

Corporate Affairs | Group Policy:
Stakeholder Relations Management

Revision: 1
Effective Date: 01 November 2026

Purpose

This Policy sets out the principles, governance framework and minimum standards that guide how the Company engages with its stakeholders, with a specific focus on government relations, policy advocacy and community relations

Applicable to

This document is applicable to all permanent employees, employed by the Sasol Group of Companies (the Company). It excludes service providers, non-permanent employees, external consultants and contract workers, ie. hired labour

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APPROVAL

Designation of approver:	EVP: People, Risk, SHE and Corporate Affairs
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Date of approval:	October 2026
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Amendment record

Revision	Date	Author	Summary of Changes
1	07 October 2026	G. Nndwammbi	None

1. Responsibilities and authorities

The governance and implementation of this procedure will be the responsibility of the Corporate Affairs OME.

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The following persons must be notified of this procedure and any revisions made to it:

- Corporate Affairs Exco

2. Purpose

2.1 This Policy sets out the principles, governance framework and minimum standards that guide how the Company engages with its stakeholders, with a specific focus on government relations, policy advocacy and community relations.

2.2 The objective of this Policy is to ensure that stakeholder engagement is ethical, consistent and constructive, supports the Company's licence to operate, contributes to sustainable development and enables informed participation in public policy processes.

3. Scope and application

3.1 This Policy applies to:

a. all Company employees and executives engaged in stakeholder interaction;
b. contractors, consultants and representatives acting on behalf of the Company; and
c. joint ventures, subsidiaries and entities under operational control of the Company.

3.2 Entities in which the Company does not have majority shareholding and/or management control are encouraged to adopt similar principles and/or standards contained in this Policy.

3.3 The Company is committed to engaging with[1]:

a. national, provincial, regional and local government authorities;
b. regulators, legislators and policy-making bodies; and
c. host and impacted communities, community structures and civil society organisations.
d. Investors and relevant organised business structures

3.4 Such engagements must be conducted in a manner that is ethical, respectful, inclusive and consistent with the Company's values, human rights commitments and compliance obligations.

3.5 This Policy applies across all geographies in which the Company operates.

3.6 This Policy stipulates that all stakeholder engagements with the public sector and related key stakeholders across operating geographies which include elements of advocacy for change to public policy, regulations or proposed or prospective collaborations with the public sector fall within the purview of the Public Affairs and Policy or country management function. This serves to ensure that the interests of the Company and the various stakeholder groupings with which it interacts in terms of this policy are fully integrated across all advocacy activities and clear accountability for engagement with key stakeholders.

4. Policy Statement

4.1 The Company recognises that effective stakeholder engagement is fundamental to long term value creation. The Company engages respectfully and in good faith with governments, regulators and communities, recognising their legitimate interests, roles and expectations.

4.2 Engagement is undertaken to:

a. support informed, evidence-based public policy outcomes;
b. build and maintain constructive relationships with government, regulators and community stakeholders;
anticipate, manage and mitigate social, regulatory and policy-related risks; and
c. contribute positively to socio-economic development in host communities.

4.3 This Policy stipulates that all stakeholder engagements with the public sector across operating geographies which include elements of advocacy for changes to public policy, regulations or proposed or prospective collaboration with the public sector fall within the purview of the Public Affairs and Policy function or country management. This serves to ensure that the integrated interests of the Company and the various stakeholder groupings with which it interacts in terms of this policy are fully addressed across all advocacy activities.

[1] The stakeholder list in this section applies to the equivalent in the various jurisdictions in which Sasol operates, where required, with changes applicable depending on the local context.

5. Guiding Principles

5.1 All stakeholder engagement must be guided by the following principles:

a) Legitimacy and Respect. The Company recognises the authority, mandates and representative roles of government institutions and community structures, and engages them with respect and cultural sensitivity.

b) Honesty and Integrity. Engagements must be conducted honestly and ethically. The Company does not engage in improper influence, inducements or misrepresentation.

c) Consistency of Messaging. Positions communicated to stakeholders must be aligned with the Company's approved strategy, policies and public disclosures, ensuring consistency across engagements. Only authorised employees or representatives may communicate official Company positions to government officials, regulators or policymakers. Material stakeholder commitments and advocacy positions must be approved in accordance with delegated authority requirements.

d) Inclusivity and Accessibility. The Company must seek to engage inclusively, ensuring that affected and interested stakeholders have reasonable opportunities to be heard, particularly in community contexts.

e) Accountability. Roles, responsibilities and decision-making authority for stakeholder engagement must be clearly defined, with appropriate reporting and oversight.

6. Stakeholder and Community Identification

6.1 The Company must maintain a structured process to identify and periodically review affected and interested stakeholders, including host and impacted communities, at local, regional and national level.

7. Integration of Local Stakeholders and Grievance Management

7.1 The Company must involve local stakeholders in the design, implementation and review of community engagement approaches, recognising their role in identifying priorities, emerging concerns and opportunities for collaboration. The Company must maintain a grievance mechanism that is accessible to stakeholders and communities, enabling the timely receipt, tracking and resolution of concerns arising from Company activities.

