

STAKEHOLDER ENGAGEMENT AND INTERACTIONS

Dube TradePort Corporation Annual Report 2016/17 Supporting Document

The table below summarises the types of interaction Dube TradePort Corporation has had with stakeholders during the year:

STAKEHOLDER	INTERACTION	SCOPE OF ENGAGEMENTS	WHY WE ENGAGE	SPECIFIC INTERACTIONS AND RESULTS
Shareholder	<ul style="list-style-type: none"> Quarterly MEC, CEO and Chairperson's meetings; Oversight at Board and Audit and Risk Committee meetings; Shareholder Compact; Annual Performance Plan; Five year Strategic Plan; Funding Agreement; Monthly and quarterly reporting; Participation at various Department of Economic Development, Tourism and Environmental Affairs (EDTEA) hosted events. 	<ul style="list-style-type: none"> Meetings; Strategic workshops; Memoranda of understanding; Formal agreements and formal reporting; Minutes of meetings; Board and Committee packs; and Reports. 	<ul style="list-style-type: none"> To ensure Dube TradePort Corporation meets shareholder's needs; To ensure alignment between the shareholder and the sister entities of the EDTEA; To formalise the granting of funding and reporting on the achievement of agreed upon objectives; To ensure alignment with the performance of provincial and national strategic initiatives; and To maintain effective corporate governance. 	<ul style="list-style-type: none"> The CEO and Chairperson attended all the quarterly MEC, Chairperson's and CEO meetings; The 2016/17 Funding Agreement was signed and funds were received throughout the year; All monthly and quarterly reporting was submitted timeously to EDTEA and Provincial Treasury; The 2016/17 Annual Performance Plan was submitted timeously and is reported against quarterly and in annual report; and Representatives of EDTEA attend Board meetings and Audit and Risk Committee meetings.
Regulators	<ul style="list-style-type: none"> Reports as requested by Provincial and National Treasury; Representation at Legislature, Cabinet and SCOPA when required; Reports as required by Department of Trade and Industry (dti); Responses to Parliamentary questions; ICASA; SARS; SAPS, State Security; IATA, SACAA; and Public Protector. 	<ul style="list-style-type: none"> Presentations; Reports; Feedback sessions; External assurance reports; Annual reports; Compliance with audits; and CCA and SEZ tax incentives. 	<ul style="list-style-type: none"> To maintain effective corporate governance; To respond to Parliamentary questions; To formalise the reporting of agreed upon objectives; To establish and effectively operate the Dube TradePort SEZ; To meet mandatory reporting requirements to facilitate integration of Dube TradePort's results into Provincial and National results; To facilitate oversight; To maintain certification; To obtain environmental and other regulatory approvals; and To sustain international and regional flights to and from King Shaka International Airport. 	<ul style="list-style-type: none"> Quarterly and monthly reports were sent timeously to Treasury, EDTEA and dti; At each launch event SAPS, and where necessary State Security, were consulted to ensure safe, smooth running events; The annual audit of Dube Cargo Terminal was carried out by SACAA and the Part 108 Certification was retained; and The SEZ team continuously work closely with SARS on incentive administration processes.

