ANGLO AMERICAN PLATINUM ENERGY TRANSITION

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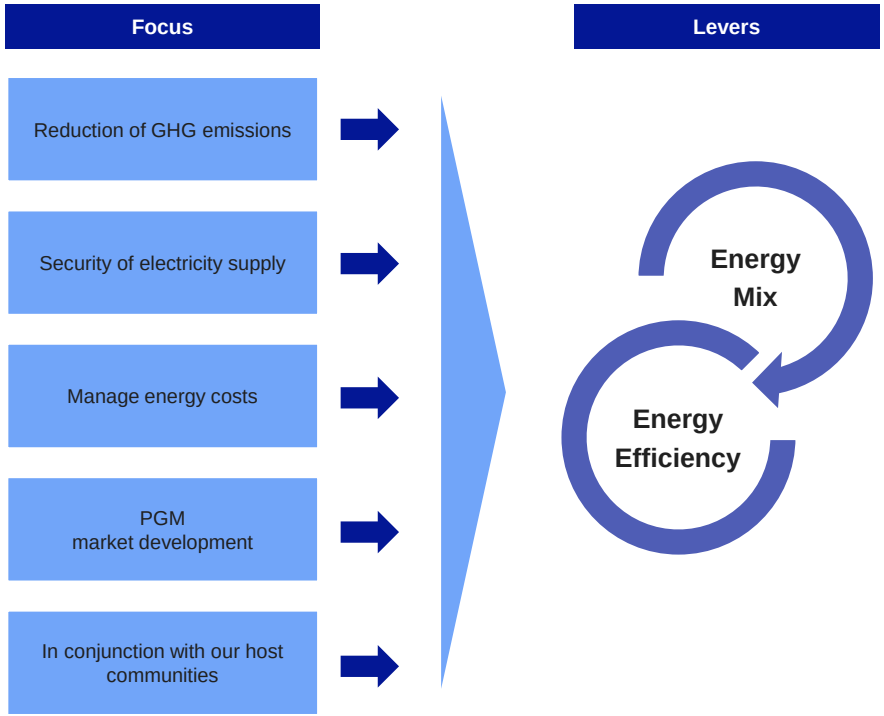
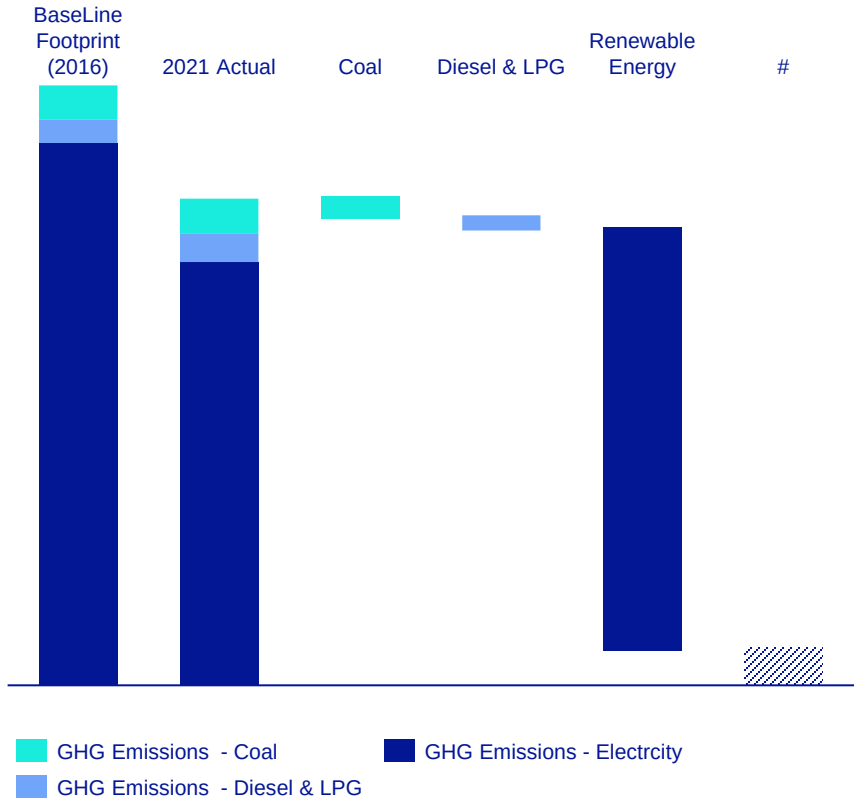
DRIVERS FOR CHANGE IN THE ENERGY OUTLOOK



CONCEPTUAL SCOPE 1 & 2 CARBON REDUCTION

- Business As Usual projects looking at systems optimisation, e.g. mills, pumps, compressed air and chillers
- Renewable Energy - Solar PV projects
- Renewable Energy - programme for 24/7 operations



