

thungela

**ENVIRONMENTAL,
SOCIAL AND GOVERNANCE REPORT
2025**

• Purpose-driven
impact



ABOUT THIS REPORT

This report provides our stakeholders with a transparent account of our environmental, social and governance (ESG) approach and performance across our most material sustainability topics for the year ended 31 December 2025.

REPORTING BOUNDARY

This report includes our wholly owned operations and joint ventures where we have management control. We also include information about operations where we do not have management control but hold a significant interest. Included are our five wholly owned operations in South Africa, Ensham Mine in Australia and Mafube Coal Mining Proprietary Limited (Mafube), a 50% joint venture with Exxaro Coal Mpumalanga Proprietary Limited. We report on all sustainability indicators in full, with the exception of greenhouse gas (GHG) emissions and energy consumption at Mafube, where we report on a 50% basis, in line with GHG Protocol guidance. This document incorporates data from our closing, care and maintenance sites as well as information from the Annea mine and the Zibulo North project. ESG data from other operations in which we have a shareholding but do not have operational control, such as the Richards Bay Coal Terminal and the Phola Coal Processing Plant, are excluded.

THUNGELA'S 2025 REPORTING SUITE

This report forms part of our suite of reporting documents for the year ended 31 December 2025, and should be read in conjunction with the *Thungela Integrated Annual Report* and the *Thungela Annual Financial Statements*. The reporting process for all our reports has been guided by the principles and requirements contained in the IFRS Accounting Standards, the IFRS Foundation's Integrated Reporting Framework, the GRI standards, the King IV™ Report on Corporate Governance for South Africa 2016 (King IV¹), the listing requirements of the London Stock Exchange and UK Disclosure and Transparency Rules, the Johannesburg Stock Exchange listing requirements (as amended) and the South African Companies Act, 71 of 2008.

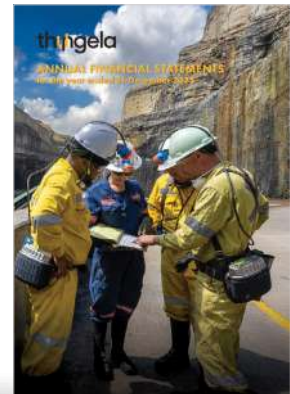
For more information, visit www.thungela.com/investors/integrated-reports.

ALIGNMENT WITH GLOBAL STANDARDS

We are dedicated to transparent reporting, providing stakeholders with the information needed to assess our performance and understand the challenges and risks we face. To support this commitment, we have considered the following global frameworks, standards and principles:

- the Global Reporting Initiative's (GRI) Sustainability Reporting Standards;
- the GRI 12: Coal Sector Standard (2022);
- the International Sustainability Standards Board's (ISSB) International Financial Reporting Standards (IFRS) climate-related disclosure standard; and
- International Council on Mining and Metals (ICMM) Sustainable Development Framework and Reporting Principles

SLR Consulting provided an independent reasonable assurance opinion and a limited assurance conclusion over selected sustainability key performance indicators. The independent assurance statement can be found on page 168.



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BOARD RESPONSIBILITY STATEMENT

The board of directors delegated responsibility to the social, ethics and transformation committee to oversee the compilation of this report. The board has since collectively reviewed its contents and is satisfied that this document addresses Thungela's most material issues and provides a balanced and appropriate representation of sustainability performance.

Tommy McKeith
 Social, ethics and transformation committee chairman
 22 April 2025

EXTERNAL BENCHMARKING AND RECOGNITION

We are committed to accurate and transparent reporting and continuous improvement in our disclosure. The following ratings and certification were achieved in recognition of these efforts in 2025:

AGENCY	RATINGS
	We achieved a rating of A in 2025 (2024: A) on a scale of AAA-CCC
	Our score improved to 57 in 2025 (2024: 49) and ranked second out of 52 companies
	Our performance score improved to 38.5 in 2025 (2024: 33.7) and we are ranked in the first decile.
	We were certified for the fourth consecutive year
	We maintained a B rating for climate change and achieved a B- for our CDP water disclosure

FORWARD-LOOKING STATEMENTS

This document includes forward-looking statements. For information regarding these, please refer to page 184.

DISCLAIMER

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SOCIAL, ETHICS AND TRANSFORMATION

COMMITTEE CHAIRMAN'S MESSAGE



I am pleased to report that we have continued to demonstrate our commitment to ESG, notwithstanding macroeconomic pressures and an unpredictable geopolitical environment that created uncertainty and ambiguity. We have maintained our commitment to our purpose, because it is central to our strategy.

We are proud to have reached a significant milestone in operating a fatality-free business for three consecutive years. This achievement is testament to the discipline and dedication of our people. Safety is our first value and our zero-harm mindset is embedded in our culture and every decision we make.

We are also proud to have become signatories to the United Nations Global Compact, further reinforcing our commitment to responsible business and to creating lasting value for people and the environment across our global footprint.

Our purpose inspires our commitment to partnering with communities, to understanding their needs and ensuring that we co-exist harmoniously. In 2025, we deepened the partnerships we have with host communities through the execution of socio-economic development initiatives. One example is the Thungela Education Initiative, where great strides were made in year two of the five-year programme and I am confident that the foundations that it is building and strengthening will leave a lasting legacy. Thuthukani continued to empower local small, medium and micro enterprises to become sustainable businesses in South Africa and 10 Social and Labour Plan projects that focus on improving access to quality community infrastructure and health services were completed.

As several of our South African operations approach the end of their economic life, the board is deeply aware of the significant social and environmental implications of this transition. We are committed to a transparent and collaborative process that prioritises employee support and reskilling, community transition planning, protection of natural resources and ecosystems and compliance with regulatory and social obligations. Our goal is to implement strategic projects that foster economic diversification by supporting skills development, entrepreneurship and alternative industries that can sustain livelihoods long after mining ceases.

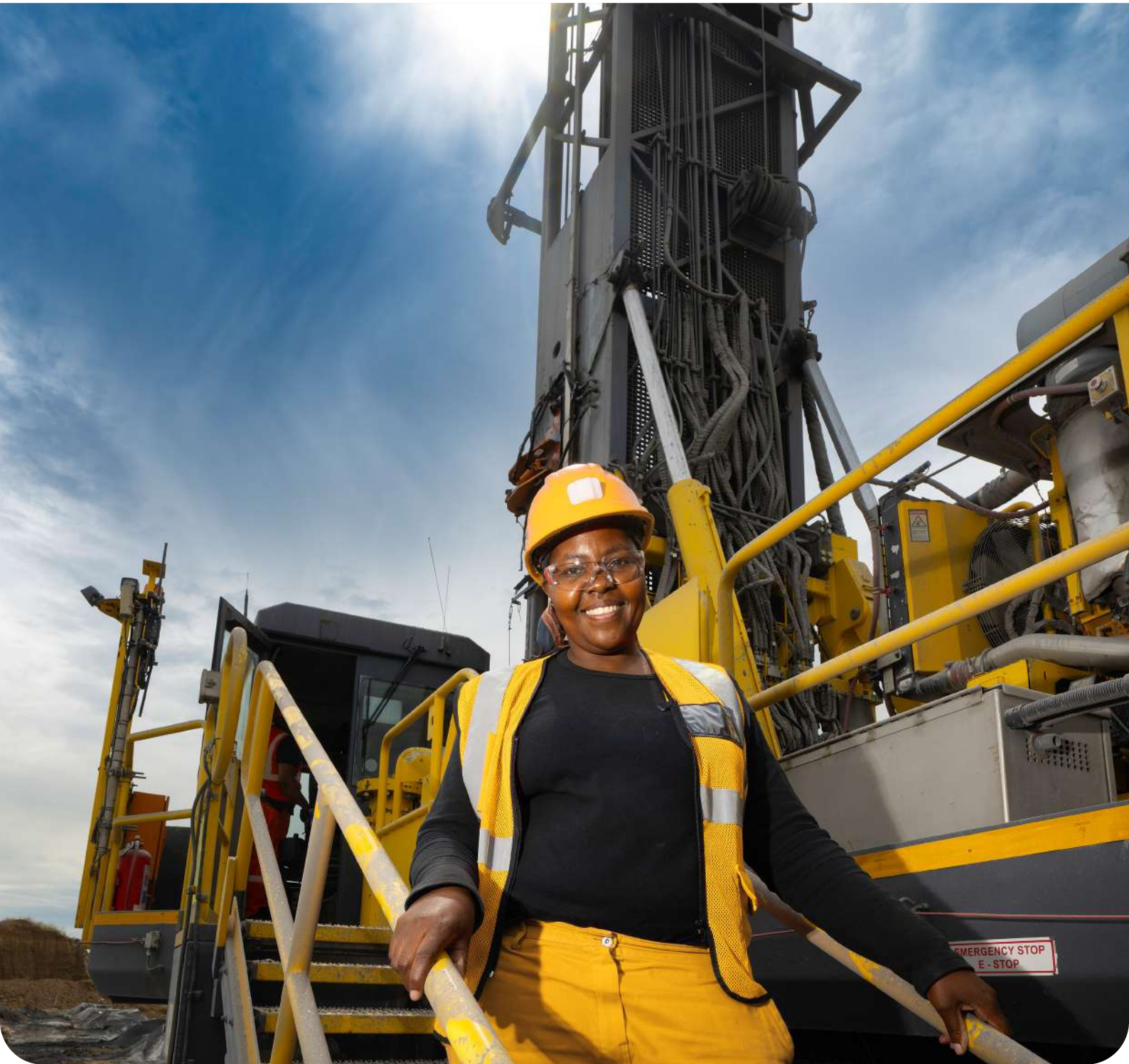
We have consistently taken a balanced approach, focusing on all three pillars of ESG. The rapidly evolving energy market and the volatility in global coal markets demonstrates the importance of energy security and energy independence. While greenhouse gas emissions need to be contained, it is starting to become clear that this is unlikely to happen in the timeframe that was initially expected and fossil fuels, more specifically thermal coal, will be around for longer than anticipated.

This does not mean that we should not be doing everything we can to reduce our own emissions, mine coal responsibly and be a good corporate citizen. We have made good progress on our decarbonisation pathway in line with our targets, and for the first time since listing we had no significant (Level 3 to 5) environmental incidents.

As we issue this report, the geopolitical environment has been further disrupted by a sharp escalation in conflict in the Middle East. Global institutions have expressed concern that this conflict poses risks to regional stability and international security. This escalation has added further volatility to global energy and commodity markets, as disruptions to airspace, shipping routes, and supply expectations heighten uncertainty. As authorities navigate the current political situation and resultant instability in the Middle East, we have taken appropriate measures to ensure the safety of our team at Thungela Marketing International in Dubai.

Tommy McKeith
Chairman of the social, ethics and transformation committee

22 April 2026



We are also proud to have become signatories to the United Nations Global Compact, further reinforcing our commitment to responsible business and to creating lasting value for people and the environment across our global footprint.





ESG IN CONTEXT

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LITERACY AND MEDIA RO

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ABOUT US

Thungela, which means 'to ignite' in isiZulu, is one of the largest producers and exporters of high-quality thermal coal, with operations in South Africa and Australia. Our quality coal reserves and marketable production position us as a key player in the global energy market as we deliver coal through world-class ports, powering nations.

The Group owns interests in and produces its thermal coal from five mining operations located in Mpumalanga, South Africa, which consist of both underground and opencast mines, namely Greenside, Khwezela, Zibulo, Mafube and Annea. Thungela owns 100% of the Ensham Mine in Queensland, Australia, reinforcing its geographic diversification strategic pillar.

The establishment of Thungela Marketing International in Dubai underscores the Company's commitment to capturing the full margin on our products and engaging with the international commodities market as a global coal producer.

In other parts of the value chain, Thungela holds a 50% interest in Phola Coal Processing Plant, and a 23.56% direct interest in Richards Bay Coal Terminal (RBCT). The terminal is one of the world's leading coal export terminals, with an advanced 24-hour operation and a design capacity of 91Mtpa.

Thungela is committed to operating in a responsible way to ignite value for a shared future. We want to ensure that our mining activities positively impact our employees, shareholders and the communities where we operate.

WHO WE ARE

We are a future-oriented, pure-play producer and exporter of thermal coal with an expanding global footprint.

OUR CULTURE

Our people are the heartbeat of our organisation. Our high-performance culture values excellence, agility and accountability.

AMBITION

To create and deliver value for all our stakeholders.

OUR VALUES



SAFETY

We are unconditional about protecting the lives of all our people – at work and at home – in health and wellbeing.



EXCELLENCE

We are passionate about being the best at what we do and always seek to raise the bar.



CARE AND RESPECT

We show humanity to all through our commitment to making a positive impact where we can.



AGILITY

We keep things simple and empower our people by enabling them to make quick decisions.



ACCOUNTABILITY

We take responsibility for our decisions, actions and performance, to grow in success and learn in failure.



ENTREPRENEURSHIP

We have an owner's mindset because we know that every small change adds to greater impact.

OUR PURPOSE

To responsibly

create value together

for a shared future

We are uncompromising about safety and it is our first consideration in everything we do.

We hold ourselves to the highest governance principles by managing our impacts and mining sustainably.

Being a responsible miner means being a responsible neighbour.

We mine responsibly to ensure that host communities thrive and benefit from the positive impacts we create.

We want others to share in the value we create.

From shareholders and employees to host communities, we want all our stakeholders to be better off because of our business.

We cannot do it on our own.

That is why we collaborate, engage and build meaningful relationships with all our stakeholders.

The value we create contributes to a brighter future for all of us.

By achieving our goals together, we all face a future worth sharing.



OPERATING CONTEXT

SOUTH AFRICA

Our operations are based in Mpumalanga, the country's second-smallest province, yet a key driver of economic activity. Within the province, we operate in the Gert Sibande and Nkangala district municipalities.

Gert Sibande, the province's largest district, covers almost half of the province's geographic footprint. It has a diverse economy that includes a substantial mining industry, a strong agricultural sector, and major industrial sites linked to the petrochemical industry.

Nkangala is known as the cultural heartland of Mpumalanga. It is also the country's energy hub, with economic activity dominated by coal mining, power stations and manufacturing.

A significant number of socio-economic challenges cut across the two district municipalities. These include:

- high levels of youth unemployment;
- infrastructure backlogs and poor service delivery across a range of areas such as water and sanitation, energy, health, transportation and connectivity;
- a lack of quality early childhood development combined with insufficient education and skills training facilities resulting in underperformance of learners at primary and high school levels; and
- poverty and income inequality that creates a substantial demand for opportunities for small, medium and micro-sized enterprises (SMMEs) that are heavily dependent on the mining sector.

Coal mining, steel production and coal-fired power generation are the lifeblood of communities in these regions. This renders them heavily dependent on these sectors and their value chains for their livelihoods. They are particularly vulnerable to the transition away from fossil fuels and the closure of mines and power stations that are nearing the end of their economic lives.

We operate in three local municipalities within the two districts. These are:



**EMALAHLENI
LOCAL MUNICIPALITY**

553,562
ESTIMATED POPULATION

43%
YOUTH (AGE 15 – 34)

26.6%
UNEMPLOYMENT

9.7%
HIGHER EDUCATION

Source:
2022/2023 – 2026/2027
Integrated Development Plan

**STEVE TSHWETE
LOCAL MUNICIPALITY**

317,187
ESTIMATED POPULATION

40.7%
YOUTH (AGE 15 – 34)

23%
UNEMPLOYMENT

10.9%
HIGHER EDUCATION

Source:
2022/2023
Integrated Development Plan

**GOVAN MBEKI
LOCAL MUNICIPALITY**

377,446
ESTIMATED POPULATION

41%
YOUTH (AGE 15 – 34)

32.5%
UNEMPLOYMENT

8.1%
HIGHER EDUCATION

Source:
2022/2027
Integrated Development Plan



OUR SOUTH AFRICAN OPERATIONS



GREENSIDE COLLIERY

Market: export and domestic

Coal Resources

- Measured: 11.5Mt
- Indicated: 4.0Mt

Coal Reserves

- Proved: 8.9Mt
- Probable: 1.1Mt

Mining method: underground – bord and pillar

LOM: 3 years



KHWEZELA COLLIERY

Market: export and domestic

Coal Resources

- Measured: 39.5Mt
- Indicated: 9.5Mt

Coal Reserves

- Proved: 17.9Mt
- Probable: 0.4Mt

Mining method: opencast

LOM: 4 years



ZIBULO COLLIERY

Market: export and domestic

Coal Resources

- Measured: 391.1Mt
- Indicated: 57.6Mt

Coal Reserves

- Proved: 27.1Mt
- Probable: 87.9Mt

Mining method: underground – bord and pillar, and opencast

LOM: 15 years



ISIBONELO COLLIERY¹

Market: domestic

Coal Resources

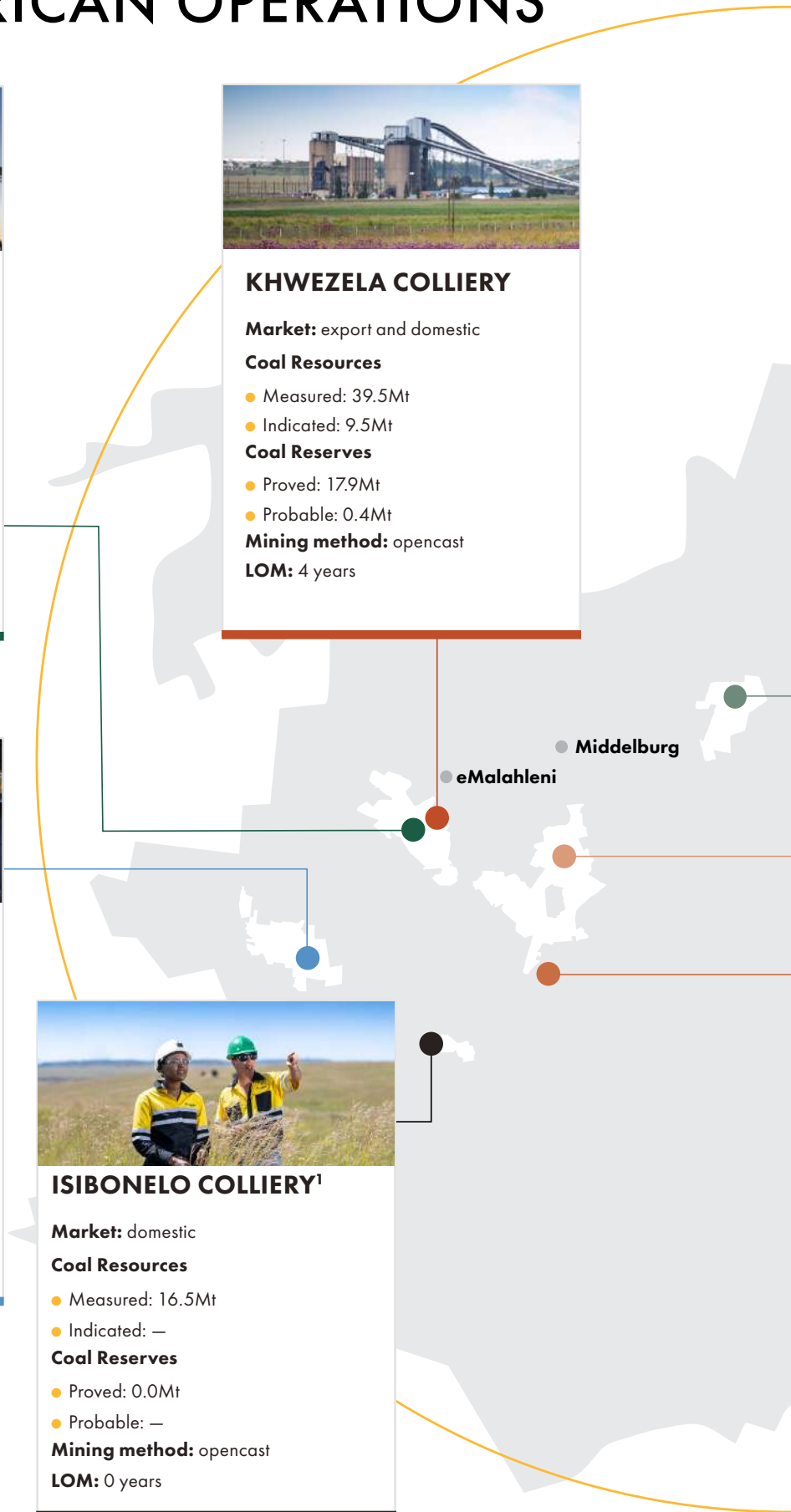
- Measured: 16.5Mt
- Indicated: –

Coal Reserves

- Proved: 0.0Mt
- Probable: –

Mining method: opencast

LOM: 0 years



¹ Isibonelo ceased operations on 31 December 2025.



MAFUBE COLLIERY¹

Market: export

Coal Resources

- Measured: 40.0Mt
- Indicated: 1.3Mt

Coal Reserves

- Proved: 92.0Mt
- Probable: 8.2Mt

Mining method: opencast

LOM: 16 years

¹ Resources and Reserves are shown at 100%



GOEDEHOOP COLLIERY¹

Market: export and domestic

Coal Resources

- Measured: 236.1Mt
- Indicated: 9.1Mt

Coal Reserves

- Proved: 0.0Mt
- Probable: 0.0Mt

Mining method: underground – bord and pillar

LOM: 0 years

¹ Goedehoop (GH) includes GH North and GH South. GH North ceased operations on 31 December 2025.



ANNEA COLLIERY¹

Market: export and domestic

Coal Resources

- Measured: 36.1Mt
- Indicated: 12.4Mt

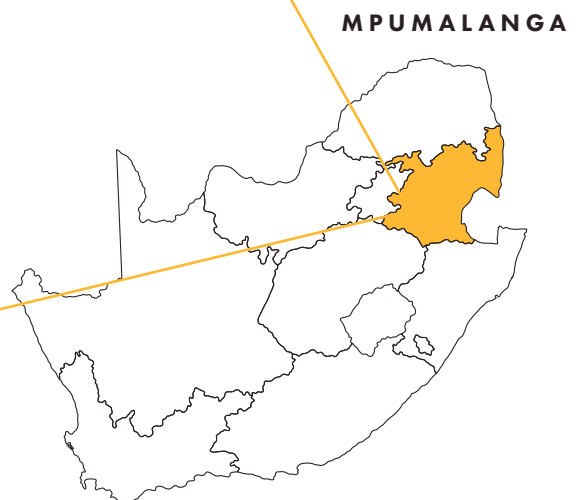
Coal Reserves

- Proved: 38.9Mt
- Probable: 34.9Mt

Mining method: underground - bord and pillar

LOM: 20 years

¹ Previously known as the Elders project.



OUR AUSTRALIAN OPERATION

Ensham is located in the western part of the central Bowen Basin in Central Queensland.



ENSHAM MINE

Market: export

Coal Resources¹

- Measured: 72.3Mt
- Indicated: 485.2Mt

Coal Reserves¹

- Proved: 15.9Mt
- Probable: 15.9Mt

Mining method: underground

LOM: 7 years

Its nearest townships include Emerald, approximately 35km to the west, and Blackwater, 49km to the southeast. The small township of Comet is located approximately 18km southeast of the project area. The project is wholly located within the Central Highlands Regional Council Local Government Area.

Resource activities are common within the region. There are 13 other active mine sites located within 65km of the project site.

Ensham has been a significant contributor to the Emerald community since 1993, and for the past 25 years has supported regional employment and local businesses. Mining and agriculture account for 24% of all employment. The continuation of Ensham is paramount to provide both economic and workforce security for Emerald and the surrounding region.

Predominant land uses within the wider region include cropping, grazing, and resource activities.

¹Resources and Reserves are shown at 100%.

QUEENSLAND





OUR STRATEGY

Over the past year, we continued to execute our strategy with clarity, discipline, and a strong focus on long-term value creation. Despite a dynamic operating environment, our strategic priorities provided a clear framework for decision-making and resource allocation, enabling us to strengthen operational resilience, drive growth in our priority areas, and accelerate progress on key transformation initiatives. This section outlines our performance against each strategic pillar, highlighting the progress made, the challenges encountered, and the actions we are taking to ensure sustained momentum in the year ahead.

<p>1</p> 	<p>2</p> 	<p>3</p> 	<p>4</p> 	<p>5</p> 
<p>SAFETY Safety is our first value. We do not waver in our commitment to operating a business that is free of fatalities and injuries.</p>	<p>DRIVE OUR ESG ASPIRATIONS ESG remains at the heart of our strategy and informs our approach to our existing business, how we plan future projects and how we evaluate potential acquisitions. We maintain a broad ESG perspective, recognising the socio-economic implications in and around our business while managing a transition to a low-carbon future.</p>	<p>CREATE FUTURE DIVERSIFICATION OPTIONS We continue to develop a future pathway for our business by pursuing geographic diversification and leveraging our core skills. We also consider the divestment or winding down of high-cost tonnes or stranded resources within our portfolio.</p>	<p>OPTIMISE CAPITAL ALLOCATION The ongoing implementation of an efficient capital allocation strategy, based on our approved investment evaluation criteria, ensures that any capital allocation options compete with additional shareholder returns in the form of additional dividends and share buybacks.</p>	<p>MAXIMISE THE FULL POTENTIAL OF OUR EXISTING ASSETS We are continuously improving the competitive positioning and cash generation of the assets we own and operate today – through productivity initiatives and the execution of approved capital projects, on schedule and within budget.</p>

OUR INVESTMENT EVALUATION CRITERIA

Our investment evaluation criteria have been designed and implemented to optimally balance responsible stewardship with the need to upgrade our portfolio and create shareholder value. They have been and continue to be critical to all investment decisions, ensuring that any investment competes with additional shareholder returns. We continue to evaluate all merger and acquisition opportunities against these criteria.

Environmental	Cost/margin curve	Net present value/capex	RESPONSIBLE STEWARDSHIP
<ul style="list-style-type: none"> Consider the impact on global carbon output No net loss of biodiversity 	<ul style="list-style-type: none"> Target lower half of global seaborne cost curve 	<ul style="list-style-type: none"> Net present value Capital efficiency 	
Social	Payback	Internal rate of return	
<ul style="list-style-type: none"> Support existing regional communities and the supplier base 	<ul style="list-style-type: none"> Target short payback periods 	<ul style="list-style-type: none"> Internal rate of return higher than our nominal weighted average cost of capital 	UPGRADE OUR ASSET PORTFOLIO
Governance	Capital intensity	Closure costs	MAXIMISE SHAREHOLDER VALUE
<ul style="list-style-type: none"> Improved transparency and accountability 	<ul style="list-style-type: none"> Competitive capital expenditure per tonne when compared to alternative options 	<ul style="list-style-type: none"> Cash flows to fund closure cost provisions beyond current life of mine 	

STRATEGIC FOCUS AREAS

SAFETY



INITIATIVES

Relentless drive to operate a business free from fatalities and injuries

OUTCOMES

- We have operated for three years without a fatality
- Group TRCFR of 2.83 (2024: 1.93) primarily due to the challenging operating environment during the production footprint transition. This led to the implementation of targeted interventions for increased risk sections and work crews through leading indicator heatmaps

DRIVE OUR ESG ASPIRATIONS



INITIATIVES

Ongoing rehabilitation and closure

OUTCOMES

- Exceeded rehabilitation targets for 2025 - refer to ESG report page 71

Operate with a credible pathway to net zero by 2050

- Scope 1 and 2 emissions in 2025 were 25% lower than the 2021 baseline

Continue to create shared value

- R64 million total contribution to employee and community trusts¹ based on the 2025 financial performance

MAXIMISE THE FULL POTENTIAL OF OUR EXISTING ASSETS



INITIATIVES

Deliver productivity improvements

OUTCOMES

- Performance driven by continued productivity improvements across the business

Enable an optimised cost structure

- In response to changing market conditions, both regions delivered on cost efficiency projects and cost containment initiatives, with a focus on achieving cost reduction across the Group for the year

Optimise use of rail and port infrastructure to enhance marketing optionality

- TFR delivered steady operational improvements, with rail performance at 56.8Mt for the year
- Thungela Marketing International is committed to capturing the full margin on our products and engaging with the international commodities market as a global coal producer

Develop and deliver production replacement and life-extension projects

- Successfully transitioned Annea to an operating mine
- The Zibulo North Shaft project transitioned to the existing operations team in Q4 2025

CREATE FUTURE DIVERSIFICATION OPTIONS



INITIATIVES

Divestment of stranded resources and/or high-cost tonnes

OUTCOMES

- Announced the divestment of our interests in the Goedehoop North Colliery to a credible counterparty with a long operating history within the province
- Divested of our interests in the Kleinkopje mining right to a consortium comprised of existing operators and mining investors, targeting completion in 2026

Geographic diversification

- Evaluation of opportunities across several jurisdictions, including Australia, given our developing presence through Ensham

Diversification where we have demonstrated our 'right to win'

- Ongoing evaluation of diversification opportunities in line with our investment evaluation criteria

OPTIMISE CAPITAL ALLOCATION



INITIATIVES

Maintain liquidity buffer throughout the commodity cycle

OUTCOMES

- The liquidity buffer remains in line with the needs of the Group and appropriate for the current market conditions

Evaluate projects and acquisition opportunities which deliver superior returns over time

- The business continued to evaluate potential transactions and growth opportunities that are aligned with the investment criteria
- The Annea and Zibulo North Shaft extension projects were delivered and handed over to the operations

Shareholder approval for share buybacks

- Continued with share repurchases during the year – total consideration of R469 million completed in 2025



APPROACH TO ESG

Driving our ESG aspirations is one of the five pillars of our business strategy for which the board is ultimately responsible. While we recognise that the demand for coal may decline over time, the rapidly increasing demand for electricity is likely to extend this timeframe. We strongly maintain that as long as coal continues to be used, it is crucial for it to be mined responsibly. Our ESG framework guides how we do this and is fully embedded in operations, projects and new initiatives under consideration.

We aim to minimise our impact and take care of the environment through all stages of the mining lifecycle, delivering shared value for all our stakeholders while providing a safe and decent working environment for our employees and contractors. We invest intentionally and meaningfully in host communities and adhere to the highest ethical standards. Where relevant, we set targets that are linked to remuneration to strengthen ESG outcomes.

Our code of conduct underpins our business culture and guides the behaviour we expect from all employees, business partners, board members and suppliers. We use robust management systems to oversee our risks and impacts, have committed and engaged leadership, and maintain effective and transparent stakeholder engagement.

Our aspiration is to ‘spike in the social element of ESG’. We do this by generating employment and economic opportunities in the regions where we operate, through the taxes and royalties we pay, and the execution of our socio-economic development approach. The Sisonke Employee Partnership Scheme and the Nkulo Community Partnership Trust both receive dividend contributions, allowing employees and communities to benefit from our success.

ESG concerns are frequently interconnected and form a dynamic and intricate system. Each component can affect the others; for instance, a swift and uncoordinated shift toward variable renewable energy sources, despite lowering carbon emissions, may undermine energy security and grid stability, raise electricity prices, and disproportionately impact society’s most vulnerable groups. Similarly, there are complex interdependencies between climate change, biodiversity and ecosystem services. Our ESG strategy calls for a holistic approach and ensures that all aspects are thoughtfully managed and considered in our decision-making processes.



ENVIRONMENTAL STEWARDSHIP

We are committed minimising our impact on the natural environment and communities around our operations and to achieving sustainable outcomes.

Climate risk management

Efficient use of resources

Land stewardship and biodiversity



CLIMATE RISK MANAGEMENT



We actively support the achievement of the Paris Agreement's goals. We are making progress toward our commitment to reduce Scope 1 and 2 greenhouse gas (GHG) emissions by 30% by 2030 and to net zero by 2050. These targets have been set from a 2021 baseline

In 2025, coal demand reached a record high of 8.85 billion tonnes. Developing countries will continue to rely on fossil fuels until at least 2070. It is therefore critical that the deployment of abatement technologies for coal-fired power is accelerated. We advocate for this through the FutureCoal Alliance, the Coal Industry Advisory Board, Low Emissions Technology Australia and the Council for Geosciences in South Africa.

Our climate risks and opportunities are featured in this report and our disclosures align with the Task Force on Climate-Related Financial Disclosures (TCFD) and with reference to the IFRS ISSB climate-related disclosure standard.

EFFICIENT USE OF RESOURCES



It is essential that our operations do not negatively impact natural resources or compromise their availability for other users.

We operate in water-stressed regions where this may be further exacerbated by increased demand due to population growth and the potential impacts of climate change. This underscores the need for water stewardship.

We aim to minimise our operations' abstraction of fresh water and have a water efficiency (reuse and recycling) target of 75%. We aim to treat at least 40% of mine-impacted water annually.

We implement energy efficiency initiatives and are substituting a portion of our electricity with renewable sources. We apply industry-leading standards and live monitoring technology to manage air quality. We have a target to reduce the amount of waste we send to landfill by 50% by 2030 using 2021's volumes as a baseline.

LAND STEWARDSHIP AND BIODIVERSITY



We take a holistic approach to mine closure. This requires a multi-disciplinary approach, including environmental rehabilitation, social transition and economic sustainability.

The long-term management and treatment of water from closed mines in a responsible and sustainable manner is critical. We use reverse osmosis technology at our eMalahleni Water Reclamation Plant as well as smaller on-site plants. We are also implementing nature-based solutions such as phytoremediation and wetland restoration, which are designed to operate with minimal human intervention, energy and chemical input post-closure.

We undertake progressive rehabilitation and have mine closure plans for each site in line with the ICMM's good practice on integrated closure.

We are committed to no net loss of biodiversity and, where possible, to improving ecosystems through the implementation of restoration and offset projects. We protect areas of high biodiversity value and do not carry out any activities in World Heritage or protected areas.

SHARED VALUE FOR OUR STAKEHOLDERS

We create value by protecting our workforce from harm and ensuring our operations contribute positively to the lives and livelihoods of people in host communities.

Safety, health and wellbeing

Inclusion and empowerment

Community partnerships



SAFETY, HEALTH AND WELLBEING



We are unwavering in our commitment to zero harm, keeping safety at the core of everything we do, so that all our people return from work safe and healthy every day.

Safety is a pillar of our business strategy. We have a zero-harm mindset and believe that all accidents and occupational illnesses can be prevented.

Our risk-based approach is driven from the board through to frontline supervisory personnel, and hinges on every employee's ability to identify, evaluate, and mitigate risks. Learning from incidents and deploying appropriate controls to ensure the safety and health of our employees and contractors is pivotal. This requires strong leadership, continuous engagement, and a culture that prioritises safety and health.

We proactively prevent and mitigate occupational health risks and our holistic wellbeing programme helps employees to achieve optimal physical, mental, financial and psychosocial wellbeing.

INCLUSION AND EMPOWERMENT



We strive to create a workplace where each individual feels valued, respected and free to be their whole, authentic selves regardless of race, ethnicity, nationality, gender, age, religion, ability, sexual orientation or identity.

We have a zero-tolerance stance on discrimination and promote equal opportunities with the right to equal pay for equal work.

Continual education and professional growth contribute to maintaining safety and meeting regulatory standards, increasing efficiency, strengthening leadership capabilities, and empowers employees to grow, thrive and contribute meaningfully to our shared success.

In South Africa, bargaining unit employees have a direct stake in the company's success through our Sisonke Employee Empowerment Scheme.

COMMUNITY PARTNERSHIPS



We are committed to driving long-lasting social impact through our socio-economic development (SED) initiatives while fostering resilient community partnerships and transparent communication.

Engagement allows us to identify current and potential risks, impacts and opportunities, strengthens relationships, and promotes shared prosperity.

Our initiatives are guided by our SED approach which identifies four impact goals:

- Improving access to quality education and skills development.
- Improving access to quality community services.
- Improving access to income-generation opportunities.
- Reducing reliance on mines by strengthening the local SMME sector.

SED initiatives are delivered through our mines' Social and Labour Plans (SLPs) as well as through corporate social investment and strategic programmes such as the Thungela Education Initiative and our enterprise and supplier development (ESD) programme, Thuthukani.

The Nkulo Community Partnership Trust is one of the ways that we share the value we create and improve the lives of people living in host communities. The trust has delivered its first two projects, with several more upliftment initiatives planned for completion in 2026.

