



Metair Group Stakeholder Engagement Policy

March 2025

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1. Background

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.

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.

Metair believes that investing in a broader set of stakeholder considerations has a significant impact on total enterprise value, access to capital and the talent market for Metair. This forms part of Metair’s long-term value approach to building a growth strategy.

2. Purpose

Metair creates and preserves value, balancing the necessary trade-offs between risks and opportunities, the interests of stakeholder groups and the six capitals. A stakeholder engagement plan will assist with documenting the involvement and influence of the various stakeholders as well as how to communicate and manage these stakeholders to optimise relationships, reduce risk, improve decision making, manage reputation, legitimacy and promote synergy between all stakeholders.

The stakeholder plan will be accompanied by detailed metrics that measure the success of our interactions with stakeholders.

3. Definitions

Stakeholders - 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 mapping - 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).

Stakeholder engagement - 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 engagement plan – A written document that forms a roadmap for stakeholder engagement, outlining the influence and interest level of each stakeholder group and then detailing each stakeholder in each group determining the communication plan frequency, channel and information type that will be used for the engagement. These activities to then be processed, evaluated and reported back on to improve decision-making, reduce risk and promote synergy between all stakeholders.

Stakeholder engagement KPIs – a set of KPIs that measure the success of the engagement with each group of stakeholders.

4. Objectives

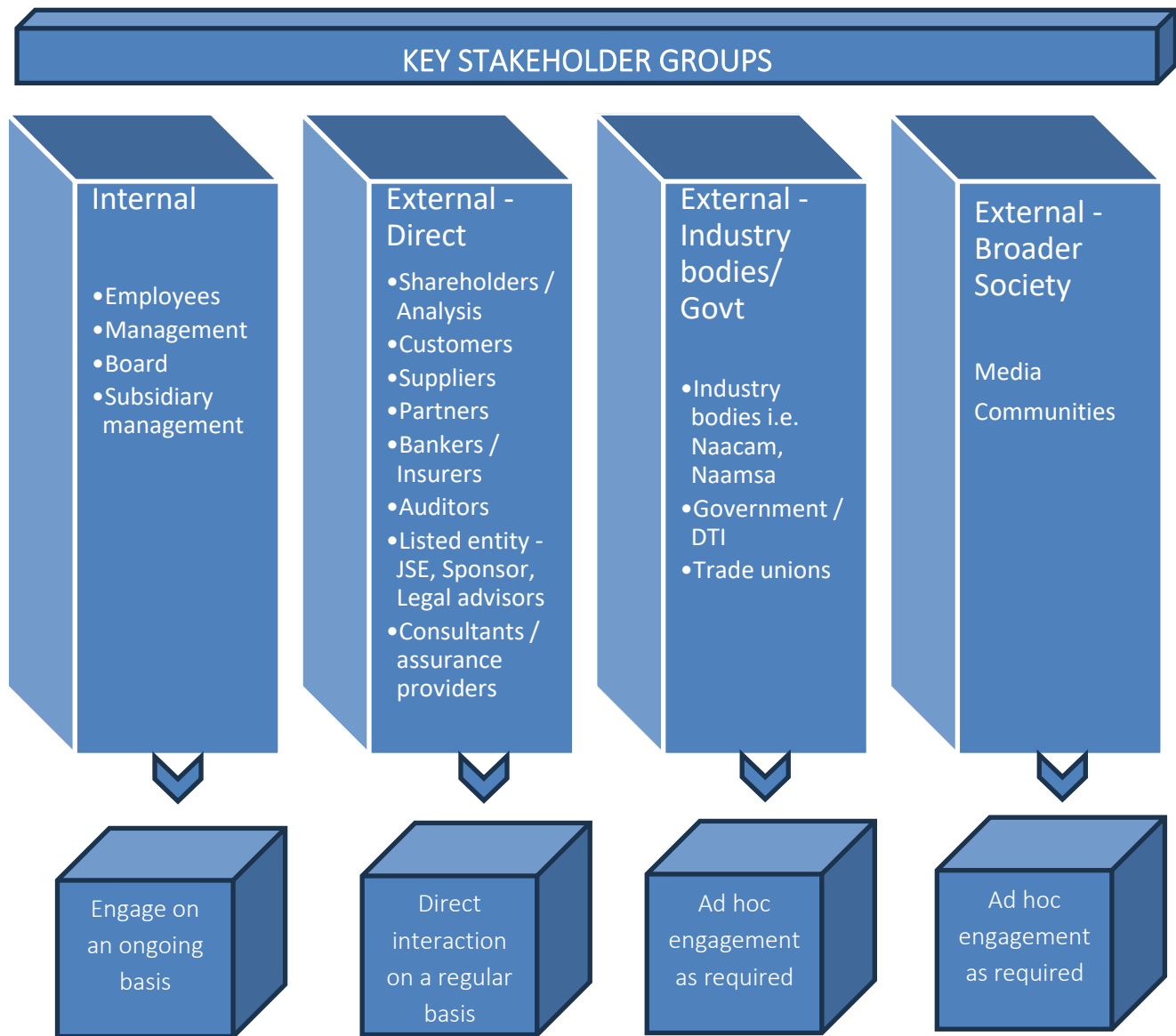
- To have a better understanding of stakeholders' interests and influence to enable the company to build trust, manage expectations, alert stakeholders to periodic fluctuations within the business and the automotive sector and align with government priorities. This will result in increased accountability in terms of stakeholder participation, increased support, reduce risk and assist in the decision-making process.

