



Sustainable relationships form the foundation of Mr Price Group's ability to create value over the short, medium and long term. We understand that stakeholders' perceptions affect our reputation in all the markets in which we operate, and that we need to deal with these proactively while ensuring that we maintain a balance in our treatment of stakeholders. The Board retains oversight of stakeholder management, while the implementation and monitoring of stakeholder engagement is devolved to the various management teams within the Group.

We have prioritised our input and feedback based on the degree to which a particular stakeholder or group is affected by our activities or can influence the success of our business. The following criteria have been applied:

Power

The level of influence that the stakeholder has over the Group's ability to make decisions and perform.

Level of interest

The extent of interest that the stakeholder has in the Group and is further divided into 2 key components, namely:

- Proximity – the degree of interaction, i.e. long-term relationship or dependency on day-to-day operations
- Urgency – the immediacy of the need to engage with a particular stakeholder.

Key principles on which we base our stakeholder engagement:

- Openness and transparency
- Mutual respect
- Supportive and responsive interaction
- Regular and structured engagements that are constructive and co-operative
- Recognition that all stakeholders are also existing or potential customers.

The following table illustrates our stakeholder engagement in more detail:

Stakeholder	Why we engage	How we engage	What we engage in
Shareholders and the investment community	<ul style="list-style-type: none"> To create an informed perception of the Group and its activities 	<ul style="list-style-type: none"> Annual General Meeting Presentations to Investment Analysts Society, results roadshows and one-on-one meetings Conference calls/dial ins Attendance at investor conferences Annual Integrated Report Annual results booklet SENS announcements, trading updates and press releases Group website 	<ul style="list-style-type: none"> Company performance, future prospects and strategy Retail market trends and issues Dividend policy Share price performance Share schemes Economic, social and environmental risks
Customers	<ul style="list-style-type: none"> To meet our customers' needs and increase long-term loyalty To enhance our brands and thereby grow market share 	<ul style="list-style-type: none"> In-store interaction Traditional and social media Customer and market surveys and panels Product testing Inbound and outbound call centres Advertising campaigns and competitions Live chat feedback on e-commerce sites Mystery shopper programme Feedback from affiliate publisher partners in foreign markets 	<ul style="list-style-type: none"> Brand perceptions and expectations Fashion trends Product and quality feedback Customer service levels E-commerce technical assistance, orders and queries Community support and fundraising through MRP Foundation Account queries and payment
Associates and partners (our people)	<ul style="list-style-type: none"> Our associates are our most valuable asset and brand ambassadors, as their efforts drive our profitability and the effectiveness of our customer engagement To enhance their sense of value, commitment and motivation To align thinking with the Group strategy To receive feedback on areas for workplace and performance improvement 	<ul style="list-style-type: none"> Induction programmes Performance reviews, fireside chats and career planning discussions Training and development Culture and climate surveys Internal media – Red Cap Radio and TV Team meetings Results presentations Divisional events, including awards events Whistleblowers' hotline 	<ul style="list-style-type: none"> Vision and values Business Code of Conduct Group strategy and financial performance Group policies and guidelines Individual and team performances Remuneration, benefits and incentives Transformation and employment equity People development and training Wellness programmes Health and safety Culture survey results
Suppliers	<ul style="list-style-type: none"> Suppliers are key to our performance and core to our strategic positioning 	<ul style="list-style-type: none"> Supplier days Regular meetings Performance reviews Quality audits Ethical and social audits Factory visits and tours Whistleblowers' hotline 	<ul style="list-style-type: none"> Order quantities, factory capacities, product cost and quality Supplier performance Future growth and expectations of the Group Core competencies Future trends in product and sourcing Distribution centre requirements Quick response Supplier Ethical Data Exchange (Sedex) Southern African Sustainable Textile and Apparel Cluster Regional Footwear and Leather Cluster

Although we have not listed the communities in which we operate, the media, our business partners or certain government departments with whom we have relationships, it is important to note that the Group acts in a responsible and compliant manner towards these stakeholders.