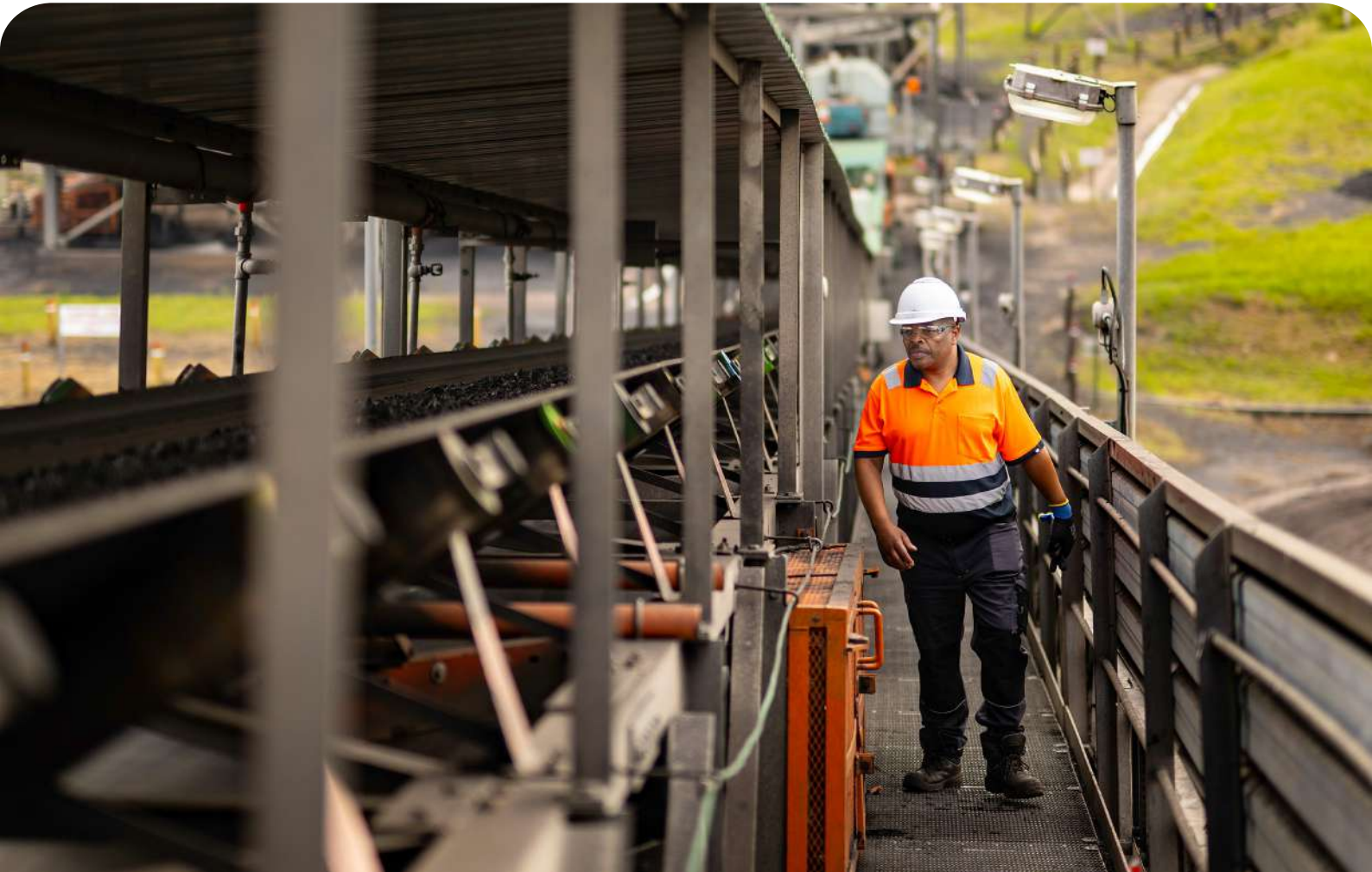
RESPONSIBLE DECISION-MAKING AND LEADERSHIP

We embrace strong corporate governance principles to manage risk and build trust.

Ethical behaviour

Governance and disclosure

Integrated risk management



ETHICAL BEHAVIOUR



We drive long-term performance through clear leadership, ethical conduct and robust governance frameworks that are aligned with the King IV™ principles. The board has oversight of our ESG strategy to ensure effective implementation of our objectives and track progress against our targets. This covers all aspects of ESG, including climate change. We have a dedicated and diverse management team, bolstered by an experienced and independent board. We prioritise transparency in executive remuneration with clear ties to ESG performance.

Human rights principles are embedded in our code of conduct, values, policies and procedures and are reinforced by our human rights policy. Our comprehensive approach includes implementing policies to safeguard whistleblowers, uphold tax transparency and prevent anti-competitive practices. To support this, we operate independently managed whistleblowing services to ensure accountability and ethical business practice.

GOVERNANCE AND DISCLOSURE



Strong governance and clear, honest reporting promote accountability and strengthen trust with our stakeholders. In our annual ESG report, we share our approach, goals and progress on key sustainability issues.

Every year, we try to enhance the standard of our reporting and use various internationally recognised frameworks as a guideline. These include the International Finance Corporation's performance standards, the United Nations Global Compact sustainability principles and the ICMM principles of good practice. We also participate in the CDP water and climate change disclosure initiative.

INTEGRATED RISK MANAGEMENT



Risk management is embedded into all aspects of our business, not just to prevent or mitigate harm but to foster sustainable practices that deliver lasting, positive impacts.

Our business identifies, prioritises, evaluates and manages a broad spectrum of risks and ensures that awareness of these is clearly and effectively cascaded to all levels. We manage risk in two ways: integrated risk management (IRM) helps us tackle long-term strategic risks, while operational risk management (ORM) focuses on day-to-day risks to prevent incidents in real time. This process is supported by our IRM policy and framework and ORM standards, which are aligned with the International Organization for Standardization's (ISO) 31000 principles and guidelines.


PERFORMANCE DASHBOARD

KEY PERFORMANCE INDICATORS

GJ - Gigajoule | ML - Megalitre | kt CO₂e - kilotonne carbon dioxide equivalent


0
Fatalities
2024: 0

SAFETY & HEALTH




2.83
Total recordable case frequency rate (TRCFR)
2024: 1.93

SAFETY & HEALTH




69%
Historically disadvantaged persons in management (%)¹
2024: 67%

PEOPLE



36%
Women in management (%)¹
2024: 36


PEOPLE



5

Number of incidents with social consequences Level 3, 4 or 5¹
2024: 16

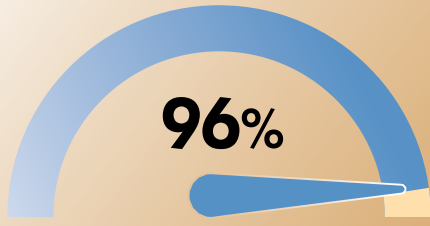
SOCIAL




WELLNESS

96%

Total percentage of employees who know their HIV status¹
2024: 98%



WELLNESS



21%
Host community procurement (%)¹
2024: 24%

2024

2025

ENVIRONMENT

3.63
Total energy consumed (million GJ)
2024: 3.63

896
Freshwater abstraction (ML)
2024: 1,170

43%
Water treatment (%)¹
2024: 64

0
Number of Level 3, 4 or 5 environmental incidents
2024: 1

95%
Water reused/ recycled (%)¹
2024: 97

971
Total Scope 1 and 2 emissions (kt CO₂e)
2024: 1,045

OUR CONTRIBUTION TO SOCIETY

R130 MILLION
GROUP SOCIO-ECONOMIC DEVELOPMENT SPEND
(2024: R61 million)



R31 MILLION
SISONKE EMPLOYEE EMPOWERMENT SCHEME
(2024: R102 million)



R4.5 BILLION
TOTAL TAXES AND ROYALTIES
(2024: R5.6 billion)



R31 MILLION
NKULO COMMUNITY PARTNERSHIP TRUST
(2024: R102 million)



R6.8 BILLION
TOTAL WAGES AND BENEFITS
(2024: R6.7 billion)



R9.5 BILLION | 21%
GROUP SUPPLIER SPEND, WITH % LOCAL SPEND
(2024: R9.7 billion, 24%)



CHIEF EXECUTIVE OFFICER'S REVIEW



"By upholding the highest standards, we build trust with our stakeholders, navigate evolving regulations, and create an environment where responsible business practices thrive."

MOSES MADONDO

I am pleased to share Thungela's 2025 Environmental, Social and Governance (ESG) Report, which sets out our approach and performance across our material ESG topics.

The ongoing conflict in the Middle East has raised new levels of uncertainty and has understandably caused concern, not only for the global economy but for peace, safety and security in the region. The uncertainty brought about by the conflict has, once again, increased volatility in the energy market, impacting the price of oil, gas and coal. We will continue to closely monitor the situation and the impact on our employees and operating environment, while making sure that members of our marketing team in Dubai get the support they need.

In 2025, the business navigated a rapidly evolving energy landscape while remaining unwavering in its commitment to responsible value creation. Our purpose – to responsibly create value together for a shared future – guided our actions as we worked to strengthen operational excellence, enhance social impact, and accelerate progress on environmental goals. Despite ongoing volatility in global coal markets and increasing complexity across operating environments, our teams delivered a resilient performance and upheld the highest standards of safety, governance, and stakeholder partnership.

SAFETY

Safety remains at the core of everything we do. This means ensuring that all our people return from work safe and healthy each day. I am pleased to report that we have operated for three years without a loss of life.

Our unwavering zero-harm mindset is guided by three critical focus areas – getting the basics right, effective work management and building a strong safety culture. The Group's total recordable case frequency rate increased to 2.83 from 1.93 in 2024, primarily due a challenging operating environment brought about by changes in our production footprint. As a result, we have implemented targeted interventions for increased risk sections and work crews through an innovative, leading indicator heatmap programme.

PORTFOLIO OPTIMISATION IN SOUTH AFRICA

Annea Colliery was developed to replace production from our Goedehoop site and, as part of the transition, a number of employees and equipment from Goedehoop were successfully redeployed to Annea. This ensures continuity of skills and operational capability. The Zibulo North Shaft life-extension project was completed and formally handed over to the operational team, with production ramp-up underway.

Our South African portfolio continued its transition with the closure of Goedehoop North, which reached the end of their economic life. The Isibonelo mine, which supplied its production under a long-term domestic coal supply agreement, ceased operations in December 2025 following the conclusion of the contract. The mine has since transitioned into care and maintenance.

In line with our portfolio optimisation strategy, we have initiated a disposal programme for assets where remaining resources and infrastructure retain value in use but no longer provide optimal long-term economic benefit to the Group.

We have made progress on our Lephalale Coal Bed Methane (LCBM) project. The modular liquefied natural gas (LNG) demonstration plant is designed to validate the commercial viability and marketability of the resource. Once commissioned, the plant will supply gas to a generator at Annea, enabling the operation to partially offset its reliance on Eskom electricity. Commissioning is expected during the first half of 2026.

ENVIRONMENTAL STEWARDSHIP

As a responsible environmental steward, we remain committed to reducing Scope 1 and 2 emissions by 30% by 2030 from a 2021 baseline, and to net zero by 2050. Total Scope 1 and 2 emissions in 2025 were 971 kt CO₂e, 25% lower than the 2021 baseline.

We continue to drive efficiency across our operations and to work towards our 2030 target. Central to our pathway to net zero is the incorporation of a minimum of 19 megawatts (MW) of renewable electricity by 2030. With a 4 MW solar project at Zibulo now complete, a procurement process for the remaining 15MW of renewables is underway.

In 2025 we recorded zero significant (Level 3 to 5) environmental incidents. This underscores improved controls, real-time monitoring and strengthened risk management across all sites.

In South Africa, operations exceeded the water reuse and recycling target of 75% by achieving a rate of 95%. Freshwater withdrawal was significantly reduced from 1,170 ML in 2024 to 896 ML in 2025 driven primarily by Ensham, which curbed abstraction from the Nogoia river by 33%.

The nature-based water treatment solutions we have implemented are yielding positive results. We have planted more than 300,000 trees as part of our phytoremediation programme. To optimise retention times, our biological sulphate reduction plant will continue to operate for a further 12 months following a techno-economic feasibility study on scaling up the plant. The study showed that the plant is more cost effective and generates less waste than traditional water treatment solutions but has longer treatment times and requires more land.

SHARING VALUE

We are committed to driving long-lasting social impact through our socio-economic development (SED) initiatives while fostering resilient community partnerships and transparent communication. We invested R130 million in SED and deepened our partnership model with host communities.

Significant strides were made in implementing the Thungela Education Initiative, which supports our SED impact goal: to improve access to quality education and skills development. Highlights include the provision of leadership support and coaching to principals and vice-principals at all 45 participating schools, hosting Grade 3 learner camps to equip learners with the tools to manage the transition to Grade 4, and conducting first-aid training, donating first-aid kits and equipping sick bays at each school.

During the year, we spent R32 million on enterprise and supplier development (ESD) initiatives through Thuthukani. The programme empowers local SMMEs to become sustainable businesses, in line with our impact goals: to improve access to income generation opportunities and reduce reliance on mines. To expose host community SMMEs to markets outside of Thungela, we invited 37 to network with various delegates at the Black Business Council and G20 Youth Entrepreneurial summits.

We delivered 10 Social and Labour Plan (SLP) projects across the business. These projects are closely aligned with our impact goal: to improve access to quality community infrastructure and health services. Three of these delivered a safe, reliable water supply and sanitation facilities to farm communities near our operations. High-mast lights and inverter initiatives gave three communities a sense of security and dignity. Further, the Emzinoni Multipurpose Centre and the Mhluzi Industrial Park cafeteria provides affordable premises for local SMMEs to run their businesses.

The Nkulo Community Partnership Trust continued to make progress on three projects. These include replacing asbestos classrooms and ablution facilities at Mphephethe Primary School in Hendrina, developing the KwaGuqa water pipeline project in Witbank and constructing the Bonginhlanhla Stimulation Centre for the Differently Abled in Middelburg, Mhluzi, in partnership with Mafube Coal. A series of activations were held across the municipalities in which we operate to introduce community trustees and inform local people about the funding application process.

In 2025, we contributed a collective R62 million to the Sisonke Employee Empowerment Scheme and the Nkulo Community Partnership Trust, based on our performance.

The communities in the areas we operate in are highly dependent on coal mining, steel production, and coal-fired power generation for employment and economic stability. As mines and power stations approach the end of their economic lives, it is critical that these communities are not left stranded. We prioritise social transition through our SED approach and impact goals, both during operation and in planning for mine closure.

Our success relies on adaptable and driven individuals and teams, who possess the expertise, skills, and insight necessary to thrive amid constantly evolving market conditions. We strive to create a workplace where people can grow and thrive. Our recognition as a Top Employer for the fourth consecutive year reflects the progress we have made. We continue to make considerable improvements in key areas such as career development, diversity, equity and inclusion and wellbeing.

COAL IN THE AGE OF ELECTRICITY

According to the International Energy Agency (IEA), the 'Age of Electricity' has arrived. Global electricity demand is growing twice as fast as overall energy demand, driven by AI, data centres, electric vehicles, and heat pumps.

The IEA states that coal continues to be a reliable and affordable source of energy, supplying roughly a third of global electricity and remains an integral component of energy security as the transition progresses. At a time of uncertainty and change for energy systems around the world, a range of trends could shape coal markets in the years ahead.

The IEA further notes that many countries are adopting a pragmatic approach that balances ongoing coal use with the deployment of emerging low-carbon technologies. Similarly, the World Economic Forum emphasises that energy transitions in emerging and developing economies must safeguard energy security and economic stability.

Given the re-emergence of energy security and affordability as primary concerns across jurisdictions for policy makers, system operators, industry and investors, it is clear that emissions reduction must be delivered through technology, stewardship and scale. Technologies that are available today can abate up to 99% of emissions. These include innovations such as supercritical and ultra-supercritical coal-fired plants, integrated gasification combined cycle systems, fluidised bed combustion and carbon capture, utilisation and storage (CCUS).

According to the Global Carbon Capture and Storage Institute, CCUS continues to see significant growth, with 77 facilities now in commercial operation and 47 more under construction. The CCUS project pipeline now includes 734 projects, up 17% year-on-year, with a capture capacity of nearly 515 million tonnes of CO₂, up 23% year-on-year.

Premature or abrupt phase-out of coal risks electricity shortages, rising energy costs and socio-economic disruption, particularly for communities dependent on mining and related industries. Coal continues to underpin affordable electricity, support industrial and infrastructure development, and enable economic growth.

LOOKING AHEAD

We remain committed to operating a fatality-free business while further strengthening our safety performance through our targeted interventions and by reinforcing our safety culture.

We will remain focused on controlling the controllables and driving operational excellence through productivity improvements, cost efficiency and maintaining our focus on delivering our ESG aspirations. We will also continue to review our strategy to ensure that we deliver on our purpose – to responsibly create value together for a shared future.

I look forward to leading this great organisation with energy, ambition and confidence. Our people remain at the heart of everything we achieve – our future is anchored in the choices we make to shape the future we want.

Moses Madondo

Chief executive officer

22 April 2026



MATERIAL MATTERS

We remain committed to a robust understanding of our materiality landscape. Our materiality process focuses on the issues that meaningfully influence our ability to create sustainable value over the short, medium and long term. Guided by a double-materiality approach, we assess both financial materiality, matters that impact our enterprise value, and impact materiality, which considers our broader effects on society and the environment.

Material matters are intrinsically linked to our strategy and business risks as these matters are considered critical to our current and future performance. We perform an annual assessment of our material matters and the process allows us to regularly and timeously reflect on matters that may evolve, recognising that materiality is dynamic in nature. Senior internal stakeholders from a broad cross-section of business functions engage in robust discussions and through this formal process material matters are identified and assessed. The outcomes are subsequently reviewed by the Group executive committee and ultimately submitted to the board for consideration and approval.

THE MATERIALITY DETERMINATION PROCESS

1

Identification:

External and internal analysis, stakeholder engagement, and a review of global, local and industry-specific matters



2

Assessment:

Internal stakeholders evaluate the impact by applying the double-materiality lens



3

Review:

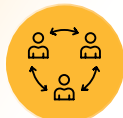
Ranking discussed in a multi-disciplinary material matters workshop and is reviewed by the Group executive committee



4




Approval:

Final approval of the matters by the board solidifies alignment with our strategic priorities





The most recent workshop resulted in the identification of 11 material matters, grouped into six overarching themes. The ranking of the material themes for the prior year is included in brackets in the tables below.




1. SAFETY AND HEALTH (FY2024: #1)

Material matter	Impact on value creation	Our response
<p>Eliminating fatalities and minimising harm</p>	<p>Safety remains our first value and is core to everything we do, ensuring that all of our people return from work safely and healthy every day. Safety is a strategic value driver that is intrinsically linked to productivity, costs and ESG performance.</p> <p>Our integrated approach to the management of occupational safety and health risks is based on the following principles:</p> <ul style="list-style-type: none"> » a zero-harm mindset » no repeats » simple non-negotiable standards 	<p>Group safety strategy principles, back to basics, work management and culture</p> <p>Group business scorecard includes safety and health metrics for all employees</p> <p>Maturity of safety culture focuses on increased risk sections and work crews using leading indicator heatmaps</p> <p>Explore technology to improve critical control effectiveness</p> <p>Programmes developed to analyse and manage the following workplace risks: respirable dust and noise, ergonomics, thermal stress and mental stress</p>
Link to strategy	Link to top key residual risks	UN SDG
<div style="display: flex; flex-direction: column; gap: 10px;"> <div style="display: flex; align-items: center;">  <div style="margin-left: 10px;">Safety</div> </div> <div style="display: flex; align-items: center;">  <div style="margin-left: 10px;">Drive our ESG aspirations</div> </div> </div>	<p>Employee safety and health</p>	




2. STEWARDSHIP (FY2024: #3)

Material matter	Impact on value creation	Our response
Responsible mine closure and environmental management	We create long-term sustainability by maintaining our social licence to operate, going beyond compliance and understanding the financial and reputational impacts of our activities	<p>An integrated approach to mine closure planning</p> <p>Executing concurrent rehabilitation and closure plans</p> <p>Understanding the impact of the National Environmental Management Act (NEMA) Financial Provisioning Regulations</p> <p>ESG metrics included in business performance scorecard</p> <p>Implementation of our ESG framework focusing on avoiding or minimising our impact</p> <p>Cash collateralisation of our environmental liability over time</p>
Supporting our employees	Deliver on our strategic priorities enabled by our engaged and skilled employees	<p>Enhancing value for employees through the Sisonke Employee Empowerment Scheme</p> <p>Employees living the Thungela values and driving a strong culture that drives sustainable value creation, as well as participation in regular employee surveys</p> <p>Recognised as a 'Top Employer' in South Africa</p> <p>Robust annual performance management programme</p> <p>Providing ongoing learning and development opportunities</p>
Empowering communities	Enhances social and relationship capital by securing our social licence to operate. Drives long-term reputational value and mitigates operational risk through resilient and transparent partnerships	<p>Direct community equity and upliftment through the Nkulo Community Partnership Trust</p> <p>Prioritising local procurement and ESD through the Thuthukani programme</p> <p>Executing SLPs and targeted corporate social investment (CSI) projects</p>
Regulatory and corporate governance	We are committed to complying with regulations and corporate governance principles to build trust with our stakeholders and maintain investor confidence	<p>Evolving governance frameworks</p> <p>Enhancing risk management and internal controls</p> <p>Independent board evaluation</p> <p>Code of conduct training</p> <p>Compliance awareness across multiple jurisdictions</p>
Link to strategy	Link to top key residual risks	UN SDG
 Drive our ESG aspirations	Environmental management Employee safety and health Community relations Legislative exposure	




3. CAPITAL ALLOCATION AND SHAREHOLDER RETURNS (FY2024: #4)

Material matter	Impact on value creation	Our response
Driving business sustainability	Long-term growth and profitability	Reaffirming our commitment to the capital allocation framework and the dividend policy Maintaining adequate balance sheet flexibility, including an appropriate liquidity buffer Shareholder returns through the cycle with a combination of cash dividends and share buybacks
Thermal coal global commodity price and currency fluctuations	Impact on earnings and cash flow	Thungela Marketing International's ability to optimise the margin of our product in South Africa and Australia Optimise foreign currency management
Link to strategy	Link to top key residual risks	UN SDG
 Maximise the full potential of our existing assets  Optimise capital allocation	Commodity price Foreign exchange rate fluctuations Geopolitical	




4. GROWTH (FY2024: #5)

Material matter	Impact on value creation	Our response
Deliver production replacement and life-extension projects and other projects	Deliver on our life-extension projects to remain competitive, impacting the Group's operational and financial performance	Ramp-up on Annea and Zibulo North Shaft Deliver on cost and productivity improvement projects to improve our all-in-sustaining cost Develop value options for the LCBM project Creation of future diversification options
Link to strategy	Link to top key residual risks	UN SDG
 Create future diversification options  Maximise the full potential of our existing assets	Commodity price Foreign exchange rate fluctuations	

5. RAIL (FY2024: #2)

Material matter	Impact on value creation	Our response
Reliability of rail infrastructure in South Africa (Transnet Freight Rail (TFR))	The performance of the rail network and trains operated by TFR and Transnet Infrastructure Manager materially affects our ability to place and export coal to customers, directly linked to our financial performance	<p>Created additional stockpile capacity, utilising physical infrastructure advantages, such as rapid load-out terminals</p> <p>Managed stockpile capacity with free-on-truck sales</p> <p>Continue to support TFR through industry and RBCT participation to enable consistent and reliable improvement in rail performance through various initiatives, such as the mutual co-operation agreement, customer collaboration policy, rail reform review, among others</p>
Link to strategy	Link to top key residual risks	UN SDG
 <p>Maximise the full potential of our existing assets</p>	Coal transport networks	 

6. CLIMATE CHANGE (FY2024: #6)

Material matter	Impact on value creation	Our response
Reducing operational GHG emissions (Scope 1 and 2)	Costs to meet the intermediate emission reduction target	Reduce our Scope 1 and 2 emissions through the implementation of energy efficiency and productivity improvement projects across our operations, installation of at least 19MW of renewable energy and responsible closure of mines as they reach the end of their operational lives
Executing on our pathway to net zero	Costs of executing the pathway to net zero	<p>Developing a detailed climate strategy and pathway to achieve net zero by 2050</p> <p>Setting an intermediate emission reduction target for 2030</p> <p>Improved ESG and climate-related disclosures aligned with global reporting standards</p>
Link to strategy	Link to key residual risks	UN SDG
 <p>Drive our ESG aspirations</p>	<p>ESG and climate change</p> <p>Environmental management</p>	 

3

ENVIRONMENT

Environmental stewardship	38
Air quality	40
Waste management	42
Water management	46
Climate change and energy	52
Integrated mine closure	70
Biodiversity	75



ENVIRONMENTAL STEWARDSHIP

Environmental stewardship is essential in coal mining because the industry interacts directly with land, water, air, ecosystems and people. Managing these impacts responsibly protects communities, reduces long-term costs, and ensures that we maintain regulatory compliance and our social licence to operate.

The environmental pillar of our environmental, social and governance (ESG) approach prioritises efficient resource use, the protection of biodiversity, waste management, land stewardship and rehabilitation, water management, community engagement, compliance with regulations, and the use of innovative technologies that minimise our environmental footprint.

Guided by a zero-harm approach, we hold ourselves to account through meaningful targets for water, waste, biodiversity, and climate change to ensure that we fulfil our commitment to responsible stewardship and minimising risks to host communities.

GOVERNANCE AND MANAGEMENT APPROACH

The board retains ultimate responsibility for the Group strategy, in which driving our ESG aspirations is a standalone pillar. Our approach to sustainability governance is described in full on page 154.

Our approach to environmental stewardship is guided both by our ESG and safety, health and environment (SHE) policies. These policies apply to employees and directors, contractors, suppliers and service providers or advisors acting on behalf of Thungela. The ESG policy is supported by a framework, which defines material and priority topics and is described on page 19 of this report. These are closely linked to the material matters on page 31.

The chief executive officer, together with the executive committee, is responsible for overseeing the implementation of these policies and tracking performance against targets. Targets are set in each material area and many are linked to executive remuneration. For details on executive remuneration, see page 103 of our Integrated Annual Report.

The SHE policy is supported by standards and guidelines which are premised on the precautionary principle. Robust environmental management systems ensure that we have processes in place to

identify and assess potential risks and impacts. These systems support the implementation of mitigation and management measures, as well as monitoring and evaluation programmes. Our South African operations are ISO 14001:2015 certified, apart from Annea, which will be assessed for certification in 2026.

Policies work in conjunction with local legal and regulatory requirements and international standards. The SHE policy sets out minimum standards and site management is responsible for their day-to-day implementation, oversight, monitoring and reporting, together with the related procedures and standards. Sites are required to track and report on progress against targets at monthly and quarterly performance meetings with the executive committee.

The SHE policy is underpinned by a zero-harm mindset, no repeats and simple non-negotiable standards. It is embedded in our values and code of conduct and built on the principles of care, respect and trust.

SHE systems are scalable and integrated into the whole lifecycle of our activities for all managed operations, projects, offices, support activities and closed mines, including how we work with our contractors and suppliers.

This section outlines our commitments, targets, performance and approach to:



AIR QUALITY



WASTE MANAGEMENT



WATER MANAGEMENT



CLIMATE CHANGE AND ENERGY



MINE CLOSURE AND REHABILITATION



BIODIVERSITY

ENVIRONMENTAL COMPLIANCE AND INCIDENTS

Each of our mines is governed by environmental permitting and licensing conditions and commitments tied to the management of their impacts. Compliance with these is non-negotiable, as failure to do so could jeopardise their legal and social licences to operate. To ensure strict compliance, sites undergo rigorous internal and third-party audits on an annual basis. External audits are conducted by independent consultants and regulatory bodies that assess compliance and pinpoint gaps to inform the development and implementation of action plans to rectify shortcomings.

Audit findings and corrective action plans are documented on our integrated SHE management platform and progress on actions is reported to the SHE steering committee, executive committee and the relevant regulatory authorities.

The issuance of environmental authorisations by regulators can be a lengthy process, which may, in some instances, be a risk to business continuity. To mitigate this risk, we regularly engage with regulators in host countries to ensure that any additional information is provided timeously.

0 Level 3 to 5 incidents
2024: 1

196 Total number of environmental incidents
2024: 181



PERFORMANCE

We had zero significant (Level 3 to 5) environmental incidents in 2025 for the first time since listing in 2021 (2024: 1). In 2025, we recorded 196 minor environmental incidents (cumulative total) compared with 181 in 2024. The increase is attributed to improvements in the management and reporting of environmental incidents and the revision of our environmental reporting framework and definitions. Almost 92% of the incidents recorded were classified as minor (Level 1).

The majority of Level 1 and 2 incidents were attributed to poor housekeeping resulting in incorrect waste storage and disposal, silted water infrastructure, overflow of storage tanks and ponding after high-rainfall events, hydrocarbon spills and carbonaceous material in undesignated areas.

We have seen a reduction in open water-related incidents due to the installation of automated dam level monitoring across all sites. An increase in the reporting of water-related high potential hazards (HPH) and nonconformances has also strengthened efforts to address water-related risks prior to the occurrence of an incident.

Compliance audits were carried out by regulators at our operations during the reporting year. One compliance notice and two pre-directives were received at South African operations. All of these have either been resolved or rectification action plans accepted by the relevant authority. One pre-directive issued in 2022 remains unresolved. We continue to engage with the Department of Water and Sanitation (DWS) on this matter.

LOOKING AHEAD

In 2026, we will continue to review the effectiveness of action plans to address non-compliance. We will also continue with our internal environmental directive system, where an operation, or part thereof, can be stopped if environmental HPHs are identified until all HPHs have been addressed.

We will undertake a deep dive into the water-related environmental incidents and water-related environmental legal compliance findings reported in 2025 to determine the root causes and develop implementable action plans.

AIR QUALITY



We make use of real-time digital monitoring technology and physical controls to reduce emissions at source.

Dust and particulate matter (PM) from our operations have the potential to negatively impact the environment and human health. This is a material issue for our South African sites where communities live in close proximity to our operations. We limit our contribution to regional air quality challenges through pre-emptive modelling, by monitoring air quality conditions in real time and implementing preventative mitigation measures and critical controls.

OUR APPROACH

Our approach is guided by the Thungela Air Quality Emissions Standard, together with our air quality performance and emissions guideline. These are aligned with national legislation and provide mandatory operational requirements and targets for emissions. Sites perform self-assessments against the standard on an annual basis.

All South African sites have a five-year emission reduction and management plan which has been submitted to the regulator as required by local legislation. Sites report into the National Atmospheric Emission Inventory System annually.

We use ElementAir real-time dust and PM monitoring systems at all South African sites. The system is certified to measure PM down to 2.5 micrometres and provides a live feed of priority pollutants while measuring wind direction, wind speed, temperature, humidity and barometric pressure. This allows the identification of dust sources and alerts are sent to operational managers so that issues can be dealt with promptly.

Ensham conducts depositional dust monitoring on a monthly basis and calculates contributions to PM₁₀ and PM_{2.5} using conversion factors as part of the National Pollutant Inventory submitted annually to the regulator. Ensham is a remote mine with the nearest town 35km away. Thus, air quality is not as material as it is in the South African context.

We use a range of physical controls to reduce dust at source. These include chemical dust suppressants on haul roads, scheduled water suppression on unpaved roads and water sprayers at crushers, tipping areas and loading facilities. Hydroseeding — the application of seeds in a mix of water and appropriate nutrients — is used to stimulate growth and reduce dust from unvegetated overburden, topsoil stockpiles and rehabilitated areas.

Spontaneous combustion is a source of dust and other emissions. To manage this, we use water sprayers on burning areas and apply inorganic cladding material to starve them of oxygen.

Additionally, water is used during drilling, while blasting is optimised to reduce dust. We have a no-blasting rule in high-wind conditions.

GOVERNANCE

Operations are responsible for implementing emissions controls, reporting to authorities and engaging with stakeholders. Interdepartmental social performance management committee meetings ensure that community complaints are adequately addressed at the appropriate level. Site general managers take accountability for dust controls and their performance scorecards include dust indicators. An aggregated view of site and business performance is prepared for internal monitoring and reporting to the SHE steering committee and the board’s health, safety, environment and risk committee.





AIR QUALITY

In South Africa, we noted a marked reduction in PM10 exceedances from 16 in 2024 to four in the reporting year. Exceedances in PM2.5 also declined from seven in 2024 to two in 2025. This improvement reflects the maturity of site management teams' interrogation of real-time data. From time to time, the availability of data is impacted by the theft and vandalism of monitoring units. To minimise disruption, we keep critical spares in stock to enable the rapid repair or replacement of units.

We received 32 dust and blasting-related complaints from surrounding community members compared to 18 in 2024. The majority of these emanate from communities in close proximity to Khwezela's Navigation pit. All sites have grievance mechanisms in place to capture, investigate and address community concerns. Exceedances are fully investigated through our learning-from-incidents process, and action plans are developed to address their root causes.

Ensham currently operates as an underground mine, although the rehabilitation of land previously mined using opencast methods may generate dust.

In 2025, we generated 1.6 tonnes of sulphur dioxide (SO₂) (2024: 1.85 tonnes) and 1,629 tonnes of nitrogen dioxide (NO₂) (2024: 1,876). These emissions are generated during diesel combustion.



COAL BENEFICIATION

We are committed to delivering premium, low-sulphur coal for export. To ensure the quality of our product, we beneficiate the coal we mine to remove undesirable elements.

Beneficiation involves the selective washing of run-of-mine coal to remove rock and other materials that negatively affect combustion. This process eliminates contaminants typically associated with lower-grade coals, such as high ash and sulphur content, while enhancing desirable properties to support more efficient and cleaner combustion.

LOOKING AHEAD

In the year ahead, we will continue to monitor real-time data and alerts, implementing corrective actions where necessary. We will explore the potential for monitoring SO_x emissions from spontaneous combustion.

WASTE MANAGEMENT



NON-MINERAL WASTE

Our focus is on minimising waste, promoting reuse and encouraging recycling, while pursuing circular economy strategies and initiatives that support community development. Our target is to reduce the hazardous and general waste we send to landfill by 50% by 2030, using 2021’s volumes as a baseline.

OUR APPROACH

Our approach is guided by our non-mineral waste policy, which is based on prevailing legislation and the waste hierarchy – to avoid, reduce, reuse, recycle, recover, treat and, as a last resort, dispose. Our target applies to our South African operations while opportunities to reduce waste to landfill at Ensham are under development, along with the establishment of a baseline.

A collaborative approach that involves employees, community recyclers and suppliers is critical to meeting our target. We are investigating various waste-to-value options, particularly where community involvement is feasible. Sites separate waste at source using different coloured bins, designated skips and enclosures, and working with small, medium and micro-sized enterprises in local communities for the collection of recyclables which are taken to buy-back centres and ultimately used in the manufacture of new products. We engage with suppliers to reduce unnecessary packaging, and they are, in many instances, contractually obliged to remove waste materials from our sites.

HAZARDOUS WASTE MANAGEMENT

The management of hazardous waste is strictly regulated and controlled both at our operations and at the licensed hazardous facilities that receive our waste. These are regularly audited by external parties. Hazardous waste can only be stockpiled on site for a limited period before it must be sent to a licensed landfill. Disposal by certified waste management service providers is tracked and safe disposal certificates are kept.

Bioremediation is used to treat hydrocarbon spillages rather than disposing of affected soil in landfills for hazardous materials.



Waste to landfill in South Africa has reduced by 15% from a 2021 baseline of 2,332 tonnes to 1,983 tonnes in 2025 (2024: 2,258 tonnes). Non-hazardous waste to legal landfill decreased significantly from 1,431 tonnes in 2024 to 1,120 tonnes in the reporting period, while hazardous waste to legal landfill increased to 863 tonnes from 827 tonnes in 2024. This increase is largely due to the ramp up of Annea Colliery.