5. 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.

6. Stakeholder identification

We have identified our key stakeholder groups and continue to assess and address key issues raised by them:



The Metair board has delegated to subsidiary management through the chief executive officer (CEO) to deal with the various stakeholders.

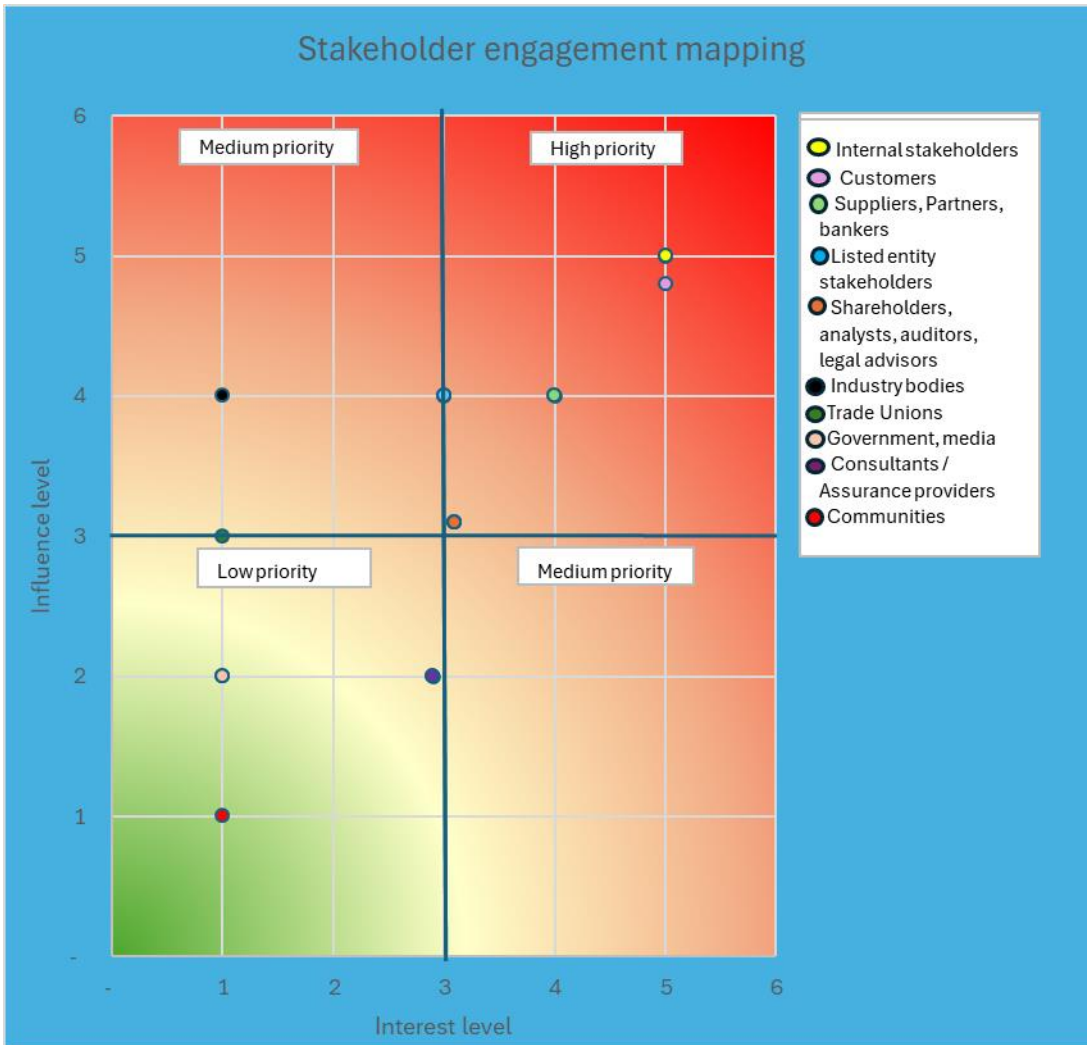
7. Stakeholder mapping

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 subsidiary 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 Plan

The stakeholder engagement plan highlights the communication engagement frequency, channel and information type of communication of each stakeholder.

Frequency of engagement is defined as follows:

- Daily
- Weekly
- Monthly

- Quarterly

The channels of engagement (communication tools of how we communicate) are defined as follows:

- Ad hoc engagement – Set up discussions as and when required, ad hoc meetings
- Surveys – Surveys, performance reviews, interviews, advisory panel views, analyst reports, research papers, industry forums, supplier forums
- Direct interaction - meetings (in person and teams), results presentations, workshops, conferences, webinars, community events, team area meetings, feedback sessions, site visits, annual general meetings, Metair exhibitions
- Digital - website, online advertising, integrated annual report, interim and abridged results, SENS announcements, press releases

The information type of communication is broadly defined as follows:

- Status update
- Progress to goal
- Brainstorming session
- Strategic planning

9. Stakeholder Engagement KPIs

To ascertain the effectiveness of each engagement, the Company will evaluate the outcome of each stakeholder engagement through the development of specific KPIs.

10. Stakeholder Engagement Responsibility

- The Board and Metair executives 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 subsidiary 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. Strategy Review

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

12. Approval

Reviewed and approved by the Board on 5 December 2024 following SEC review on 7 November 2024.