

Two-way communication; company acts independently of stakeholder

3

### Good relationships

Collaborative engagement with joint learning, decisions, and actions

4

### Strong relationships

Integrating stakeholders into governance, strategy and operations management through meaningful collaboration

We discuss the stakeholder groups who have a substantive impact on our ability to create value, outlining their contribution to value creation, our means of engaging with them, and our response to their needs, concerns, and expectations to deliver value. We have also provided our internal assessment of the quality of our relationships.



## Clients, both actual and potential

> 1 000 clients

**Quality of relationship:** Good to strong 3 4

- A trust relationship has developed due to continuous good communication and long-term business dealings
- Positive feedback through face-to-face engagements and client questionnaires

### Frequency and method of engagement

- Website and newsletters
- Client roadshows and events
- MyBuildings app
- One-on-one meetings
- Client onboarding with on-site support team
- Intentional annual engagement through a scheduled calendar of events (e.g. Attacq in the Park)

### Enhancing value through engagement

- Client retention, consolidation, and expansion
- Convert potential clients to actual clients
- Improving collection rate and early renewals
- Structured and flexible leasing on new deals and renewals
- Clients are the core of the communities within our hubs
- Community interaction initiatives

### Needs and expectations

- Cost of occupancy, including cost related to loadshedding
- Client experience
- Flexible leasing terms to accommodate client requirements
- Incentives
- Maintaining continuity in utilities

### Our response to needs and expectations

- Client-experience-focused
- Creative dealmaking, flexible leases and incentives
- Lowering the cost of occupancy initiatives
- Smart, safe, and sustainable building principles
- Quick turnaround times on requests and queries
- Partnering and finding synergies with clients (e.g. our cooperation with the Sage Foundation on Rise Against Hunger initiatives)

### Outlook

- Negotiate leases to protect long-term value
- Remain accessible and responsive to client needs and the ever-changing business landscape throughout the lease term
- Providing business continuity solutions (backup water and energy)
- Multi-channel approach to embedding the client experience journey



## Community

Communities in our South African portfolio's retail-experience hubs

**Quality of relationship:** Good 3

- Positive engagement with communities – community participation in projects

### Frequency and method of engagement

- Outreach programmes
- CSI initiatives
- ESD through the local community in the Waterfall City precinct
- Learnership programme launched
- Business forums

### Enhancing value through engagement

- Understand the community's needs
- Remain relevant
- Job creation, social upliftment, investing and hunger relief for children
- Focus areas are education, skills development and training and support of SMMEs
- School renovation, provision of school clothing and educational support

### Needs and expectations

- Procurement process for Waterfall City developments
- Community projects launched through the Attacq Foundation

### Our response to needs and expectations

- Local economic development programme incorporating enterprise development around Waterfall City
- Community projects
- Promote enterprise development, including support of Property Point
- All procurement to meet the Attacq minimum policy requirements
- Interest-free loans to suppliers
- Participation in the Rise Against Hunger initiative

### Outlook

- Bursaries and learnerships for tertiary education
- Learnerships and on-the-job training for previously disadvantaged individuals including disabled learners
- Graduate/internship programme
- ESD, including the Property Point initiative
- Continue to support Phuthumani Primary School



## Our employees

159 employees across six offices

**Quality of relationship:** Good to strong 3 4

Indicators that substantiate a high level of overall employee satisfaction:

- Wellness survey result of 72%
- Employee satisfaction score of 78%
- Employee engagement score of 83%

### Frequency and method of engagement

- Monthly CEO and Sky-riser updates
- One-on-one manager meetings
- Annual 360° feedback
- Employee engagement and satisfaction survey
- Employee events and initiatives via Sky-risers, including our annual Attacq Day

### Enhancing value through engagement

- A healthy organisational culture and work environment
- Employees feel safe, respected, valued, and fully engaged
- Commitment to embrace Attacq's values, vision, and purpose
- Attacq Employee Assistance Programme
- Employee bursaries
- Building further leadership capabilities

### Needs and expectations

- Employee holistic wellness, including work-life integration
- Market-related remuneration
- Recognition and rewards
- Personal and professional development

### Our response to needs and expectations

- Embedding Sky-risers Care, Culture, Fun and Growth
- Wellness activities throughout the year, focusing on all aspects of wellness
- Training and education customised to meet individual needs
- Launched our first employee satisfaction survey
- Attacq Day to celebrate successes and announce the Employee of the Year
- Automated performance management system
- Introduced a leadership development programme

### Outlook

- Enhance HC plan based on the outcome of the measurement of the effectiveness of all initiatives
- Clarity on remuneration, performance, and development
- Continued monitoring of overall employee wellness
- Embed the employee engagement and satisfaction survey



## The environment

We have only one Earth, so it is important to look after it

**Quality of relationship:** Connected 2

- Demonstrable initiatives to reduce carbon footprint and protect/preserve the environment