At Ensham, non-hazardous waste to legal landfill increased to 1,526 tonnes in 2025 from 1,455 the previous year. Hazardous waste to landfill also increased to 292 tonnes from 264 tonnes in 2024.

The addition of Annea and Zibulo North Shaft to our reporting framework, combined with Goedehoop and Isibonelo’s cessation of operations, has had an impact on the volumes of waste produced and managed. Decommissioning activities typically increase waste disposal, after which volumes generally decline.

Sites have made a concerted effort to identify waste recycling opportunities, which reflects in the numbers below. Our gumboot recycling project continued at Greenside and Goedehoop where almost four tonnes of gumboots were recycled in 2025.

Several waste recycling initiatives have contributed positively to the waste to landfill reduction effort. The large increase in non-hazardous waste recycling below is due to an unusually large amount of scrap metal that was recycled last year.



WASTE MANAGEMENT

WASTE RECYCLED	2025	2024	2023	2022
Hazardous waste recycled	1,132	720	390	5
Non-hazardous waste recycled	3,128	1,785	1,683	1,534



FROM RAGS TO RESOURCES

To achieve our 2030 target of reducing waste to landfill by 50%, we need to reimagine how everyday items can be repurposed, recycled or reused.

Mafube, our 50% joint venture with Exxaro, piloted a way to reuse oily rags at one of its workshops two years ago and has already diverted two tonnes from landfill. Maintenance teams use rags to wipe down tools and machinery, clean up spills and apply lubricants and solvents. These are just one of the many essential but overlooked consumables used on our sites that ultimately end up in landfill.

Used rags are collected, soaked in a tank filled with biodegradable degreaser for up to 48 hours and then washed, rinsed, dried and repackaged before being sent back for reuse. This process is far more cost effective and environmentally friendly than buying new rags and disposing of oil- and grease-contaminated items that are classified as hazardous waste.



LOOKING AHEAD

We will strengthen our focus on upstream waste prevention in collaboration with our supply chain function by identifying further opportunities to proactively eliminate waste at source. In addition, operations will work to diversify recycling streams through initiatives such as the installation of dedicated oil filter recycling bins, the introduction of oily rag washing and reuse programmes, and more comprehensive on-site waste inventory assessments during disposal to identify further opportunities to expand on the existing recycling initiatives.



WASTE MANAGEMENT

MINERAL WASTE

We are committed to the responsible management and storage of mineral waste to prevent impacts on the health and safety of employees, the environment, communities, cultural heritage sites and infrastructure.

Mineral waste from coal processing includes low-quality discard coal and fines and is disposed of in engineered, licensed facilities referred to as mineral residue facilities (MRFs). These contain predominantly coarse coal discard and much smaller volumes of fine coal slurry. Some facilities use dry co-disposal of filtered fine and coarse discards.

Outer walls are constructed with compacted coarse coal discard and are substantially wider than conventional tailings facilities in other commodities, making them more robust. Discard in these facilities is tightly compacted to prevent the ingress of oxygen, which could result in spontaneous combustion. The risk of a dam breach from an MRF is therefore extremely low.

We have three MRFs currently in operation, several inactive, dormant or rehabilitated MRFs and 33 dams under our charge. The biggest risks associated with these are inundation, dam breaches, groundwater contamination, dust and spontaneous combustion.

OUR APPROACH

Our approach to MRF and dam management is guided by the Thungela Technical Standard for MRFs and Water Containment Structures. This standard applies to all MRFs, water containment and water diversion structures, either temporary or permanent and is applicable throughout a facility's life, from site selection and early studies, through to design, operation, closure and post-closure. Peer-reviewed by international specialists, the standard guides the siting, safe design, monitoring, inspection and surveillance of these structures and is applied as a minimum requirement.

Each MRF is evaluated and assigned a consequence classification rating ranging from insignificant, minor and moderate to high and major. These ratings determine the design, monitoring and surveillance requirements of each structure and are reviewed every year.

All dams are operated within the recommended factors of safety and are monitored by an engineer of record (EOR). Dam breach analysis and inundation studies are carried out on all facilities rated high and major.



ASSURANCE AND GOVERNANCE

A competent person and EOR provide assurance on each facility's structural integrity and work with operational personnel to ensure that disposal takes place in line with design specifications. The EOR is a licensed professional who is legally responsible for the design, specifications and overall engineering integrity of a specific facility. They assume primary responsibility for the engineering aspects and are accountable for ensuring that the design meets applicable codes, standards, and regulations. They must also ensure that the relevant studies, risk assessments, permits, incident registers, and emergency response and preparedness plans are in place.

An independent technical review panel made up of senior external multidisciplinary specialists is mandated to conduct systematic and ongoing reviews, particularly at facilities with high and major consequence ratings. This panel reviews the design, operating and management systems and provides recommendations and assurance to the business.

GOVERNANCE PROCESSES AND OVERSIGHT OF ACTIVE FACILITIES INCLUDES:

- daily and weekly oversight and inspections, all of which are logged onto our SHE management system by site personnel;
- monthly monitoring and assessment of performance parameters for MRF discard deposition;
- monthly meetings with sites and contractors; and
- quarterly and annual EOR inspections and reporting, with actions tracked on our SHE management system.

RE-MINING OF MINERAL RESIDUE FACILITIES

We are currently re-mining the active MRFs at Greenside. This process offers several benefits, including maximising resource use by extracting coal and minerals. This reduces the need for new mines, creates employment and stimulates economic growth. Re-mining active MRFs also frees up space for incoming waste, minimising the need for additional disposal sites and mitigating environmental impacts such as soil erosion and water pollution.

LOOKING AHEAD

In 2026, we will continue to focus on compliance with our MRF standard and external technical oversight through our technical review panels. We are exploring an option to sell some of the coarse discards from Khwezela, which will reduce the amount of discard that we deposit on the MRF. We will also review the emergency preparedness and response procedure for the Blaauwkrans MRF.

WATER MANAGEMENT



Access to clean, reliable water is a fundamental human right. It is essential to our operations, surrounding communities and to the functioning of healthy ecosystems.

We manage our interactions with water to ensure that we do not negatively affect water quality or the availability of water in the areas surrounding our operations. Given that the countries we operate in – South Africa and Australia – are water-stressed, we are strongly committed to responsible water stewardship.

Increasing population growth, urbanisation and the effects of climate change are likely to intensify water stress in many areas. Our South African operations are in close proximity to local communities, so we must ensure that we do not infringe on their right to a clean, safe and affordable water supply.



OUR APPROACH

The World Resources Institute Aqueduct Risk Atlas classifies the area in which Ensham is located as low to medium water stress, while the areas in which our South African mines are located face high to extremely high water stress. Despite this, our operations are water positive, with significant volumes of groundwater flowing into operational areas from adjacent aquifers. As a result, excess water must be managed through dewatering and stormwater management to support safe, productive and environmentally responsible operations.

Our approach is guided by our water policy, the Thungela Water Management Strategy and a set of best-practice technical management standards and guidelines that set out the minimum requirements. These documents address all aspects of effective water management, including water supply and security; dewatering; the collection, storage and use of both clean and mine-impacted water; and the management of potential environmental impacts. The policies and standards apply to all operations and joint ventures throughout the mining lifecycle.

WATER GOVERNANCE

The board's health, safety, environment and risk committee has oversight of water management and receives quarterly updates on performance and water-related incidents from the executive head of technical, who is accountable for water at an executive management level.

Each mine has a designated water lead responsible for ensuring the implementation of our water standards and guidelines. Sites reduce their reliance on fresh water by enhancing reuse and recycling rates within their production cycles and minimising potential impacts on surrounding watercourses. Water management is incorporated into operational activities, sustainable closure planning and the design and development of new projects. These planning cycles consider potential water risks due to climate change.

Significant focus is placed on monitoring and reporting, both of which are aided by annual internal and external audits and gap analyses. Annual internal audits are also carried out on the implementation of the water management standard.

WATER MANAGEMENT STRATEGY

Our strategy guides our approach to responsible water stewardship and is founded on the following principles:

- securing water without compromising access for other users;
- preventing harm to the environment;
- proactively engaging in effective water partnerships;
- minimising risk to protect and enhance value, while not externalising impacts;
- buffering operations against external water demand, costs and climate change; and
- being open and transparent in our water management practices with all stakeholders.

VISION

To become a responsible water steward by enabling mining while seeking to achieve no long-term net harm where we operate and reducing our long-term liability through effective use of knowledge, partnerships and innovative technology.



OPERATIONAL EXCELLENCE

Compliance with standards and regulations, best-practice water and discharge management, and the rigorous management of data form the foundation of the operational excellence pillar of our strategy. We apply the hierarchy of controls to enable mining to be conducted in such a way that we avoid long-term environmental harm.

Each site has a risk-based water management plan based on its water balance. These plans include the management of excess water, a water quality monitoring programme for both groundwater and surface water and an approach to dealing with mine-impacted water. Water balances are reviewed and updated regularly to determine future treatment, storage, and recycling needs.

Sites undertake extensive water monitoring of both volumes and quality, with the latter extending to off-site water bodies to ensure that mine-affected water does not impact the surrounding environment. We also conduct progressive rehabilitation to reduce the ingress of water into mine workings and regularly update final landforms to ensure better surface drainage.

Although our South African mines are water-positive, widespread regional water shortages mean we prioritise reducing abstraction wherever possible and limit our use of reclaimed water supplied by the eMalahleni Water Reclamation Plant (EWRP). By doing so, we help ensure that more water remains available for industrial, commercial and domestic users beyond our operations.

TREATMENT AND REUSE THROUGH THE EWRP

Mining activities intersect with surrounding aquifers, which causes groundwater to accumulate in mine workings. To enable safe and productive mining, this water must be pumped into pollution control dams before being either reused in production processes or sent to the plant for treatment.

With a capacity of 50 megalitres (ML) per day, the facility treats this water to potable standards. A portion is returned to our Greenside, Khwezela and Zibulo operations and centralised services sites for reuse. These operations are therefore fully self-sufficient in meeting their water requirements.

The balance of treated water from the EWRP is channelled into the severely constrained eMalahleni Local Municipality’s reservoirs (4,933 ML in 2025, 2024: 7,082 ML), or into the water-stressed upper-Olifants river catchment (2025: 192 ML).

Where the distance makes it unfeasible to send water to the EWRP, fit-for-purpose solutions are implemented at operations such as Annea and Mafube. Reuse, recycling and treatment play an important role in minimising our use of imported clean water.

Water management at Ensham is focused on underground dewatering, storing the sodium-rich water in old opencast pits and releasing it into the Nogoza River when the river is in flood, in accordance with licence conditions. The mine has an allocation to abstract fresh water from the Nogoza River for use underground as the elevated sodium content in the mine-affected water renders it unusable in the underground machinery.



WATER MANAGEMENT

DRIVING TECHNOLOGY AND INNOVATION

We partner with industry, academia and government to drive innovation and technology development in water treatment technologies, including passive treatment options, to ensure that the most sustainable and cost-effective solutions are implemented. These solutions seek to treat water to qualities that meet compliance criteria for discharge, support our social obligations and provide fit-for-purpose water where appropriate. We are actively implementing nature-based solutions, which are described on page 50.

PARTNERSHIPS AND ENGAGEMENT

Water is a shared resource, which means that effective and regular engagement with stakeholders is critical to our success. We proactively interact with relevant government departments, catchment management forums, communities and peers.

We also partner with various academic, government and industry bodies to fuel innovation. These include the University of Pretoria, the University of the Witwatersrand, Mintek, Coaltech, the Technology Innovation Agency, the Water Research Commission and the Water Institute of South Africa.

OUR PERFORMANCE

361 ML

Freshwater abstraction (South Africa)

2024: 373 ML

43%

Target: treat 40% of mine-impacted water

2024: 64%

95%

Target: maintain water reuse and recycling levels above 75%

2024: 97%

1,137 ML

Potable water abstraction from the EWRP

2024: 1,097 ML

0

Target: zero Level 3 or greater water incidents
Level 3 incidents

2024: one Level 3 incident

Three of our South African operations and Ensham use fresh water from external sources. Our target is to reduce the consumption of imported freshwater by 2.5% annually, relative to the previous year.

Total freshwater abstraction for the Group was 896 ML in 2025 compared with 1,170 ML in 2024. The decrease is largely due to reduced abstraction at Ensham, where improvements to the conveyor system sprayers and general preventative maintenance has reduced the need to hose fines. South African operations' freshwater abstraction was reduced from 373 ML in 2024 to 361 ML in 2025.

The use of potable water from EWRP increased from 1,097 ML in 2024 to 1,137 ML in the reporting year.

Our water efficiency rate (reuse and recycling) was 95% in 2025 (2024: 97%), exceeding our water efficiency target of 75% by a significant margin.

Water treatment substantially mitigates the risk of uncontrolled discharge of mine-impacted water, particularly during periods of high rainfall. Through treatment, we are able to manage water levels within acceptable limits. An overall treatment rate of 43% was achieved in 2025 against an annual target of 40%.

In 2025, Ensham withdrew 535 ML (2024: 797 ML) from the Nogoia river for operational use. During the reporting year, the mine discharged 565 ML into the Nogoia River in line with its environmental authority discharge licence (2024: 292 ML).

We had zero Level 3 to 5 water-related environmental incidents in 2025.





WATER MANAGEMENT

WATER TREATMENT

Our approach to financial provisioning for water treatment in South Africa aligns with the National Environmental Management Act's (NEMA) Financial Provisioning Regulations which require costs to be based on currently available technologies approved by the Department of Mineral and Petroleum Resources (DMPR), based on evidence that the discharge requirements can consistently be met. In partnership with academic institutions and appropriate government agencies, we showcase how passive treatment solutions can deliver effective results.

PASSIVE TREATMENT SOLUTIONS

Passive water treatment options that leverage nature-based solutions offer a holistic and sustainable approach. By integrating natural processes into water management practices, we can improve water quality, protect ecosystems and provide a fit-for-purpose resource that can be used for economic diversification post-mining. Active water treatment facilities that use reverse osmosis will continue to play a significant role in how we treat mine-affected water, however, they require full-time operation, ongoing maintenance and significant chemical and energy inputs. Moreover, they are vulnerable to vandalism and theft, particularly in remote areas.

Nature-based solutions draw on natural systems such as vegetation, soils and microorganisms to support water treatment processes. These approaches are less energy intensive, result in lower carbon emissions and are more cost-effective than conventional methods. Additionally, many nature-based interventions help restore or protect natural habitats, contributing to the conservation of biodiversity.

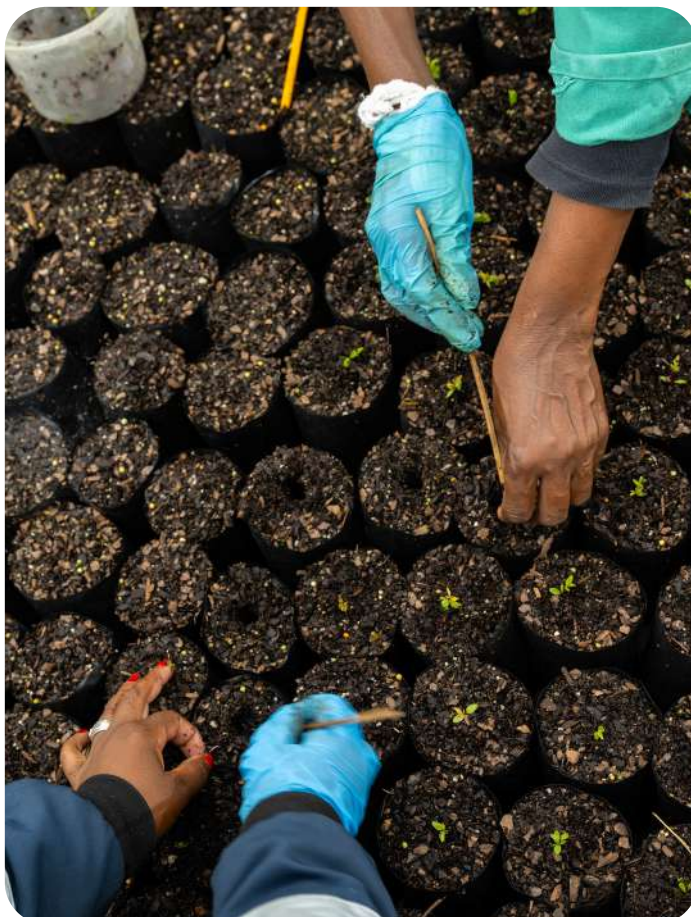
We have been conducting research and development at pilot and demonstration scale for several years in partnership with a variety of technology and academic partners. Both engineered and natural solutions such as phytoremediation, biological sulphate reduction, and the restoration of wetland systems have been implemented and have shown positive results.

PHYTOREMEDIATION

We are implementing large-scale phytoremediation using indigenous trees as a key component of our long-term post-closure water management strategy. Four tree species, including the *Searsia lancea*, (Karee tree), have been selected for their ability to absorb mine-impacted water, helping to control water levels in old mine workings. The trees also reduce recharge into the old workings, ultimately preventing decant. As they mature, the trees will form canopies reaching up to eight metres in height. Beyond their essential role in water management, they will contribute to carbon sequestration and enhance biodiversity in these areas.

These trees are propagated at a purpose-built nursery at Greenside before being planted at closing sites, including Khwezela's Kromdraai mine and Goedehoop.

To date, approximately 320,000 trees have been planted across our South African sites. This initiative is being carried out in partnership with researchers from the University of the Witwatersrand's School of Animal, Plant and Environmental Sciences.



BIOLOGICAL SULPHATE REDUCTION

A 50,000-litre per day biological sulphate reduction demonstration plant, commissioned in 2022, continues to yield positive results. This facility uses bacteria to remove sulphate, neutralise water and eliminate metals to produce a product suitable for agricultural use. Sulphate levels are reduced by 81% and pH levels improve from 3.5 to 7.3.

The project's goal is to turn mine-impacted water into a valuable resource for agriculture on rehabilitated mine land. The passive nature of the system means it requires minimal electrical input, zero chemical additives and only occasional maintenance, making it a sustainable and cost-effective solution for long-term water management.

Treated water has been used in irrigation trials to assess its impact on soil and crop health through a full year to test seasonal crops. Results indicate that further optimisation is needed to improve the final water quality for irrigation. A techno-economic assessment shows that the plant is more cost-effective than active reverse osmosis and generates less waste. However, it has longer treatment times, requires more land and faces permitting uncertainties as it would be the first of its kind. The demonstration plant will run for another 12 months to reduce the retention times required and for additional irrigation trials.

The cloSURE® technology was developed in collaboration with the Technology Innovation Agency, Mintek, the Department of Science and Technology, The Moss Group and the University of Pretoria's Faculty of Natural and Agricultural Sciences.



LOOKING AHEAD

In 2026, we will continue to run our nature-based solutions to optimise and refine these options. We will launch a groundwater information management system and a data analytics tool that will monitor water levels in boreholes and underground workings. We will undertake a review of the current status of rivers around our operations and continue to update our water management plans.

Ensham will continue to explore the implementation, timing and regulatory approval of evaporation systems and measures to reduce the volumes of water extracted from the Nogoja River.

CLIMATE CHANGE AND ENERGY

As the unprecedented demand for electricity continues to grow, and impacts of climate change become more pronounced, the importance of embracing and accelerating the rollout of technologies that can abate emissions from coal-fired power stations becomes ever more critical.



OUR POSITION ON CLIMATE CHANGE AND ENERGY TRANSITION

We support the goals of the Paris Agreement, to limit the increase in the global average temperature to well below 2°C and pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels. We recognise the importance of our role in reducing emissions, both in our direct operations as well as in our supply chain.

We also recognise the common but differentiated responsibilities and capabilities of domestic economies in pursuit of climate objectives and believe that actions to limit temperatures must support the United Nations Sustainable Development Goals (UN SDGs), including sustained, inclusive economic growth and universal access to clean, affordable energy.

The recent, unprecedented growth in electricity demand is expected to continue and highlights the need for all sources of energy. Concurrently, geopolitical complexity and the need for energy security and grid stability mean that coal is likely to play a role in the energy mix for longer than expected, albeit on a more operationally flexible basis, providing back up and system support.

We acknowledge the impact of unmitigated coal combustion on climate change and strongly support the accelerated deployment of all emission reduction technologies, including coal abatement technologies such as high-efficiency, low-emission coal-fired power plants and carbon capture, utilisation and storage (CCUS).



MINE CLOSURE AND RESPONSIBLE SOCIAL TRANSITION

Communities in the regions in which we operate in South Africa are heavily dependent on both mining and coal-fired power generation for their livelihoods. Economic diversification and social transition in these areas will require a coordinated, multi-stakeholder approach to maximise opportunities and mitigate risks in the long term.

Our vision is to collaborate with host communities to establish regenerative landscapes that create sustainable livelihoods through economic diversification. We aim to leave a positive legacy through the integration of mine closure planning, with the repurposing of rehabilitated land and the conservation of biodiversity for the benefit of communities and the environment.

GOVERNANCE

Our approach to sustainability governance, including that related to climate change, is described in full on page 154.

ADVOCACY

OUR CLIMATE CHANGE ADVOCACY POSITION

We believe that effective policy is essential for providing the right drivers and incentives to encourage coordinated, efficient and equitable response measures. We are committed to transparency in our political engagement and prohibit political donations in any circumstances, either directly or through third parties.

We engage constructively with policymakers both directly and through industry associations to advocate for our position on matters relating to climate change and our business. Any climate-related advocacy that we undertake or that is undertaken

on our behalf, should be in line with the letter and the spirit of our stated policy positions and supportive of the goals of the Paris Agreement. There may be times when our views diverge from those of our industry association partners, in which case we aim to ensure our views are noted and recorded. In all our climate advocacy activities, we are committed to compliance, transparency and accountability.

The following section outlines the industry associations to which we belong, why we are members, positions of responsibility held by Thungela employees and our annual financial contribution. This disclosure enables interested parties to review our memberships and raise any questions or concerns.

MEMBERSHIPS AND ASSOCIATIONS



FUTURECOAL GLOBAL ALLIANCE

We are a member of the FutureCoal Global Alliance, the world's only multi-lateral organisation representing the entire global coal value chain. FutureCoal was created to reflect a shift in the global coal sector toward innovation, emissions abatement technologies and responsible stewardship. It advocates for an inclusive international policy framework that supports nations' sovereign right to choose their energy pathways, including the continued but transformed use of coal. The alliance champions 'Sustainable Coal Stewardship' (SCS), which encourages the modernisation of coal-related businesses through innovation, technology adoption and environmental improvement. SCS comprises a range of initiatives in pre-combustion, combustion and post-combustion phases.

FutureCoal recognises the objectives of the Paris Agreement and acknowledges the global shift towards decarbonised energy systems. The Alliance argues that coal—especially when abated—remains essential for many developing and emerging economies. It advocates for all-technologies and all-fuels energy policies that recognise coal's ongoing contribution to livelihoods, industrialisation and energy security.

In 2025, FutureCoal's 'Fund Fair. Fund Equal.' campaign called on banks, investors, insurers and governments to fund coal fairly and equally, rather than excluding it from financial frameworks. The campaign argues that coal continues to play a significant role in global electricity generation and industrial sectors, yet is often restricted or penalised in investment decisions. It argues that the focus should be on funding cleaner, more efficient and responsibly managed coal systems, ensuring that coal-based economies, especially in developing regions, are not disadvantaged in the global energy transition.



MINERALS COUNCIL SOUTH AFRICA

Minerals Council South Africa (MCSA) represents 73 members, comprising 90% of South Africa's mineral production by value across a range of commodities. The council plays an advisory and leadership role, monitors progress and provides support for regulatory developments, including those relating to climate change.

MCSA and its members are committed to participating in a responsible transition to a net zero carbon economy and prioritise climate-resilient development. The board has adopted individual member commitments, which include a requirement for members to develop a climate change response with near-term (five to 15 years) Scope 1 and 2 emissions reductions and net zero emissions by 2050. Members must also collaborate with supply chain partners to reduce Scope 3 emissions and must improve the transparency of their climate-related reporting. The MCSA developed a Climate Change Framework to guide mitigation, adaptation and just energy transition efforts for its members.

In 2025, we provided comments on the 2025 Draft Taxation Law Amendment Bill, Draft National Greenhouse Gas Carbon Budget and Mitigation Plan Regulations and the Draft Guideline for the Consideration of Climate Change Implications in Applications for Environmental Authorisations, Atmospheric Emission Licences and Waste Management Licences.



BUSINESS UNITY SOUTH AFRICA

We participate in the Business Unity South Africa (BUSA) environmental sub-committee and climate change working group in our capacity as a member of MCSA. BUSA members are committed to working with government to move South Africa onto a path towards net zero and to build resilience to climate change impacts. One of BUSA's strategic objectives focuses on the just transition towards low-carbon, climate-resilient and ecologically sustainable economies and societies.

The comments provided to MCSA on climate-related legislation and regulations were shared with BUSA.



**Industry Task Team
on Climate Change**

INDUSTRY TASK TEAM ON CLIMATE CHANGE

We are a member of the Industry Task Team on Climate Change (ITTCC), a non-profit association made up of a number of large companies. The organisation is supportive of South Africa's international commitments to meet its climate change goals and gradual transition to a lower carbon economy. The organisation encourages the sharing of best-practice approaches adopted by ITTCC companies.

Thungela participated in monthly industry information sharing sessions, including discussions on carbon budgets and mitigation plans, carbon market mechanisms such as offsets and renewable energy credits, South Africa's grid emission factor, Carbon Border Adjustment Mechanism, adaptation and updates on the latest developments in climate change science.



*Energy Intensive
Users Group SA* Est. 1999

ENERGY INTENSIVE USERS GROUP

We are a member of the Energy Intensive Users Group (EIUG), a voluntary, non-profit association established in 1999. The EIUG has a strong technical background and engages with government departments on the need for a cohesive approach to energy supply to ensure security of supply, stable pricing and a clear path forward on policy, within a just transition framework. The EIUG works in collaboration with the ITTCC and is fully committed to the transition toward a low-carbon economy. It aims to ensure that this is done in a manner and within a timeframe that protects and maintains the competitiveness of our economy. The group engages directly with government departments, Eskom and the National Energy Regulator of South Africa.



COAL INDUSTRY ADVISORY BOARD

The Coal Industry Advisory Board (CIAB) is an advisory board to the International Energy Agency (IEA) and is made up of a group of senior-level executives from coal-related enterprises across the value chain. Its 25 members, including Thungela, are drawn from 11 countries that represent just under 80% of global coal production and consumption. The CIAB's role is to advise the IEA of developments on various aspects of coal, including production, transportation, trade and utilisation. This informs the IEA's projections and advisory work with member governments.

Thungela held the chairmanship of the CIAB in 2025. The CIAB published a study focused on recent advances in CCUS using two case studies in China. The 2025 work programme focused on the 'Energy Supply and Security Study', which will be finalised and published in 2026. During the year, workshops were held with the IEA on grid stability and energy security, critical minerals and advances in CCUS. The proceedings of the plenary meetings and reports produced by the CIAB can be found here: <https://www.iea.org/about/structure/coal-industry-advisory-board>.



NATIONAL BUSINESS INITIATIVE

The National Business Initiative (NBI) is a voluntary coalition of South African and multinational companies working towards sustainable growth and development. The NBI runs multiple projects and partnerships designed to help member companies build their capacity to respond and ultimately work collectively with government to develop solutions to climate change and emissions mitigation. Member companies pledge their support for a low-carbon future.

We participated in NBI workshops and thought-leadership sessions and provided input on climate adaptation and resilience in industry and biodiversity.

MEMBERSHIP FEES

We pay annual membership fees to industry associations, with the amount based on each association. We also pay extra fees for specific projects when needed.

Association	2025 Membership (Rand million)	Alignment of association with our position on climate change
FutureCoal	1.96	Yes
Coal Industry Advisory Board	0.27	Yes
Industry Task Team on Climate Change	Nil	Yes
National Business Initiative	0.23	Yes
Minerals Council South Africa	9.53	Yes
Energy Intensive Users Group	0.28	Yes
Business Unity South Africa	N/A	Yes

RISKS AND OPPORTUNITIES

Our approach to integrated risk management (IRM) is guided by our IRM policy and framework and operational risk management standard. These are aligned with the ISO 31000 principles and guidelines, the Johannesburg Stock Exchange’s Listing Requirements and the requirements of King IV™. Our IRM includes the following key principles:

- The board considers risk in a manner that enables the organisation to set and achieve its strategic objectives
- Risk is owned by the Group executive committee
- Risk management is integrated across the organisation and embedded in critical business processes to support day-to-day activities and executive decision-making at both operational and corporate levels.

Climate risks are integrated into the baseline risk registers at all sites and are managed as part of the IRM process. Our risk management approach is described in more detail on page 162 of this report and on page 33 of the Integrated Annual Report.

UNDERSTANDING OUR EXPOSURE TO CLIMATE-RELATED RISKS AND OPPORTUNITIES

We have used scenarios defined by the Intergovernmental Panel on Climate Change (IPCC) and the IEA, as potential pathways to help understand the possible physical and transition risks and opportunities our business is exposed to over two timelines: near-term (2030) and long-term (2050). A quantitative assessment was carried out on relevant acute and chronic physical climate risks, market and regulatory (transition) risks, and changes in exposure under various climate scenarios.

Transition risks relate to potential impacts on coal demand and production costs across our value chain. These could be associated with regulatory, technological and behavioural changes in the transition to a low-carbon economy.

Physical risks relate to the potential impact on our operations, supply chain and surrounding communities from extreme weather events and chronic shifts in climate patterns.

The Group has adopted a qualitative approach to the disclosure of anticipated financial effects of climate-related risks. The anticipated financial effects have been assessed using scenario analysis including both qualitative and quantitative inputs, however due to the high level of uncertainty and possible variability of these inputs, the level of measurement uncertainty is considered too high to disclose quantitative financial effects.

THE SCENARIOS

Our approach to net zero is informed by three physical risk climate scenarios that apply the IPCC's AR5 Representative Concentration Pathways (RCP) and AR6 Shared Socio-economic Pathways (SSP) reports and the three scenarios set out in the IEA's World Energy Outlook (WEO) for transition risk analysis. Collectively, these scenarios define low, moderate and high emission futures.

PHYSICAL SCENARIO ¹	RCP 8.5/SSP 5 ~3.2°C – 5.4°C	RCP 4.5/SSP 2 ~2.5°C – 2.7°C	RCP 2.6/SSP 1 ~1.7°C – 1.8°C
Transition scenario ²	Stated Policies Scenario	Announced Pledges Scenario	Net Zero Scenario
Key outcomes	Physical risks dominate <ul style="list-style-type: none"> Emissions are curbed based on existing policies and national commitments, but fall short of meeting the goals of the Paris Agreement. Continued use of fossil fuels and energy-intensive activities. Effects of climate change require investments in adaptation measures to protect assets, infrastructure and communities. 	Insufficient decarbonisation <ul style="list-style-type: none"> Slow implementation of policies due to political, institutional and societal barriers. The transition to a low-carbon economy is disorderly, uncoordinated and delayed. Transition happens faster in certain regions and slower in others, leading to differences in regional policies and implications on the cost of doing business and global trade. 	Transition risks and opportunities dominate <ul style="list-style-type: none"> Globally coordinated effort to reduce emissions to net zero by 2050. Accelerated transition to renewables and electrification, and aggressive regulations limiting the extraction and use of fossil fuels in all major economies.
Risks and opportunities	<ul style="list-style-type: none"> Flood and extreme precipitation. Extreme heat and wildfires. Sea level rise. Water stress. 	<ul style="list-style-type: none"> Carbon pricing policies. Energy policies. Litigation risks. Flood and extreme precipitation. Extreme heat and wildfires. Sea level rise. Water stress. 	<ul style="list-style-type: none"> Carbon pricing policies. Regulatory risk. Reputational risk and opportunity. Flood and extreme precipitation. Extreme heat and wildfires. Sea level rise. Water stress.
Projected coal demand	<ul style="list-style-type: none"> Continued fossil fuel investments. Slow decrease in demand for fossil fuels. Coal demand in 2030: 5,149 Mtce. Coal demand in 2050: 3,828 Mtce. 	<ul style="list-style-type: none"> Reduced fossil fuel investments. Modest decrease in demand for fossil fuels. Coal demand in 2030: 4,539 Mtce. Coal demand in 2050: 1,613 Mtce. 	<ul style="list-style-type: none"> No oil, natural gas and coalfields developed due to reduction in demand. Falls in fossil fuel prices due to lower demand. Coal demand in 2030: 3,024 Mtce. Coal demand in 2050: 539 Mtce.
Thungela position	Extended fossil fuel market	Slow transition	Accelerated decarbonisation

¹ The physical scenarios are based on the IPCC Assessment Report 5 RCPs and AR6 SSPs.

² These transition scenarios are based on those set out in the IEA's WEO, 2022.

Mtce: Million tonnes of coal equivalent

TRANSITION RISKS

Governments have responded to the climate crisis in various ways. We are directly exposed to climate-related policies, legislation and Nationally Determined Contributions (NDCs) in our countries of operation and those of the markets we serve. NDCs are integral to the Paris Agreement and outline each country's targets to reduce national emissions.



CLIMATE CHANGE POLICY IN SOUTH AFRICA

South Africa has committed to net zero by 2050 and a fixed-level target range of 320 to 380 million tonnes of carbon dioxide equivalent (Mt CO₂e) Mt CO₂e for the period 2031 to 2035.

The Climate Change Act enables the development of an effective national climate change response. One of its mechanisms is the introductions of mandatory carbon budgets and mitigation plans for industry. Every organ of state will be legally obliged to coordinate policies and programmes to ensure that climate change risks and vulnerabilities are acted upon.

We have a voluntary carbon budget and an approved pollution prevention plan (PPP) for the period 2021 to 2025. Our 2024 PPP progress report was approved by the DFFE in 2025. The Draft National Greenhouse Gas Carbon Budget and Mitigation Plan Regulations were published on 1 August 2025 for public comment. Carbon budgets were to be implemented from 1 January 2026 for a five-year period, however the regulations have not yet been finalised and the mandatory period has been deferred. We continue to engage with the DFFE on the allocation of carbon budgets to the coal sector.

The Carbon Tax Act, 2019 (as amended) reached the end of Phase 1 in December 2025. Phase 2 will be applicable to Scope 1 emissions that are reportable to the DFFE with adjustments to tax-free allowances. For Thungela, these include fugitive methane emissions from underground coal mines and emissions from stationary combustion. While the basic tax-free allowance will remain the same until 31 December 2030, the carbon offset allowance will increase from 5% to 10% and the carbon budget allowance of 5% will fall away. If a company's emissions exceed the annualised mandatory carbon budget, the company will be taxed at a rate of R640 per tonne of CO₂e.

The carbon tax levy on fuel, which is included in the fuel price paid at the pump, increased to 14c per litre for petrol and 17c per litre for diesel from April 2025.

We have a carbon tax forecast model based on legislation and anticipated carbon prices. This is incorporated into discounted cash flow models for all projects.



CLIMATE CHANGE POLICY IN AUSTRALIA

The Australian Climate Change Bill was passed into law in September 2022. This legislates the country's commitment to net zero emissions by 2050 and a 43% reduction in emissions by 2030 from 2005 levels. Each Australian state has set its own interim emission targets, with Queensland committing to a 30% reduction by 2030 and a 75% reduction by 2035 from a 2005 baseline.

Several domestic programmes have been launched through the Clean Energy Regulator. The National Greenhouse and Energy Reporting (Safeguard Mechanism) Rule 2015 (the Safeguard Mechanism) is a key programme introduced, which requires Australia's largest GHG emitters (emitting more than 100 kt CO₂ per annum) to keep their net emissions below a baseline emission intensity, based on Scope 1 emissions. Entities are expected to achieve a 4.9% reduction in intensity annually until 2030. Safeguard facilities that exceed or expect to exceed their baseline must manage their excess emissions. Australian Carbon credit units or Safeguard Mechanism credit units can be surrendered to this effect.

