

STAKEHOLDER ENGAGEMENT

PROACTIVE OUTREACH

Metinvest's key groups of stakeholders are employees, customers, suppliers and contractors, local communities, equity and debt providers, government authorities and the media. By adhering to the principles of sustainability, the Group is better prepared to understand and respond to their diverse needs.

GRI 102-40; 102-42; 102-43; 102-44

STAKEHOLDER GROUP	IMPORTANCE	ENGAGEMENT IN 2021
<p>EMPLOYEES</p> 	<p>Metinvest's people are its most valuable asset. Following the consolidation of Kamet Steel and Pokrovske Coal, the Group employed nearly 87,000 people as of 31 December 2021.</p>	<p>Metinvest carried out regular engagement surveys to evaluate the effectiveness of actions taken to increase employee satisfaction. The Group provided numerous training programmes and courses to develop professional and personal skills. A confidential Trust Line is maintained for employees to report concerns.</p> <p style="text-align: right;">See pages 40-45</p>
<p>CUSTOMERS</p> 	<p>Metinvest's priority as a business is to meet the needs of its customers. In 2021, the Group's global network of sales offices served almost 7,200 customers from nearly 100 countries.</p>	<p>Metinvest strived to achieve excellence in customer service. It worked to enhance the quality of existing products and develop new ones tailored to customers' needs. The Group regularly communicated with customers to measure satisfaction and swiftly address concerns.</p> <p style="text-align: right;">See pages 19, 21</p>
<p>SUPPLIERS AND CONTRACTORS</p> 	<p>Metinvest's suppliers and contractors provide a significant part of the goods and services needed to achieve its goals. In 2021, the Group engaged with more than 9,500 suppliers and contractors.</p>	<p>Metinvest engaged with suppliers aiming to set a fair and level playing field for everyone. The Group has established clear requirements to maintain strict compliance with the Code of Ethics and Code of Business Partnership. These guidelines helped to ensure that existing partners and potential suppliers comply with ethical principles and business requirements.</p> <p style="text-align: right;">See pages 66-67</p>

STAKEHOLDER GROUP	IMPORTANCE	ENGAGEMENT IN 2021
LOCAL COMMUNITIES 	<p>Metinvest is an integral part of its local communities and its future as a business is intrinsically linked to them. In 2021, the Group played a major role in the social, economic and environmental well-being of around 2.8 million people in cities and towns throughout Ukraine, Italy, Bulgaria, the UK and the US.</p>	<p>Metinvest maintained partnerships to implement development programmes and enhance sustainability practices in the regions where it operates. In addition, the Group regularly communicated with representatives of local communities to identify key issues and carry out social projects that are of the greatest value for them.</p> <p style="text-align: right;">See pages 51-54</p>
EQUITY AND DEBT PROVIDERS 	<p>Equity and debt providers help Metinvest to ensure it has the financial flexibility for its development. The Group cooperated with more than 600 investors, bank lenders and a wide range of international financial institutions in 2021.</p>	<p>Metinvest worked diligently to maintain the trusted relationships developed with the financial community. Being present on debt capital markets since 2010, the Group has regularly disclosed relevant financial and non-financial information. Prior to 2021, it reported publicly available annual and sustainability reports on a standalone basis; for 2021, it combined these into a single report with a strong emphasis on sustainability matters.</p> <p style="text-align: right;">See page 27</p>
GOVERNMENT AUTHORITIES 	<p>Metinvest must comply with the requirements of around 800 government authorities in the various jurisdictions in which it operates. The Group works with regulators in key areas such as environmental protection, occupational health and safety, ethical business practices, labour rights and financial activity.</p>	<p>Metinvest fostered partnership by meeting local legal obligations, assisting in the socio-economic development of regions and being a responsible taxpayer. The Group's main approach was regular engagement or communication via public meeting platforms.</p> <p style="text-align: right;">See pages 63-65</p>
MEDIA 	<p>The media play an important role in modern society. In addition to ensuring the transparent communication and provision of public information, the media also help Metinvest to engage with other stakeholders. In 2021, the Group's press service fielded media requests from around 100 organisations worldwide.</p>	<p>Metinvest engaged with media representatives transparently and fairly. The Group interacted with this stakeholder group primarily through its press service, news releases, public reports, social media and interviews with the senior management.</p> <p style="text-align: right;">Metinvest's corporate website</p>

This infographic is specific to 2021 and does not cover the impact of the war on Metinvest's stakeholder engagement.