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<p>Business Partners</p>	<ul style="list-style-type: none"> • Airports Company South Africa (ACSA); • Route Development Committee; • Dube Institute and Dube Foundation; • Design and Review Panel; • Interactions with officials from various Provincial Public Entities; • Strategic Integrated Project 2; • eThekweni Municipality; • Department of Trade and Industry (dti); • Anti-fraud hotline; • JV Commercial Forum; • Durban Chamber of Commerce; • Internal Auditors; • External auditors; and • Tourism and Investment (KZN). 	<ul style="list-style-type: none"> • Meetings and formal interactions; • Minutes of meetings; • Presentations; • Workshops; • Submissions and planning applications; • Reports; • TIKZN OSS; and • DTP SEZ investment promotion around the World. 	<ul style="list-style-type: none"> • To act as a catalyst for targeted private sector investment; • To plan and enable the development of a sustainable aerropolis, cargo and air services; • To establish and effectively operate the Dube TradePort SEZ; • To develop the Dube Precinct and immediate surrounds in a sustainable manner; • To provide infrastructure and service the development and operational needs of Dube TradePort; • To formulate strategic initiatives of mutual benefit to the region; and • To facilitate sustainable projects with associated entities, departments, organisations and municipalities. 	<ul style="list-style-type: none"> • As joint Shareholders and Directors with ACSA in the La Mercy JV Property Investments Proprietary Limited representatives of Dube TradePort Corporation attended annual shareholders' and quarterly board meetings. • As joint landowners in the Dube TradePort precinct with ACSA, representatives of Dube TradePort Corporation attended JV Commercial Forum meetings approximately three times in the period under review. • Attended the Design Review Panel meetings. • All hotline reports were reported quarterly to the Audit and Risk Committee. • Attended Strategic Integrated Project 2 (SIPS2) Meetings. • Attended and presented at Durban Chamber of Commerce as requested. • Monthly and quarterly reports concerning progress on SEZ were submitted timeously to the dti. • External and internal auditors attended the quarterly meetings of the Audit and Risk Committee and reported on the results of their reviews. They also met with the committee members without the presence of management to ensure open and uninhibited communications. • The CSI division worked with eThekweni Municipality in assisting small farmers. • Participated in the investment promotion roadshows in India and China organised by the dti.

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<p>Local Community</p>	<ul style="list-style-type: none"> • Mt Moreland; • Local schools participating in CSI schools programmes; • 7 local wards; • EDTEA hosted community events; • Representations; • Media (radio, print, community newspapers, other press avenues); • Career Day events; • Internship programme; and • Anti-fraud Hotline. 	<ul style="list-style-type: none"> • Meetings; • Minutes of meetings; • Presentations; • Newsletters; Advertisements and PR; and • Community, councillor and school tours. 	<ul style="list-style-type: none"> • To contribute to the social economic development of the surrounding communities; • To create job opportunities; • To facilitate Dube TradePort Corporation's B-BBEE Strategy; and • To increase awareness of what Dube TradePort is, and the impact of Dube TradePort Corporation. 	<ul style="list-style-type: none"> • Dube TradePort Corporation supported local schools through provision of school uniforms to 1 100 learners, solar power energy units and science laboratory kits. • Support was provided to emerging local farmers. • Dube TradePort Corporation supported 20 local crèches. • Community stakeholders (councillors) meetings were facilitated and attended. • Dube TradePort Corporation hosted local farmers enabling them to market their vegetables to staff members. • Dube TradePort Corporation attended career expos taking place in various Institutions of higher learning and local communities to showcase the variety of careers that are available at Dube TradePort Corporation, and 19 bursaries were given to students. • Unemployed graduates, mainly from KwaZulu-Natal, found 36 internship opportunities at Dube TradePort Corporation. • Dube TradePort Corporation hosted tours for schools, TVET colleges, local businesses and community groups. • Five mini-newspapers were distributed to local schools, businesses and airport visitors, and via local community newspapers.

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Media	<ul style="list-style-type: none"> • Press releases; • Launch events; • Interviews; • Anti-fraud hotline; and • Above-the-line communication (advertising). 	<ul style="list-style-type: none"> • Interviews and opinion pieces; • Press releases; • Publications; • Radio interviews; and • Manned conference stands. 	<ul style="list-style-type: none"> • To facilitate private sector investment on land controlled by Dube TradePort Corporation; • Counter any negative media articles; • To facilitate Dube TradePort's B-BBEE strategy; • To create awareness of and to enhance the Dube TradePort's product offerings and to support the brand; and • To sustain international and regional flights to and from King Shaka International Airport. 	<ul style="list-style-type: none"> • Communication was distributed via above the line media advertising. • 13 press releases were issued by Dube TradePort Corporation. • During the 2016/17 Dube TradePort Corporation hosted the following events which were attended by media: <ul style="list-style-type: none"> - Launch opening of the YOFC facility; - SA Health Launch; - Durban Automotive Cluster AGM event; - "In Conversation" with TIKZN; and - Air Seychelles Press Launch. • DTPC events attended and exhibited included: <ul style="list-style-type: none"> - SAPOA 2016; - Premiers Business Breakfast; - BRICS International Trade Fair; and - AirCargo Africa 2017.