RISK DESCRIPTION	OUR MITIGATION MEASURES
Policy and legal	
<p>New or more stringent carbon pricing mechanisms such as carbon tax, emissions caps or limits on emissions intensity, energy regulation, carbon trading and use of carbon offsets, both in our host countries and in export destinations, may increase the cost of production and reduce margins in the short and long term.</p>	<ul style="list-style-type: none"> • We are committed to achieving net zero Scope 1 and 2 emissions by 2050 and reducing these by 30% by 2030 from a 2021 baseline. • A 4 MW solar plant at Zibulo was commissioned in 2024 and we are sourcing a further 15 MW of renewable energy for our South African operations. • Scope 1 and 2 emissions in 2025 were 25% lower than the baseline. • We are installing continuous methane monitoring systems at our South African operations to reduce potential over-reporting of emissions to the regulator.
<p>Changing regulations may impact our ability to obtain or delay necessary project permitting approvals.</p>	<ul style="list-style-type: none"> • We integrate climate change considerations such as decarbonisation, the use of renewable energy and climate adaptation into permit applications.
<p>Increase in litigation in which climate change and its impacts are a contributing or key consideration.</p>	<ul style="list-style-type: none"> • We monitor legal developments and seek advice as necessary.
<p>The Mpumalanga region is heavily dependent on coal mining for employment, both directly and indirectly. Increased carbon pricing and regulatory mechanisms as described above may impact our employees and communities through job losses and reduced total procurement spend.</p>	<ul style="list-style-type: none"> • We continuously train and upskill our workforce using programmes that are recognised across the mining industry. • Our operations offer a range of mining and non-mining skills training programmes to unlock employment opportunities for young local people who do not have the financial means to further their education. • Our enterprise and supplier development (ESD) programme, Thuthukani, aims to reduce the reliance on coal mining by improving access to income-generating opportunities, including those in the green economy. • Intentional planning and collaboration to repurpose rehabilitated areas to create sustainable businesses and economic diversification, where this will not contravene our obligations for site restoration, for the benefit of the communities surrounding our mines. • The Nkulo Community Partnership Trust, which received R31.2 million based on our 2025 performance, will make a meaningful and lasting impact on the lives of host communities.
Market changes	
<p>In response to the ongoing decarbonisation of global energy supply, there may be a structural decline in global demand for thermal coal in the long term. This may in turn drive downward pressure on global coal prices. In the long term, coal's share of primary energy demand is expected to decline.</p> <p>The global coal market is, however, dynamic and subject to changes in the geopolitical and energy landscapes.</p>	<ul style="list-style-type: none"> • We have a scenario-based approach to achieve net zero emissions by 2050 that provides two distinct pathways informed by climate scenarios. • Our strategy and investment evaluation criteria balance responsible stewardship with the need to upgrade our portfolio and create shareholder value. • Our buy-versus-build strategy using investment evaluation criteria ensures that new carbon units are not added to the global footprint through greenfield projects. • We produce high-quality export coal with lower pollutant content that is better suited to shifting customer needs. • We continue to advocate for a technology-agnostic approach to decarbonisation, which includes abatement of emissions from coal combustion.
Reputation	
<p>Availability of, and access to, financing and key services such as insurance may reduce, and the cost of these services may increase.</p>	<ul style="list-style-type: none"> • We are now fully self-insured in South Africa where we have contributed R1.5 billion to a self-insurance structure. In Australia, we are covered by the traditional insurance market. • The R3.2 billion facilities we have with two South African banks have been extended until 2028. These facilities strengthen our balance sheet as we continue to migrate our capital structure in a manner that will enhance returns to shareholders over time. They also provide additional liquidity to navigate uncertainty across a number of external factors.
<p>Changing stakeholder expectations and lack of acceptance of the role of high-quality coal in supporting the transition to a lower-carbon future may impact our industry's reputation and delay the environmental permitting approval process.</p>	<ul style="list-style-type: none"> • We are committed to fulfilling our purpose, To Responsibly Create Value Together for a Shared Future, and to being a responsible miner. Our performance since listing has demonstrated our commitment as reflected in our environmental, social and governance (ESG) report and the favourable ESG ratings we have received.

PHYSICAL RISKS

Physical climate risks have been consolidated into chronic (increased average rainfall and sea-level rise) and acute (storms and extreme weather events) risks, with flooding and landslides considered secondary impacts of these risk categories. The likelihood of these risks is low for operations that will reach the end of their lives before 2030 and higher for operations with a longer life of mine.

Our current assessment of the acute and chronic physical risks related to climate change does not require us to make additional financial provisions for our operations or adjust the estimated useful lives of specific assets. We have performed a materiality assessment of the risks below, so these represent all risks identified. The socio-economic context of host communities, discussed on page 10 of this report, increases their vulnerability to climate risks.

We address the resilience of our operations and host communities by ensuring that our sites include climate risk as part of their baseline risk assessments and that our technical standards and guidelines include climate risks and responses. Furthermore, we aim to ensure that Social and Labour Plan (SLP) and corporate social investment (CSI) projects address climate-related risks and contribute to climate adaptation and resilience.

RISK DESCRIPTION	OUR MITIGATION MEASURES
<p>Physical (chronic)</p> <p>Sea level rise The frequency of the current 1-in-100-year storm surge event at Richards Bay Coal Terminal (RBCT) is projected to become more frequent across moderate (1-in-18 years) and high (1-in-11 years) emissions scenarios by 2050. At the Port of Gladstone, there is very high confidence that sea levels will rise. By 2030 the projected range of sea-level rise is 0.08 m to 0.18 m above the 1986–2005 level, with only minor differences between emissions scenarios. By 2090, the intermediate emissions case (RCP 4.5) is associated with a rise of 0.3 m to 0.65 m and the high case (RCP 8.5) a rise of 0.44 m to 0.87 m. This could result in damage to port facilities and cause delays to product transportation, resulting in additional demurrage.</p>	<ul style="list-style-type: none"> • RBCT has emergency preparedness and response systems, including meteorological monitoring and early warning systems in place. • The Port of Gladstone has a sustainable maintenance dredging strategy as part of its 2050 long-term sustainability plan. Dredging assists with climate resilience by maintaining the depth of navigation channels, allowing ships to access the port even as sea levels rise, preventing disruptions to trade and supply chains, and enabling the potential for beneficial reuse of dredged sediment to protect coastlines from erosion and enhance coastal ecosystems.
<p>Increased average rainfall Total average annual rainfall in South Africa is projected to increase across all scenarios by 2050. This may cause operational disruptions due to flooding and the inability to access mine workings and increase operational costs associated with managing water. The risks to communities of increased rainfall may include the uncontrolled discharge of mine-impacted water, the increased occurrence of sinkholes or subsidence and disruptions to transportation due to road damage.</p>	<ul style="list-style-type: none"> • Our water management strategy considers potential climate change-related risks. • We review water balances annually and proactively manage water on site. This includes tracking and reporting water withdrawals, consumption, discharge, reuse/recycling and water treatment in line with the ICMM and the Minerals Council of Australia Water Accounting Framework. • We undertake annual rainfall readiness reviews and have developed trigger action response plans (TARPs) to address excess rainfall. • We monitor and track the magnitude and frequency of climatic events and are working towards building a central repository for this data. • We undertake annual reviews and audits of the integrity of our mineral residue facilities and dams. • Areas that are at risk of subsidence or sinkholes are fenced off and declared 'red areas', making them inaccessible to communities and employees. • We have an integrated emergency preparedness and response plan that considers the potential effects of catastrophic events at sites, including those that may be associated with climate change.

RISK DESCRIPTION	OUR MITIGATION MEASURES
Physical (chronic)	
<p>Increased drought</p> <p>An increase in the number of consecutive dry days may place additional pressure on the already water-stressed catchment.</p>	<ul style="list-style-type: none"> • We minimise freshwater consumption at our operations. • We maximise water efficiency by reusing and recycling water in our coal processing plants using thickeners and filter presses. We achieve reuse and recycling rates of approximately 96% annually. • The EWRP can treat up to 50 ML per day of mine-impacted water and provides potable water to the local municipality and connected mines to reduce pressure on the municipal supply. • In South Africa, we have included criteria that assess a CSI or SLP project's ability to increase community's resilience to physical climate risks in our decision-making framework. • We have water management initiatives in place to drive the optimisation of operational processes and reduce water use on site. This is supported by our investment model for new/alternative technologies that optimise water use.
<p>Extreme temperatures</p> <p>Increased average temperatures will result in a greater number of heat waves and extreme heat days. This poses a risk to employees and the success of rehabilitation.</p>	<ul style="list-style-type: none"> • Our operations each have a mandatory code of practice for thermal stress, which includes monitoring and interventions or TARPs when temperatures exceed certain levels.
Physical (acute)	
<p>Storms and extreme weather events</p> <p>Extreme rainfall intensity across all sites is projected to increase over multiple scenarios and time horizons. Storms and extreme weather such as high winds and severe lightning could cause flash flooding of mine sites and transportation networks, infrastructural damage and operational disruptions resulting from unsafe working conditions and inundation.</p>	<ul style="list-style-type: none"> • Every site has an emergency response plan, technical standards on managing inrush and extreme rainfall TARPs. • We have an integrated emergency preparedness and response plan that considers the potential effects of catastrophic events at our sites and on the communities around our operations, including those associated with climate change. • We have extensive internal standards, systems and procedures to manage hazards on site, and have reviewed these to ensure that they include potential climate change-related risks. • In South Africa, social performance teams have incorporated projects into their SLP's that improve the resilience of communities to physical risks. • We safeguard our assets and infrastructure through robust engineering design and construction standards, aligned with national design and construction standards, regulatory requirements and enhanced through our internal standards, systems and procedures. • Flooding in excess of six metres at Ensham results in the activation of a flooding TARP that limits operations. Floods above 11.5m result in the evacuation of the mine.



GLOBAL COAL TRENDS

According to the latest IEA Coal Report (2025), global demand reached record levels in 2025 and is expected to remain stable until 2030, with a possibility of a slight decline of 3%¹. This is driven by stronger electricity demand, particularly from data centres, electrification of heating systems and weather extremes as well as underperforming hydropower and reliance on thermal power backup. In the medium to long term, WEO 2025 maintains a similar end-point for coal as WEO 2024, with gradual reductions driven by renewable expansion and efficiency gains.

The IEA states that coal continues to be a reliable and affordable source of energy, supplying roughly a third of global electricity and remains an integral component of energy security as the transition progresses. At a time of uncertainty and change for energy systems around the world, a range of different trends could shape coal markets in the years ahead. The IEA further notes that many countries are adopting a pragmatic approach that balances ongoing coal use with the deployment of emerging low carbon technology.

One of the technologies available is CCUS. According to the Global Carbon Capture and Storage Institute, facility development saw significant growth in 2025, with 77 facilities now in commercial operation and 47 more under construction. The CCUS project pipeline now includes 734 projects, up 17% year-on-year, with a capture capacity of nearly 515 million tonnes of CO₂², up 23% year-on-year.

Similarly, the World Economic Forum emphasises that energy transitions in emerging and developing economies must safeguard energy security and economic stability. Premature or abrupt phase-out of coal risks electricity shortages, rising energy costs, and socio-economic disruption, particularly for communities dependent on mining and related industries. Coal continues to underpin affordable electricity, support industrial and infrastructure development, and enable economic growth.

Increasing electricity demand combined with growing levels of variable generation sources highlight the need for secure, resilient and flexible power systems. While batteries, smart grids and other sources of power are scaling up to provide some short-term flexibility, thermal power will continue to be the main source of seasonal flexibility through to 2050¹.

RESILIENCE OF OUR BUSINESS MODEL

In the near term (to 2030) IEA analysis indicates that there is a continued role for thermal coal. This, coupled with the rapidly increasing demand for electricity and the shifting view that energy security and affordability need to be balanced with climate objectives, contributes to the resilience of our business to market changes in the near term. We retain the financial resources and operational flexibility to meet our obligations under both the Safeguard Mechanism in Australia and the carbon tax and mandatory carbon budgets in South Africa.

In the long term (2030–2050), our financial exposure to transition risks such as carbon pricing mechanisms may increase. This will depend on our ability to upgrade and enhance efficiency and carbon mitigation efforts and to invest in low-carbon mitigation technologies. Our exposure to physical risks may also increase, however, as described in the tables on page 60 and 61, mitigation measures are in place to manage these risks appropriately.

¹ IEA (2025), Coal 2025, IEA, Paris <https://www.iea.org/reports/coal-2025>, Licence: CC BY 4.0

² Global Status of CCS Report 2025, Global Carbon Capture and Storage Institute.

OUR CLIMATE CHANGE STRATEGY



MANAGING OUR EMISSIONS

Our strategy is to reduce our own Scope 1 and 2 emissions in the short-term through the implementation of energy efficiency, energy reduction and productivity improvement projects across our operations, the installation of a further 15 MW of renewable energy in addition to the 4 MW plant at Zibulo, and the responsible closure of mines as they reach the end of their operational lives.

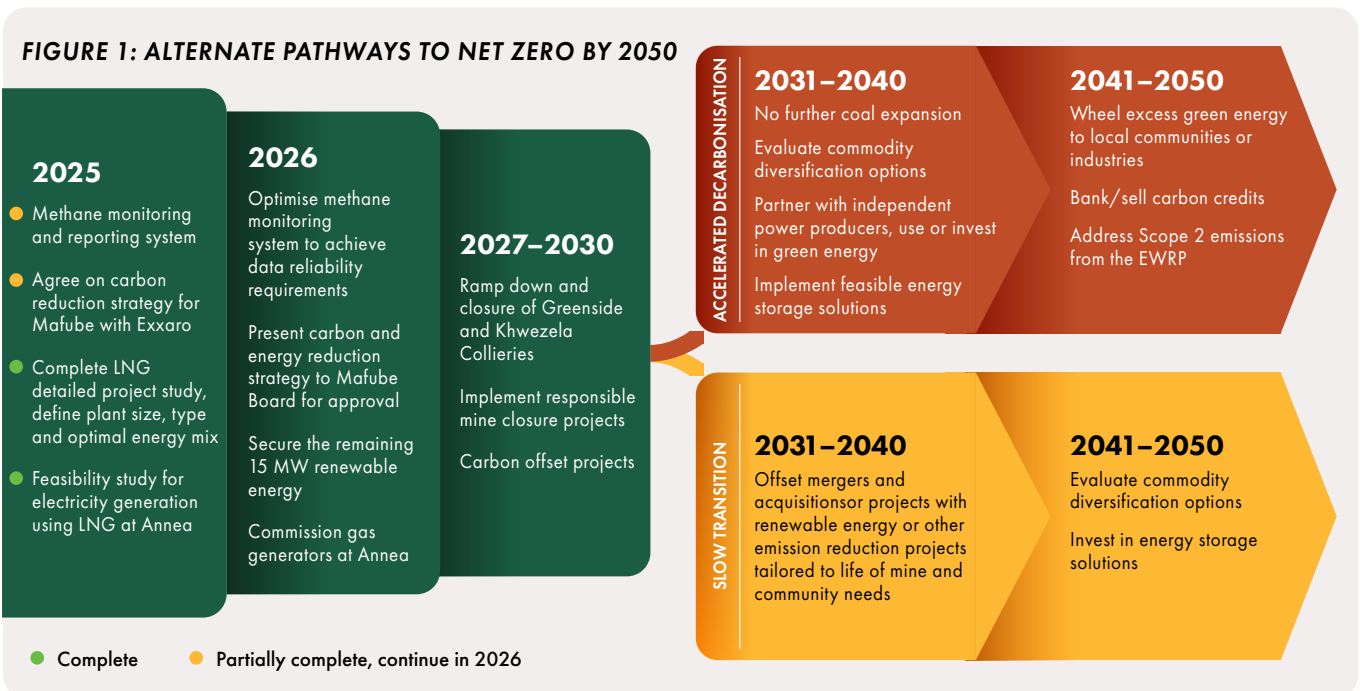
PATHWAYS TO NET ZERO

To chart the business’s path in the longer term, we adopted a scenario-based approach, using the IEA WEO 2022 scenarios (see page 57 for the scenario analysis). It is important to remember that scenarios are not forecasts and that accurately predicting the future is challenging, even in the short term. Scenario analysis assists us in identifying key drivers of change and enables informed decision-making and evaluation of business resilience against a set of divergent, but plausible, futures. It also highlights the potential risks and opportunities associated with these.

We have seven operations globally, of which six are located in South Africa and one in Australia. Post-2030, three mines will be operating in South Africa and Ensham mine operating in Australia. These operations have a life of mine of between 15 and 20 years.

To meet the 2050 net zero target, two distinct pathways are available. The route we take relies on a critical inflection point in 2030 – the pace of decarbonisation globally. These pathways provide the board and executives with a framework for decision-making regarding to the business of the future, based on triggers that may occur. Global trends and dynamics are reviewed annually to determine which pathway the world is trending towards, so that we can adapt our decision-making accordingly.

The Stated Policies Scenario and the Advanced Policies Scenario both see coal demand declining more moderately than the Net Zero Scenario and have been combined. The pathways are illustrated below.

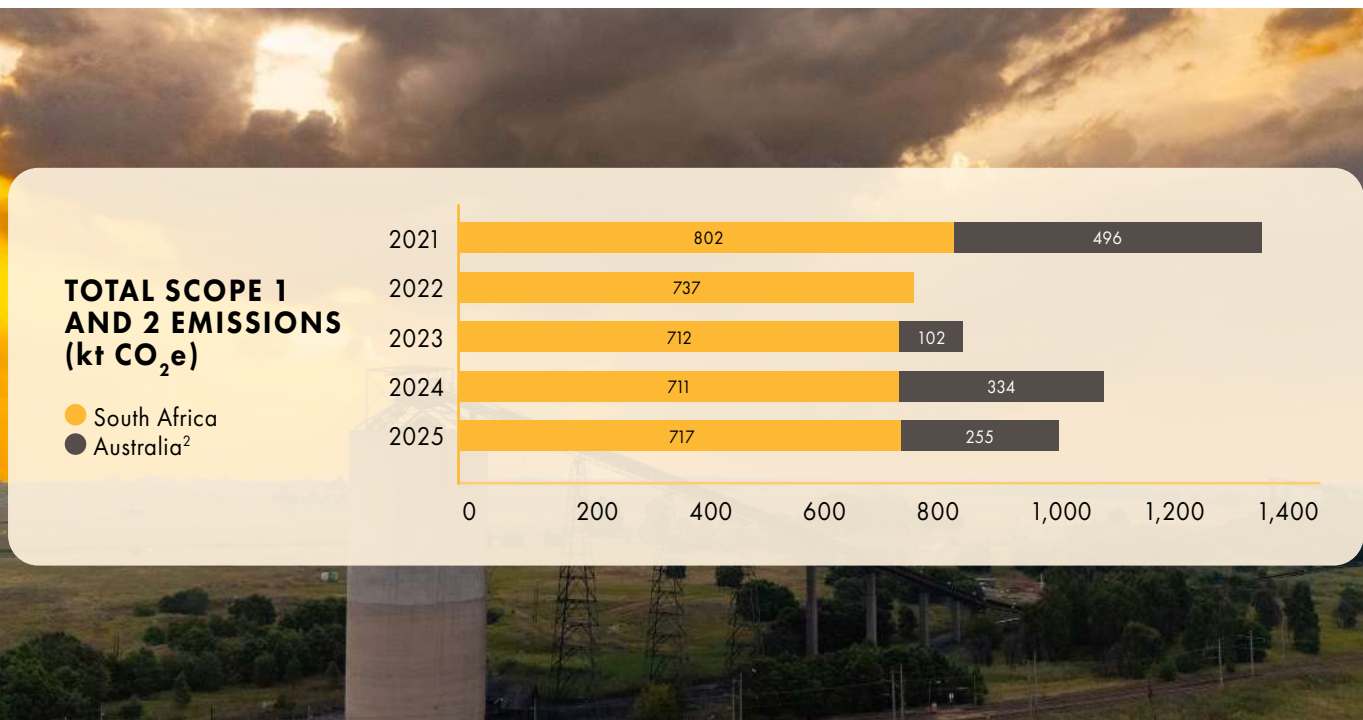


CLIMATE-RELATED METRICS

Thungela applies the operational control boundary in accordance with the GHG Protocol. Scope 1 and Scope 2 emissions are quantified for all wholly owned operations and support services such as corporate offices, central workshops and the EWRP in South Africa and Nogo Pastoral in Australia. Emissions from Mafube, a 50% joint venture with Exxaro Coal Mpumalanga Proprietary Limited are reported on a 50% basis, in line with GHG Protocol guidance.

OUR PERFORMANCE

Total Scope 1 and 2 emissions for the Group in 2025 were 971 kt CO₂e, down from 1,045 kt CO₂e in 2024. The 2025 emission were 25% lower than the updated 2021 baseline of 1,299 kt CO₂e, following a correction to Scope 2 emissions in South Africa where electricity consumption at one site had been double counted. Scope 2 values have been restated for the period 2021 to 2024.



Greenhouse gas emissions (kt CO ₂ e)	2025	2024	2023	2022	2021
Total Scope 1 and 2 emissions – Group¹	971	1,045	814	737	1,299
Scope 1 emissions – Group	538	606	397	321	808
South Africa	325	318	309	321	378
Australia ²	213	288	87	-	430
Scope 2 emissions – Group	433	438	418	416	491
South Africa ³	392	393	403	416	424
Australia ²	42	46	15	-	66

¹ Rounding of figures may cause minor computational discrepancies.

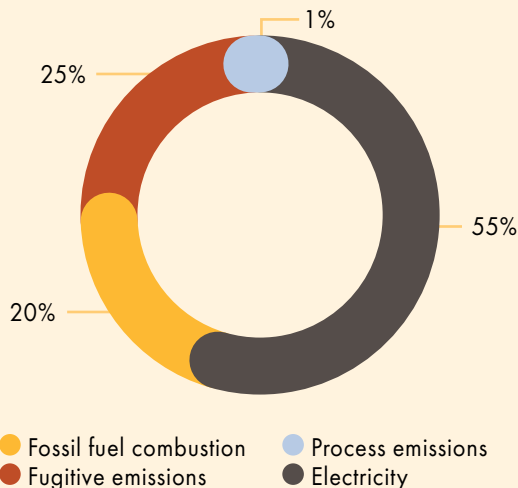
² Emissions data for Australia has been included in 2021 as this is our baseline year, 2022 data is not shown as Thungela was not the owner of Ensham and in 2023, data is shown for the four months from date of acquisition (1 September 2023 to 31 December 2023).

³ Scope 2 emissions in South Africa have been restated for each year back to 2021 due to the double counting of electricity consumption at one site. This was identified during the assurance process.



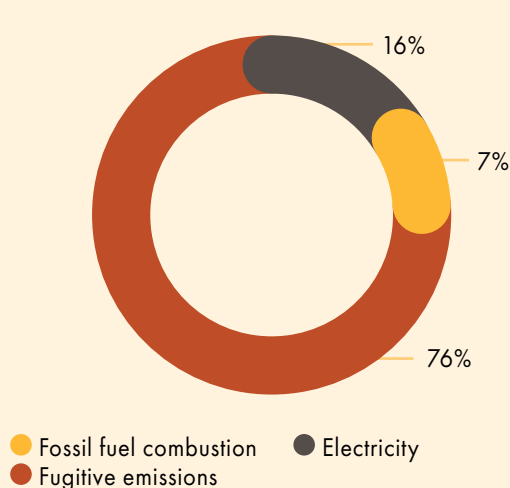
SOUTH AFRICA

SCOPE 1 AND SCOPE 2 EMISSION SOURCES



AUSTRALIA

SCOPE 1 AND SCOPE 2 EMISSION SOURCES



In South Africa, total Scope 1 and 2 emissions were 717 kt CO₂e in 2025, remaining relatively stable compared with 711 kt CO₂e in 2024.

Scope 2 emissions are the largest contributor to emissions in South Africa, followed by fugitive emissions and then fossil fuel combustion. The 4 MW solar plant at Zibulo contributed to Scope 2 emissions reductions.

Carbon intensity was 17% higher in 2025 at 3.91 kg CO₂e per total tonne moved compared with 3.35 kg CO₂e per total tonne moved in 2024. This increase in intensity was primarily due to the ramping down of Goedehoop and Isibonelo combined with the opening of a boxcut at Khwezela's Navigation pit.

Total Scope 1 and 2 emissions in Australia were 255 kt CO₂e in 2025 compared with 334 kt CO₂e in 2024. This improvement is mainly due to the pre-drainage and flaring of methane ahead of mining in each section.

Fugitive emissions in Australia account for the largest proportion of the Scope 1 and 2 emissions at 76%. Emissions from electricity account for 16% and fuel combustion contributes 7%.

METHANE EMISSIONS

Methane is emitted from coal seams during the mining process. The methane content of coal seam gas varies from region to region. In South Africa, where the geology is relatively old and coal seams are typically shallow, methane concentrations are low in comparison to those found in Australia.

Fugitive emissions comprise CO₂ and methane. In South Africa we use a Tier 2 emission factor to calculate fugitive emissions, which gives a combined value for these. At Ensham, fugitive emissions are measured using a continuous monitoring system. We continue to consider and improve our reporting of methane and have separated the methane component from fugitives and combined it with the methane emitted from fuel combustion in the figures below. The methane values here are included in the reported fugitive emissions, but are shown separately to improve our disclosures.

Recognising the importance of accurate measurement we installed continuous methane monitoring systems on ventilation shafts in South Africa in 2024, with the intention of using the data for reporting in 2025. Due to system issues, we have not yet achieved the required data availability and accuracy to support reporting, but we will continue to work towards obtaining suitable data.

Methane emissions (tCH ₄)	2025	2024	2023
South Africa	7,765	7,811	7,313
Australia*	6,453	8,729	2,606
Group total	14,218	16,541	9,919

* Data for Australia in 2023 is shown for the four months from date of acquisition (1 September 2023 to 31 December 2023)

SCOPE 3 EMISSIONS

Scope 3 emissions for the Group are shown below. All 15 of the Scope 3 categories have been assessed for applicability and, where relevant, have been included.

Scope 3 emissions (kt CO ₂ e)	2025	2024	2023	2022	2021
Category 1: Purchased goods and services	120	22	30	5	31
Category 2: Capital goods	18	12			9
Category 3: Fuel- and energy-related services	69	76	65	544	679
Category 4: Upstream transportation and distribution	231	237	238	287	40
Category 5: Waste generated in operations	1.46	2.33	0.72	4.83	7
Category 6: Business travel	1.11	1.52	0.94		0
Category 7: Employee commuting	21	21	19		0
Category 8: Upstream leased assets	0.63	0.54	0.48		0
Category 9: Downstream transportation and distribution	2,082	2,265	1,789	1,123	1,466
Category 10: Processing of sold products	N/A	N/A	N/A	N/A	0
Category 11: Use of sold products	43,249	44,184	29,816	35,072	63,863
Category 12: End-of-life treatment of sold products	N/A	N/A	N/A	N/A	
Category 13: Downstream leased assets	N/A	N/A	N/A	N/A	
Category 14: Franchises	N/A	N/A	N/A	N/A	
Category 15: Investments	50	56	62		
Total Scope 3 emissions	45,843	46,877	32,033	37,071	66,096

Our Scope 3 emissions decreased to 45,843 kt CO₂e in 2025 from 46,877 kt CO₂e in 2024 due to a reduction in sales volumes (use of sold products). Category 1 increased from 22 kt CO₂e in 2024 to 120kt CO₂e in 2025 due to improvements in reporting to include additional services.

We mapped the top 60% of our supplier base by spend in 2025. We reviewed their reporting on Scope 1, 2 and 3 emissions. We engaged with them to better understand their emissions and associated emission reduction commitments. Approximately half of suppliers currently mapped track their emissions and have targets in place. In 2025, we added GHG emissions-related questions to the onboarding questionnaire for new suppliers as well as the self-assessment as part of the responsible sourcing programme for existing suppliers.

We participate in Low Emission Technology Australia, a not-for-profit investment fund that accelerates the development of technology solutions to reduce GHGs emissions from critical industries. A major focus of its work is to develop large-scale and cost-effective transport solutions for captured CO₂ to decrease costs, improve efficiency and identify new areas for permanent and safe CO₂ storage, both in Australia and internationally. We have a memorandum of understanding with the Council for Geoscience in South Africa to advance research into emissions reduction technologies, focusing on CCUS and provide support as and when needed.

For further information, please refer to our ESG data book: <https://www.thungela.com/investors/annual-reports>.



ENERGY MANAGEMENT



Energy is a significant input into mining activities. This has both cost and emissions implications. Over time, geological inflation due to increasing mine depths and longer hauling distances tends to increase energy requirements.

We therefore prioritise the efficient use of energy, optimisation of energy sources and energy reduction projects. Additionally, managing our energy is an important element of decarbonising our operations and achieving our target of a 30% reduction in Scope 1 and 2 emissions by 2030 on our path to net zero.

OUR APPROACH

ENHANCING ENERGY EFFICIENCY

Our technical standard and related guideline on energy and carbon emissions management sets out the requirements to drive energy and carbon savings across the business.

We focus on projects that improve the efficiency of large energy users such as processing plants, ventilation systems at underground operations and load and haul equipment at opencast mines. Projects implemented in 2025 included ventilation optimisation, haul route optimisation, idle time reduction, conveyor optimisation, payload management and diesel leak reduction.

These initiatives are supported by a robust project execution framework that includes management commitment, scheduled reviews with energy champions, performance reviews and forums to share and reapply learnings within the business.

SUPPLEMENTING ELECTRICITY WITH RENEWABLE SUPPLY

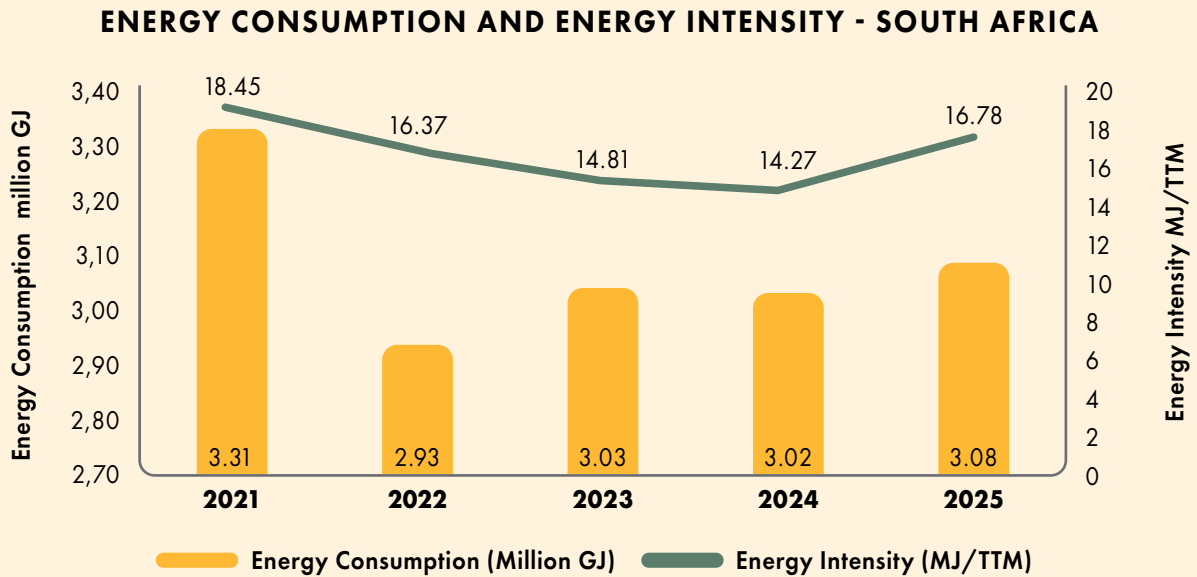
Central to our net zero pathway is the incorporation of a minimum of 19 MW of renewable electricity before the end of 2026. A 4 MW solar plant commissioned at Zibulo in 2024 generated more than 4,500 MWh in 2025. The remaining 15 MW will be secured, most likely through power purchase agreements, during the course of 2026.

PERFORMANCE

Total Group energy consumption remained flat at 3.63 million gigajoules (GJ) in 2025. Our energy efficiency and energy reduction projects resulted in savings of almost 6,179 t CO₂e and 27,714 GJ.

In South Africa, energy intensity increased by 18% to 16.78 megajoules per total tonne moved (MJ/TTM) in 2025 (2024: 14.27 MJ/TTM). This increase is largely due to the ramping down of Goedehoop and Isibonelo collieries and the opening of a boxcut at Khwezela's Navigation pit, which is an energy-intensive process. Total energy consumption in South Africa increased to 3.08 million GJ in 2025 (2024: 3.02 million GJ).





Energy consumption — Group	2025	2024	2023	2022	2021
Total energy consumption (million GJ) ¹	3.63	3.63	3.26	2.93	3.98
Energy from electricity (million GJ) ¹	1.58	1.63	1.46	1.41	1.76
Energy from fossil fuel use (million GJ)	2.03	1.99	1.79	1.51	2.22
Electricity consumption (MWh) ¹	438,741	453,897	408,205	392,783	487,940
Diesel consumption (kl)	55,153	54,007	49,177	41,910	60,793

¹ Electricity and related indicators in South Africa have been restated for each year back to 2021 due to the double counting of electricity consumption at one site. This was identified during the assurance process.

For further information, please refer to our ESG data book: <https://www.thungela.com/investors/annual-reports>.

LOOKING AHEAD

In 2026, we will secure the remaining 15 MW of our renewable energy commitment. We will continue to investigate and implement energy-saving projects, particularly for large energy users, to enable a year-on-year reduction in our carbon and energy intensities.

We will be installing two 1.5 MW gas generators at our Annea Colliery, which will use liquified natural gas produced at our Lephalale Coal Bed Methane Project. This will displace Eskom electricity and should result in a net GHG emission reduction.

A mitigation plan to complement the mandatory carbon budget will be developed for the five year period from 2026–2030. The mitigation plan will include Scope 1 and 2 emission reduction opportunities. We will continue with the optimisation of our continuous methane monitoring system to ensure data quality and availability meet the requirements for reporting to the DFFE.

INTEGRATED MINE CLOSURE



Integrating mine closure planning into every stage of the mining lifecycle is a critical part of responsible mining. Our aim is to leave a positive and sustainable legacy once mining ceases.

We minimise our footprint through careful project design, operation and closure. Potential impacts and stakeholder interests are identified and managed throughout the lifecycle and align with international best practices such as the International Council on Mining and Metals' Integrated Mine Closure (ICMM): Good Practice Guide.

OUR APPROACH

Our approach is guided by our technical standard for mine closure, a mine closure toolbox, and a technical standard and guideline for rehabilitation, all of which incorporate regulatory requirements and best practice guidance from the ICMM. The toolbox provides a single, consistent framework for closing mines and guides operations on how to meet our closure standard.

MINE CLOSURE PLANS

Each operation has a mine closure plan that is aligned with national legislation and the mine closure toolbox. All opportunities, risks and liabilities are identified before a mine is opened and throughout its life. As operations progress towards end-of-life, these plans become more detailed. They are fully costed and adequate provision is made for premature closure. Plans are updated annually to reflect any material changes, including permitting amendments, mine expansion and environmental impact assessment reviews.

Closure plans outline a vision, goals and objectives across every aspect of closure, including physical stability, water and soil quality, vegetation intensity, biodiversity, health and safety, aesthetic quality and social factors such as employee relations and socio-economic development.

They feature measurable and time-bound targets in the form of a master action plan that is tracked regularly on our SHE management system. Plans also have predetermined success criteria, the fulfilment of which should indicate that mine closure has been effective and that relinquishment may occur.

PROGRESSIVE REHABILITATION

Integrating mine closure planning into our operational strategy, including land rehabilitation in parallel with mining activities, helps address closure risks and opportunities. Well-executed rehabilitation establishes post-mining landscapes that are ecologically functional and support our goal of no net loss of biodiversity.

Each site has a detailed rolling five-year rehabilitation plan that is updated annually. These plans outline targets, monitoring, maintenance and management programmes and allow for adaptive management where required. We set annual targets for progressive rehabilitation and these are linked to performance-based incentives and executive remuneration.

SOCIAL CLOSURE

Partnering with host communities is essential to creating the economic diversification that is necessary for maintaining livelihoods after our mines close.

