LONGHORN
PUBLISHERS PLC
expanding minds

LONGHORN PUBLISHERS PLC

STAKEHOLDER ENGAGEMENT POLICY

2026

LONGHORN
PUBLISHERS PLC
expanding minds

Contents

1. GENERAL DEFINITIONS 3
2. PREAMBLE 5
3. STAKEHOLDER ENGAGEMENT PRINCIPLES 5
2.1 Management of the relationship with stakeholders 5
2.2 Development of strategies and policies to manage relations with different stakeholder groups 6
2.3 Deliberate and planned constructive engagement with stakeholders 6
3.4 Taking into account the interests of all key stakeholder groups before making its decisions 6
4. EXPECTED OUTCOMES 7
5. COMMUNICATION OF THIS POLICY 8
6. REVIEW OF THIS POLICY 8
7. APPLICATION 8
Appendix 1 9
Appendix 2 10
Appendix 3 11

1. GENERAL DEFINITIONS

Definitions and Abbreviations

Definitions

In this Policy, unless the contrary is indicated,

a) 'Company' means Longhorn Publishers Plc and its subsidiaries.
b) 'Board' means the Board of Directors as constituted under the Company's Articles of Association.
c) 'Stakeholder' means all those with interests in an organization; for example, as shareholders, employees, suppliers, customers, or members of the wider community (who could be affected by environmental consequences of an organization's activities)
d) 'Employee' means any person employed by the Company for wages or salary or on a permanent or fixed term employment contract.
e) *'Shareholder'* means an owner of shares in the company
f) *'Potential investor'* means any person (whether an individual, company, or other business) with whom, within the relevant period, the Company is in negotiations for such person to invest in the Company.
g) *'Author'* means a person who writes books or the person who wrote a particular book.
h) *'Competitor'* means a person or an organization that competes against others, especially in business.
i) *'Supplier'* means a person or company that sells or supplies something such as goods or equipment to customers.
j) *'Partners'* means a commercial entity with which another commercial entity has some form of alliance. This relationship may be a contractual, exclusive bond in which both entities commit not to ally with third parties.
k) '*Consumers of Longhorn products'* means a person who buys Longhorn goods or uses services e.g learners, teachers, parents, school owners
l) *'Professional Advisors including Auditors'* means experts such as lawyers, auditors, insurers, and consultants who advise on matters pertaining to their expertise.
m) *'Neighbourhood / Communities'* means the area or region around or near the Company.

ABBREVIATIONS

CEO: Chief Executive Officer
CFOO: Chief Finance and Operations Officer
CCO: Chief Commercial Officer
HoP: Head of Publishing
HoM: Head of Marketing
HHRA: Head of Human Resources & Administration
KICD: Kenya Institute of Curriculum Development
NCDC: National Curriculum Development Centre (Uganda)
CDC: Curriculum Development Centre (Zambia)
MIE: Malawi Institute of Education
TIE: Tanzania Institute of Education

NACCA: National Council for Curriculum and Assessment (Ghana)

2. PREAMBLE

Longhorn Publishers PLC is best able to serve the large number of stakeholders with which it interacts with when well informed about the nature, needs, and expectations of those stakeholders. It is crucial that stakeholder engagement is focused on such needs and expectations of stakeholders through consultation. We understand that participatory engagement/management plays a vital role in obtaining stakeholder views and perceptions of their relationship with the organisation.

Stakeholder analysis involves identifying and assessing the influence and importance of key groups that may significantly impact the success of any business undertaken by the Company. This will be achieved by identifying our stakeholders as summarised in Appendix 1 of this document. As public participation in business operations becomes increasingly embedded in the Stakeholders' Engagement Policy, it becomes crucial for decision-makers to understand who is affected by the decisions and who has the power to influence the outcomes. Stakeholder engagement involves careful selection of the Company's stakeholders and then an engagement from the outset so that the views, needs, and ideas of the stakeholders shape the strategic direction of the service.

The Corporate Governance framework aims at recognising the rights of stakeholders and encouraging active co-operation between companies and stakeholders in creating wealth, and sustainability for financially sound enterprises.

Objectives

1. Create and maintain positive relationships through the appropriate management of stakeholders' needs, wants, and expectations.
2. Enable stakeholders to understand the Company's policies, investment priorities, limitations, and areas of engagement.
3. Ensure the Longhorn brand and products are well known, accepted and promoted by stakeholders.
4. Create a connected regional stakeholders network and platform for regular and seamless exchange, ownership, and identity.