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<p>Clients (Dube AgriLab, Dube iConnect and advertisers on Electronic Billboards)</p>	<ul style="list-style-type: none"> • Reseller Events; • Industry events; • Sales meetings; • Marketing material; and • Anti-fraud hotline. 	<ul style="list-style-type: none"> • Product expansion; • Awareness of product offering; and • Presentations. 	<ul style="list-style-type: none"> • To establish, enhance and operate a platform for each of the divisions of Dube TradePort Corporation that delivers value added products and service; • To provide resellers with further opportunities to reach the end users and educate them on possible uses for our facility within their business environments; and • Sustain growth in Dube iConnect business. 	<ul style="list-style-type: none"> • Dube iConnect was given an opportunity to present at the I Lembe IT Committee. The presentation was a success with a number of entity representatives later scheduling one-on-one meetings. • Dube iConnect presented at Sita Cloud industry engagement. • This was followed up with one of one meeting with Sita CEO and Exco. • Our presence was further extended through a number of our resellers events namely Cloud 29 and Honeycomb. The response through our resellers running live applications through the event was that the event was a success and positive reception towards the hosted environment. • Dube TradePort Corporation contributed to Veeam technical roadshow with in-depth discussions to the Veeam cloud connect product. The products were well received with an increased uptake in Veeam Cloud Connect sales. • The 2016/17 annual Client Survey was sent to onsite clients and offsite resellers to ascertain satisfaction with service levels, and Dube iConnect attained satisfaction ratings of 81.3% and 86% respectively.

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Clients (Dube AgriLab, Dube iConnect and advertisers on Electronic Billboards) (continued...)	<ul style="list-style-type: none"> • Dube AgriLab Events and Workshops. 	<ul style="list-style-type: none"> • Industry events; • Editorials; • Publications; • Speaker Opportunities; • Manned conference stands; and • Marketing Material. 	<ul style="list-style-type: none"> • To create awareness of, make available and to enhance the Dube AgriLab product and service offerings and to support the brand; and • Sustain growth in Dube AgriLab (Tissue Culture) business. 	<ul style="list-style-type: none"> • DTPC manned a stand at the Undercover Farming Exhibition. • DTPC gave a presentation at the Undercover Farming symposium to enhance general knowledge and awareness of biotechnology in crop production, and AgriLab activities. • A newsletter was distributed to interested parties, and many new sign up requests were received. • DTPC exhibited at two Intensive Growers Association (IGA) symposia days, where new clients were engaged and general awareness of AgriZone developments enhanced. • Dube AgriLab attended breakfast network meeting presented by Timbali business incubator / AgriSeta, connected with potential AgriLab customers and AgriZone tenants.
	<ul style="list-style-type: none"> • Dube iConnect Events, Reseller events; and • Marketing material. 	<ul style="list-style-type: none"> • Industry events; • Editorials; • Publications; • Speaker Opportunities; • Manned conference stands; and • Marketing Material. 	<ul style="list-style-type: none"> • To create awareness of, make available and to enhance the Dube iConnect product and service offerings and to support the brand; and • Sustain growth in Dube iConnect business. 	

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Clients (Dube AgriLab, Dube iConnect and advertisers on Electronic Billboards) (continued...)	<ul style="list-style-type: none"> Electronic Billboard Clients / Resellers; Marketing material; and Billboard Adverts. 	<ul style="list-style-type: none"> Marketing Material; Dube TradePort Corporation flighted adverts; and Contracts. 	<ul style="list-style-type: none"> To create awareness of, make available and to enhance Dube TradePort Corporation's Electronic Billboard product offerings (Advert slots). 	<ul style="list-style-type: none"> Interactions held with potential and existing resellers and clients. An updated specification brochure for the Electronic Billboards was designed Over 38 advert slots were sold or trade swapped on the Electronic Billboards for the financial year 2016/17 along with several slots given to public sector entities, stakeholders and airlines in terms of marketing support and value adds.
Agricultural Community	<ul style="list-style-type: none"> Industry Trade Shows and symposia; Marketing material and newsletters; Call for Proposals; Events aimed at farming community; Anti-fraud hotline; and Sales meetings. 	<ul style="list-style-type: none"> Presentations; Tours; Green initiatives; Water and energy projects; and Meetings. 	<ul style="list-style-type: none"> To generate sustainable volumes of perishables in supporting the air logistics platform; To avert decreased water availability of business operations; To generate interest in Dube AgriZone's product offerings; To engage on potential crops to be cultivated in the Dube AgriLab; and To gain and share knowledge of technical or scientific nature and look for opportunities for collaborations. 	<ul style="list-style-type: none"> As per Dube AgriLab Clients, all these event and interactions are also applicable to general Agricultural community at large. Dube AgriLab attended the SGASA symposium attended to collaborate and engage with industry peers. Dube AgriLab attended International Society of Horticultural Sciences symposium on tissue culture in Egypt, new contacts were made in both industry and research.