8. Government Relations and Policy Advocacy

8.1 Objectives

8.1.1 Government relations and policy advocacy must aim to:

a. support mutual understanding of policy priorities, economic contributions and operational realities; and

b. advocate for policy and regulatory frameworks that enable sustainable and inclusive growth and the company's commercial objectives.

8.2 Approach

8.2.1 The Company must:

a. engage governments at national, provincial, regional and local levels, based on relevance and materiality;
b. participate in public consultations, legislative processes and policy forums in a lawful and ethical manner; and
c. base advocacy positions on credible evidence, technical expertise and socio-economic impact considerations.

8.2.2 Advocacy activities must:

a. be coordinated through the designated role of Government Relations or its equivalent, depending on the jurisdiction to ensure alignment, consistency and appropriate governance; and
b. be evidence-based, aligned with approved Company strategy and conducted lawfully.

9. Political Neutrality

9.1 The Company must not support political parties or candidates and must maintain neutrality while engaging constructively with elected officials and public institutions.

10. Community Relations

10.1 Objectives

10.1.1 Community relations must seek to:

a. understand and respond to community needs, concerns and expectations; and
b. support social stability and sustainable development aligned with local priorities.

10.1.2 Community engagement forums must also be used to provide feedback on commitments made under Social and Labour Plans, regulatory licence conditions, community investment initiatives and other stakeholder commitments, promoting accountability and ongoing dialogue.

10.2 Approach.

10.2.1 The Company must:

a) take reasonable steps to assess the legitimacy, inclusiveness and representativeness of stakeholder structures;
b) maintain regular, two-way communication with communities affected by operations; and
c) integrate community engagement with operational planning, risk management and social investment activities.

10.2.2 Community engagement must recognise the importance of local presence, responsiveness and continuity, particularly in high-impact operating environments.

10.3 Managing Grievances and Issues.

10.3.1 The Company must seek to identify and address community issues early through structured engagement mechanisms, escalation pathways and transparent communication.

11. Governance and Roles

11.1 Oversight

11.1.1 Overall oversight of stakeholder engagement policy and strategy resides with senior management and the Board, through appropriate governance structures.

11.1.2 Stakeholder and community engagement must be supported by defined programmes, systems and practices that enable effective implementation across all operations, including clear communication channels and mechanisms to monitor engagement effectiveness. This Policy must be reviewed periodically and approved by senior management which provides oversight of its application and effectiveness.

11.2 Accountability

11.2.1 Designated executives and managers are accountable for:

a) stakeholder relationship management within their mandate;
b) ensuring engagements are planned, documented and reported; and
c) escalating material risks, issues or commitments arising from engagements.

11.2.2 No employee or representative may make a commitment on behalf of the Company unless authorised to do so. Material commitments must be appropriately assessed, approved, documented, assigned to an accountable owner, tracked to completion and reported through the applicable governance structure. Where a commitment cannot be fulfilled, affected stakeholders must be informed promptly, subject to legal and confidentiality requirements.

11.2.3 Roles and responsibilities must be aligned with the Company's stakeholder engagement framework and operating model.

11.2.4 Engagements with stakeholders, particularly public officials, must be conducted in a manner that avoids actual or perceived improper influence. Any gifts, entertainment or hospitality offered, provided, requested or accepted in connection with stakeholder engagement must comply with the Company's Gifts, Entertainment and Hospitality Policy, applicable approval and declaration requirements, and all applicable laws. Engagements should, where reasonably practicable, take place during normal business hours and at appropriate business premises or recognised stakeholder forums. Gifts, entertainment and hospitality must be modest, infrequent, proportionate, transparently recorded and supported by a legitimate business purpose. Cash, cash equivalents and any benefit intended or reasonably capable of being perceived as influencing a decision are prohibited.

12. Compliance and Assurance

12.1 All stakeholder engagement must comply with:

a. applicable laws and regulations;
b. the Company's Code of Conduct and ethics policies;
c. the Company's Gifts, Entertainment and Hospitality Policy requirements;
d. anti-corruption and conflict-of-interest requirements; and
e. internal controls, guidance and periodic review requirements.

12.2 Employees involved in stakeholder engagement must disclose actual, potential or perceived conflicts of interest and manage such conflicts in accordance with Company requirements.

13. Training and Consequence Management

13.1 Employees whose roles involve stakeholder engagement must receive appropriate training on this Policy.

13.2 Breaches of this Policy may result in disciplinary action and other corrective measures in accordance with Company procedures.

14. Respect for Human Rights

14.1 The Company recognises its responsibility to respect internationally recognised human rights and must seek to ensure that stakeholder engagement processes support meaningful participation, access to information, grievance resolution and appropriate remedy where adverse impacts occur.

15. Review and Disclosure

15.1 This Policy must be reviewed periodically to ensure continued relevance and alignment with regulatory, social and strategic developments.

15.2 This Policy is publicly available and supports disclosure of the Company's approach to stakeholder engagement.