We actively work with our stakeholders to address the social impacts of mine closure. This includes stakeholder engagement and social transition planning. We use a risk-based approach, drawing on information from a socio-economic baseline assessment to determine these risks. Social aspects are integrated into the broader mine closure plans.

We are actively exploring opportunities to repurpose existing assets and infrastructure to develop programmes that establish regenerative landscapes to support the responsible closure of mines. A pilot site at Goedehoop has been identified and a detailed framework of potential initiatives has been created to this end. Refer to page 145 for details on this project.

GOVERNANCE

The board's health, safety, environment and risk committee has oversight of mine closure and rehabilitation, with progress reported on a quarterly basis.

Each operation has a multi-disciplinary mine closure committee, with representatives from the environmental, social performance, survey, human resources, supply chain, finance, mining and engineering departments. These committees ensure that closure is integrated into mine planning, provide strategic guidance for the implementation of closure plans and projects and ensure that adequate funding is allocated to support the closure planning process. They also monitor, review and report on performance to the general manager and other internal and external stakeholders.

PERFORMANCE

We currently have 70,047 hectares (ha) under our charge (2024: 70,047 ha) including 14,833 ha in Australia. A total of 17,122 ha has been disturbed by mining, processing, mineral waste disposal and supporting infrastructure (2024: 17,017 ha) and 8,204 ha has been rehabilitated. We are updating our land management database to reflect changes in land and asset ownership.

We focus on concurrent rehabilitation, returning disturbed land to the state agreed upon in environmental permits. This approach results in significant financial and environmental benefits and can reduce long-term closure liabilities. At Group level, a total of 248 ha were reshaped, 377 ha were topsoiled and 308 ha were seeded in the reporting year. Our operations in both South Africa and Australia exceeded their annual progressive rehabilitation targets.

Ensham met its 2025 progressive rehabilitation and closure plan (PRCP) requirements, successfully reshaping 62 ha and seeding 193 ha in the second half of the year. Resourcing constraints early in the year meant that efforts commenced later than initially planned. The mine brought in additional resources, both personnel and equipment, and used innovative drone seeding technology to achieve its target.



DRONE TECHNOLOGY ENHANCES REHABILITATION

As part of our commitment to responsible land stewardship and safer operational practices, we have introduced drone-assisted seeding to improve rehabilitation.

This approach represents a significant advancement in both safety and environmental restoration efficiency. The technology has been successfully implemented at several sites.

One of these is the Landau III MRF, which incorporates engineered contour berms designed to manage rainfall and control surface water flow. While critical for erosion prevention, these steep and uneven features limit access for tractors and other conventional machinery, creating potential safety risks for operators. By deploying a high-capacity seeding drone, the team completed rehabilitation activities without placing people or equipment in high-risk areas.

The drone carries a 60 kg payload and is capable of seeding an 80 m by 1 km strip of terrain in approximately five minutes, significantly accelerating the coverage of large or hard-to-reach areas. This marks an important milestone in the integration of modern technology into land-restoration practices. The result is enhanced safety, improved operational efficiency, and more consistent seeding application across complex terrain.

Mafube also used a drone to rehabilitate two pans that have been recreated on previously mined land, further expanding the use of innovative, low-impact rehabilitation methods across our portfolio.



MINE CLOSURE AND REHABILITATION

CLOSURE LIABILITIES AND CORRESPONDING FINANCIAL PROVISIONS

SOUTH AFRICA

Annual third-party updates of our closure liabilities are a legal requirement. Disturbed areas and expected costs are reassessed and any required changes to the environmental provisions are recognised on completion of the assessment. Financial provisions are made annually based on legal obligations under the existing MPRDA regulations and are reviewed by technical and financial auditors against internal and external requirements.

These are adjusted based on our interpretation of the potential increase in costs required to transition to the new NEMA Financial Provisioning Regulations, such as costs related to the ongoing pumping and treatment of polluted or extraneous water. The proposed 2015 Regulations have yet to be promulgated. On 1 February 2024, the Minister of the DFFE postponed implementation to a date yet to be advised.



Further information about our approach to water treatment can be found on **page 50**.

It is important to note that financial provisioning as specified in the regulations does not correspond directly with the environmental provisions recognised by the Group, but rather the level of cash or other funding that must be made available to the DMPR to fund the closure of operations should we not be able to do so.

Financial provisioning under the current MPRDA regulations amounts to R5,061 million (2024: R4,807 million), compared to the total environmental provisions recognised by the Group of R8,233 million (2024: R7,973 million) for our South African operations. This difference is due to the additional costs we expect to incur based on our interpretation of the regulations and the actual costs to be incurred in the period up to, and post-mine closure, most significantly in relation to water treatment.

We maintain these financial provisions through two mechanisms: environmental rehabilitation trusts and guarantees with financial institutions. These funds cannot be accessed for general use. The rehabilitation trust's value as at 31 December 2025 was R5,296 million (2024: R4,266 million). Guarantees of R3,223 million (2024: R3,221 million) are in place to meet any immediate obligations under the existing regulations and are issued in favour of the DMPR. All operations' closure liabilities are fully provided for in terms of the MPRDA.

During the year, we contributed an additional R203 million (2024: R204 million) to long-term investments referred to as the green fund. This was done through two financial institutions to secure the guarantees required to further furnish financial provisioning. These investments are held as collateral in favour of the financial institutions for the guarantees.



Further detail on our financial provisions can be found on **pages 134 to 141** of the 2025 Thungela Annual Financial Statements.





AUSTRALIA

Mining in Queensland is subject to both Commonwealth and State (Queensland) regulation, and mine rehabilitation is primarily regulated at the State level. Mining companies are required to rehabilitate land disturbed by mining activities to a safe, structurally stable, non-polluting condition that can sustain a post-mining land use. This rehabilitation must occur progressively throughout the life of the mine.

REGULATORY ENVIRONMENT

Under the Environmental Protection Act (EPA) 1994 (Queensland) before a mining lease can be issued under the Mineral Resources Act 1989 (Queensland) for coal mining, the leaseholder must obtain an environmental authority issued under the EPA. A requirement for large coal mines is that they must submit a PRCP for approval, detailing milestones to maximise land rehabilitation to a stable condition.

The PRCP must be prepared in accordance with the requirements set out in the EPA and a statutory guideline issued by the Department of Environment, Science and Innovation (DESI) and may be amended based on changes in the operation's life of mine (LOM) plan.

The DESI determines the environmental rehabilitation costs for the mining activity being undertaken. The environmental rehabilitation cost determination remains current for the determination period, unless an application for a new determination is made at least three months before the determination period ends, in which case the environmental rehabilitation cost determination will remain current until the new determination has been made.

The most recent cost determination for Ensham, which was issued in May 2025 and is in force until August 2026, amounts to approximately R3,268 million (AUD297 million) (2024: R3,196 million or AUD274 million).



MINE CLOSURE AND REHABILITATION

ENVIRONMENTAL PROVISIONS FOR ENSHAM

An assessment of the environmental liability for the rehabilitation of the Ensham Mine was prepared by an independent third-party consultant in 2024. This assessment was undertaken from first principles based on an understanding of various inputs, including the volume of material to be moved, the distance it will be moved and the method by which the rehabilitation will be completed, as well as the related costs. The costs to be incurred will be spent over the course of the PRCP as agreed with the DESI, which impacts the net present value of the liability recognised in the statement of financial position. Based on the assessment performed, the environmental provisions recognised for Ensham amount to R4,538 million (2024: R3,977 million).

Sungela, as the new owner of a portion of the mining leases related to Ensham, has not yet been accepted into the Queensland pool, however, this acceptance is being actively pursued. On this basis, we are required to maintain financial surety for the current environmental rehabilitation cost determination of R3,268 million or AUD297 million (2024: R3,196 million or AUD274 million) on a 100% basis.

The Group has invested R275 million in long-term investments through three financial institutions to secure the required financial surety, issued in favour of the State of Queensland. These investments are held in the name of the financial institutions to build up the required cash collateral for the rehabilitation liability over the remaining LOM.



LOOKING AHEAD

We will continue to drive progressive rehabilitation to reduce our environmental liabilities. Additionally, we will initiate projects and programmes at all closing sites in collaboration with surrounding communities to stimulate economic diversification.

We will continue to assess the rehabilitation activities required and ensure that rehabilitation costs and methods are optimised in line with existing methods.

BIODIVERSITY



Biodiversity encompasses the full variety of life - from species and genetic variation to ecosystems and the natural processes that sustain them. For Thungela, protecting and enhancing biodiversity is critical, not only for effective rehabilitation and long-term land stability, but also for the greater good.

Biodiverse ecosystems deliver essential services such as clean water, fertile soils, climate regulation and habitat for pollinators, all of which support community wellbeing and broader societal resilience. By restoring nature and reducing ecological harm, we can help safeguard shared natural capital, contribute to climate adaptation goals, and ensure that post-mining landscapes deliver lasting environmental and social value beyond the LOM.

We are committed to no net loss of biodiversity and, where possible, to improving biodiversity wherever we operate.

We will not conduct any exploration, drilling or mining in World Heritage areas and International Union for Conservation of Nature (IUCN) category I-IV protected areas ('no-go' areas), or put the integrity of such properties at risk. We conduct our work with respect for legally designated areas.



BIODIVERSITY

OUR APPROACH

Our approach is guided by the implementation of our biodiversity standard. This standard is supported by a biodiversity guideline for implementation and outlines a systematic approach to identifying and setting targets for significant biodiversity features, identifying actions to meet these targets, and tracking progress to achieve no net loss through monitoring programmes.

The standard and guideline are brought to life through a regional biodiversity management plans (BMP). This sets the minimum requirements for managing biodiversity throughout the mining lifecycle by mitigating impacts and enhancing ecosystem services. Each South African site has a detailed, site-specific BMP based on comprehensive biodiversity assessments and the identification of significant biodiversity features to protect and restore. These plans guide how no net loss of biodiversity will be achieved.

By managing biodiversity at a regional and local level, we are able to optimise the potential for balancing losses against gains at a larger scale.

Our key objectives are:

- no net loss of natural habitats;
- maintaining or improving the value of significant biodiversity features in local study areas; and
- maintaining or improving ecosystem service delivery.

Biodiversity management extends beyond the duration of our mining activities. Therefore, our no net loss goal and related biodiversity objectives are integrated into closure plans through a commitment to establish stable and sustainable landforms, to monitor these and offset where impact is unavoidable.

We track site-specific indicators quarterly, half-yearly or annually as per the approved site plan. Indicators are integrated into the SHE performance management system and include monitoring of surface and groundwater quality and quantity, soil health, fauna, flora, noise and dust. We use this data to embed biodiversity conservation into our activities through adaptive environmental management practices.

Plans include activities such as preliminary clearing works, habitat relocation, flora and fauna conservation, invasive species control, erosion control, protected species management and fire and grazing management. Our BMPs are reviewed and updated internally on a three-year basis, or when there is a significant change in the site's footprint, area of influence or understanding of biodiversity impacts. We also engage our stakeholders and form partnerships to help achieve effective and long-lasting outcomes.

Where residual impacts on significant biodiversity features remain after the application of the mitigation hierarchy, biodiversity offsets must be implemented in accordance with national legislation.

While Ensham does not have a BMP, it does undertake alien invasive and feral animal management and has identified a tree species in the mine life-extension area that is classified as a threatened 'ecological community'. These trees are protected from the impacts of clearing or

subsidence and ecologist has been engaged to undertake a baseline pre-mining assessment of the species. This has been deemed a priority biodiversity project and will be tracked by management accordingly.

GOVERNANCE

The board's health, safety, environment and risk committee has oversight of biodiversity and progress on biodiversity priority projects is reported quarterly.

Mine management reports on priority projects to the executive committee at monthly performance reviews. Each site is audited annually against the biodiversity standard and develops action plans to address any gaps identified. Clearly documented roles and responsibilities for work at both site and regional level ensure the appropriate allocation of expertise to the management actions identified.

RISKS AND OPPORTUNITIES

We face both risks and opportunities related to biodiversity.

Habitat destruction, leading to the loss of biodiversity and the potential endangerment of local flora and fauna, is a key risk. To mitigate this risk, we invest in habitat restoration and conservation programmes, including setting aside land for conservation, reintroducing indigenous and/or endemic species and importantly, undertaking progressive land rehabilitation.

Mining activities can affect water resources, contribute to the release of dust and other emissions, and potentially facilitate the spread of alien and invasive species, all of which can adversely impact local ecosystems. We are committed to responsible mining through the application of sustainable practices, stakeholder engagement and investment in biodiversity stewardship.

A significant opportunity exists to balance biodiversity losses and gains at a regional scale. Remaining areas of high biodiversity value can be protected, and site-based rehabilitation efforts designed to conserve and restore ecosystems.

The proximity of our operations to those of our peers presents an opportunity for the development of partnerships to reduce fragmentation in the landscape, create corridors that allow for the movement of larger animals – essential for maintaining genetic diversity – and collaborate on catchment-level wetland rehabilitation and offset strategies. Rehabilitated areas also present opportunities for the integration of objectives for the conservation of faunal species of concern in mine closure plans.

PARTNERING FOR BIODIVERSITY

Given the multi-dimensional nature of biodiversity, it stands to reason that partnerships across multiple stakeholders, including government agencies, businesses, NGOs, local communities and indigenous groups are critical to its successful conservation. Partnerships foster collaboration, innovation, scalability, shared responsibility and capacity building.

We continue to participate in the National Biodiversity and Business Network's (NBBN) working group for the mining sector. This network falls under the ambit of the Endangered Wildlife Trust and works with companies across multiple sectors and the South African National Biodiversity Institute (SANBI) to enable industries to be beneficial forces for nature conservation in South Africa.

We also continue to partner with the Mpumalanga Tourism and Parks Agency on the black-footed cat and Wilge river fish breeding projects as well as the Free Roaming Cheetah Trust.

BIODIVERSITY PRIORITY PROJECTS

All operations undertake projects with tangible and measurable positive outcomes for biodiversity. These projects focus on enhancing biodiversity with the objective of either supporting entire ecosystems or specific species and are linked to their BMPs.



FROM MINING FOOTPRINT TO THRIVING WETLAND

Mafube has reached a key milestone in its pioneering wetland reconstruction initiative with the successful re-establishment of indigenous vegetation on two pans that were previously mined through. These wetlands are now rapidly returning to their natural state, proving that land disturbed by mining can be restored to perform the same ecological functions it once supported – and notably, in the very same location.

Traditional wetland offsets typically involve restoring degraded wetlands of a similar size elsewhere to compensate for impacts on site. Mafube's approach goes further. Reconstructing the wetland in situ raises the bar for ecological restoration, demonstrating that mined-out areas can be restored back into functioning ecosystems rather than shifted or substituted elsewhere.

The wetland reconstruction process began long before earthworks commenced. Scientists undertook extensive baseline studies, including detailed monitoring of flood lines, topographical mapping, water quality assessments, and surveys of existing plant and animal species.

Simultaneously, bulbs and seeds from indigenous wetland plants were harvested and propagated at the Mafube nursery, ensuring that the restored ecosystem would be repopulated with native flora.

More than 350,000 m³ of wetland clays and soils was carefully stockpiled and monitored to preserve its structural and biological integrity for later reintroduction into the landscape.

Even before full vegetation re-establishment, the restored pans are attracting wildlife, signalling that the system is beginning to function ecologically. Early returning species include knob-billed geese, kingfishers, spoonbills, flamingos, serval and small antelope.

The project has drawn significant attention from the Department of Water and Sanitation, SANBI, and other environmental organisations. Its success could serve as a blueprint for future wetland reconstruction in South Africa and beyond, especially in regions where wetlands have been impacted by mining operations.

Mafube's wetland reconstruction project is a powerful example of how mining companies can deliver nature-positive outcomes by restoring ecological integrity using a science-based approach to rehabilitation.



BIODIVERSITY

BIODIVERSITY PRIORITY PROJECTS

All operations embark on projects with tangible and measurable positive outcomes on biodiversity. These projects focus on enhancing biodiversity with the objective of either supporting ecosystems or specific species and are linked to their BMPs.



FROM ENVIRONMENTAL CRISIS TO A MODEL OF GLOBAL BEST PRACTICE

In March 2025, we hosted delegates for a site visit as part of a five-day international workshop on post-mining landscape restoration, organised by the United Nations University in Dresden and the Land Rehabilitation Society of Southern Africa. Nearly 50 participants - including policymakers, researchers, environmental advocates, and government and industry representatives - joined the site visit to learn from Kromdraai's transformation.

Once the location of the most significant environmental incident in our business's century-long history, Kromdraai has since become a leading example of effective, science-based mine-closure and land-restoration practice.

A TURNING POINT

Three years ago, a concrete seal on an old shaft failed, causing the uncontrolled release of mine-impacted water into the Wilge River. This resulted in significant biodiversity loss and while devastating, served as a critical catalyst for change. It prompted the creation of a dedicated closure, care and maintenance (CCM) unit, which provides a more integrated and efficient approach to restoring closing sites and reducing their vulnerability to illegal mining and environmental degradation.

INNOVATION DRIVING RESTORATION

Today, Kromdraai is piloting multiple best-practice techniques that are drawing international attention. A standout feature is a 45 ha trial site where costly topsoil has been replaced with a growth medium made from crushed rock and Fungcoal, a patented biotechnology developed in partnership with Rhodes University. This innovative approach showcases how alternative growth media can accelerate land rehabilitation while reducing reliance on scarce topsoil resources.

During the visit, guests observed both active and passive water-treatment systems in operation. These include a 5 ML/day reverse-osmosis plant and the Dongalock wetland channel, which diverts water into a natural wetland for purification. Together, these systems demonstrate how engineered and natural processes can work hand-in-hand to restore water quality in former mining areas.



RESTORING ECOSYSTEMS THROUGH NATURE-BASED SOLUTIONS

Kromdraai is a major contributor to our phytoremediation programme. More than 200,000 trees have been planted across the landscape, with the site expected to account for over half of all saplings planted across our operations in the coming years. This large-scale reforestation effort is playing a central role in stabilising soil, rebuilding habitats and enhancing biodiversity.

A MODEL FOR THE FUTURE

The visit left a strong impression on global experts. Dr Alexey Alekseenko from the United Nations University noted that Thungela stood out for its exceptional professionalism in coal mining and land management, making Kromdraai an ideal case study for learning best-practice approaches to post-mining restoration.

Kromdraai's journey from crisis to global exemplar demonstrates the impact of decisive action, scientific partnership, and a commitment to long-term environmental stewardship. It now stands as a benchmark for integrated mine closure and ecological restoration, showing that, with the right approach, even severely impacted landscapes can be transformed into thriving natural systems.

The next step will be to engage the DMPR and the DFFE so that they have sufficient data to consider and, ultimately, approve the use of Fungcoal and rock mulch as a sustainable solution for land disturbed by opencast mines – not just in our own business but further afield.





BIODIVERSITY

BIODIVERSITY PRIORITY PROJECTS

**MARSH OWL CONSERVATION SUCCESS AT MAFUBE**

Habitat loss from opencast mining, farming and development activities has caused grassland ground-nesting owl numbers to dwindle. The biggest threats to these owls are fires, grass cutting, livestock trampling and heavy machinery in nearby fields which disturb nesting birds. Invasive plants and erosion also degrade the grasslands they rely on.

To counter this, Mafube is creating a protected landscape that offers a safe replacement for habitats that have been lost in the past. The sanctuary has two parts. At its core is a 70 ha wetland site set aside for owls and other species to forage, nest and breed. Because owls hunt and move across the landscape, researchers also monitor more than 11,500 ha of land within Mafube's mining right and surrounding farms, to make sure that the wider grasslands and wetlands they depend on are protected.

The researchers conduct monthly inspections on foot to track grass patches that provide cover for nesting, take photographs to measure vegetation shifts and work closely with surrounding farmers to reduce disturbances. Firebreaks and regular site maintenance add another layer of protection.

Five pairs of marsh owls (*Asio capensis*) were confirmed in a survey last year. Their presence in the sanctuary suggests that the project is successfully restoring the conditions that owls need to survive. If marsh owls are able to settle and breed there, it's a positive indicator that the habitat could one day support a rarer and more vulnerable species such as the grass owl (*Tyto capensis*).



LOOKING AHEAD

In 2026, the regional BMP will be finalised by a third-party specialist to include site-specific information and performance indicators and to outline the approach to measuring our progress against our no net loss target. We will continue our focus on enhancing spatial biodiversity data while tracking and auditing biodiversity projects.





SOCIAL

Safety and health	84
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Making a positive contribution	131



...lively, simple text
...with bubbles for added fun
...love
...old

...three short stories for first readers
...ple stories for developing readers
...chapter books for newly fluent readers

65 P3

EDMONT

SAFETY AND HEALTH

It is essential that every employee and contractor have the opportunity to provide for their loved ones in a manner that does not endanger them, whether the risks arise from unsafe working conditions or from chronic exposure to occupational health hazards.



Our integrated approach to the management of occupational safety and health risks is based on the following principles:

A ZERO-HARM MINDSET

A zero-harm mindset and the belief that all accidents and occupational illnesses can be prevented.

NO REPEATS

Learning from incidents to prevent repeats.

SIMPLE, NON-NEGOTIABLE STANDARDS

Simple, non-negotiable standards applied consistently throughout the organisation.

Safety and health begin with every employee and contractor’s ability to identify, assess and control workplace risks. Achieving this requires ongoing leadership focus on building a strong safety and health culture through regular engagement with our workforce, comprehensive training in operational risk management and the allocation of necessary resources to achieve legal compliance.

Key to our approach is the rigorous reporting of safety and health high-potential hazards (HPHs), the analysis of leading and lagging indicators, and a structured process for learning from incidents to prevent repeats.

GOVERNANCE

Our risk-based approach is driven at all levels, from the board and its health, safety, environment (HSE) and risk committee to the executive committee, site management teams and frontline supervisory personnel.

Safety and health risks, hazards and performance are discussed in detail at the quarterly meeting of the board and HSE and risk committee. A monthly safety, health and environment (SHE) steering committee meeting comprising the executive committee, general managers from each operation and subject matter experts focuses on risks, critical controls and performance in all areas. At an operational level, weekly SHE steering committee meetings for site management are held to discuss issues at section level, for example an underground section, workshop or plant). Routine meetings for different levels of work are in place and in these sessions, safety and health concerns, actions and feedback are discussed.

ROBUST SYSTEMS

Clear accountability and commitment are supported by a robust set of systems that specify the requirements for managing health and safety risks. These include our SHE policy, the International Standards Organization’s (ISO) 45001 occupational safety and health management system and a suite of technical and SHE standards and specifications that address key risks.

During the year, our South African mines maintained their certification to the ISO 45001 standard and once again implemented SHE management plans and facilitate continuous improvement.

OPERATIONAL RISK MANAGEMENT

Operational risk management (ORM) enables us to proactively identify and mitigate hazards that may cause injury and illness. All leaders are trained in the four layers of our ORM process – continuous, task, issue-based and baseline risk management, to better enable them to make informed decisions, manage risks effectively and protect the wellbeing of their teams.

The goal is to effectively manage all forms of risk, with special emphasis on the elimination of fatalities, life-altering injury and disabling occupational illness. Critical controls are identified through the ORM process and are implemented to prevent priority unwanted events. These controls involve one or a combination of acts, objects, engineered solutions or systems. ORM is integrated into all tasks through job risk assessments, which are present at the point of work execution through a summarised and effective work execution document.

MANAGING INCIDENTS

Leading and lagging indicators, including HPHs and high-potential incidents (HPIs), are investigated and analysed to inform the ongoing development of site safety and health interventions. Importantly, incidents are also discussed in monthly 'learn and share' sessions attended by the executive committee, site management teams and subject matter experts. The process to be followed is guided by a learning-from-incidents standard that includes an investigation and addressing findings to prevent repeats or similar events. We actively encourage the reporting of safety and health-related HPHs at all levels so that hazards can be eliminated before an incident occurs. During 2025, employees reported and dealt with 2,699 (2024: 2,867) safety and health-related HPHs.

AN ALIGNED WORKFORCE

When it comes to matters of safety and health, we do not distinguish between our permanent employees and full-time contractors. Everyone is expected to adhere to the same practices, procedures and policies, participate in the same training and medical surveillance processes, and have equal access to chronic disease management services and mental health support. This aligned approach brings about consistency in both the management and mitigation of health and safety risks. All workers have the right to refuse unsafe or unhealthy work or conditions without fear of recrimination. We regularly create awareness of this right to ensure that it is exercised by employees and it is respected by managers.

EMERGENCY PREPAREDNESS AND RESPONSE

We have emergency preparedness and response plans in place and these, together with critical controls, are tested routinely through emergency drill simulations, with the relevant service providers. Key developments include the implementation of real-time refuge bay monitoring systems that track the status of communication systems, suitability of atmosphere, housekeeping and hygiene status. Automatic fire suppression systems and pivot fire doors – heavy-duty barrier systems engineered to contain fire, smoke and toxic gases while managing ventilation pressure, are also in place.

All operations comply with the requirements of chapter 16 of the South African Mine Health and Safety Act (MHSA) for Mines Rescue Services (MRS) agreements, proto and surface fire responders and the teams are certified by the mine rescue services. A missing person locator (MPL) risk assessment was completed for both underground and opencast operations and we have implemented an underground MPL solution. Combined proto and surface fire responder team rescue sessions are conducted quarterly to share lessons, check readiness, and sharpen critical emergency response skills.

South Africa's Chief Inspector of Mines published an updated Guideline for a Mandatory Code of Practice (MCOP) for the Prevention of Fires at Mines. This regulation, effective from 1 October 2025, requires all mining operations to implement comprehensive fire prevention measures to mitigate risks. Our operations have all submitted site specific COPs to the DMPR.



ASSURANCE

We conduct internal and external assurance to ensure that our operations meet safety and health standards and comply with relevant legislation. By conducting regular audits, we monitor performance and implement necessary changes to mitigate risks and improve overall compliance. Assurance takes place at three levels, starting with first-level assurance in which employees and managers are empowered to take ownership of risks, self-correct deviations and demonstrate how safety and health objectives can be achieved in their daily activities. Second-level assurance involves functional owners and subject matter experts who provide monitoring, analysis and support to ensure the achievement of these objectives across the organisation. Third-level assurance is conducted by independent auditors and assurance service providers who give an objective, external assessment of governance and risk management practices.



SAFETY

We are unwavering in our commitment to zero harm, keeping safety at the core of everything we do, so that all of our people return home safely and healthy every day. At the end of 2025 we had been fatality-free for almost three years.

The year under review was one of transition, which had a substantial impact on our risk profile. This included the transition of Annea (formerly the Elders project) and Zibulo North Shaft from project teams to mine management teams, and the ramping up of the Lephalale coal bed methane proof of concept project. Operational changes such as the transition from a contractor-run to an employee-run operation at Annea, and a restructuring process at Goedehoop North and Isibonelo also influenced our performance. These mines reached the end of their economic life and supply contract, respectively. These changes were coupled with a CEO transition, which introduced further uncertainty.

0

Fatalities
2024: 0

2.17

LTIFR (Per million hours worked)
2024: 1.23

2.83

TRCFR (Per million hours worked)
2024: 1.93

6

HPIs
2024: 2

PERFORMANCE

The Group total recordable case frequency rate (TRCFR) increased from 1.93 in 2024 to 2.83 in 2025. Total recordable injuries rose from 41 in 2024 to 56 in 2025, while total work-related injuries, including first aid cases, rose to 221 in 2025 from 186. Six HPIs occurred in 2025, five of which were in South Africa, compared with two in 2024. Ensham had one HPI in 2025, where none were recorded in 2024.

In South Africa, the TRCFR regressed to 1.80, from the previous year's 1.07. Ensham also saw an increase in its TRCFR to 15.72 (2024: 13.21).

To address our 2025 safety performance, we have implemented interventions aimed at targeting those areas with an increased risk. For example, two operations where a number of incidents occurred in close succession were placed on 'intensive care', where senior personnel from other operations provided additional oversight on both the physical and cultural aspects of safety. We also implemented a 'call to action' for all sites to identify potential vulnerabilities and areas for improvement. These interventions resulted in a pleasing improvement in the second half of the year, with a 50% reduction in the number of recordable injuries at three sites.

Work to align Ensham with our safety strategy continues, focusing on three areas: high-risk work identification and planning, visible felt leadership, frontline leadership and improvement of hazard reporting systems.

We remain acutely aware that achieving our goal of zero harm will require sustained effort and commitment from every employee and manager, continued investment in innovative technologies and a deeply embedded safety culture. We are focusing strongly on culture and have developed a methodology that creates a heatmap of sections-at-risk where the safety culture and leadership can be improved.

2025 Safety performance	2025	2024	2023	2022	2021
Fatalities	0	0	1	0	1
TRCFR*	2.83	1.93	2.80		
South Africa	1.80	1.07	1.40	1.41	1.35
Australia	15.72	13.21	22.63		
Lost-time injury frequency rate (LTIFR)*	2.17	1.23	2.17		
South Africa	1.18	0.66	0.97	0.85	0.81
Australia	14.35	8.58	19.20		
Lost-time injuries	43	26	48	15	15
Medical treatment cases	13	15	13	10	9
Total recordable cases	56	41	62	25	25

*per million hours worked.

STRATEGY

Our safety strategy is based on three key areas: getting the basics right, work management and sustainable risk reduction through culture change.

GETTING THE BASICS RIGHT

The basics are the fundamental principles that, when consistently adhered to, ensure that no employee comes to harm in the execution of their duties. These include the Six Essentials for safe production, namely:

- rigorous planning;
- safe work area design;
- systematic change management;
- effective supervision;
- correct tools and equipment; and
- creating a competent workforce.

Employees must also abide by the 13 life-saving Eyethu Rules created in 2017, as a collective effort by leadership and labour to eradicate fatalities in the workplace.

Before their inception, safety rules were exclusively set by management and often felt distant and unclear to the general labour force. The Eyethu Rules marked a pivotal shift, as unions and management collaborated to develop clear, easy-to-understand and universally owned safety guidelines that address priority unwanted events. These include fall of ground, contact with mobile machinery and failure to lock out. 'Eyethu' is the Zulu word for 'ours' and underscores a collective responsibility for safety.

Other basics include the requirement for all leaders to undertake routine focused leadership interactions in the field, high-risk work verifications for non-routine tasks, critical control monitoring, HPH reporting and incident management.

WORK MANAGEMENT

Work management is an operating model that integrates ORM into the planning of all tasks. Fully implemented at four of our South African sites, it establishes a structured framework for the approval, planning, resourcing, scheduling and execution of all work through a centralised, site-based work management hub.

Planning, resourcing and scheduling were previously managed by frontline leaders who faced considerable pressure balancing these duties while overseeing safety. The model alleviates this burden and enables leaders to focus on supervising their teams more effectively.

It also facilitates high-quality planning, which is statistically proven to be 75% safer, 30% more productive and 20% more cost-effective than unplanned work.

Further supporting this model is the deployment of intrinsically safe mobile devices for employees working underground and in the field. These devices enable real-time task management, reducing reliance on office-based functions and freeing up time for employees to focus on managing safety within their teams.

CHANGING CULTURE FOR SUSTAINABLE RISK REDUCTION

Eliminating harm requires a strong safety culture where compliance is not considered optional but is second nature.

To determine the effectiveness of our culture interventions, we developed a methodology to measure success. This data-based approach uses leading indicators to develop a heat map of each section at every mine. Leading indicators include HPH reporting, implementation of critical controls, HPIs and felt leadership interactions and engagement.

This method has proved extremely accurate in pinpointing 'at-risk' sections that the senior management had instinctively identified as areas of concern. The three sections of greatest concern were subjected to a detailed culture deep dive that included aspects such as management visibility, review of frontline leadership training, personnel changes and the ration between how much planned and urgent, unscheduled work. These sections were tasked with developing action plans to address specific findings and provide feedback in monthly performance reviews. Actions are tracked centrally on a weekly basis to drive the shift in culture and progress is reviewed quarterly.



TRAINING

All employees and contractors receive safety training on a rotational basis aligned with their roles and the risk profile of their duties. People in middle management and above undergo learning-from-incidents training and all employees receive training in ORM.

We continued with the implementation of our frontline leadership programme which empowers supervisory personnel with the knowledge and skills to enhance safety communication and engagement, role modelling and accountability within their teams. Employees who have completed the programme undergo an evaluation process to monitor their progress, identify areas for improvement and trigger interventions to enhance their performance.

SAFETY AWARENESS

Safety awareness and communication are prioritised throughout the year and are intensified during high-risk periods. This is carried out through structured routines for management engagement with crews, inspections, meetings and training.

Historical data in the mining industry reveals that accidents and incidents are more likely to occur in the run-up to the festive season and then, again, as employees return to work early the following year. Awareness campaigns aimed at maintaining high levels of safety energy and engagement are developed by site safety committees, which include union representatives. Each mine develops a tailored campaign aimed at fostering increased participation through games and challenges that reinforce daily health and safety practices.



COMPLIANCE

In South Africa, safety and health are regulated under the MHSA 1996, while Ensham is regulated under the Queensland Coal Mining Act 1999 and Regulation 2017.

We maintain a strong, collaborative relationship with the South African regulator and its safety inspectorate. In 2025, the regulator issued 10 safety-related Section 54 notices. A Section 54 is a provision under the MHSA that grants the Chief Inspector of Mines the authority to suspend operations at a mine or specific section if there is an immediate threat to the health and safety of workers. To promote accountability and transparency, we have an internal Section 54 process that stops sections, departments or equipment based on the risks identified so that these can be resolved before work continues. This is followed by an internal review process of the stoppage, an investigation into why risks were present and actions to prevent them from occurring again.

LOOKING AHEAD

We will focus on the fundamentals and ensure that the right routines are in place to support management, that systems are optimally used and that we leverage the data we have at our disposal to improve safety. Assurance, oversight and governance will continue from a central level.



HEALTH AND WELLBEING

A strong and healthy workforce is a critical component of our success and our approach to health and wellbeing demonstrates our culture of care.

We proactively prevent and mitigate occupational health risks and our holistic wellness programme helps employees to achieve optimal physical, financial and psychosocial wellbeing.

The foremost health risks in our workplace include respirable dust and noise, ergonomics, thermal stress and, increasingly, mental stress due to a combination of work and personal pressures.

APPROACH TO OCCUPATIONAL HEALTH

Unlike workplace injuries and fatalities, which have immediate and visible impacts, the effects of occupational illness manifest over time with potentially devastating outcomes.

of exposure reduction initiatives as well as monthly compliance reporting and trend analysis. Details such as occupational health hazards exposure trends and corrective actions at a mine section level are discussed by management at weekly site SHE steering committee meetings.

Health is approached with the same uncompromising standards as safety. This requires rigorous hazard identification and control, comprehensive incident reporting and investigation, and a commitment to learning from past cases to generate ongoing improvements in our performance. Our routines include monthly ventilation and occupational hygiene (VOHE) steering committee meetings to foster accountability and to track the implementation

We provide a range of resources and support mechanisms to help employees effectively manage their personal health. This integrated approach not only safeguards them but also fosters a culture of health, safety and resilience across the organisation.



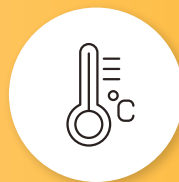
DUST



NOISE



ERGONOMICS



THERMAL STRESS



MENTAL STRESS

MEDICAL SURVEILLANCE

Monitoring worker health is a vital part of our approach as it enables us to screen and address early illness caused by lifestyle and workplace factors. It also enables us to assess the effectiveness of our controls so that existing health management strategies can be reinforced and refined.

All new employees and contractors undergo an initial medical assessment to establish their baseline health. This is followed by periodic examinations to screen, diagnose and manage diseases early in asymptomatic individuals and to compare results against the baseline. We are developing a risk-based medical surveillance system where the frequency of medical assessments will be based on the exposure and risk profile of each employee. Employees who are exposed to hazards may have medical checks at a higher frequency, while individuals with low exposure, such as those that are office-based, may require less frequent assessments.

Our in-house medical service and occupational health centre in South Africa makes use of an advanced digital health and hygiene system that enables health professionals to capture, track and analyse each employee's exposure profile over time. Possible cases of occupational disease are investigated so that appropriate actions can be taken.