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<p>Investors, Tenants and Developers</p>	<ul style="list-style-type: none"> • Dube TradePort hosted Tenants' Networking events; • Industry Trade Shows; • Marketing material; • Anti-fraud hotline; • Calls for Proposals; • External news (website / print or email); • Sales presentations and meetings; • Investor events; • Tenant welcome packs and email communication; and • Dube TradePort Tenants' and Clients' Survey. 	<ul style="list-style-type: none"> • Presentations; • Investor workshops; • Informative printed matter; • Feedback; • Helpdesk; • Survey; • Videos; and • Reports. 	<ul style="list-style-type: none"> • To facilitate private sector investment on land controlled by Dube TradePort Corporation; • To facilitate Dube TradePort Corporation's B-BBEE strategy; • To create awareness of and to enhance the Dube TradePort's product offerings and to support the brand; and • To avoid non-payment of rental or deposits by developers and tenants contrary to lease terms. 	<ul style="list-style-type: none"> • On 02 December 2016, Dube TradePort Corporation held its annual year end Stakeholder Awards and Networking function. • At the South African Property Owners Association (SAPOA) annual convention held from 21-23 June 2016, Dube TradePort Corporation showcased its offerings and engaged with property professionals on development and tenancy opportunities. • The annual Call for Proposals was reissued to the public in August 2016, calling for interested parties including developers, tenants and operators to engage with Dube TradePort Corporation over development opportunities within Dube City and Dube TradeZone. • Dube TradePort Corporation property commercial and SEZ staff continued to meet interested members of the public, property developers, companies and international guests. A personal presentation showcasing Dube TradePort Corporation along with personal tours and discussions were hosted. • The annual Client Survey was sent to all onsite tenants, Developers and offsite resellers. DTPC achieved an overall client satisfaction score of 84.1%. • The annual Tenant Survey was sent to both tenants and onsite property developers and achieved 96% (new Developers), 83.3% (Existing Developers) and 84.5% (Property Administration) satisfaction ratings respectively.

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Investors, Tenants and Developers (continued...)				<ul style="list-style-type: none"> The annual Dube AgriZone Tenant Survey showed 77.9% satisfaction ratings with the services provided. Two TradeZone Tenant forums were hosted. The year-end Tenant and Stakeholder Awards event was hosted.
Cargo and Logistics community Airlines	<ul style="list-style-type: none"> Marketing material; Route Development events; Industry Trade Shows; Anti-fraud Hotline; World Routes events and regional Routes events; Airline booklets; Airline head office visits; and FAM trips. 	<ul style="list-style-type: none"> Informative printed matter Meetings; Manned stands at conferences and trade shows; Preparation and submission of business cases; Presentations; and Launches. 	<ul style="list-style-type: none"> To create awareness of and to enhance the Dube TradePort's product offerings and to support the brand; and To enable new air services to international and regional markets and facilitate the growth of air cargo to/from Durban. 	<ul style="list-style-type: none"> Dube TradePort exhibited and participated at the Bi Annual AirCargo Africa show 21-23 February 2017. World Routes 2016.
Suppliers	<ul style="list-style-type: none"> Tender briefings; Suppliers' training events; Supplier forums; Published tender adverts; and Tender documents. 	<ul style="list-style-type: none"> Presentations; Training events; Well drafted requests for proposals and quotations; and Advertising. 	<ul style="list-style-type: none"> To procure goods and services in a fair, equitable, transparent, competitive and cost effective process; To provide infrastructure and service the development and operational needs of Dube TradePort; To facilitate Dube TradePort Corporation's B-BBEE strategy; and To maintain effective corporate governance. 	<ul style="list-style-type: none"> During the 2016/17 financial year, 41 Requests for Proposals for Procurements (over R500 000) were advertised and 592 tender documents were issued. 42 tender briefing sessions were held for the procurements issued. 3 training sessions were held for potential suppliers from previously disadvantaged communities. There were approximately 45 attendees at these supplier training events, which included training on: <ul style="list-style-type: none"> People Management Skills Training; Construction Estimation Training; and Project Management Training.