### Frequency and method of engagement

- Ad hoc formal reports as required
- Website
- Sustainability exco
- Implementing our Environmental plan
- Biodiversity plan
- TSE committee

### Enhancing value through managing our environment

- Comply with laws and regulations as a good corporate citizen
- Implement our Environmental plan
- Reduce our carbon emission in line with our ambition to meet a 46.2% SBTi target by 2030

### Needs and expectations

- Carbon emissions and carbon credits
- Electricity – supply, cost-effective alternative energy, loadshedding solutions, efficient use
- Water – access and supply, quality, efficient use
- Reduce waste to landfill
- Minimising biodiversity impacts

### Our response to needs and expectations

- Comply with all legislation
- Green building initiatives and improved green star ratings
- Proactive reduction of carbon emissions towards our ambition to meet our 42.6% SBTi target
- Proactive water conservation initiatives

### Outlook

- Continue rolling out and monitoring our Environmental plan
- Improve our disclosure against JSE sustainability and climate change disclosure guidance



## Financiers

Six South African-based funders

**Quality of relationship:** Strong 4

- A strong willingness to provide funding to our organisation

### Frequency and method of engagement

- Regular meetings and communication
- Requests for proposals
- Communicating compliance with financial covenants and information undertakings
- Bi-annual roadshow after results presentations
- Site visits

### Enhancing value through managing our environment

- Support our business strategy
- Develop and maintain strong partnerships

### Needs and expectations

- Real estate fundamentals
- Waterfall City development pipeline
- Understanding Attacq's ESG strategy
- Attacq's credit quality

### Our response to needs and expectations

- Updates on the performance of the various properties
- Outlining our Waterfall City development pipeline
- Provide an understanding of our approach to ESG
- Provide clarity on Attacq's credit quality

### Outlook

- Continued engagement and maintenance of strong relationships



## Government, municipalities, regulators and industry bodies

South African government, municipalities, regulators, and industry bodies

**Quality of relationship:** Connected 2

- Ongoing collaboration with local government and municipalities in the interests of sustainable development and improved service delivery

### Frequency and method of engagement

- Ad hoc formal reports as required
- Gain firsthand knowledge of impending legal changes through representation of industry bodies, preparing the business for proposed implementations. Lobbying supports business interests during challenges
- Continuous engagement with employees on compliance through the Sentinel alerts and platform and annual compliance legislation training for all employees

### Enhancing value through managing our environment

- Streamline approval processes
- Ensure compliance with applicable laws
- Municipalities: providing utilities and services as well as building approvals
- Active lobbying through SAPOA to contain municipal rates

### Needs and expectations

- Local council: timely receipt of approvals and bulk utility services
- Infrastructure, including detailed traffic impact assessments, water, and electricity
- Water-use licence approval process

### Our response to needs and expectations

- Comply with all applicable legislation
- Represented certain key industry bodies to enhance engagement with municipalities and regulators
- Use of reputable service providers as experts to assist us in complying with legislation

### Outlook

- Continue with engagement as necessary



## Media

Marketing and communications channels are important for future growth

**Quality of relationship:** Good to strong 3 4

- Media invitations to events
- Proactive media engagement
- Trust relationships established

### Frequency and method of engagement

- Ad hoc engagement regularly through business updates
- Waterfall City and retail-experience hub site visits
- Media engagements through one-on-one engagements and results presentations
- Media engagements through development launches
- Advertorials spend to encourage top-of-mind awareness of the Attacq group

### Enhancing value through managing our environment

- Building Attacq's brands
- Linking the Attacq brand as the main developer of Waterfall City
- Building lasting relationships and credibility

### Needs and expectations

- Developments at Waterfall City
- Retail asset awareness and performance updates
- Acquisitions and disposals
- Investor and management updates
- Community news
- People news
- ESG news

### Our response to needs and expectations

- Marketing and business activities
- Site tours
- Increase an all-encompassing approach to communication stories of the organisation (people, management, business unit updates and innovations, financial performance, and deal updates) and sharing the Waterfall City story more effectively
- Linking the brands more intentionally

### Outlook

- Continue building strong channels of communication



## Property brokers

>60 property brokers

**Quality of relationship:** Strong 4

- Functions are well attended, with the demand for personal engagement increasing.
- Proactive engagement with the broker community
- Attacq is well recognised among the top property brokers

### Frequency and method of engagement

- One-on-one engagement
- Broker events
- On-demand availability supported by having our head office in Waterfall City
- Website and media leasing portals
- Targeted broker engagement

### Enhancing value through managing our environment

- Fostering long-term relationships
- Reduce vacancies
- Be the landlord of choice
- Top of mind

### Needs and expectations

- Ease of doing business
- Commission payments
- Increasing requests for flexible leases
- Tenant representation
- Understanding the properties
- Quality product at the right price and right location

### Our response to needs and expectations

- Commission and incentives strategy
- Quick turnaround time to provide feedback
- Building a strong relationship

