

STAKEHOLDER ENGAGEMENT

Tharisa believes that stakeholder engagement is a business imperative and that strong lines of communication between stakeholders ensure the success of the Group and secure its place within the community. The Group's stakeholder engagement strategy aims to maintain good working relations, manages social risk and develops solutions to social challenges faced by its stakeholders. Tharisa's stakeholder engagement framework will be further developed for the new jurisdictions that it is entering as those operations are established.

<p>SHAREHOLDERS</p> <ul style="list-style-type: none"> • Interim and integrated annual reporting • Quarterly production updates • Annual general meeting ('AGM') • SENS/RNS announcements • Annual report • Company website • Face to face and online meetings 	<p>COMMUNITIES</p> <ul style="list-style-type: none"> • AET, leadership and bursaries • Community forums • Local upliftment and wellness programmes and projects • Regular meetings with various community leadership structures • CSI programmes • Career-sharing information for pupils 	<p>SOUTH AFRICAN STATE-OWNED ENTITIES</p> <ul style="list-style-type: none"> • Regular face-to-face meetings • Electronic communication • Joint task team with Transnet to develop rail siding
<p>EMPLOYEES</p> <ul style="list-style-type: none"> • Regular employee engagement forum meetings at the Tharisa Mine • Tharisa newsletters and posters • Tharisa induction and ongoing skills development training • Company website • Daily supervisor/manager interaction • Ongoing safety training on the Tharisa Mine • Tharisa wellness programmes and campaigns • Social media campaigns using LinkedIn and twitter 	<p>CUSTOMERS</p> <ul style="list-style-type: none"> • Regular customer meetings • Electronic and telephonic communication • Customer site visits • Commodity conferences 	<p>FINANCIERS</p> <ul style="list-style-type: none"> • Reporting on a monthly, bi-annual and annual basis • Presentations and meetings with management • Tharisa Mine site visits by debt providers • Telephonic and electronic communication, particularly on working capital facilities • Annual review of working capital facilities
<p>LABOUR UNIONS</p> <ul style="list-style-type: none"> • Union recognition and negotiations at Tharisa Minerals • Monthly liaison with shop stewards • Regular contact with union leadership • Tharisa Mine labour forum meets monthly 	<p>GOVERNMENT</p> <ul style="list-style-type: none"> • Monthly, quarterly and integrated annual reports to the DMRE • Regular engagement with local and provincial government and municipalities • Scheduled and unannounced site visits by regulators 	<p>ANALYSTS</p> <ul style="list-style-type: none"> • Roadshows and analyst briefings • Interim and annual reporting • Annual report • Four quarterly production reports • Company website • SENS/RNS announcements
	<p>SUPPLIERS</p> <ul style="list-style-type: none"> • Procurement policies, tender process • Verbal and electronic communication • Contract terms negotiated and agreed • Standard contract terms for suppliers of goods 	