HAZARD REPORTING

Employees are encouraged to report not only high-potential safety hazards but also health hazards that may result in negative outcomes. During the year, members of the workforce reported and dealt with 484 health-related HPHs (2024: 362). This marks a significant improvement in reporting and demonstrates employees' growing commitment to addressing workplace health risks.

Our mines ordered two internal stoppages to address failures in dust and noise controls. These proactive holds are viewed in a positive light as they demonstrate site teams' dedication to prioritising health over production.

MANAGING OCCUPATIONAL EXPOSURE

Our most critical workplace health risks are coal dust and noise. Coal dust exposure over prolonged periods has the potential to cause occupational lung diseases such as coal workers' pneumoconiosis, chronic obstructive airway disease (COAD) and occupational tuberculosis (TB). Noise exposure poses a significant risk for permanent hearing loss over time.

To address these risks, we implement robust systems, standards, and controls that either eliminate hazards at their source or mitigate their impact to the greatest extent possible. Where feasible, we deploy technical solutions to engineer out hazards, thereby reducing the potential for exposure. We assess the effectiveness of controls through continuous real-time monitoring and the critical control verification process.

Regular training and awareness on occupational health risks and how they should be dealt with is provided to all employees and contractors. We also strictly enforce the use of personal protective equipment (PPE) where occupational exposure levels exceed set limits.

PPE, including customised hearing protection and items specifically designed for women, meets national and international quality standards. At Ensham, the respiratory protection equipment (RPE) fit testing programme continues and is compulsory for specific similar exposure groups. We are also implementing an RPE and hearing protective devices fit testing programme in South Africa.

In South Africa, our hearing conservation programme is aligned with the updated noise code of practice guideline. We manage the potential for noise-induced hearing loss (NIHL) through ongoing education and awareness, engineering controls and the mandatory use of hearing protection in areas where employees are exposed to noise levels of 85 A-weighted decibels (dBA) or more. We have introduced custom-made hearing protection that best suits ear physiology for high-risk employees.

Annual and ad hoc audiometric screenings also provide early warning of hearing deterioration, allowing for timely corrective action.

Each of our sites has an equipment noise register to record noise sources, sound pressure levels and control measures. Our primary focus remains on controlling exposure at source and protecting employees who work in environments where noise levels exceed an eight-hour time-weighted average (TWA) of 85 dBA.

REAL-TIME MONITORING

Over recent years, our sites have introduced handheld dust monitors for underground workers in high-risk exposure groups. These alert employees when dust thresholds are reached by triggering alarms so that they can take immediate action. Previously, dust samples were sent to a laboratory for testing, meaning that results were received only after exposure had already occurred. Continuous real-time dust monitors have been installed at conveyor transfer points, at the intake airways and on continuous miners and trigger alarms when dust controls fail. This year, our focus was on training and awareness on how employees should respond in line with the trigger action response plan (TARP) for dust.

The Minerals Council of South Africa's Mining Occupational Safety and Health (MOSH) initiative certified our adoption of its leading practice for continuous real-time monitoring. Enhancements like these prompt early root-cause analysis to prevent repeats and will continue to drive a steady reduction in the number of employees who are exposed to respirable hazards.

To further reduce dust at source, we are installing an automated fogger water spray system at identified high-risk trunk conveyor belt transfer points for effective at-source dust particle capture.

After the success achieved using real time monitoring for dust, we are extending this technology to noise. In 2025 continuous real-time monitors for noise were installed at high-risk workshops to empower employees when noise levels exceed the occupational exposure limit (OEL) 85 dBA.



PERFORMANCE

The OEL for respirable coal dust in South Africa was reduced from 2mg/m³ to 1.5mg/m³ effective from June 2025 based on amendments to the MSHA regulations. Previously, we publicly reported the number of employees in homogenous exposure group (HEG) A-Category according to the OEL of 2mg/m³. Based on the new OEL, 516 employees in South Africa operated in areas classified as HEG A compared with 1,105 in 2024. At Ensham, 570 workers fell into this category 2025 compared with 472 in 2024.

After five years with no new cases, two cases of coal workers’ pneumoconiosis were diagnosed in 2025. Four cases of COAD were recorded compared with one in 2024

The incidence of exposure to levels greater than 85 dBA over an eight-hour TWA in South Africa dropped to 3,630 in 2025 from 3,706 the previous year. Seven new cases of NIHL were recorded in 2025, compared with five in 2024. Two of these were at Ensham.

New cases of occupational disease	2025	2024	2023	2022	2021
Noise-induced hearing loss	7	5	2	2	1
Chronic obstructive airways disease	4	1	0	1	0
Occupational TB	4	4	2	1	0
Occupational asthma	0	0	0	0	0
Coal workers' pneumoconiosis	2	0	0	0	0
Musculoskeletal ¹	1	1			

In October 2023, we received an application for certification of a class action from Richard Spoor Incorporated on behalf of various applicants and potential claimants in relation to coal miners’ pneumoconiosis with or without COAD. The application was brought on behalf of former coal miners and other potential claimants and is one of four similar cases involving a number of current and historical coal mining companies.

The Group, together with other companies named in the matter, submitted a formal response to the application in December 2024. The proceedings are being managed by the courts, and various procedural steps were taken during 2025. The applicants’ legal representatives have indicated that additional former miners may be added to the case, which has extended the related timelines. Should the certification process continue, the court is expected to consider the matter in the second half of 2027.

MINE HEALTH AND SAFETY COUNCIL'S 2034 OCCUPATIONAL HEALTH MILESTONES

The Mine Health and Safety Council's (MHSC) first set of targets on noise and dust ran until December 2024. Based on the outcomes of the 2024 Mine Health and Safety Tripartite Summit and related strategic health frameworks, the MHSC has established key occupational health milestones to be achieved by 2034 to ensure 'Zero Harm' in the South African mining industry.

The milestones for 2034 include:

Respirable crystalline silica dust	95% of exposure measurements must be below 0.03 mg/m ³ .
Respirable coal dust	95% of exposure measurements must be below 1.25 mg/m ³ .
Elimination of pneumoconiosis	By 2034, no new cases of silicosis, coal worker's pneumoconiosis, or platinum dust pneumoconiosis among individuals entering the industry post-2024.
NIHL	By December 2034, no new cases of NIHL will occur among individuals entering the industry post-2024.
Noise	Noise emissions from equipment must not exceed 104 dBA by 2034.



EMPLOYEE WELLBEING

Wellness is a core part of our value of Care and Respect and we are dedicated to supporting our employees in achieving optimal wellbeing across all aspects of their lives.

These include optimum physical and mental health, financial stability and psychosocial wellbeing. When employees achieve these, they are able to contribute to a positive workplace culture, enhanced productivity and a safer working environment.

Our wellness policy commits to:

- fostering a work environment that supports activities, choices and lifestyles that lead to a state of holistic health;
- ensuring physical, psychosocial, occupational and financial wellbeing;
- fostering an organisational climate and culture that improves health, wellness and maximum productivity;
- a preventative wellness programme that reduces health risks and supports treatment; and
- ensuring a non-discriminatory workplace for employees with all health conditions; and
- offering a wellness programme that runs throughout the year guided by the annual Department of Health awareness calendar.

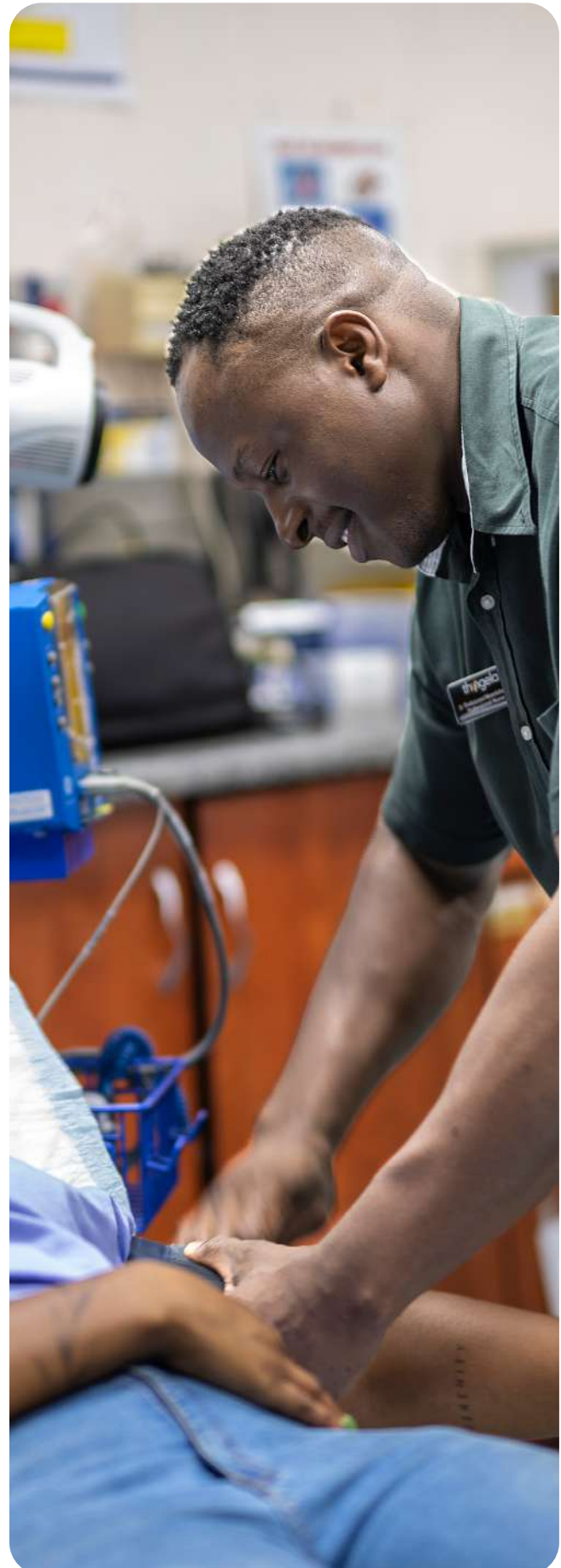
PHYSICAL HEALTH

In addition to routine examinations for the medical certificate of fitness to work, employees and contractors are actively encouraged to undergo a series of physical health checks. Given the prevalence of non-communicable diseases, including heart disease, diabetes and cancer, which account for 74% of all deaths worldwide, this testing is critical.

In our South African business, these checks are referred to as the 'Vital Six' and are undertaken by members of our in-house health service during visits to mines and centralised service departments. They include body mass index, blood pressure, blood sugar, cholesterol, HIV counselling and testing and screening for TB, all of which contribute to early diagnosis and improved overall health outcomes. During the year, 96% (2024: 98%) of permanent employees underwent these checks.

The unwavering dedication of site BeWell teams, made up of champions who proactively organise health campaigns and activities to encourage employees to undergo testing, has been key to this success. They offer information on monthly health topics, encourage employees to participate in health initiatives and arrange periodic sports events.

Sites also receive regular visits from the Cancer Association of South Africa which offers screenings for skin, breast, cervical and prostate cancer.





HIV

We are extremely proud of the tremendous strides we have made in the fight against HIV/AIDS. We have already exceeded the UNAIDS 95-95-95 goals and the MHSC's 2034 target of providing annual HIV counselling and testing (HCT) for 95% of employees, with eligible individuals linked to antiretroviral therapy.

A total of 96% (2024: 98%) of permanent employees underwent voluntary HCT in 2025. Of all employees who live with HIV, 98% are on treatment and of these, 96% have suppressed viral loads. We are pleased to report that new infections declined to four from eight in 2024 and 20 in 2023.

TUBERCULOSIS

The mining industry in South Africa was historically a high-risk sector for TB transmission, driven by long-term exposure to silica dust, high HIV co-infection rates and poor living conditions. Targeted efforts to address these factors have led to significant progress, with the industry surpassing the MHSC goal to reduce TB incidence rates to below national levels.

For more than two decades, our business has maintained a strong focus on TB management. Our TB incidence in 2025 was 114 cases per 100,000 employees. This is lower than both the industry and national averages of 278 per 100,000 and 389 per 100,000, respectively.

We remain committed to eliminating TB through a rigorous approach that includes regular screening, contact tracing and treatment. Programmes to target TB awareness, screening and referral to definitive care and follow up run throughout the year. Collaboration with the Department of Health (DOH) remains a key part of our strategy.

In the past year, four cases of cardio-respiratory TB were identified in employees (2024: four) and one case was diagnosed in a contractor. We have not had a single TB-related death within our permanent workforce since 2018.

MENTAL HEALTH

Our long-standing employee assistance programme is administered by Reality Wellness. It offers professional and confidential mental health support to employees and their registered beneficiaries across a range of issues.

One of the programme's key features is on-site counselling, which provides greater accessibility to support services. During the year, the most prevalent concerns among employees included acute stress, relationship issues, bereavement, trauma and adjustment to life changes such as the loss of a loved one or new family responsibilities. Each of our operations has volunteer mental health first-aiders who help colleagues access the support they need from internal and external health and wellness channels.



I AM

In April 2025 we launched the 'I AM' programme, intended to drive psychological safety and support an ownership mindset to wellbeing. The campaign addresses the multidimensional facets of wellness and each month 'I AM' focuses on a new theme.

The programme was launched with energetic gate activations that introduced the first theme: **I AM Physically Healthy**, which ran throughout April. Team members across the business stretched and stepped their way into wellness through a range of activities, including live-streamed yoga, a 30-day walking challenge and a talk by a registered dietitian to support a better understanding of nutrition.

In May, we introduced **I AM Money Smart** to encourage employees to take charge of their financial wellbeing through a series of webinars on various aspects of financial health.

Other campaigns included '**I AM Empowered**', '**I AM Mentally Fit**' and '**I AM Proudly Proud**'.

FINANCIAL WELLNESS

Our Bokamoso financial wellness programme in South Africa has delivered substantial financial benefits to employees, with 1,059 individuals receiving assistance in 2025.

Collectively, employees saved R11.4 million through various financial services and refunds. These include R6.9 million saved through debt relief instalments, R2.4 million from interest on debts and R2.1 million gained through savings from loan audits and tax refunds.

Beyond the immediate financial benefits, debt relief measures made a real difference for employees, with three individuals managing to prevent the repossession of their homes or vehicles, while another five obtained certificates confirming their debts had been cleared. Additionally, 13 employees succeeded in obtaining new loans for homes and cars.

In 2025, more than 2,000 employees benefited from financial literacy and tax training through Bokamoso's educational programmes. In May 2025, an 'I AM Money Smart' workshop focusing on budgeting, savings and financial empowerment was attended by over 1,200 employees.

Since Bokamoso's inception in 2017, a significant transformation has been made in employee financial health. At the time, just 19% of employees were found to be in a healthy financial position, 15% were borderline healthy and an alarming 66% in an unhealthy predicament. The past few years have seen a financial transformation with 72% of the workforce now enjoying a healthy financial lifestyle, 20% borderline healthy and just 8% unhealthy.

LOOKING AHEAD

In 2026, our focus will be to improve screening for non-communicable diseases and provide assistance to employees to enable them to manage their health effectively.



OUR PEOPLE

A workforce that is engaged, committed to operational excellence and dedicated to the achievement of our ESG commitments within a safe and supportive working environment, is critical to the success of our business.

Achieving our goals depends on our ability to attract and retain a workforce of high-calibre individuals. This is supported through our ongoing participation in the international Top Employer Institute's certification programme, through which we retained our certification for the fourth time. A company's evaluation is based on its people policies and practices across a variety of key areas. These include talent strategy, learning and development, leadership, reward and recognition and work-life balance.



WORKPLACE CULTURE

Our values form the foundation of our organisational culture and should be upheld by all employees. Leaders, in particular, are expected to model these values through their daily actions and decisions.

Our priority is to continue embedding The Thungela Way, which calls on every employee to live our shared values and actively shape our desired culture. Living these values and their associated behaviours underpins our strategic business objectives and strengthens our collective sense of purpose.

In 2025, we undertook a survey to assess the progress made in embedding our culture and values since our last employee engagement survey in 2022. Results indicate a positive shift in how employees experience our values and culture drivers, with Safety, Accountability and Excellence rated most highly, alongside key drivers such as a shared sense of purpose and belonging. The Value of Agility and drivers including personal development and communication were identified as areas requiring further attention.

We will continue to prioritise the consistent demonstration of all our shared values and strengthen the initiatives that reinforce and sustain our culture. The Thungela Way continues to enhance accountability, drive performance, strengthen the employee experience and enable us to deliver on our long-term ambitions.



THIS IS THE THUNGELA WAY

WE ENRICH

We offer an enriching world of work in which employees are encouraged to fulfil their potential. Individual development plans, exciting career paths and opportunities to stretch themselves all unlock meaningful growth and development.

WE EMPOWER

We empower our employees with the trust and autonomy they need to achieve results. Where possible, we have flexible, productive working arrangements. We also support a healthy work-life balance.

WE ENERGISE

We are bold, ambitious and driven by an owner-mindset. This means having an engaged workforce with a high-performance culture.

WE ENGAGE

We support agile decision-making and honest, open communication. Our leaders strive always to be engaged and open to ideas, including dissenting views. This is how we grow together.

WE EMBRACE

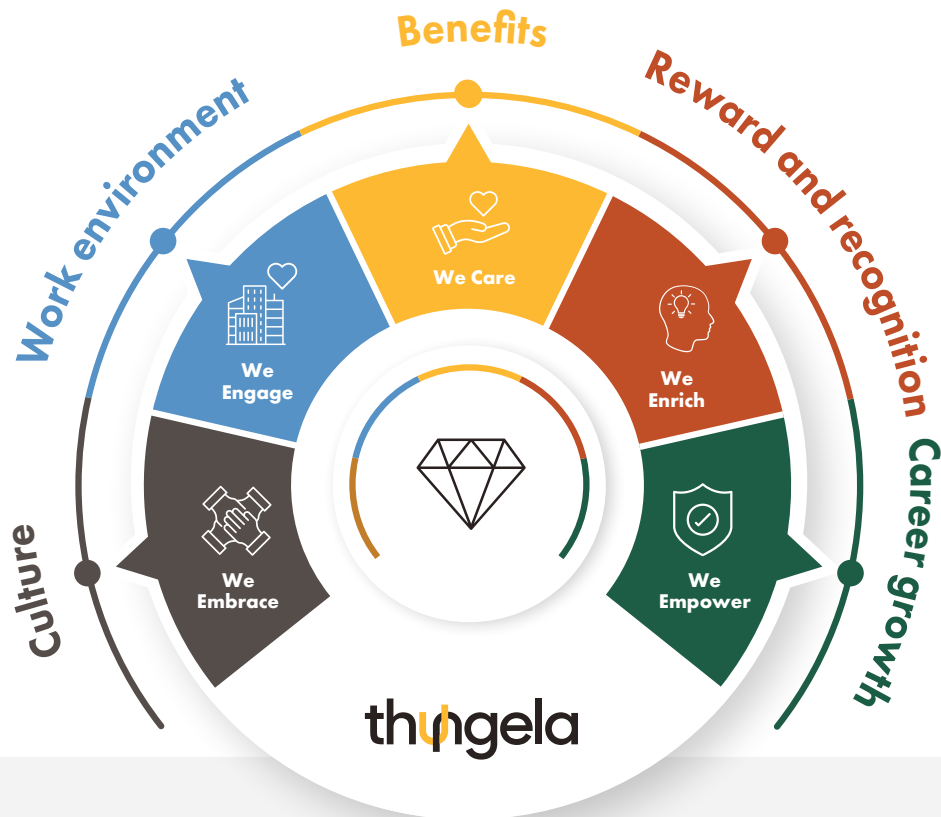
Being a good employer means creating a sense of belonging where people can bring their whole selves to work. We believe in embracing the differences that make our people, and our business, unique.

WE CARE

Core to our culture is the value of Care and Respect. Apart from caring for our people's safety and overall wellbeing, we care for our environment and host communities.



OUR EMPLOYEE VALUE PROPOSITION



Culture

- A values-driven culture
- Ethics, integrity and social responsibility
- Market position
- Leadership behaviour that drives excellence
- We deliver on commitments and are responsible and accountable for our actions
- We embrace diversity
- Corporate social responsibility
- We celebrate success

Work environment

- Energised company
- Employer of choice
- Alignment across people, organisational culture, values and principles
- Shaped by our ambition, values and goals
- A shared sense of purpose
- Inspires innovation and values ongoing learning, career growth and development
- Agile decision-making and open communication

Benefits

- Mental and physical wellness programmes
- Support healthy work-life balance

Reward and recognition

- Industry competitive remuneration
- Performance bonuses
- Retirement, medical aid/insurance, death and disability cover
- Paid annual and maternity leave exceeding legal requirements
- Increases and career progression
- Share schemes

Career growth

- Career growth and development
- A learning culture that encourages continuous and anywhere learning
- High-performance culture with continuous feedback
- Ongoing career discussions
- Individually tailored development plans
- Stretch assignments
- Linear and non-linear career paths
- Education assistance

thungela

To responsibly create value, together, for a shared future



Safety



Drive
our ESG
aspirations



Maximise
the full potential
of our assets



Create
future
diversification options



Optimise
capital
allocation

Our culture allows us to achieve our five-pillar strategy.

3



**We
Enrich**



**We
Energise**



**We
Embrace**



**We
Empower**



**We
Engage**



**We
Care**

How we behave every day is The Thungela Way. This is our culture.

2



Safety



**Care and
respect**



Accountability



Excellence



Agility



Entrepreneurship

The values that guide our behaviour.

1

Living the shared values ensures the desired culture is embedded

Leaders role model the values and shape the culture

TALENT ATTRACTION AND RETENTION

Our success begins with securing exceptional individuals who are capable of taking our business forward. In a highly competitive talent market, this requires more than attractive remuneration and benefits. It demands a strong employer brand, opportunities for professional growth and development, and a workplace culture that fosters engagement and innovation. Additionally, ESG considerations play an important role in the attraction and retention of talent, particularly as younger employees seek to align their professional and personal values. Core elements of our employee value proposition are work environment, career growth, benefits, reward and recognition.

LEARNING AND DEVELOPMENT

Continual education and professional growth contribute to safety and meeting regulatory standards, increasing efficiency, strengthening leadership capabilities and promoting higher employee retention rates.

In South Africa, our centralised learning and development centre, along with dedicated training facilities at each mine, ensure that employees have the necessary support to excel in their roles. All our training facilities in South Africa hold ISO 9001:2015 certification, which underscores our commitment to quality and continuous improvement. They received updated approvals from the Mining Qualifications Authority at the end of 2024. These are valid for three years.

During the year, we invested R236.8 million in training globally, with R230.6 million of that spend in South Africa. This accounts for 5.1% of our wage bill, compared with the previous year's R194.5 million at 4.6%. The average training time per employee increased to 248 hours (2024: 222) and our investment in per-employee training to R21,709 (2024: R20,614). The increase in hours was largely attributed to a rise in self-enrolled courses on our digital learner experience platform. Expenditure overall increased due to expanded community training, especially Social and Labour Plan interventions associated with the closure of Goedehoop and Isibonelo.



10,908

Number of employees trained
(2024: 9,435)



R236.8 M

Investment in training
(2024: R194.5 million)



R21,709

Average spent on training per employee
(2024: R20,614)



R2.7 M

Total training hours
(2024: 2.1 million)



TALENT DEVELOPMENT AND SUCCESSION PLANNING

We proactively manage performance, career development, and succession planning to build a capable workforce aligned with our values and goals.

Our talent management process focuses on identifying and developing current and future leaders, while also bringing in new talent to enhance team diversity. Succession planning is prioritised, especially for core and critical roles, to ensure business continuity. This is supported by annual personal development plans, through which employees and managers set career goals and track progress in developing the skills and experience needed to achieve their ambitions.

Our key focus in 2025 was the integration of Thungela Australia and Thungela Marketing International into our talent, succession and development processes.

DEVELOPING OUR TALENT PIPELINE

Our bursary scheme in South Africa is one of the key ways we develop future leaders and technical experts and offer opportunities to recent school leavers who wish to obtain qualifications in technical disciplines. These include mining, electrical, mechanical, metallurgical, industrial and rock engineering, geology, mineral surveying, environmental sciences and ventilation and occupational hygiene engineering. Of the 36 bursars currently in the programme, 11 come from local communities and 22% are women.

The scheme covers tuition, academic resources, accommodation and living expenses. Bursars also benefit from industry-relevant experience through paid six- to eight-week periods of employment at our sites during university vacations. Importantly, the programme administrator provides psychosocial support to help bursars navigate their years at university.

Our professional-in-training (PIT) programme, which lasts two to four years, provides recent university graduates with practical experience and essential skills to prepare them for their future careers. Guided by experienced mentors, participants apply their academic knowledge in real-world settings, gaining valuable exposure and building the confidence necessary to succeed in their fields. Each PIT is responsible for developing a proposal for a business improvement project, which they later present to the company's senior leadership. Frequently, these projects introduce innovative ideas and perspectives that are implemented as effective solutions to persistent business issues. Currently, our PIT programme includes 50 graduates, with women representing 52% of the group and 46% coming from host communities.

LEARNERSHIPS AND INTERNSHIPS

Our learnership programme provides a structured pathway for participants to gain both theoretical knowledge and practical workplace skills to obtain a National Qualifications Framework-registered qualification. Learnerships are aligned with site Social and Labour Plans and help grow our pool of qualified artisans while attracting talent both from within the organisation and host communities. In 2025, 37 people joined our mining and engineering learnership programme, with the total number of learners currently enrolled at 204 people. Of the group, 98% are black South Africans, 36% are women, and 50% are from host communities.

During the year, 62 interns received hands-on experience at our sites to gain the practical exposure required to complete their qualifications.

STUDY ASSISTANCE

We provide financial support through our part-time study assistance scheme to encourage employees to further their qualifications. During the year, the scheme enabled 67 individuals across multiple levels and disciplines to further their tertiary education. Of these, 95% are black South Africans and 67% are women.

LEADERSHIP AT THE FRONT LINE

Our frontline leadership programme was introduced to address the key capability gaps that were identified during day-in-the-life assessments conducted at three of our mines. It strengthens key foundational areas such as change management, team performance, accountability, planning and decision-making, while reinforcing our core values and The Thungela Way. Frontline leaders play a critical role in fostering a strong safety culture, therefore it incorporates a robust safety component aligned with our three-pillar safety strategy, getting the basics right, work management and culture change.

Supervisory personnel at three operations have completed the programme, which includes classroom training and six weeks of coaching in their respective work areas. In March 2025, the programme was launched at a further three sites, namely Zibulo, Greenside and Mafube.

Individual development plans that form part of our performance management system now include two objectives linked to safety and operational improvement. Sites have also deepened accountability and teamwork through initiatives built around the Theory of Constraints, the Accountability Framework and Extreme Ownership.

THE THUNGELA LEADERSHIP ACADEMY

The Thungela Leadership Academy, which is run in partnership with the University of Pretoria’s Gordon Institute of Business Science, entered its fourth year and continues to enhance the depth of leadership talent across the organisation. In 2025, 29 employees graduated from the leadership academy (2024: 93) and a further 20 employees completed the coaching component of their courses from the prior year.

The academy currently offers five core programmes, namely: ‘Ascend’ for young leaders and PITs, ‘Explore’ for middle managers, ‘Exceed’ for senior managers, ‘GM Accelerate’ for current and future general managers and ‘Women in Leadership’ for women in management positions.

We evaluate and enhance these programmes on an ongoing basis to ensure that participants extract the greatest benefit from their educational journey, while the organisation secures significant returns on its investment in developing leaders. In 2024, we introduced a comprehensive 360-degree impact assessment, which allows us to track substantial changes in leadership behaviour.

DEVELOPING FUTURE-READY LEADERS

The Thungela Leadership Academy’s Ascend programme plays an important role in developing future-ready leadership capability across the business. Designed for early-career professionals, the programme focuses on understanding market dynamics and the business context, before turning inward to build self-awareness and leadership capability.



Karabo Malekutu, a metallurgy PIT at Annea, says the programme provided a holistic view of the organisation and the complexity behind business decision-making. Exposure to strategy, markets, people dynamics and social considerations helped her better understand how interconnected the business environment is.

Equally important was the insight she gained into her own leadership style and blind spots.

The programme challenged her to recognise that while she naturally gravitates towards systems and processes, effective leadership requires adapting to different people and perspectives. This shift has changed how she approaches collaboration and problem-solving.

For **Jabulile Zitha**, a strata control officer at Khwezela, the programme’s strongest impact was on self-awareness. Ascend helped her identify her strengths and development areas, clarify her personal purpose and understand how her values align with our own.

She notes a clear distinction between her leadership approach before and after the programme, describing increased patience, empathy and consideration for others as key outcomes.



Fumani Chauke, a grade control geologist at Greenside, reflects on how the programme strengthened his connection to the broader business by unpacking the external and macro-economic environment in which Thungela operates.

A defining moment for him came through the Insights Discovery assessment, which highlighted how his direct, analytical approach could sometimes be perceived as distant. While this feedback was not new to him, Ascend provided the tools and space to work on it deliberately.

He notes that the programme emphasised the importance of balancing technical excellence with emotional awareness, a shift that has improved how he engages with colleagues.

MINERALS EDUCATION TRUST FUND

We contributed R4.1 million to the Minerals Education Trust Fund, a South African industry initiative that supports and enhances university education for the next generation of mining professionals. This funding enables benefitting universities to attract and retain top-tier faculty members who specialise in a range of disciplines, including mining, metallurgical engineering and geological sciences. The initiative benefits approximately 5,600 undergraduates at nine universities nationwide. Thungela holds a position on the fund's board.

DIGITAL HUMAN RESOURCES

Digital solutions have streamlined people processes and enriched the overall employee work experience. Online platforms now support individual development planning as well as talent and performance management, while our learning experience platform has quickly become essential for many employees seeking to further their personal and professional growth.

Apart from its role in streamlining mandatory training online, the platform offers more than 45,000 courses that enable interested employees to learn in their own time and at their own pace. Offerings may take between 20 minutes and several hours to complete, depending on the skills or competencies being developed, and each successfully completed course comes with a certificate of completion.

In 2025, we launched Career Pathways, a structured career development tool that helps employees plan and navigate their professional growth within the organisation. It provides a clear overview of potential career pathways, outlining the roles, skills and development steps required to progress within specific disciplines. By making these pathways visible, the tool enables employees to better understand the opportunities available to them and the capabilities needed to advance their careers.

Pathways in the mining discipline will be introduced early in 2026, followed by other disciplines thereafter.

The tool has been described by employees as a “career GPS”.

PERFORMANCE MANAGEMENT

Our performance management framework, which is supported by a digital tracking system, aims to drive performance and accountability across the business. It helps to entrench the critical behaviours that are consistent with our values and supports the development of our people. We encourage a culture of continuous improvement through regular check-ins, including mid- and year-end reviews between employees and their managers regarding their performance against key result areas.

In 2025, we focused on embedding and improving the end-user experience of SAP's SuccessFactors performance and goal management solution in the South African business. Thungela Marketing International and Thungela Australia were introduced to the performance management framework and a full performance management cycle has been completed by both regions.

The performance management framework is linked to a variable pay component or short-term incentive for PITs and employees in middle management and above. This is based on a 30:70 split between individual and business performance respectively, with ESG metrics making up 29% of the business results scorecard. For details, please refer to the remuneration report on page 103 of our Integrated Annual Report. Skilled and semi-skilled employees benefit from monthly production bonuses which focus on the delivery of safe coal production.

COMMUNITY SKILLS

Two of our socio-economic development goals are to improve access to quality education and skills and to reduce the reliance of host communities on our mines through small business development. Skills training equips community members, especially youth, with practical, marketable skills that enhance their ability to access employment or start their own business ventures. These programmes support livelihoods both during the life of our mines and beyond closure, helping to build long-term economic resilience. Occupational areas span a broad range of disciplines, including operator training, security, hair and beauty, solar panel installation, baking and cookery, plumbing, tiling, electrics, bricklaying and sewing.

These initiatives are shaped together with local training partners, suppliers and community organisations so that what is offered brings long-lasting value and matches local needs.

During the year, our sites trained 359 people from host communities.

SEWING PROGRAMME

Zibulo celebrated the achievements of 30 aspiring fashion designers from Phola and Ogies, who completed an accredited sewing programme through Loko Sewing School and Training Academy. The six-month course focused on real skills that translate into business growth and income, including garment finishing, costing, production planning and client presentation.

For graduate Katlego Letswalo, the programme opened a path to new possibilities. "This course helped me sharpen my craft, but most importantly, it improved how I present my work and approach clients. It gave me the confidence to see myself as a professional," he shared.

His journey did not stop at graduation. A personal protective equipment contract offered him industry exposure, and after several attempts to attract funding, Katlego succeeded in securing support from the Nkangala District Municipality. With six new industrial machines, he launched his streetwear brand Proud Monkey, fulfilling a vision he once believed would take years to achieve.



COMMUNITY SCHOLARSHIP SCHEME

We are proud of our community scholarship scheme, which has had over 150 beneficiaries since its inception. The scholarships are offered to young people with bright futures to achieve qualifications from tertiary institutions. More than 50% of these qualifications have been gained in commerce and engineering, with 17% in the sciences, 13% in health and related disciplines and 5% each in law and information technology.

These scholarships are awarded exclusively to school leavers from local communities who would not otherwise have the opportunity to obtain a tertiary education. The programme does not require students to pursue mining-related field, nor do they have a service obligation to the company upon graduation.



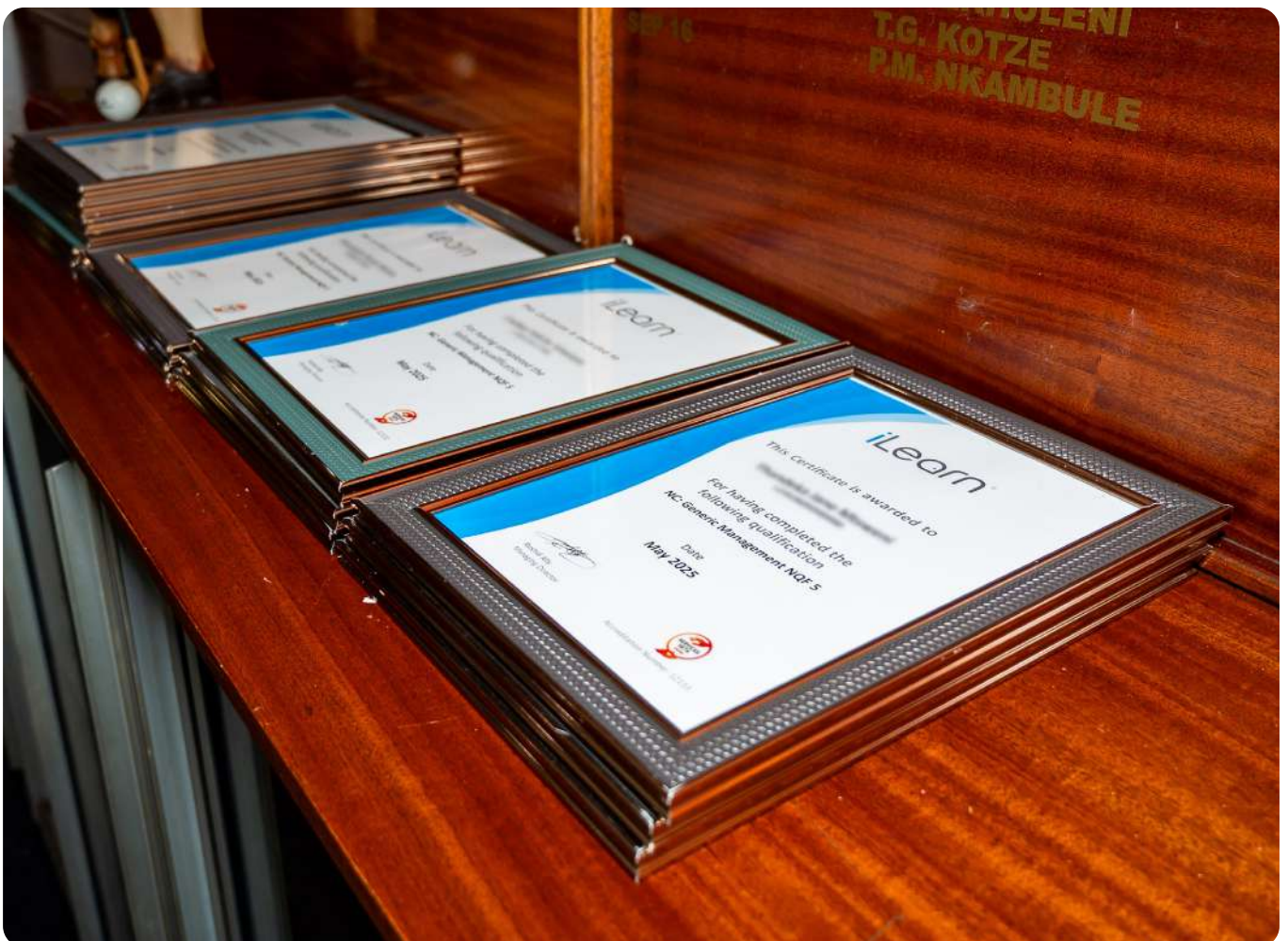
LEARNERSHIPS FOR PEOPLE WITH DISABILITIES

The fifth group of our 12-month learnership programme for people with disabilities commenced in 2025. Learnerships are made up of 30% classroom learning and 70% workplace training, which means that they gain real-world experience to make them more marketable to future employers. Upon completion, learners are signed up with a recruitment agency that provides interview and CV preparation skills and keeps their details on file for suitable job opportunities in the area.