3. STAKEHOLDER ENGAGEMENT PRINCIPLES

In the context of sustained value creation for all its stakeholders, Longhorn's engagement with its stakeholders shall be anchored on the following principles:-

3.1 Management of the relationship with stakeholders

The Board shall proactively manage the relationship with stakeholders.

The Board shall have a stakeholder-inclusive approach in its practice of good corporate governance and has identified its various stakeholders as per Appendix 1.

The Board shall continuously map out and review areas of interaction with the identified stakeholders as per Appendix 2.

3.2 Development of strategies and policies to manage relations with different stakeholder groups

The Board shall develop strategies and suitable policies to manage relations with different stakeholder groups and to ensure that directors disclose any conflict of interest with any related parties.

Having identified its key stakeholders and related party interests, the Company shall develop a strategy and suitable policies on how it will manage its relations with each of its stakeholder groups. There is also need to realise that all stakeholder expectations, even if not warranted, need to be managed.

3.3 Deliberate and planned constructive engagement with stakeholders

The Board shall identify mechanisms and processes that can support constructive engagement with stakeholders to promote enhanced levels of corporate governance as per Appendix 2.

Engagements whether formal/informal, direct/indirect, shall be appropriately recorded and reported through:-

- Stakeholder groups
- Frequency of occurrence
- Type of engagement
- Issues raised and addressed.

3.4 Taking into account the interests of all key stakeholder groups before making its decisions

The Board shall strive, while acting in the best interests of the Company, to achieve an appropriate balance between the interests of its various stakeholders, in order to achieve the long-term objectives of the Company. The Board, while accountable to the Company, shall take into account the legitimate expectations of its stakeholders in its decision-making.

Board decisions on balancing the interests of stakeholders shall be guided by the aim of ultimately advancing the best interest of the Company.

3.5 Recognising, testing and respecting the governance practices of stakeholders

The Board shall recognise, attest where necessary and respect the governance practices of stakeholders to improve the Company's governance practices.

If Longhorn and its stakeholders in general adhere to the same standards of corporate governance, mutual respect will be a natural consequence. It is therefore important for the Company to monitor the quality of corporate governance practised by its strategic stakeholders.

3.6 Ensure effective communication with stakeholders

The Board shall proactively supply relevant information to stakeholders, and have regard for the best interests of the Company in determining what information shall be shared. In addition, it shall establish whistle-blowing mechanisms encouraging stakeholders to bring out information helpful in enforcing good corporate governance practices.

3.7 Establishment of a formal process to resolve both internal and external disputes

The Board shall establish a formal process to resolve both internal and external disputes. The identified dispute resolution process shall:-

- be simple and will entail:- agreement ⇒ negotiation ⇒ meditation ⇒ arbitration as a final recourse.
- encourage parties to agree on a process that suits them if the dispute reaches an arbitration stage.
- Provide the Mediator/Arbitrators with the necessary discretion and power to ensure settlement of the dispute if the dispute remains unresolved after the early stages of the dispute resolution procedure have been attempted.

The dispute resolution team shall ensure that the outcomes of the dispute resolution process shall be:-

- quick - the issues shall be resolved quickly rather than allowing them to escalate through inaction;
- fair - all relevant parties shall be consulted so that all sides of the story are taken into account;
- handled sensitively - disputes shall, where possible and appropriate, be resolved in a confidential context to minimise the impact on employees not affected by the dispute;
- transparent - the procedure shall be made known to every stakeholder.

In developing this policy, the Board of Longhorn will follow provisions of existing corporate policies such us on customer care; complaints; disability and all other relevant policies.

In addition, where conflict with stakeholders needs to be addressed and based on the uniqueness of the region or country, the Board shall determine the best resolution as guided by the operating business laws on stakeholder management policies or guidelines of the particular country or region.

4. EXPECTED OUTCOMES

i. Increased demand for Longhorn's products and services.
ii. Open and transparent communication with stakeholders.
iii. Improved stakeholder access to information and resources.
iv. Stakeholder participation in decision-making and collaboration.
v. Transparency and accountability of stakeholder managers as referenced in Appendix 3.
vi. Timely feedback from stakeholders and fast execution by Longhorn.

5. COMMUNICATION OF THIS POLICY

This policy will be communicated to all staff, published on the Company's website and will be generally available upon request.

