



STAKEHOLDER ENGAGEMENT POLICY

Contents

Contents	1
1. Policy statement.....	2
2. Purpose	2
3. Objectives.....	2
4. Definitions	2
5. SCOPE	2
6. Regulatory Framework	3
7. Stakeholder mapping	3
8. Stakeholder Engagement Risks.....	3
9. Measuring Engagement Value and Output	4
10. Stakeholder Engagement Responsibility	4
11. Non-compliance	4
12. Communication of Policy.....	4
13. Administration.....	4
14. Policy Review.....	4
15. Approval	4

1. Policy statement

Metair Investments Limited (“the Company”) operates within a social, economic, political and environmental context and is subject to regulatory and institutional conventions. The company proactively responds to its social, economic, political and environmental dynamics.

Metair’s proactive stakeholder engagement approach enables the company to have better understanding of its social partners’ interests and influence. It enables the company to build trust; manage expectations, alert stakeholders to periodic fluctuations within the automotive manufacturing sector; and align with government priorities.

Proactive and meaningful stakeholder engagement can also reduce potential conflict and allow multiple parties to achieve long-lasting outcomes and results.

2. Purpose

The purpose of this policy is to direct the Company’s stakeholder engagement towards the desired outcomes of risk management, reputation, legitimacy and relationship building.

3. Objectives

The primary objectives of this policy are:

- to bring about consistency across the various subsidiaries in the various regions on issues relating to stakeholder engagement; and
- to create an environment that recognises the rights of stakeholders to be treated fairly, to be given the opportunity to present their concerns and for all groups to find sustainable solutions to issues.

4. Definitions

Stakeholders means persons, groups or institutions with an interest in the company or the ability to influence the company’s operations, either positively or negatively. The range of potential stakeholders is diverse and for purposes of this policy may include employees, contractors and suppliers, customers, investors, regulatory agencies, trade unions, communities or individuals, traditional authorities, local, provincial and/or national government, non-governmental organisations, the academic community and media.

Stakeholder engagement means a process used by companies to engage relevant stakeholders for a clear purpose to achieve agreed outcomes. This engagement is recognised as a fundamental accountability mechanism, since it obliges the company to involve stakeholders in identifying, understanding and responding to issues and/or concerns, and to report, explain and answer to stakeholders for decisions, actions and performance.

Stakeholder mapping is a tool for identifying and prioritising key stakeholders in the areas where the company operates. The process involves identifying all individuals who have an interest in and/or are affected by the company. The stakeholder mapping is done according to the following two levels: the level of interest (these are stakeholder affected by the company); and the level of influence (these are stakeholders that have the power in setting and modifying the company’s operational plans).

5. SCOPE

This policy applies to all General Managers, Executives, Managers and their teams within the Company working with

all key stakeholders, including employees, contractors and suppliers, customers, investors, regulatory agencies, trade unions, communities or individuals, traditional authorities, local, provincial and/or national government, non-governmental organisations, the academic community and media.

6. Regulatory Framework

This policy is drafted in accordance Company policies, procedures and best practice to ensure compliance with relevant legislation. If local laws or regulations establish stricter requirements, we will comply with such stricter requirements.

In line with the recommendations of King IV™, the Board will adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of the material stakeholders with the interest of the company through a stakeholder-inclusive approach.

7. Stakeholder mapping

The company recognises that stakeholder mapping is crucial to successful stakeholder engagement and to effective allocation of company resources. Stakeholder Engagement Champions at both the Group and Operations levels will use the following criteria to assess and prioritise stakeholders:

- Stakeholder interest
- Stakeholder expertise on material issues
- Stakeholder level of influence
- Stakeholder willingness to engage with Company management
- Stakeholder expectations of engagement with the Company
- Stakeholder dependence on the Company
- Value for the Company of engaging with this stakeholder

The stakeholder mapping exercise will be conducted bi-annually at the Corporate/Head Office level, with an annual review to ensure that any/all changes to the stakeholder map be duly considered. In addition, a similar mapping exercise will be conducted by the subsidiary executive(s) responsible for stakeholder engagement at operational levels.

8. Stakeholder Engagement Risks

- The Company recognises that there are risks associated with stakeholder engagement including participation fatigue, conflicts of interest, disruptive stakeholders, and an unwillingness to engage.
- The Company further recognises that in some instances, key stakeholder groups will lack the capacity (financial resources, time, language skills, or awareness of issue) to engage with Company management effectively.
- The company will explore various engagement methods that will ultimately promote meaningful and effective engagement with the relevant stakeholders.

9. Measuring Engagement Value and Output

To ascertain the effectiveness of each engagement, the Company will evaluate the outcome of each engagement. The assessments will be conducted annually or as and when a breakdown in communication raises the need to reconsider the frequency or the mode of communication employed for specific stakeholders. The evaluation will consider a wide range of issues including the following: whether the company's position was communicated clearly; whether the engagement process targeted the right stakeholders; whether the objectives, scope and process of the engagement was clearly stated; and what could be improved in future engagement activities.

10. Stakeholder Engagement Responsibility

- The Board will have the overall responsibility for stakeholder engagement. The various operations will have site-specific stakeholder engagement plans and the subsidiary executives will be responsible for engagement at site level.
- Responsibility for stakeholder engagement is limited to identified persons within the organisation, with no other persons being permitted to undertake engagement activities, be they formal and/or informal, on behalf of the Company. This includes the sharing of company information on social media platforms by employees, suppliers and/or contractors that have not been specifically empowered to act on behalf of the Company.

11. Non-compliance

- Non-compliance with this policy and the procedures associated with it by any employee may result in disciplinary action and even dismissal.
- Any transgressions of this policy and the procedures associated with it by contractors or suppliers will result in the implementation of appropriate corrective and remedial action, up to and potentially inclusive of the cessation of all contract agreements.

12. Communication of Policy

To be sustainable, this policy must be supported by structured communication, awareness and education programmes, inclusive of, but not limited to induction procedures for all new employees, contractors and key suppliers.

13. Administration

The Company has overall responsibility for the maintenance and operation of this policy.

14. Policy Review

This policy shall be reviewed as and when required to factor in any updates to all relevant legal frameworks and/or organisational developments.

15. Approval

Reviewed and approved by the Board on 29 March 2023.