### Outlook

- Continue increasing the ease of doing business, timely payment of commission and flexible lease offerings
- Listen to understand client needs and market trends
- Improve our broker incentive structure



## Shareholders and investment analysts

7 795 shareholders, predominantly based in South Africa

**Quality of relationship:** Strong 4

- Support of strategic decisions

### Frequency and method of engagement

- Regular one-on-one meetings
- Results and ESG presentations
- AGM
- IR, website, SENS announcements, pre-close updates
- "Walk the City" tour of Waterfall City and other site visits

### Enhancing value through managing our environment

- Creating a more diverse shareholder base to increase share liquidity
- Enhance market understanding of Attacq's business
- Ultimately ensure trading at a fair share price

### Needs and expectations

- Market conditions
- Real estate performance
- Attacq's response to energy and water resilience and the rising cost of occupancy
- Waterfall City transaction with the GEPP and the impact thereof on balance sheet and earnings
- Potential share buy-back
- Distributions and yield

### Our response to needs and expectations

- Clarity on Waterfall City transaction with the GEPP and the way forward
- Direct and honest feedback
- Annual "Walk the City" tour of Waterfall City and other site visits

### Outlook

- Provide a multi-year outlook to shareholders regarding the earnings profile
- Explain Attacq's long-term strategy and progress, with a focus on ESG
- Obtaining direct feedback on how we can improve the quality of our relationships
- Build strong relationships with our new shareholders following the Waterfall City transaction with the GEPP



## Shoppers

>44 million shoppers visit our six retail-experience hubs annually

**Quality of relationship:** Connected **2**

- We leverage shopper behaviour insights, gained from experience and behavioural analytics, to stay relevant and enhance shopping experiences

### Frequency and method of engagement

- Mall events and community work, social media
- Retail-experience hubs websites
- Help desks and complaints line
- Media house partnerships
- Formal shopper focus groups
- Formal shopper profile surveys every three years via Urban Studies
- Wi-fi captive portal (free mall Wi-Fi) used for shopper surveys
- SHÖPING app

### Enhancing value through managing our environment

- Understanding shopping patterns, consumer experience and requirements
- Consumer behaviour and its impact on the value of our buildings
- Understanding major retailers' businesses and outlook, and meeting their needs with space in our retail-experience hubs

### Needs and expectations

- New experiences, understanding shopper needs and enhancing convenience
- Communication with shoppers
- Health and safety measures

### Our response to needs and expectations

- Provision of safe and secure retail experiences
- Brand and marketing initiatives
- Monitor and share shopper behaviour
- SHÖPING app
- Retail-experience hub strategy

### Outlook

- Digital communication
- Remaining relevant
- Safeguard the longevity of our retail business models
- Safety and security of our shoppers



## Suppliers and contractors

>900 goods and service providers

**Quality of relationship:** Good **3**

- SLAs and performance management

### Frequency and method of engagement

- One-on-one engagement
- SLA management and updates
- Performance evaluations against SLAs

### Enhancing value through managing our environment

- Value for money
- High service levels
- Enhanced experiences of our clients and shoppers
- Reliable suppliers
- Health and safety compliance

### Needs and expectations

- Fair and transparent tender processes
- SLA management and updates
- Competitive pricing
- Preferential procurement targets
- RFQ process
- Understanding external factors impacting suppliers and the knock-on effect on their business

### Our response to needs and expectations

- Paying suppliers and contractors on time
- Changes in legislation, sustainable procurement
- Robust SLAs
- Automated end-to-end procurement/vendor management processes

### Outlook

- Maintain efficiency of procurement system
- Business continuity in response to supply chain disruptions
- Continue with frequent engagement, negotiating competitive rates and high service levels
- Maintaining our B-BBEE scorecard level, and identifying areas where SMMEs can be introduced into the supply chain to increase participation of designated suppliers



## Waterfall City landowner

Waterfall City

**Quality of relationship:** Strong **4**

- Mutually beneficial relationship based on respect and appreciation of the importance of sustaining the valuable asset

### Frequency and method of engagement

- Ad hoc one-on-one engagement
- Monthly monitoring meeting
- Urban design committee
- Waterfall Environmental Management Forum (WEMF)

### Enhancing value through managing our environment

- Retain and continue to build the relationship across all levels (marketing, legal, developments, property management) of the business

### Needs and expectations

- Roll-out and management of Waterfall City precinct
- Urban design
- Leasehold payments
- Proposed developments
- Waterfall City to remain relevant to changing markets
- Security procedure within Waterfall City
- Problem resolution in a dynamic environment

### Our response to needs and expectations

- Monthly monitoring meetings
- Alignment of approach
- Proactive management
- Common services agreement
- Standard operating procedures
- Collective branding and marketing efforts to align
- Deeper collaboration to source mutually beneficial solutions

### Outlook

- Continue with frequent in-person engagements, maintaining our strong relationship