

SUSTAINABLE DEVELOPMENT REPORT (CONTINUED)

STAKEHOLDER ENGAGEMENT

Trustco firmly believes that engaging with its stakeholders is an integral aspect of its daily investment operations, rather than a distinct function. Stakeholder engagement is, therefore, pivotal in realising the triple context, as it contributes to the group's decision-making and accountability in matters relating to the economy, society and the environment. Each key stakeholder group offers a form of capital that plays a crucial role in the effective implementation of the company's investment strategy, vision and mission. As an engaged corporate entity in Namibia, with investments extending to South Africa, Mauritius and Sierra Leone, Trustco aims to be recognised as a nation builder actively contributing to economic growth in the countries where it has investments. The company recognises the significance of fostering open and transparent dialogue with its stakeholders and continually strives to enhance stakeholder engagement.

STRATEGIC OBJECTIVES AND PRINCIPLES

The primary goal is to enhance continuous engagement with stakeholders, aiming to comprehensively understand and consider their needs in the decision-making process.

STRATEGIC OBJECTIVES

- Enhance the sustainability of investments in the medium- to long-term.
- Adapt to evolving investor demands and expectations.
- Strengthen current relationships with stakeholders.
- Exhibit best practices in engagement and leadership as an investment entity.

KEY PRINCIPLES THAT GUIDE ENGAGEMENT

Trustco's approach to engagement is guided by a set of key principles:

- Best practice:** adhere to regulatory and best practice guidelines, ensuring that engagement efforts are in line with industry standards.
- Inclusive:** embrace inclusivity, inviting stakeholders to share their views when relevant, enhancing engagement quality and promoting accessibility.
- Informative:** keep stakeholders informed through open, transparent, relevant and timely communication.
- Transparency:** commitment to transparency includes clearly outlining what stakeholders can expect and how their feedback will be incorporated.
- Listening:** actively listen to and strive to understand the views and concerns of stakeholders.
- Responsive:** consider and respond to concerns promptly, providing clear feedback.
- Consistent:** maintain a proactive, coordinated and consistent approach to engagement across the entire organisation.
- Targeted:** ensure that engagement is prioritised, proactive and tailored to specific issues and projects.
- Measurable:** measure the success of engagement initiatives and apply the outcomes to design and develop future engagement strategies.

SHAREHOLDERS, INVESTORS, FUNDERS AND ANALYSTS

STAKEHOLDER	FREQUENCY	ENGAGEMENT	2023 KEY MATTERS
CURRENT SHAREHOLDERS	Periodically, quarterly, bi-annually, annually	Transparent reporting maintained at all times with shareholders through various channels including the integrated annual report, SENS announcements, voluntary announcements, circulars, company website, social media platforms, print media, GMs and AGMs.	<ul style="list-style-type: none"> • Overall strategic direction and updates • Virtual investor conferences and meetings • Governance and financial control • 2023 interim and annual results and audits
INVESTORS, FUNDERS, POTENTIAL SHAREHOLDERS, AND INVESTMENT ANALYSTS	Periodically, quarterly, bi-annually, annually	Maintain regular reporting to investors, lenders and funders, ensuring compliance with covenants and providing frequent updates. This communication includes teleconferences, face-to-face engagements and expanded media coverage to enhance confidence and reinforce the sustainability and governance measures in place.	<ul style="list-style-type: none"> • Regular investors presentations and conference calls • Debt restructuring process • Raising new debt facilities • 2023 interim and annual audits and results

DIRECTORS AND EMPLOYEES

STAKEHOLDER	FREQUENCY	ENGAGEMENT	2023 KEY MATTERS
BOARD AND COMMITTEE MEMBERS	Periodically, quarterly, annually	<p>Formal and informal meetings, consistent communication through teleconferences, memoranda and correspondence facilitated by the company secretary foster ongoing interaction between management and the board.</p> <p>Additionally, routine on-site and offsite visits, as well as informal visits and meetings are conducted to promote a comprehensive understanding of operations, project advancements and any prevailing issues.</p>	<ul style="list-style-type: none"> • Strategic and board training sessions • Investment and financial performance updates • Corporate governance matters • Debt restructuring process • Raising new funding and debt facilities • Strategic planning and budget session between the board and senior executives

SUSTAINABLE DEVELOPMENT REPORT (CONTINUED)

STAKEHOLDER	FREQUENCY	ENGAGEMENT	2023 KEY MATTERS
EMPLOYEES	Daily, weekly, monthly, periodically, quarterly, bi-annually and annually	<p>As an employer of choice employees are kept abreast of all company information, the latest content of the integrated annual reports as well as company policies on an e-policy system.</p> <p>Communication and engagement with employees through various committees and forums including a company intranet, emails, SMS and WhatsApp groups. Employees were offered both formal, informal and inhouse training and skills transfer to ensure they can successfully fulfil their roles.</p> <p>Open door policy with management, daily coffee table meetings and one-on-one meetings with management and HR. Quarterly self-assessments with management input and formal one-on-one annual performance evaluations.</p> <p>Weekly team building games between the Trustco Cops and Crooks social teams promote interaction and team work. Corporate wellness programme and awareness raising initiatives throughout the reporting period.</p>	<ul style="list-style-type: none"> • Compulsory tests on the Trustco's annual reports in order to qualify for annual salary increments and quarterly bonuses • Compulsory annual AML testing and fraud awareness refresher training • Compulsory ICT security awareness training for all employees • Uniform application of approved policies where relevant via applicable exco approval processes • Consequence management, transparency and accountability • Upskill employees for future roles in a digital driven world

GOVERNMENT, REGULATORS, COMMUNITY, CLIENTS, SERVICE PROVIDERS AND MEDIA

STAKEHOLDER	FREQUENCY	ENGAGEMENT	2023 KEY MATTERS
GOVERNMENT AND REGULATORY BODIES	Periodically, quarterly, bi-annually and annually	<p>Highest standard of compliance with corporate governance principles, legislation and regulations across all entities and to various regulatory bodies.</p> <p>Open and transparent communication with all government agencies and regulators.</p>	<ul style="list-style-type: none"> Trustco engaged with relevant regulators at all times prior and during this reporting period
COMMUNITY	Daily, weekly, monthly, periodically, quarterly, bi-annually and annually	Charitable donations, community outreach and upliftment programmes, sports development sponsorships.	<ul style="list-style-type: none"> Refer to the Adding Value section in this report
CLIENTS, SERVICE PROVIDERS AND MEDIA	Daily, weekly, monthly, periodically, quarterly, bi-annually and annually	<p>Provision and maintenance of service excellence through research of customer expectations and needs, communication <i>via</i> call centres, electronic mail and SMS, social media, contact classes and phone calls.</p> <p>Active web and social media interaction to increase visibility (such as Facebook, Instagram, YouTube, TikTok and X).</p> <p>Informanté digital news, marketing community related topics and corporate activities, media press releases, briefings and information sessions.</p> <p>Continuous interaction and service level agreements with service providers.</p>	<ul style="list-style-type: none"> Full digital migration to ensure optimal and alternative platforms for service delivery both in the offices and online Active engagement on social media platforms Reporting material matters to the social and ethics committee Information and contact sessions Ongoing education of clientele regarding financial literacy and financial planning Cost structures consistently measured and benchmarked