Applicants are sourced exclusively from host communities and are all under the age of 35. Since the learnership programme's inception in 2021, close to 200 individuals have received accredited qualifications in business administration, project management, supply chain and generic management.

Breakdown on learning and development	Expenditure (Rm)		No of participants*		Historically disadvantaged persons (HDP) (%)		Women (%)	
	2025	2024	2025	2024	2025	2024	2025	2024
Programme	2025	2024	2025	2024	2025	2024	2025	2024
Bursaries	16.6	16.5	157	164	93	92	59	54
Internships, learnerships and PITs	124.2	115.8	477	535	95	98	51	47
Work-integrated learning (accredited learning)	24	18.5	1,422	1,476	95	93	33	29
Informal training (external providers)	48.2	28.3	3,988	2,999	92	90	26	25
Informal training (internal trainers)	17.6	15.4	7,231	4,261	89	87	21	26

* The number of participants is greater than the total number of employees trained as some employees attend more than one programme.



OUR WORKFORCE

In 2025, our workforce comprised 4,493 permanent employees and 2,111 contractors based in three countries.

WORKFORCE DISTRIBUTION

Permanent employees	2025	2024	2023	2022	2021
Zibulo	854	886	915	949	896
Khwezela	569	575	562	557	545
Greenside	756	775	809	875	792
Goedehoop	511	715	777	783	797
Isibonelo	318	382	403	422	424
Mafube	416	419	424	427	410
Rietvlei	0	25	34	30	16
Head office and centralised services	462	509	507	549	566
Thungela Australia head office	11	11	10	0	0
Ensham	438	442	400	0	0
Thungela Marketing International	16	15	0	0	0
Total own employees	4,493	4,754	4,431	4,592	4,446
Mining contractors	1,818	2,112	1,855	1,760	1,825
Capital projects contractors	293	237	282	223	175
Total contracting staff*	2,111	2,349	2,137	1,983	2,000
Total workforce	6,604	7,103	6,568	6,575	6,446

* Numbers based on a fixed-term equivalent basis.

During the course of the year, our business welcomed 164 new employees, 54 in Australia and 110 in South Africa and the United Arab Emirates. Voluntary labour turnover increased to 4.2% in 2025 compared to 4.1% in the previous year. The ratio of permanent employees to fixed-term contractors is 1:20 (2024: 1:16). Of the roles advertised, 28% were filled by internal candidates.



Additional information can be found in our ESG data book available on our website <https://www.thungela.com/investors/annual-reports>



CREATING AN INCLUSIVE AND DIVERSE WORKFORCE

We strive to create a workplace where every individual feels valued, respected and free to be their whole, authentic selves regardless of race, ethnicity, nationality, gender, age, religion, ability, sexual orientation or identity.

Our commitment is underpinned by our values and code of conduct, which form the foundation of our inclusion and diversity policy and four strategic pillars.

THE PILLARS OF OUR INCLUSION AND DIVERSITY STRATEGY

Drive diversity and representation	<ul style="list-style-type: none"> • Attract and recruit targeted groups such as women and people with disabilities • Set targets from board to junior management level • Succession planning and development processes to secure and retain a diverse talent pool • Effective talent management and young talent initiatives
Facilitate equality and empowerment	<ul style="list-style-type: none"> • Revise human resources policies with an inclusion and diversity lens • Development of employee network groups • Processes to drive empowerment of marginalised groups
Prioritise safety	<ul style="list-style-type: none"> • Revise safety policies and practices with an inclusion and diversity lens • Communicate safety policies and consequence management • Ensure sufficient safety structures • Education and awareness on human rights and dignity • Deliver a work environment that is psychologically and physically safe
Foster an inclusive culture	<ul style="list-style-type: none"> • Inclusion and diversity advocacy and awareness campaigns • Targeted training focusing on inclusion and diversity • Driving transparency on inclusion and diversity plans across the organisation. • Continual monitoring of and reporting against our objectives

Our policy on discrimination, bullying, harassment and victimisation (BHV) is also supported by our inclusion and diversity strategy and policy.

In 2025, we continued with the roll out of unconscious bias training to middle management to help raise awareness of the biases that may influence how individuals interact with others in professional settings. In 2026, we will continue to roll out this training to the remainder of the workforce.

ZERO-TOLERANCE STANCE ON DISCRIMINATION, BULLYING, HARASSMENT AND VICTIMISATION

We are committed to providing physically and psychologically safe, respectful and inclusive workplace for all employees.

In 2025, we aligned our policy on BHV with the code of good practice on the prevention and elimination of harassment in the workplace as well as the Department of Mineral and Petroleum Resources (DMPR) Mandatory Code of Practice (MCOP) on Gender-based Violence and Femicide, Safety and Security for Women in the South African Mining Industry issued under the Mine Health and Safety Act. This focuses on, among other things, reporting systems and support mechanisms, gender sensitivity training, secure facilities, surveillance systems, and integration with community efforts. Each site developed their own COP in line with the guideline.

We ensure that employees are educated on discrimination and BHV in the workplace as well as the effects that domestic violence can have on individuals at work. The 'I AM' programme (see page 96 of this report) was conceived to help employees take ownership of their wellbeing.

Annual training on BHV now includes modules on discrimination and awareness of GBVF. The training was completed online by connected employees; non-connected employees receive training during annual induction programmes.

We have zero tolerance for any form of discrimination and BHV. During the year, three cases of BHV were reported, investigated and the necessary action was taken.

We celebrate national and international Pride Month in solidarity with the LGBTQIA+ community.

Proceeds raised during our 2024 International Pride shoelace campaign were used to make a difference at Sisonke Lana, an NGO in Secunda, Mpumalanga. The proceeds were used to purchase stationery, school uniforms and shoes, a microwave, printer and many more items to support the work the organisation does with local children and members of the LGBTQIA+ community.



CODE OF CONDUCT

Our code of conduct serves as an internal guideline and an external statement of our commitment to acting with accountability and care and respect towards the people who work for and with us, host communities and the natural environment. It sets out our mission, our corporate values and our culture and links these to best practice global standards the benchmarks against which we and others will measure our performance. The code provides anyone who works for or with Thungela with a single point of reference to support them in making day-to-day decisions. It also empowers us to handle the ethical dilemmas we may encounter in our everyday work lives.

Every year, employees and major suppliers must complete training on our code of conduct and business integrity policy. Last year, more than 89% of permanent employees have received training on the code of conduct via online and face-to-face sessions. The code is available on Thungela's website, our intranet and hard copies are available for non-connected employees.

We fully adhere to the principles outlined in the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. Among these are each employee's right to a safe and healthy working environment, equal pay for equal work and freedom of association and collective bargaining. We have a zero-tolerance approach to forced labour, child labour and unfair discrimination.

A review of the code of conduct to ensure that it reflects the environments in Australia and the United Arab Emirates is underway and will be completed in 2026.

EMPLOYMENT EQUITY

In South Africa, fostering a workplace that values and respects each individual is not only the right thing to do but is also a legislative requirement. This commitment includes prioritising the inclusion of designated groups such as women, people of colour and individuals with disabilities, as outlined in the country's Employment Equity Act.

Our transformation strategy continues to yield significant progress in improving the representation of historically disadvantaged persons (HDP) across all job levels. These efforts are driven by compliance with targets set by the Department of Employment and Labour (DEL) and our own internal benchmarks. In 2025, the Employment Equity Amendment Act was promulgated by the DEL. The Amendment Act stipulates sectoral targets that are to be achieved by 2030.

Employment equity targets are fully embedded in internal and external recruitment processes, including those for new hires and the selection of candidates for our bursary, learnership and leadership development programmes.

In the past year, HDP representation at senior management levels (excluding the executive committee) climbed from 69% to 72%, while the proportion of HDPs in middle management rose from 77% to 78%, and in junior management from 85% to 86%.

Historically disadvantaged persons in management (%)	2025	2024	2023	2022	2021
Top management (executive committee)	38	38	38	38	38
Senior management	72	69	67	62	59
Middle management	78	77	74	72	70
Junior management	86	85	85	82	80
Core and critical roles	92	89	89	88	87

WOMEN IN MINING

From entry-level roles to seats in the boardroom, women play crucial roles throughout the organisation. This stems from more than 20 years of dedicated initiatives aimed at recruiting, supporting and nurturing female talent at every level, with a strong focus on both leadership and specialist technical roles. Women are not only on our teams, they are often the leaders driving them forward.

In South Africa, the DEL has sectoral targets for women in organisations. At the end of 2025, women made up 31% (2024: 31%) of our South African workforce and the number of women in senior management positions rose to 38% (2024: 36%). Women also account for 28% (2024: 25%) of all core and critical roles in this region. Globally, women represent 36% of senior management, 34% of middle and junior management and 28% of the total workforce.



Nozipho Dlamini, Daphney Tshehla and Maryke Malan were among 10 women in the mining sector who were honoured for their contributions to sustainability. Their peers commended them during the Women in Mining Sustainability Heroes event, which was organised by the Minerals Council South Africa in March 2025. This event formed part of the council's International Women's Day breakfast.



Women in management (%) - South Africa	2025	2024	2023	2022	2021
Top management	13	25	25	25	25
Senior management	38	36	34	30	26
Middle management	40	39	36	32	32
Junior management	33	32	30	27	25
Overall women as % workforce	31	31	29	28	27

THE FIRST LACTATION ROOM IN COAL MINING IN SOUTH AFRICA

Khwezela became the first coal mine in South Africa – and one of only three mines across all commodities – to open a dedicated lactation room for nursing mothers. The containerised unit is located just outside the pit offices and offers women a dignified, hygienic and comfortable space in which they can express milk. This allows them to work effectively without having to compromise their right to breastfeed their babies.

The facility will be especially valuable for women who work at the coal face and simply do not have a quiet and private space to express during 12-hour shifts. Led by Khwezela’s Women in Mining committee, the initiative took a year to bring to life as it required compliance with a host of medical, legal and government guidelines, as well as the creation of an approved usage policy.

Each new mother receives a starter kit in a see-through, lockable box containing keys to the container, wipes, disposable gowns for those whose overalls do not have zips, and permanent markers for labelling and dating milk storage pouches. The room is equipped with comfortable chairs, a fridge and privacy screens.



PEOPLE WITH DISABILITIES

We are intentional about increasing our employment of people with disabilities. The percentage of employees with disabilities rose to 1.9% in 2025 from 1.7% in 2024. The updated DEL sectoral target for people with disabilities is 3% by 2030. To support ongoing growth in this area, all sites have conducted accessibility audits and have made several improvements to accommodate people with disabilities. We continue to educate employees through disability awareness and sensitisation training, as well as unconscious bias training to build a culture where every employee has an understanding of disability, the barriers that exist and how to identify and address these.

LABOUR RELATIONS

At our wholly owned operations globally, 69% of employees are covered by collective bargaining agreements. Of these, 83% are members of a union. Wage negotiations were successfully concluded for our wholly owned operations in South Africa and a three-year wage agreement was signed. At Mafube, a profit-sharing scheme agreement was concluded. No work stoppages or cases of labour unrest took place in 2025.

At the end of 2025, Goedehoop reached the end of its economic life, whilst Isibonelo's long-term supply agreement ended in December 2025 and the operation was subsequently placed under care and maintenance. The impact of these mine closures was communicated in May 2025 and a Section 189 process commenced in accordance with the Labour Relations Act (66 of 1995). All consultation sessions were facilitated by the Commission for Conciliation, Mediation and Arbitration (CCMA). Consultation sessions concluded in August 2025 and the section 189 process concluded in December.

SISONKE EMPLOYEE EMPOWERMENT SCHEME

In 2021, the Sisonke Employee Empowerment Scheme was established to offer added value to employees within the bargaining unit and to encourage a sense of collective prosperity. The scheme is administered by a board of trustees, which is evenly composed of members representing both the workforce and the employer.

The trust owns 5% equity in South Africa Coal Operations Proprietary Limited and received R31.2 million related to our 2025 performance. Eligible employees received payouts totalling over R100 million in relation to our 2024 year end and 2025 interim results respectively.

The scheme is one of the ways in which we live our purpose: to responsibly create value together for a shared future.



HOUSING AND LIVING CONDITIONS

99% of our South African employees receive housing allowances and live in their own homes following more than two decades of sustained effort to promote sustainable home ownership. Since 2015, employees have bought 377 company homes at reduced prices, with 53 more being acquired through a rent-to-own programme in 2025.



COMMUNITIES

We are unwavering in our commitment to actively engaging the communities that host our operations, to understand their needs and expectations while delivering meaningful and sustainable value through partnerships and positive relationships.

The support of these critical stakeholders is key to maintaining our social licence to operate. We endeavour to ensure that our actions do not negatively impact local communities, both today and post-closure, and aim to leave a positive legacy that outlives our operations.

OUR APPROACH

The Thungela Social Policy guides our approach to managing social risks, impacts and benefits, and is rooted in international best practice standards and local legislation. Among these standards are those set by the International Finance Corporation (IFC), the International Council on Mining and Metals' (ICMM) Good Practice Guide on Indigenous Peoples and Mining, the United Nations (UN) Guiding Principles on Business and Human Rights, the Voluntary Principles on Security and Human Rights, the UN Global Compact and Australia's Native Title Act.

Key elements of the policy include social management and governance, risk and impact management, stakeholder engagement, socio-economic development, social incidents and grievance mechanisms, social and human rights impacts, emergency preparedness and response, cultural heritage, and land acquisition and involuntary resettlement.

Effective implementation of the policy is a cornerstone of our approach. As such, sites undergo annual assurance to assess performance against the policy, alternating each year between internal and external assurance.

GOVERNANCE

The board's social, ethics, and transformation committee has been entrusted with oversight of the social policy implementation and convenes quarterly to review performance in this area. The responsibility for practical implementation lies with the chief executive officer, executive committee, site general managers, and their respective leadership teams.

Each site has a social performance management committee (SPMC) that convenes monthly or quarterly to monitor implementation, covering areas such as inclusive procurement, risk and impact management, grievance resolution, Social and Labour Plan (SLP) execution, and enterprise and supplier development (ESD). Committees are led by general managers and attended by their respective heads of department and functional heads of multiple disciplines, such as mining and technical services, social performance, environment, safety, human resources and protection services. These meetings have an average attendance rate of 74%. Each site also has a social team consisting of a social performance specialist and an officer, who operate under the guidance of a regional social performance manager.

GRIEVANCE MECHANISM AND SOCIAL INCIDENTS

Our mining activities have the potential to adversely impact host communities. We make every effort to avoid or minimise these impacts by ensuring that our sites work to the highest operational standards.

A formal grievance mechanism is in place to ensure that grievances and concerns are addressed in a timely manner. This mechanism – and the procedure for reporting, investigation, feedback and appeals, is communicated via various engagement channels, including community engagement forums, our community newsletter and through the employee induction process.

In 2025, 100 grievances and incidents with social consequences were logged on our incident management system (2024: 51). This increase is attributed to the closure transition at Goedehoop and Isibonelo and the ramping up of our projects Annea (formerly Elders) and the Lephallale coal bed methane project.

Of all grievances, 17 were linked to community unrest in 2025 compared to in 23 in 2024. Two grievances were classified as level 4 incidents, one at Khwezela related to blasting and the other at Annea in relation to the transition of Thungela employees to the mine. A total of five level 3 to 5 incidents with social consequences occurred in 2025. Three of those were classified as level 3 and two as level 4 compared to 14 level 3s and 2 level 4s in 2024.

GRIEVANCE REPORTING PROCESS

1. Grievances can be made via multiple channels, namely by telephone, via letter, email or by filling in the complaints register at the entrance to each site.
2. Every grievance is captured in our electronic incident management system. This records the receipt, investigation and response to each report made.
3. Each grievant receives an acknowledgement of receipt within 24 hours.
4. The complaint is sent to the relevant department for investigation.
5. Findings and proposed resolutions are discussed with the grievant, who either accepts that the matter is resolved or lodges an appeal.
6. Where an appeal is lodged, an independent mediation process is initiated.

STAKEHOLDER ENGAGEMENT

Creating value for our stakeholders is fundamental to maintaining our social licence to operate.

Our stakeholder engagement approach informs our understanding of their needs and interests. We promote a holistic approach to building long-term, mutually beneficial relationships based on respect, trust and transparency.

Stakeholder engagement is critical to identifying and managing current and potential risks, impacts and opportunities, promoting environmental protection, driving economic benefits and ensuring regulatory compliance.

By working together, we can improve operational efficiency and outcomes, foster innovation, shape policies, exchange and adopt best practices, safeguard investments and promote better socio-

economic outcomes in local communities. Each year, we map our stakeholders to assess and classify them according to their level of interest in or impact on our business. The insights gained from this process inform our materiality assessment, which focuses on the concerns that matter most to our stakeholders and our capacity to generate value.

The way we engage with community stakeholders is guided by our social policy. Each site has a tailored stakeholder engagement plan that is reviewed annually and guided by an engagement protocol. Each operation engages directly with surrounding communities through a range of platforms:

COMMUNITY FORUMS

Platforms for discussing a range of matters, including local employment and procurement opportunities, community skills development, corporate social investment (CSI), the implementation of SLP commitments, ESD, closure planning and grievances relating to activities at our operations.

TRADITIONAL AUTHORITY FORUMS

Quarterly meetings held with traditional leaders to influence community project development and foster partnerships. These discussions strengthen our role as a respectful and responsible partner. Traditional authorities help our operations manage social risks as mediators between ourselves and communities.

FUTURE FORUMS

Depending on the mine's lifespan, these forums are held quarterly or annually. They are attended by stakeholders representing mine management, labour, local government and regulatory bodies to address life of mine challenges, productivity, employment and community development while monitoring progress against SLP goals.

MUNICIPAL INTEGRATED AND LOCAL ECONOMIC DEVELOPMENT PLANNING FORUMS

We participate in host municipalities' development planning forums to better understand local government priorities, identify community development projects and collaborate with like-minded organisations. We also use this platform to report on progress against the community projects and skills development targets we commit to in our SLPs.

BUSINESS FORUMS

Organised by several Thungela operations and attended by social performance teams, supply chain and ESD representatives, local businesses and business associations. These forums address local business concerns, explore opportunities and strengthen supplier communication.

POST-RESETTLEMENT WORKING GROUPS

These platforms are utilised to engage with resettled communities on the design, implementation and ongoing monitoring of livelihood restoration programmes after resettlement.

IMPACT FORUM

A dedicated forum was established at Khwezela Colliery, specifically to address impacts and community grievances.

OUR STAKEHOLDERS AND THEIR INTERESTS

Interests	Engagement methods	Our response
INDIGENOUS PEOPLES AND TRADITIONAL AUTHORITIES		
<ul style="list-style-type: none"> • Recognition of traditional authorities as key stakeholders • Access to land for cultural practices • Protection or preservation of culturally significant items and areas • Collaboration on issues such as gender-based violence and femicide (GBVF), youth empowerment, education, local employment, procurement and CSI 	<ul style="list-style-type: none"> • A quarterly forum for traditional authorities • Ad hoc meetings • Site visits and meetings with representatives of First Nations Peoples as per cultural heritage management plans 	<ul style="list-style-type: none"> • Cultural heritage management plans are in place at all sites • Co-hosting community awareness events on GBVF • Effective and collaborative working relationships with First Nations Peoples and traditional authorities
COMMUNITIES		
<ul style="list-style-type: none"> • Socio-economic development • Skills development • SLP project implementation • Nkulo Community Partnership Trust • Employment and procurement opportunities • ESD opportunities • Management of grievances • Mine closure • Land and labour tenant claims • Livelihood restoration related to resettlement • Cultural rights related to grave relocation • Land use and access • Access to graves 	<ul style="list-style-type: none"> • Community engagement forums • Online platforms • Impact forums • Post-resettlement working groups and engagements with next of kin • Mine business forums • Public participation forums • Farm dweller engagement platforms • Community newsletter • Traditional authorities forum • Nkulo Community Partnership Trust information sessions 	<ul style="list-style-type: none"> • Collaborating with local municipalities and provincial government to understand and address challenges • SLP consultations with stakeholders, including local municipalities and communities • Generating jobs and business opportunities by prioritising host community employment and procurement • Investing in long-term programmes that contribute towards the achievement of our four impact goals, including the Thungela Education Initiative and Thuthukani ESD programme • Strengthening the capacity of host community organisations to drive local progress • Building relationships through agreements with host communities, traditional authorities and First Nations Peoples • Implementing post-resettlement livelihood restoration programmes • Implementing our grave relocation framework • Providing information on how to access Nkulo funding opportunities • Responding to and addressing grievances within the stipulated timeframe

OUR STAKEHOLDERS AND THEIR INTERESTS

Interests	Engagement methods	Our response
GOVERNMENTS AND REGULATORS		
<ul style="list-style-type: none"> • Legal compliance with all relevant legislation and regulations • Permitting and licensing • Payment of taxes, royalties and other levies • Health and safety • Mining projects • Employment and procurement opportunities • Socio-economic development projects, particularly infrastructure-related investments, public-private partnerships, SLP projects and municipal capacity building • Impact of operations on host communities and municipalities • Nkulo Community Partnership Trust • Land access • Spatial planning • Collaboration, joint monitoring and technical support on the implementation of local economic development (LED) projects • Treatment of acid mine drainage water to potable standards through the eMalahleni Water Reclamation Plant • Collaboration on emergency preparedness and response plans • Impacts of mine closure and alignment with the provincial just energy transition plans 	<ul style="list-style-type: none"> • Engagement forums • Business forums • Site inspections and visits • Ad hoc meetings • Public participation forums • Future forums • Integrated development planning forums • LED forums • One-on-one engagement on specific projects • Annual reports • Presidential Climate Commission stakeholder consultations and workshops 	<ul style="list-style-type: none"> • Maintaining an effective governance and compliance framework • Paying royalties and taxes to host governments and transparent engagement with tax authorities when necessary • Ongoing consultation and engagement with relevant authorities at various levels on projects, concerns and policy development • Generating jobs and business opportunities by prioritising host community employment and procurement • Inclusion of green economy skills development opportunities for employees and Thuthukani participants • Technical meetings with local government authorities • Nkulo Community Partnership Trust
OUR PEOPLE AND TRADE UNIONS		
<ul style="list-style-type: none"> • Safety, health and wellbeing • Conditions of employment • Labour relations • Life of mine and mine closures • Skills development • Career progression • Inclusion and diversity • GBVF • Transformation deliverables • Sisonke Employee Empowerment Scheme • Wage negotiations • Profit sharing at Mafube 	<ul style="list-style-type: none"> • Site toolbox talks, mine information meetings and town hall sessions • Union and management forums • Various site forum meetings (for example: employment equity, skills development, and women in mining forums) • Employee engagement briefs • Employee newsletter • One-on-one meetings • Performance reviews • Consultation sessions on the Section 189 process facilitated by the CCMA • Sisonke Employee Empowerment Scheme annual general meeting • Culture survey 	<ul style="list-style-type: none"> • Frontline leadership training to strengthen safety culture • Continued focus on holistic wellbeing • An attractive employee value proposition • Regular, transparent engagement • Ongoing investment in training, career growth and tailored development plans • Meeting and exceeding internal and legislated targets for employment equity • A three-year wage agreement was signed with the recognised union at our South African operations • A profit-sharing scheme at Mafube was agreed with the union

OUR STAKEHOLDERS AND THEIR INTERESTS

Interests

Engagement methods

Our response

SUPPLIERS

- Procurement and payment processes
- Responsible sourcing and supply chain stewardship
- Inclusive procurement opportunities
- Creating sustainable host community businesses through ESD and job creation targets
- Collaboration on development projects and stakeholder engagements
- Market and industry development opportunities
- Supplier relationship management
- Supplier development training opportunities

- Supplier town halls to address collective supplier concerns transparently
- One-on-one supplier engagements for tailored interaction and in-depth discussion
- Digital platforms for supplier engagements
- Targeted advertising through established market channels to reach prospective suppliers
- ESD programme
- Partnerships with original equipment manufacturers (OEMs) on their provision of technical support for small, medium and micro-sized enterprises (SMMEs)
- Community and business engagement forums to enhance collaboration and align on local development opportunities

- Drive an agile, lean and effective supply chain function through ongoing optimisation, automation and digitalisation
- Embedding our responsible sourcing policy across procurement activities, reinforcing ethical, sustainable and risk conscious supplier practices through supplier assessments and audits
- Achieving ambitious inclusive procurement targets, expanding opportunities for local and previously marginalised suppliers
- Ongoing implementation of our Thuthukani ESD programme to build capacity and support sustainable growth of qualifying suppliers
- Awarding substantial supplier contracts that stimulate local economic participation, contributing to increased local expenditure, job creation and community level investment
- Strengthening transparency with host communities by actively communicating our inclusive procurement approach, key initiatives, progress and demonstrated outcomes
- Improved digital access to sourcing opportunities for host communities

BUSINESS PARTNERS AND CUSTOMERS

- Market development, outlook and Thungela’s views
- Security of supply, including volumes and qualities
- Business continuity
- Supplier relationship management
- Logistics performance and reliability
- Long-term partnerships and value creation

- Regular market and customer visits, including executive-level interactions
- Operational and commercial committee meetings
- Technical and logistics forums
- Participation in coal and industry conferences

- We launched Thungela Marketing International in 2024 to strengthen global market access, enhance customer reach and commercial and trading capability
- Active industry collaboration and engagement with TFR including the Mutual Collaboration Agreement and the Customer Collaboration Policy, enabling urgent procurement and supporting long-term logistics initiatives
- Strengthened security of supply through additional stockpile capacity and effective utilisation of existing infrastructure, including rapid load-out terminals
- Disciplined marketing and contracting strategies to manage market volatility and support earnings resilience
- Ongoing focus on long-term, collaborative customer relationships that support sustainable value creation

OUR STAKEHOLDERS AND THEIR INTERESTS

Interests	Engagement methods	Our response
CIVIL SOCIETY		
<ul style="list-style-type: none"> • Environmental rights, protection and disclosures • Climate change targets and disclosures • Community impacts and benefits • Partnerships in development projects • Adequacy of closure provisions • Interpretation of the Companies Act of South Africa (71 of 2008) 	<ul style="list-style-type: none"> • Meetings • Subject-specific forums • Requests for information through the Promotion of Access to Information Act 	<ul style="list-style-type: none"> • Rigorous management of environmental risk • Regular and transparent disclosure • Climate change targets and implementation of our pathway to net zero by 2050 • Resolving grievances related to mining impacts and positive social investment • Engagement with and response to various stakeholder groups • Implementation of our socio-economic approach and social impact goals
SHAREHOLDERS AND INVESTMENT COMMUNITY		
<ul style="list-style-type: none"> • Capital allocation framework • Thermal coal market dynamics • Brownfield opportunities in South Africa and at Ensham • Ramp-up of Annea and the Zibulo North Shaft life-extension projects • Climate change and related disclosures, including pathway to net zero • Application of the remuneration implementation report 	<ul style="list-style-type: none"> • Stock Exchange News Service announcements on the Johannesburg Stock Exchange • Regulatory News Service announcements on the London Stock Exchange • Interim and annual results announcements, presentations and financial statements • Chief financial officer's pre-close call • Annual reporting suite • Meetings, roadshows, conferences • Investor relations page on our website • Annual general meeting 	<ul style="list-style-type: none"> • The board reaffirms the capital allocation framework • Consistent reporting on the Group's results and timeous disclosure on corporate actions • A dedicated management team focused on controlling the controllables through operational excellence • Maintaining adequate balance sheet flexibility, including an appropriate cash buffer and credit facilities • Effective engagement with the investment community and management and investor relations
MEDIA		
<ul style="list-style-type: none"> • Company performance • Transnet Freight Rail performance • Market and industry trends • Significant social and environmental projects and community involvement • Decarbonisation and the future of coal • Job creation • Public-private partnerships • Thought and industry leadership 	<ul style="list-style-type: none"> • Results presentations • Press releases • Media statements • Interviews • Website • Annual reports • Social media 	<ul style="list-style-type: none"> • Media engagements on the back of annual and interim financial results • Proactive interviews on achievements • Regular media engagement • Media events and site visits • Media responses
INDUSTRY BODIES		
<ul style="list-style-type: none"> • Energy security, affordability and sustainability • Grid stability • Safety, health and environmental compliance, improvement and innovation • Policy and regulation • Community development 	<ul style="list-style-type: none"> • Meetings • Seminars • Workshops 	<ul style="list-style-type: none"> • We play an active role in industry bodies • We chaired the Coal Industry Advisory Board to the International Energy Agency in 2025

FOCUS AREAS

HUMAN RIGHTS

OUR COMMITMENT

We are committed to upholding and respecting human rights principles. These principles form the basis of the Thungela Human Rights Policy and are embedded into our the Thungela code of conduct, other policies and procedures and business practices.

This includes creating a safe and healthy working environment for our people, respecting labour rights, the rights of local communities and other stakeholders, managing our environmental risks and impacts and addressing human rights risks in our supply chain.



OUR APPROACH

Our activities, including corporate transactions, exploration, construction, operations and closure, have the potential to adversely impact employees and members of host communities. We strive to understand, mitigate and manage our human rights impacts as far as possible.

Human rights principles are the foundation for policies and procedures that govern every aspect of our business – extending from safety, health and environment and labour rights to our relationships with host communities and business partners.

Our human rights policy is informed by and supports our commitment to compliance with various international standards and laws. These include:

- The International Bill of Human Rights, including the Universal Declaration of Human Rights
- The United Nations (UN) Guiding Principles on Business and Human Rights
- The International Labour Organization's Declaration on Fundamental Principles and Rights at Work
- The Voluntary Principles on Security and Human Rights (VPSHR)
- The principles of the UN Global Compact

The policy guides our approach to human rights due diligence, including the identification and assessment of human rights-related risks and impacts, employee training and capacity building, human rights awareness-raising with suppliers and contractors, the operation of grievance mechanisms for employees and communities and monitoring, reporting and assurance on human rights matters. The policy applies to all individuals at all levels of the organisation, and must be adopted by key contractors, service providers and supplier partners.

Permanent and contracted security personnel are trained on the VPSHR during onboarding, and annual refresher training is provided thereafter. Our security strategy aligns with the VPSHR. Site specific risk assessments are conducted regularly and relevant management actions are developed to prevent or, where prevention is not possible, remediate the risks identified. In instances where protest activities impact our operations, we adhere to the Regulation of Gatherings Act, 1993, and our human rights policy.

Human rights concerns at our South African sites can be reported using our grievance mechanism and incident management procedure or via our independently managed whistleblowing service, HAIBOI. Ensham has an existing grievance mechanism that we are integrating into our system, together with Thungela Marketing International's office in Dubai.

Thungela became a signatory to the UN Global Compact in early 2025. This will enhance our efforts to embed human rights principles throughout the organisation.

GOVERNANCE

Compliance with our human rights policy is overseen by the social, ethics and transformation committee, as endorsed by the Thungela Board. The executive committee and senior management are responsible for its implementation across all aspects of the business, while site general managers and their leadership teams support its implementation at their operations.

Every employee is responsible for knowing and understanding our human rights obligations and ensuring that business partners and other third parties comply with these requirements.

PERFORMANCE

Given the nature of our industry, it is essential that all employees and anyone who acts on our behalf knows what constitutes human rights and how these may be infringed upon.

Human rights training is available on our digital learning platform to give employees in middle management and above a better understanding of our policy, their own rights and their responsibility to respect the rights of those around them. This training is mandatory and was completed by 68% of employees in this segment. All other employees receive training as an important component of the return-from-leave induction process and information on the human rights policy is included in contractors' packs. In 2025, 99.5% of our security personnel and all social performance team members underwent training on the Voluntary Principles.

During the year, we conducted due diligence at our Khwezela and Greenside mines. Management plans and mitigation measures were developed for implementation.

PRIORITY HUMAN RIGHTS AREAS

We have identified the key human rights risks associated with our business activities. Our operational teams prioritise mitigating these impacts, and the table below outlines our approach to managing them. In identifying these issues, we focus particularly on our workforce – including female and minority employees – and host communities, including women, children and resettled communities.