6. REVIEW OF THIS POLICY

The review and amendment will be informed by changes in the business environment.

7. APPLICATION

This policy will be applied across the regions/countries where Longhorn operates.

This Policy was approved by the Board of Directors on 17th September 2026 and signed on its behalf by:

.....

Prof. Githu Muigai, EGH, SC
Group Chairman

.....

Ms. Emma Miloyo
Chair, Nominations, Governance and Human Resource Committee

Policy Change Log

Version	Approved by	Date	Description of changes
Version 1	Board of Directors	2015	N/A
Version 2	Board of Directors	August 2022	Editorial changes and clarity of scope
Version 3	Board of Directors	September 2026	None

LONGHORN
PUBLISHERS PLC
expanding minds

Appendix 1

The Stakeholders have been identified as follows:-

1. Shareholders and potential investors
2. The Government, various regulatory bodies and related entities namely;
    - Revenue Authorities
    - Capital Markets Authority
    - Competition Authority
    - Nairobi Securities Exchange
    - Central Depository and Settlements Corporation Limited
    - Licensed Stockbrokers
    - Companies' Registry
    - Unclaimed Financial Assets Authority
    - County/local/provincial Governments
    - Copyright Protection Society
    - Intellectual Property Office
    - Ministries of Education
    - Education institutes such as KICD, NCDC, CDC, MIE, TIE, NACCA
3. Employees
4. Authors
5. Competitors
6. Suppliers
7. Partners
8. Consumers of Longhorn products
9. Professional Advisors including Auditors
10. Trade Associations / Representative Bodies
11. Neighbourhood / Communities
12. Any individual or corporate that may be impacted by the Company's operations and products.

Appendix 2

STAKEHOLDER ENGAGEMENT APPROACH

	Inform	Consult	Involve	Collaborate	Empower
Characteristics	One-way engagement	Limited two-way engagement; we ask questions, stakeholders respond	Two-way engagement; learning on all sides. LPL is the decision maker	Two-way engagement; joint decision-making and actions	Decisions delegated to stakeholders;
Stakeholder participation goal	To provide stakeholders with balanced and objective information to help them understand the process, problems, proposed solutions and outcomes	To obtain stakeholder input on analysis, proposed solutions and outcomes	To work directly with stakeholders throughout the process to ensure public issues and concerns are consistently understood and considered	To partner with stakeholders in the decision-making process.	To place final decision-making in the hands of the public
Commitment to our stakeholders	We will keep you informed	We will listen to, acknowledge your concerns and provide feedback	We will work with you so that your concerns and issues can be directly reflected in the decision made	We will seek direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	We will work with you to implement what you decide
Engagement techniques	• Media releases • Website • Annual Reports • Newsletters	• Webinars • Focus groups • Surveys • Meetings with selected stakeholders	• Workshops • Deep dives	Partnerships	Delegated decisions

Appendix 3

STAKEHOLDER ENGAGEMENT ACTIVITIES

Stakeholder	Areas of influence/interest	Stakeholder Manager	Engagement approach	Engagement tools	Frequency
Shareholders and potential investors	Business updates	CEO or delegated person	Empower	• Newsletter • Website • Annual report • Social Media	Quarterly
The Government, various regulatory bodies and related entities namely	Regulation and compliance	CEO or delegated person	Consult	• Letters • Emails • Website • Meetings	As required
Employees	Business updates	CEO and HHRA	Involve	• Townhall • Emails • WhatsApp	Monthly
Authors	Content development, royalty and marketing	HoP	Collaborate	• Website • Emails • Calls • Meetings	Monthly
Competitors	Industry trends and threats	CCO and HoP	Collaborate	Meetings	As required
Suppliers	Services, payment	CFOO	Inform	• Calls • Emails • Meetings	As required
Partners	Partnerships, joint ventures	CEO or delegated person	Collaborate and involve	• Website • Meetings	As required
Consumers of Longhorn products	Products and services	CCO	Involve	• Texts • Emails • Media • Roadshows	As required
Professional Advisors including Auditors	Regulation and compliance and	CFOO	Consult	• Website • Annual reports	As required

	business improvement				
Trade Associations (Kenya Publishers Association)	Regulatory	CEO	Collaborate	• Emails • Meetings	As required
Neighbourhood / Communities	Corporate social responsibility	HoM and Foundation	Inform	• Meetings • CSR activities	Quarterly