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<p>Dube TradePort Corporation Employees</p>	<ul style="list-style-type: none"> • All staff emails (MyContribution and Wellness); • Dube World News Feed; • Intranet: Dube World; • Various Training initiatives; • Staff meetings; • Employee Induction; • Exco meetings; • Employment Equity Committee; • Anti-Fraud Hotline; • Manco meetings; • Employment Equity Committee; and • NEHAWU meetings. 	<ul style="list-style-type: none"> • Timely agendas/ meeting packs; • Minutes of meetings; • Employee wellness initiatives; • Workshops; • Training; • Policies; • Presentations; • Finance guides; • Code of Conduct; • Declarations of Interest; • Suggestion boxes; and • Rewards and Recognition. 	<ul style="list-style-type: none"> • To effectively manage recruitment, learning and development and corporate support services; • To share relevant information and obtain information and solicit feedback; • To become an employer of choice; and • To increase employee awareness. 	<ul style="list-style-type: none"> • Four induction workshops for new employees were held during 2016/17. • During the year various policy workshops were held to familiarise employees with new and revised policies. • Staff meetings, one on one meetings and ad hoc engagements were held as appropriate. • Staff completed Performance Management Agreements and quarterly assessments were held with line managers to discuss progress against the targets. • The Code of Conduct was signed on appointment and renewed annually in accordance with best practise. • Annual declarations of interest were signed. • A Wellness Day was held where staff members were encouraged to obtain their HIV status, blood pressure and cholesterol level, and had the opportunity to obtain information on nutrition, fitness and financial wellbeing. • The Employment Equity Committee met three times during the year. • Exco meetings were held at least fortnightly. • 13 Manco meetings were held during the period. • A Recognition Agreement was signed by Dube TradePort and NEHAWU. • Regular meetings between management and elected shop stewards commenced.

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<p>General stakeholders</p>	<ul style="list-style-type: none"> • External news (website / print or email); • Annual Reports; • Annual Performance Plans; • Strategic Plan; • PAIA manual; • Exhibitions and Conferences; • Marketing Material; <ul style="list-style-type: none"> - Flyers; - Brochures; - Videos; - Online activity; - Presentations; • Anti-Fraud hotline; • Tours: General and specialised; • Brand awareness survey; • Protocol officials; • SAPS, State security Agencies; • Dube Foundation and Dube Institute; and • Website: Dube TradePort Corporation. 	<ul style="list-style-type: none"> • Informative printed matter; • Meetings; • Manned stands at conferences and trade shows; • Events held at precinct including high profile guests; • Tours of precinct; • Training material and presentations; and • Reports. 	<ul style="list-style-type: none"> • To increase awareness of the product offering and achievements of Dube TradePort; • To raise the profile of Dube TradePort; • To facilitate Dube TradePort Corporation's B-BBEE strategy; • To maintain effective corporate governance; and • To explore green initiatives. 	<ul style="list-style-type: none"> • Dube TradePort Corporation published the 2015/16 Annual Report, Annual Performance Plan, Strategic Report and the State of the Environment Report on the website. • Dube TradePort Corporation attended, World Routes 2016, AirCargo Africa 2017, SAPOA 2017, Undercover Farming, BRICS international Trade Fair (India) and several Careers Day Expos. • The following events were hosted by Dube TradePort Corporation: <ul style="list-style-type: none"> - New YOFC facility opening; - SA Health Launch of new facility; - Durban Automotive Cluster AGM; - In Conversation with TIKZN; and - Air Seychelles Inaugural flight press launch. • Dube TradePort Corporation hosted 933 people on 62 guided tours around the precinct during the financial year 2016/17.