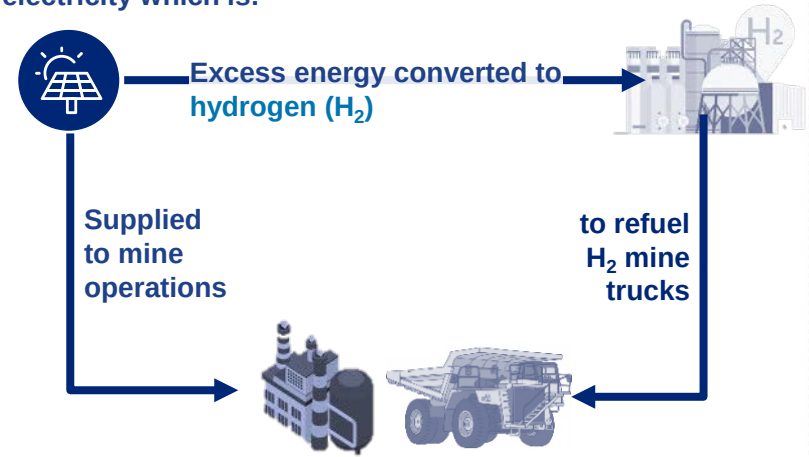
ALTERNATE ENERGY TECHNOLOGIES

- **Mini hydropower**
  - Various opportunities within our internal gravity lines
- **Waste to hydrogen utilising advanced plasma gasification**
  - Can only compete as a replacement fuel against diesel at this stage
  - Requires less water and energy than electrolysis
  - Waste utilisation – circular economy
  - Community development through waste preparation as feed
- **Waste to energy using alternate ‘green’ gasification technologies**
  - Small scale intent for internal waste (zero waste to landfill) utilisation – circular economy
- **Floating solar (FPV)**
  - Water savings as an additional benefit
- **Biomass to energy**
  - Biomass crops (various in assessment) to biogas / peaking power and synthetic diesel
  - Significant social performance (job creation) benefits
  - Sustainable livelihoods for end of mine

AN INTEGRATED MINE DECARBONISATION SOLUTION

System Architecture

We generate renewable electricity which is:



Zero carbon mine trucks
Enabled by our Power Plant Module (PPM), fueled by H_2

KEY CRITERIA FOR DEVELOPING A SOLAR PV PLANT

- **Sustainability**
  - Climate Change – greenhouse gas emissions reduction
  - Changes the energy mix for the business
- **Financial & Commercial**
  - Cost competiveness
  - IPP vs EPC
  - Contracting Strategy
  - Term of Agreement
- **Legal and Regulatory**
  - IFRS (balance sheet assessment)
  - “Embedded” generation vs Wheeling
  - Environmental authorisation
  - Land access and land use agreements
- **Community Benefit and Partnership**
  - Inclusion in solar PV plant business structure
  - Land usage and rental income
  - Job opportunities
  - Local enterprise development
- **Technical**
  - Integration with existing electricity supply and site electrical reticulation, including equipment protection philosophies
  - Storage options (BESS, hydrogen, etc)

PROCUREMENT FRAMEWORK

- **Engagement of a Transaction Advisory Team**
  - to provide technical, financial, commercial, socio-economic and legal due diligence in the structuring of an off-take Power Purchase Agreement (PPA) to be concluded with a selected Independent Power Producer (IPP)

  - **Technical**
  - Sizing and layout of the PV plant
  - Electrical design layout and sizing
  - Energy yield assessments
  - Financial model assumptions

  - **Financial**
    - assessing the financial parameters, assumptions and business case input / output
  - **Commercial**
    - assessing the commercial contracts, (turnkey, EPC, O&M, grid connection, power purchase regulations)
  - **Legal**
    - assessing the permits and contracts (EPC and O&M)

- **Expression of Interest vs Request for Information**
  - Rather than generic, it would be advisable to be detailed and specific from an early stage
  - Outcome would be the short-listed bidders for the next phase

- **Request for Proposals**
  - To select the developer
  - Agree the PPA terms and conclude the Development Agreement

PROCUREMENT FRAMEWORK

- **Business Case - Update**
  - The Business Case must clearly demonstrate affordability for the full project life-cycle and propose the optimal value-for-money solution for the project
- **Compile Transaction Structure Agreements**
  - Drafting, negotiations and agreement of the Transaction Structure with the IPP
- **Financial Closure**
  - Authorisations, licenses, permits and agreements concluded and approved
  - Sign off
- **Construction, Commissioning, Operation**
  - Procurement of equipment
  - Procurement of construction services
  - Construction and commissioning
  - Commercial Operation (COD)

CONCLUSION

- The foundations of a successful project relies on a close working relationship between the IPP / Developer and the off-taker to ensure that the project objectives, viz. technical, financial, commercial and socio-economic are developed in synergy with each other
- The Renewable Energy Independent Power Producer Procurement Programme (REIPPPP) of the Department of Mineral Resources and Energy (DMRE) has channelled substantial private sector expertise and investment into grid-connected renewable energy in South Africa
- Large-scale solar PV plants have been successfully constructed as part of this programme
- Embedded generation (captive power) options for large industrial customers will further support the roll out of renewable energy options, with key business benefits, including environmental and community benefits
- However, the project objectives and execution methodology requires a sound framework for implementation, an all-encompassing stakeholder engagement plan and the agility to adapt technology to suit the business environment

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Thank you