PRIORITY HUMAN RIGHTS AREAS:

Our key human rights issues	Link to business risk	Our approach
CREATING A SAFE WORKPLACE	Employee safety and health	<p>Every employee has a fundamental right to safe work. Our focus is on eliminating fatalities and life-altering injuries, while upholding the right to life and a healthy work environment.</p> <ul style="list-style-type: none"> • We continuously review and analyse leading and lagging indicators and develop targeted programmes to address safety and health issues • We have a safety strategy based on three core pillars: back to basics, work management and culture change <p>Read more about safety and health management on page 84.</p>
WATER	Environmental management	<p>Access to clean, safe water is a fundamental human right and a vital resource for our operations. We are committed to reducing water consumption and have set targets to treat mine-impacted water (40%) and increase water reuse and recycling (75%), both of which were achieved in 2025.</p> <ul style="list-style-type: none"> • Our eMalahleni Water Reclamation Plant continues to provide treated water to communities in eMalahleni. • We routinely monitor surface and groundwater qualities and volumes and review hydrogeological models that are regularly updated to ensure that we do not impact water quality or reduce the volumes available to areas surrounding our operations • We provided access to clean and reliable water to remote households through SLP projects at Goedehoop, Annea and Mafube <p>Read more about our management of water on page 46 and the SLP projects on page 144.</p>
MINE CLOSURE	Environmental management Community relations	<p>Mine closure risks include environmental impacts and violations of the right to work and economic security. Given the diversity of these risks, they require attention from various disciplines, along with adequate financial provisioning for closure.</p> <p>We follow a comprehensive mine closure approach, encompassing technical, financial and social aspects. We are in the process of developing high-impact, sustainable programmes focused on repurposing infrastructure and alternative land use to ensure that communities benefit in the long term.</p> <p>Read more about mine closure on page 70.</p>
PUBLIC SECURITY	Community relations	<p>South African mines face significant pressure to provide jobs and procurement opportunities. Unmet expectations often result in protest action, a right that is protected under the Bill of Rights, which states that everyone has the right, peacefully and unarmed, to assemble, to demonstrate, to picket and to present petition. However, protests occasionally become violent or disrupt public order, which then infringes on the rights of others to safety.</p> <p>In South Africa, illegal mining is perpetrated by heavily armed, organised syndicates and poses a significant safety risk to employees, contractors and host communities. It can also lead to environmental impacts. We actively participate in various industry and government initiatives and collaborate with the National Operational and Intelligence Structure to support efforts against illegal mining and other security threats.</p> <p>Our protection services teams work with private and public security providers to effectively and responsibly protect our employees and operations. We align our operations with the VPSHR, and all private security contractors receive appropriate training during their induction process, and at least annually thereafter.</p>

PRIORITY HUMAN RIGHTS AREAS:

Our key human rights issues	Link to business risk	Our approach
RESETTLEMENT	Relocation and resettlement	<p>Resettlement is a complex process which, if not carefully managed, involves significant human rights risks. These risks include cultural and social disruption and loss of access to land, water and other essential resources, which can severely impact livelihoods.</p> <p>We are committed to avoiding involuntary physical or economic displacement and ensuring that any resettlement restores or improves the livelihoods and standards of living of displaced people. We ensure that all resettlement projects are conducted with free, prior and informed consent and in alignment with DMPR's guideline on resettlement and the IFC's Performance Standard 5.</p> <p>Read more on page 128.</p>
SUPPLY CHAIN	ESG and climate change	<p>By engaging with companies that do not uphold strong human rights practices, we risk indirectly contributing to human rights violations. These may include violations of labour rights, environmental harm and other unethical practices.</p> <p>During 2025, we implemented a structured responsible sourcing programme to assess and manage supply chain risks across labour, human rights, health and safety, environmental management, and business integrity. The programme was delivered over three assessment rounds and covered 60 suppliers across priority sourcing regions.</p> <p>Based on these findings, the programme moved beyond baseline risk identification to structured corrective action and continuous improvement. Suppliers were required to develop corrective action plans, with follow-up engagement prioritised for higher-risk areas. Going forward, the programme will continue to use assessment data to guide targeted interventions, supplier capacity building and the progressive strengthening of supply chain management systems.</p> <p>Our human rights approach includes compliance with Australia's Modern Slavery Act. We are not aware of any modern slavery practices in the business. In Australia, a modern slavery questionnaire is included in the vendor pre-qualification and onboarding process for all suppliers.</p> <p>More information is provided on page 148.</p>
HUMAN RESOURCES	Employee health and safety	<p>We uphold fair treatment in the workplace and are guided by local legislation and International Labour Organization principles. We strongly oppose human trafficking, slavery, forced and child labour. We support freedom of association and collective bargaining and provide site-level grievance mechanisms to ensure transparency and address workforce concerns.</p> <p>We strive to create a workplace where every individual feels valued, respected and free to be their whole, authentic selves regardless of race, ethnicity, nationality, gender, age, religion, ability, sexual orientation or identity. We have zero-tolerance for any form of discrimination, bullying harassment and victimisation.</p> <p>We prioritise the inclusion of designated groups such as women, people of colour and individuals with disabilities. Our workplace conditions accommodate diverse needs, with facility upgrades promoting dignity for all employees. We also respect the right to a safe, violence-free environment, free from discrimination and harmful behaviours.</p> <p>Read more on page 98.</p>

CULTURE, HERITAGE AND INDIGENOUS PEOPLES

We acknowledge the importance of cultural practices and traditions to the sustained wellbeing of host communities. We enforce a zero-tolerance stance on violations of cultural heritage and honour the rights, viewpoints, interests and aspirations of indigenous peoples.

We affirm their fundamental right to maintain their cultural heritage, identity, customs, and traditions. Our engagements with Indigenous Peoples are respectful and culturally appropriate and seek to ensure their participation in decisions that affect them.

Our approach to cultural heritage is guided by our social policy, which is aligned both with the IFC's Performance Standard 8 and local legislation. In Australia, this legislation is set out in the Native Title Act, and in South Africa, the National Heritage Resources Act.

These rights are especially important when our activities may affect the lands, territories, or resources of indigenous peoples. We apply appropriate processes, such as human rights due diligence and engagement, throughout the mining lifecycle and are committed to obtaining free, prior, and informed consent for all relevant projects. Our stakeholder engagement processes are designed to identify, avoid, mitigate, and manage risks in this area.

SOUTH AFRICA



In South Africa, traditional leadership plays a significant role in rural and peri-urban areas, where traditional governance structures are deeply connected to cultural identity and local administration.

Over recent years, our operations have built strong relationships with several traditional authorities, having engaged with them on matters such as youth development, local employment and CSI. Some of these authorities have strengthened our ability to be a responsible and respectful partner by fostering dialogue and bringing stability to previously volatile and fragmented communities. Quarterly engagements with traditional authorities take place at a regional level through a structured forum.



Zibulo Colliery partnered with the SoGutjhe Royal House and its annual Women's Day event which focused on enterprise and supplier development for local female SMMEs. Through this partnership, the mine went on to contribute to a Men-to-Men dialogue on focusing on mental wellness and, in a separate initiative, provided basic computer training for the traditional houses based in Phola.



AUSTRALIA



We acknowledge the unique connection that Aboriginal Peoples have to the land, waters and the environment and are committed to working with First Nations Peoples to identify, protect and manage both tangible and intangible cultural heritage that may be affected by our operations.

Ensham has cultural heritage management plans in place with the Western Kangoolu People and the Garingabal and Kara Kara Peoples for the areas north and south of the Nogoia River respectively. The mine has an established track record of positive, effective and collaborative working relationships with First Nations Peoples.

Cultural heritage management plans guide the day-to-day interactions of operations with cultural heritage to manage potential impacts and risks. These have been prepared in consultation with Indigenous stakeholders and include agreed measures on how to manage these interactions. Under the plans, Ensham personnel are required to undertake training as part of their induction on the various types of cultural heritage that might be found in the mining area and are trained on how these findings should be dealt with.

The management plans identify areas, items and sites of confirmed or potential cultural significance that must be preserved and protected from disturbance, either directly or indirectly. Cultural heritage areas that have been approved for disturbance are managed through mutually agreed actions, including scar tree preservation, relocation or the permanent curation or storage of artefacts, under the guidance of Indigenous stakeholders.



RESETTLEMENT

OUR APPROACH

We are committed to avoiding the involuntary physical or economic displacement of communities and ensuring that any resettlement restores or improves the livelihoods and standards of living for displaced people. We ensure all resettlement projects are conducted with free, prior and informed consent and in alignment with the DMPR's guideline on resettlement and the IFC's Performance Standard 5.

We take measures to restrict resettlement activities to households situated on land specifically designated for mining, where critical operational structures are to be built and where households fall within the legal blasting exclusion zone.

The process begins with the development of a displacement framework and a detailed resettlement action plan. This incorporates a census and socio-economic survey, a compensation framework and robust stakeholder engagement, planning and implementation. The compensation framework incorporates both tangible and intangible cultural elements, such as ceremonies associated with house relocations and the replacement of prayer and initiation huts at new residences.

LIVELIHOOD RESTORATION

Mafube completed the resettlement of 88 households from its Nooitgedacht resource in 2022. This was necessary to extend the life of the mine until 2042 and sustain employment for more than 1,600 employees and contractors. Six households from one homestead chose not to participate in the resettlement process, however, we continued to engage with the households concerned. Mafube engages with the resettled community through post-resettlement working groups held on a quarterly and ad hoc basis.

Through the projects compensation framework, Mafube committed to replacing cultural assets for relocated households in a manner that honoured their beliefs and traditions. This included reconstructing and restoring ancestral huts known as 'indlu kaGogo' for every family that previously owned one, ensuring

that no cultural or spiritual identity was lost in the transition. Ten of these huts were painted in traditional Ndebele colours by three local women in 2025.

An important part of any resettlement is livelihood restoration, a process that helps people regain or improve their ability to earn a living. In 2025, a cohort of 39 community members, who were part of the resettlement process in 2007, graduated from skills programmes delivered by Mafube. Fourteen graduates completed the 'Give Yourself a Job' programme which helps individuals set up small businesses. Already, these graduates have started successful businesses including a laundromat, an internet café and an ice supply business. Twenty-five graduates have completed a level 4 qualification in freight and logistics.



The livelihood restoration project for households that were resettled in 2021 commenced in 2025 and will continue until 2028, with 14 community members registered for an entrepreneurship and business programme, 24 for landlord training, 18 for agribusiness and livestock management, 26 for mining and construction and 17 for drivers licences. In addition, 10 students are currently enrolled in tertiary education scholarships and performed well in their first year, while one obtained their N6 qualification in management studies.

In 2025, Khwezela implemented phase 2 of the power line livelihood restoration plan for all seven households that were relocated in 2019. In addition, the final commitment to extend

one of the houses was successfully completed. External monitoring for both the power line and Navigation resettlement projects was completed and a preliminary report outlining recommendations for execution by the mine issued.

GRAVE RELOCATIONS

Grave relocations are conducted with the utmost respect for the culture and traditions of affected families, and in full compliance with national legislation and IFC guidelines.

The transfer of graves requires permission from the South African Heritage Resources Agency (SAHRA), the Department of Health, the local municipality and the South African Police Service. Graves may only be relocated once permits have been acquired, and all stakeholders are satisfied that reasonable efforts have been made to contact and engage families with a vested interest in a burial site.

At Isibonelo, 49 graves were originally planned to be relocated but by updating the mine plan this number was reduced this to 15, including one chance find. Best practice standards were adhered to.

Mafube relocated 47 graves in the reporting period. In once instance, a potential grave was identified through a chance find protocol. In alignment with best practice, all mining activities in the area were stopped. As part of our rigorous compliance process, an independent archaeologist was appointed and the official SAHRA process initiated. Following a detailed assessment it was confirmed that the site was not a grave and mining activities resumed.



EMERGENCY PREPAREDNESS AND RESPONSE

Each of our sites has an emergency preparedness and response plan. Last year, we identified gaps in procedures related to the external mitigation measures needed in the event of an emergency.

The externally focused emergency preparedness and response plan that addresses the measures required to assist communities that would potentially be affected by an incident at one of our sites was finalised. Emergencies included in the procedure relate to water, fire and gas, civil disturbance and crime.

In the coming year, we will focus on strengthening community-centred readiness through a structured and collaborative process. Initially, a comprehensive gap analysis and risk assessment will be undertaken to identify shortcomings in current preparedness measures, followed by the development of a detailed action plan to address these gaps. We will develop a stakeholder map and engagement plan, covering both internal and external partners for specific emergencies.

We will proactively engage local authorities and emergency service providers, to identify and assess available emergency and rescue services with the aim of establishing a collaborative team with clear roles, responsibilities, and communication pathways. A refined communication and warning strategy has been established to improve the way in which alerts and safety information are disseminated to surrounding communities.

MAKING A POSITIVE CONTRIBUTION

Our positive impact on host communities is realised by creating job opportunities, purchasing goods and services from local enterprises and supporting socio-economic development projects that are guided by our four impact goals. We also contribute through the payment of taxes and royalties to host-country governments, further fulfilling our commitment to the regions in which we operate.

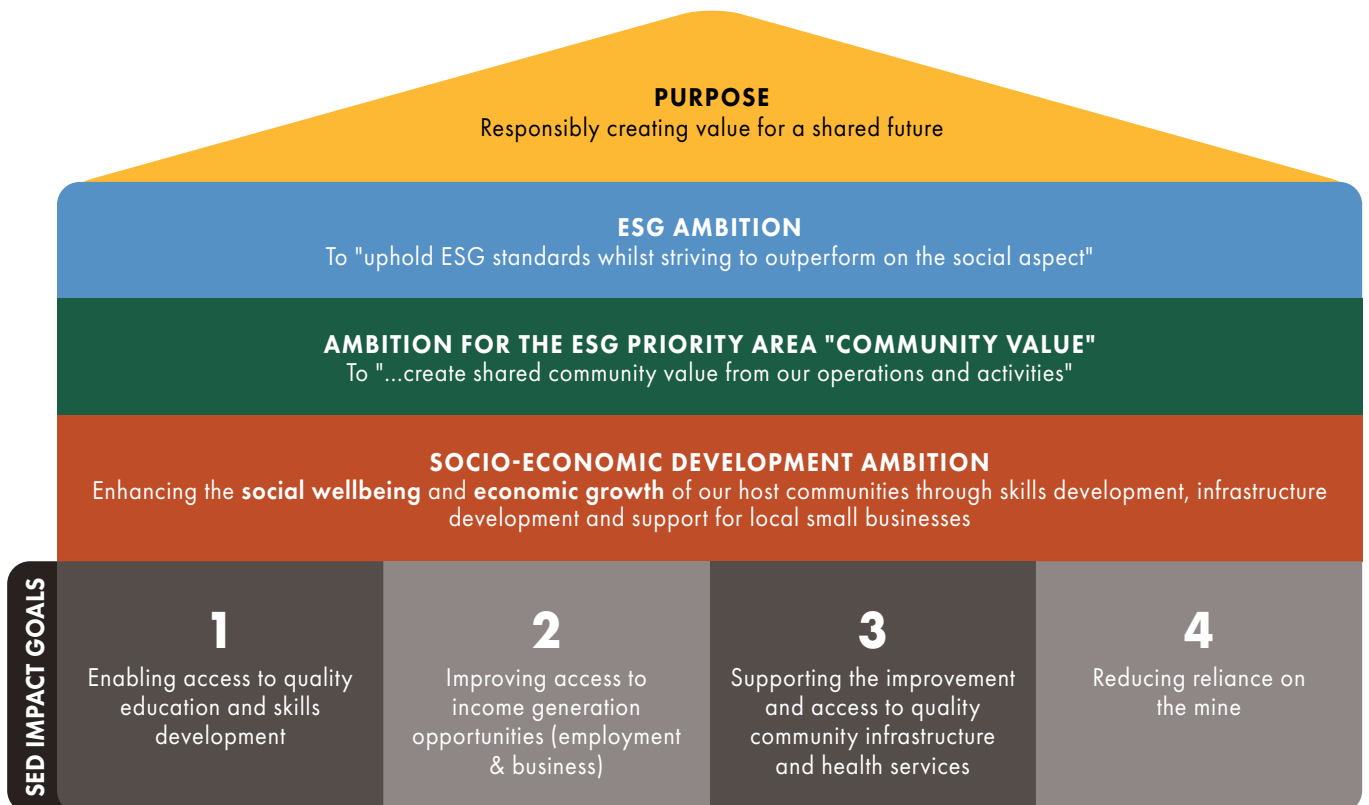
OUR APPROACH

In South Africa, the regions in which we operate are characterised by a significant number of socio-economic challenges. These include high unemployment, inadequate infrastructure including water and sanitation, energy, health, transportation and connectivity, underperformance at primary and high school levels, insufficient education and skills training facilities, a lack of quality early childhood development, and a high demand for SMME opportunities.

Our social contributions, in all their forms, are guided by our socio-economic development approach which identifies four key impact goals as shown below.

Value distributed (Rand million)	2025	2024
Sisonke Employee Empowerment Scheme	31	156
Nkulo Community Partnership Trust	31	156
Host community procurement	2,008	2,300
Total procurement	9,494	9,700
Contribution to local communities	130	61
Royalties and mining taxes	4,057	4,518
Wages and related payments	6,754	6,660
Capital investment	3,087	2,988

Aligning The Company Purpose, ESG And Socio-Economic Development Ambition





We use a theory of change-based approach in the selection, planning, implementation and measurement of social projects and initiatives. The theory of change is an outcomes-based approach to programme scoping and design that is participatory in nature. This process outlines the inputs, activities, outputs and outcomes of projects as well as indicators that allow performance tracking against an established baseline.

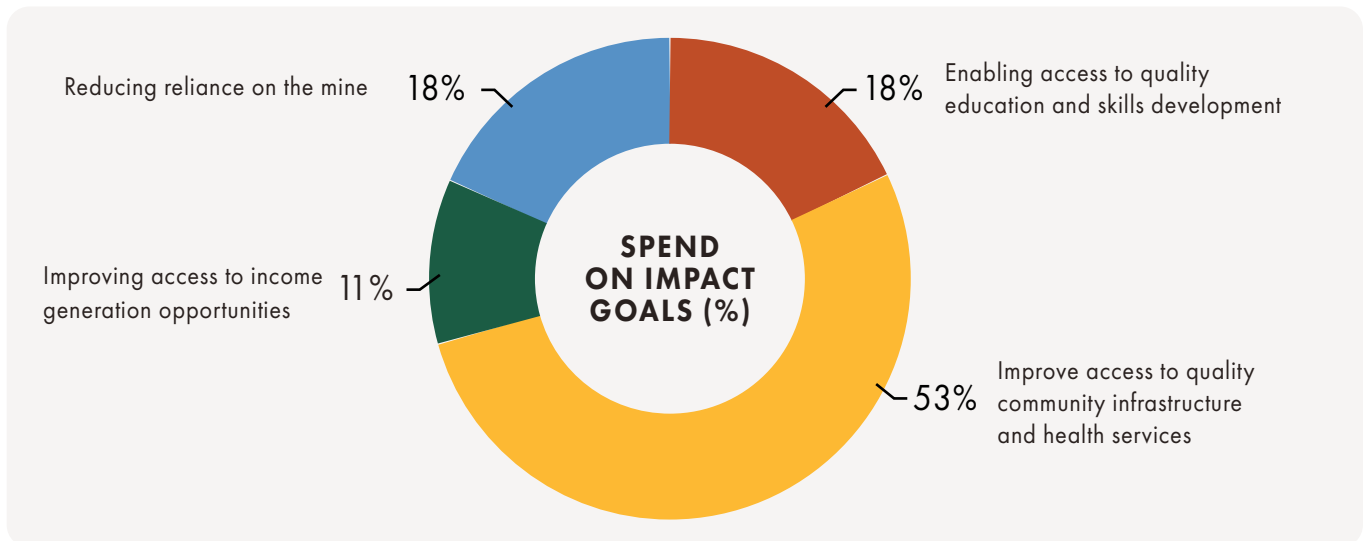
Our investments fall into three categories SLPs, strategic programmes and CSI. SLPs are required for each South African operation under the Mineral and Petroleum Resources Development Act. These plans outline commitments to employees and impacted communities, and how these will be delivered. They become legally binding once a mining right is granted and remain valid for a five-year period, after which a new SLP must be submitted to the DMPR for approval. SLPs stipulate targets for employment equity, the human resource development of historically disadvantaged South Africans, and the delivery of impactful LED projects in host communities. As we develop new SLPs, it is essential that our projects consider both climate change impacts and closure as operations approach the end of their lives.

Our strategic programmes include the Thungela Education Initiative and Thuthukani, our ESD programme, while CSI is driven by inputs and requests from a variety of local stakeholders.

OUR PERFORMANCE

Our total expenditure on socio-economic development in 2025 amounted to R129.9 million compared with R61.3 million in 2024. This increase reflects by the completion of 10 SLP projects in South Africa, the implementation year two of the education initiative and Mafube’s construction of a tar road.

Socio-economic development expenditure (Rand million)	2025	2024
SLP	30.3	6.9
CSI	49.6	16.2
South Africa	48.6	15.4
Australia	1.1	0.8
Strategic projects	50.0	38.3
Education initiative	17.8	5.1
Enterprise and supplier development	32.2	33.2
Total	129.9	61.3



SOCIAL AND LABOUR PLANS

Of the 10 SLP projects delivered in 2025, four were from Annea Colliery’s first SLP and focused on sanitation, water, solar lighting and inverter initiatives. Additional projects were implemented by Isibonelo, including the Emzinoni Multipurpose Centre and technical drawings for a waste transfer station; two by Goedehoop, namely the Mhluzi Industrial Park Cafeteria and water supply project; and one by Mafube, a water supply project benefiting three local farming communities.

Goedehoop and Isibonelo submitted their SLP close-out reports for the 2020–2024 cycle. Owing to ongoing mining right obligations, both operations were required to prepare and submit new SLPs for the 2025–2029 cycle, which have been submitted to the DMPR for review.

CORPORATE SOCIAL INVESTMENT

In 2025, Ensham supported more than 30 community initiatives across the Central Highlands, from sporting clubs to schools and grassroots programmes. These initiatives are delivered by people who give their time to strengthen local communities.

One of the beneficiaries was Yumba Bimbi, a charity that aims to increase professional and local support options for people with disabilities in rural and remote communities across Western Queensland.

Ensham also donated patient transfer equipment to the Royal Flying Doctor Service (RFDS). The RFDS connects more than a third of Australians living in rural and remote areas to primary health care and life-saving medical and retrieval services.

IMPACT GOAL

ACCESS TO QUALITY EDUCATION AND SKILLS DEVELOPMENT

Education is a fundamental catalyst for economic growth. By empowering people with knowledge and skills, they can access better job opportunities and drive innovation and productivity to strengthen economic outcomes. Education also plays a pivotal role in advancing individual and societal development and in creating stronger and more resilient communities.



THUNGELA EDUCATION INITIATIVE

In 2025 great progress was made in the implementation of the Thungela Education Initiative. This five-year partnership with the Mpumalanga Department of Education aims to improve educational outcomes for learners in 45 quintile 1–3 primary schools across eMalahleni, Steve Tshwete and Govan Mbeki. The children in these schools come from severely disadvantaged backgrounds.

The focus of the initiative is the foundation (Grade R) to intermediate phase (Grade 4), a critical period in a child's cognitive, emotional and physical development. Grade R and Grade 4 are significant transitional periods in a child's educational journey. These changes may either set children up for success or compromise their development. Additionally, positive impacts during this period are long-lasting and can be observed throughout their primary and secondary school careers.

The initiative is tailored to address concerns identified with support from the Department of Education. The Progress in International Reading Literacy Study 2021 results showed that 81% of South African Grade 4 learners could not read for meaning. Literacy and numeracy are the critical foundation for the demands of later education.

Some of the barriers identified include a lack of learning equipment, inadequate classroom space, an imbalanced teacher/learner ratio and a shortage of resources such as textbooks.

Progress was made on interventions in each of these areas.

**INTERVENTION:****Leadership and management support****PROGRESS:**

Leadership support was provided to 45 principals and 32 deputy principals at participating schools. Six modules covering various aspects of leadership, curriculum planning and management and teacher development were completed and paired with coaching to reinforce and embed practices.

INTERVENTION:**Psychosocial support****PROGRESS:**

Training was provided at 10 schools as a pilot on screening, identification, assessment and support for school based support teams.

A highlight was the signing of a memorandum of understanding (MoA) with the University of Pretoria. The MoA, which will run over a period of two years, will see the university's Department of Educational Psychology place Master's students at participating schools. They will work closely with district psychologists to conduct assessments and identify the remedial actions to be put into practice. FKFM Consulting, a company that focuses on psychosocial support in educational initiatives, will provide additional guidance to the programme.

Educational awareness campaigns for parents in the communities were delivered on local radio stations covering topics such as emotional wellbeing, parental responsibility and school collaboration

**INTERVENTION:****Educator development****PROGRESS:**

Seven Grade R educators were enrolled for NQF Level 6 teaching qualifications.

47 teachers completed initial training covering core concepts of project-based learning including subject integration, enquiry-based learning, and the design of learning experiences that extend beyond worksheet-based instruction and content recall. A further 40 teachers participated in a second workshop on developing integration maps, refining driving questions, and embedding enquiry-based approaches.

IMPACT GOAL

ACCESS TO QUALITY EDUCATION AND SKILLS DEVELOPMENT



FIRST AID TRAINING

Training was provided to approximately 140 teachers and school administrators from all 45 schools. Facilitated by the Netcare Education Faculty of Emergency and Critical Care. The course covered critical first aid procedures, emergency response, injury management and basic life support. Every successful participant received an accredited Level 1 first aid certificate and is now equipped to respond quickly and confidently to medical emergencies in the classroom and playground environment.

Each school received two comprehensive first aid kits and the Highveld Hospital supplied sickbay equipment including adjustable beds, cardiac tables, side lockers, duvet covers and fitted sheets. This equips schools to attend to sick learners.

DIRECT LEARNER SUPPORT - SUPPORTING THE TRANSITION FROM GRADE 3 TO 4

We partnered with the non-profit organisation, Afrika Tikun, to provide a total of 21 experiential learning retreats reaching over 5,000 learners from schools participating in the education initiative. The main objective was to equip Grade 3 learners with tools to manage the transition to Grade 4. This transition is critical because it marks a move from foundation learning to formal academic learning, coupled with physical and emotional changes, and is one that learners are often not prepared for.

These new demands require new skills - cognitive, linguistic, academic and emotional. The learning retreats combined play-based learning with practical tools. Learners received activity booklets and rotated through stations focused on numeracy, literacy, health, emotional awareness and bullying.





BUILDING MORE THAN A CLASSROOM

Ogies Combined School has seen a significant improvement in academic standards under new leadership. This has led to an influx of learners and a shortage of classroom space. Zibulo Colliery stepped in to provide a large, modern classroom fitted with air conditioning, magnetic whiteboards, pin boards and blinds. Two existing prefabricated classrooms had been installed without solid bases; the surrounding areas were unpaved; and there were no guardrails to prevent learners and teachers from falling on the stairs or down a steep drop adjacent to the classrooms. The mine, together with two of its suppliers, Pulsar Africa and Synchor Engineering, intervened to improve the safety of these structures.

NURTURING YOUNG READERS

Approximately 80% of South African Grade 4 learners struggle to read for meaning, according to a recent study. Often the root cause is the lack of resources. Zibulo changed this at Sidingulwazi Primary School in Lebohang, Leandra, when it unveiled a brand-new literacy and media room in June 2025. The mine and host community supplier Mgwezane Projects transformed a bare classroom with new blinds, shelves, furniture and, most importantly, a treasure trove of books, digital media and equipment. Mgwezane also donated 10 full sets of school uniforms as part of its efforts to give back.



HIGH SCHOOL EDUCATION

Isibonelo, Greenside and Khwezela offer supplementary school programmes for high school learners with potential. Starting in Grade 10, these programmes focus on English, mathematics, physical science and life sciences, and help scholars achieve results that will give them access to a tertiary institution.

Classes are held on Saturdays and during school holidays and are given by highly experienced educators. Learners also receive top-quality academic resources not available to them at their schools.

Isibonelo's supplementary school programme completed its 11th year and final year and has significantly improved matric pass

rates in the Govan Mbeki Municipality. This initiative has enabled numerous learners to secure scholarships and bursaries, both from our own business and other major companies in the region. Notably, the 2025 cohort recorded a 100% bachelor's pass rate in the National Senior Certificate exams, maintaining the 100% achieved in 2024. A total of 44 distinctions were earned in 2025. Every learner in Grades 10, 11 and 12 also passed the initiative's four core subjects: English, mathematics and physical and life sciences.

Information on our vocational training programmes and community scholarship scheme can be found on page 105.



IMPACT GOAL

IMPROVING THE QUALITY OF COMMUNITY SERVICES

Reliable road infrastructure and services are a foundation for development. Our impact in this area is primarily through large-scale SLP projects and CSI initiatives.

Each SLP is developed through a process of intense stakeholder consultation to enable a better understanding of the needs and priorities of the communities that host our operations. This helps ensure that the sustainable community projects we implement deliver maximum impact and respond to key local challenges, including helping communities adapt to the impacts of climate change. Stakeholder groups engaged include local municipalities, sector departments, general community representatives, traditional authorities, farmers, farm dwellers and vulnerable groups.

IMPROVING ROAD ACCESS

During public consultation and engagement, residents of the Sikhululiwe Village community outside Middelburg, highlighted poor road conditions that made it difficult to commute, particularly during the rainy season. These conditions also had a serious social impact, as teachers and healthcare workers sought employment in other areas because it was simply too difficult to commute. Residents often found themselves stuck in the mud after heavy rains, with vehicles unable to pass and pedestrians forced to wade through water.

Mafube undertook the construction of a 3.4-kilometre tarred road that connects the village to the R104 to Middelburg and Belfast. The road replaces a considerably longer gravel stretch with a high-risk railway crossing that claimed the lives of several learners in 2024. To further improve safety, a fence has been erected to keep animals off the road.

The project was implemented in collaboration with local suppliers who created 15 job opportunities during construction.

The road's completion brings renewed hope for residents and small businesses alike, presenting opportunities for growth and expanding their reach and access to new markets.





PROVIDING CRITICAL WATER AND SANITATION FACILITIES

Access to clean water and sanitation is fundamental to healthy everyday living, yet many households face daily hardship in accessing them. Communities near Goedehoop, Annea and Mafube collieries are situated in outlying areas, which means that they are difficult to reach through conventional municipal systems and are allocated limited investment in infrastructure to provide critical services, including water. Isolated from formal municipal water networks, they have long endured chronic water shortages, unreliable tanker deliveries and the resulting social strain, particularly on elderly residents and low-income households. Thungela responded by implementing a series of technically robust, community-aligned water access interventions, tailored to the unique environmental and infrastructural challenges at each site.

WHAT WAS DONE

Solutions were designed following detailed feasibility, geohydrological and water-quality assessments, ensuring groundwater availability, safe consumption and long-term sustainability.

ANNEA

Umcebo and Vlakkuijen farms faced ongoing water shortages. Approximately 527 residents and their livestock depended on a single borehole at each farm, placing pressure on already scarce resources.

Boreholes were drilled and equipped with four 10,000-litre storage tanks, submersible borehole pumps with motors powerful enough to ensure sufficient daily production and booster pumps to maintain consistent pressure and reliable distribution.

GOEDEHOOP

Communities and farmers surrounding Goedehoop faced persistent water shortages due to the absence of municipal piped infrastructure and the remoteness of farm settlements. With the mine ceasing operations at the end of 2025, our aim was to leave behind a positive legacy and this reduces dependency on the operation in the run-up to closure.

Boreholes were drilled and equipped with two 10,000-litre water tanks, booster pumps, perimeter fencing and a complete solar power system. At Schoeman Farm, two additional 1,000-litre tanks were installed with all required fittings for secure operation. Unsafe pit latrines were also replaced with Amalooloo ablation units that use a low-flush technology that only uses 1.5 litres per flush while maintaining full functionality.





IMPACT GOAL

IMPROVING THE QUALITY OF COMMUNITY SERVICES

MAFUBE

Three communities in Kleinfontein, including a large number of elderly people, relied on weekly tanker deliveries that frequently broke down, leaving residents without water for up to two weeks at a time. During these periods, families walked to neighbouring communities to collect water or paid up to R500 for transport to access basic supplies.

Boreholes were drilled and equipped with solar system, while each site received a 5,000-litre polyethylene storage tank. Here too, booster pumps were installed, along with perimeter fencing.

COMMUNITY INVOLVEMENT AND EMPOWERMENT

Community involvement and sustainable governance were central to the project's impact. Ongoing consultation with residents and alignment with municipal Integrated Development Plans fostered local ownership and ensured the projects relevance to official service-delivery priorities. Local SMMEs, including an emerging contractor employing 31 people, were engaged throughout implementation, creating four new business opportunities and supporting local economic development.

OUTCOMES

These projects strengthened household water security, improved hygiene and sanitation, reduced pressure on municipal tanker systems and enhanced community wellbeing for almost 1300 people.





BRINGING LIGHT TO COMMUNITIES

Our Annea mine, formerly the Elders project, delivered solar streetlights and portable inverters with solar panels to the communities of Vlakkuielen and Umcebo farms to improve visibility and boost energy security for more than 450 residents across 82 households in the community. The solar lights have given residents a sense of security when returning from work in the evenings, and community members are able to move around after sunset without fear. The portable inverters have also greatly improved the livelihoods and dignity of the residents.

The R2 million project created 10 temporary jobs during implementation, employing five community members from each village.

At the same time, Zibulo undertook the refurbishment of high-mast lights in the community of Lebohang, Leandra. Residents highlighted prolonged darkness in specific areas as a major security concern. The lights were not functioning due to vandalism and equipment malfunctions. Zibulo upgraded the infrastructure, installing energy-efficient LED lights and enhancing hoisting systems for improved functionality. These enhancements not only facilitate safer and easier maintenance but also include security measures to safeguard the newly installed lights.



MHLUZI INDUSTRIAL PARK CAFETERIA

The industrial park was established as part of the Steve Tshwete Local Municipality’s township revitalisation strategy. It provides affordable premises for local SMMEs that struggle to grow due to a lack of affordable factory, workshop and warehousing space. Goedehoop invested in the industrial park in 2021, and the R4.9 million cafeteria is a continuation of that vision and will serve business owners, workers, customers and visitors to the hub.

The mine prioritised the use of suppliers from host communities. Eight SMMEs were subcontracted, and seven residents were temporarily employed during the construction phase. The cafeteria will create further opportunities by supporting a small business that will run the food service on site.



3+4

IMPACT GOALS

IMPROVING ACCESS TO INCOME GENERATION OPPORTUNITIES AND REDUCING RELIANCE ON MINES BY STRENGTHENING THE LOCAL SMME SECTOR**thuthukani**
by thungela

Cultivating a strong SMME sector in coal mining communities is critical for long-term socio-economic resilience.

When mines scale down or close, communities often face severe socio-economic decline, unemployment and sustained economic hardship. Strengthening local SMMEs through our ESD programme, Thuthukani, creates alternative income streams and generates new job opportunities, reducing vulnerability to mine closure. SMMEs help build a more balanced local economy, encouraging entrepreneurship and circulating money within the community rather than allowing it to flow outward.

Thuthukani is designed to support not only existing vendors but also prospective suppliers and entrepreneurs who provide a diverse array of products and services beyond the mining industry.

The programme offers tailored business skills training, one-on-one mentorship and support, technical enablement and loan funding at preferential interest rates.

In 2025, we spent R32 million on ESD (2024: R33 million). This supported the development of 31 local SMMEs, who are not yet part of the Thungela supplier base. A total of 52 enterprise development

(ED) beneficiaries received support through our technical enablement programme, which equipped them with the necessary technical skills, certifications and accreditations to access opportunities within our supply chain and beyond. In 2025, eight ED beneficiaries advanced to supplier status after successfully securing purchase orders or contracts with our operations.

Twelve supplier development beneficiaries were also enrolled for hands-on coaching and technical enablement. Technical enablement assists SMMEs who have the potential to grow, but lack the necessary certifications, memberships and licences required to meet the procurement standards of large organisations. One of the primary ways we provide this support is by helping businesses obtain their ISO 9001, ISO 14001 and ISO 45001 certifications. Additional certifications and qualifications awarded include wireman's licensing, deep cleaning, hygiene, the Plumbing Industry Registration Board and waste transportation permits.

Thuthukani disbursed R39.8 million in loan funding to eight beneficiaries, resulting in the creation of 187 direct jobs in 2025.

G20 YOUNG ENTREPRENEURS ALLIANCE SOUTH AFRICA SUMMIT

We invited 20 entrepreneurs who have graduated from Thuthukani to connect with markets outside Thungela at the G20 Young Entrepreneurs' Alliance Summit. The summit brought together more than 600 thought leaders, innovators and young entrepreneurs. Our beneficiaries gained insights into global business trends, built valuable international connections and left with a sense of how entrepreneurs in other countries share many of the same challenges they do.

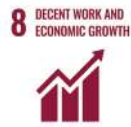
They had the opportunity to interact with delegates from Nigeria, India, Indonesia, Japan, Russia, South Korea, Sri Lanka, Türkiye, the United Kingdom, the United States, South Africa, China, Canada, Mexico, Italy, Saudi Arabia, Argentina, Australia, Brazil, France and Germany.

Fehmida Silas, founder of a Middelburg-based engineering company, JFK Business Solutions, and a Thuthukani beneficiary, joined a panel discussion on bridging the gap for women-owned businesses. Fehmida, who provides services to several of our operations, spoke about the need for finance models that go

beyond collateral, partnerships that de-risk lending and mentorship that builds investment-ready entrepreneurs.

Sandile Mkono, our ESD manager, participated in a discussion focusing on financing young ventures.

The conversation dealt with the multiple challenges and opportunities associated with financing enterprises driven by young entrepreneurs. Importantly, it touched on Thuthukani's co-funding agreement with Absa, which stands as a best-practice example of how corporates can partner with financial institutions to de-risk lending to SMMEs.



3+4

IMPACT GOAL

IMPROVING ACCESS TO INCOME GENERATION OPPORTUNITIES AND REDUCING RELIANCE ON MINES BY STRENGTHENING THE LOCAL SMME SECTOR

BLACK BUSINESS COUNCIL SUMMIT

Ten SMMEs from our pool of Thuthukani graduates were invited to attend the annual two-day Black Business Council (BBC) Summit where President Cyril Ramaphosa delivered the keynote address. The BBC summit is a premier South African gathering for black professionals and business leaders to engage with government on economic transformation, policy-driven growth, and industrial opportunities. The summit gave our entrepreneurs the chance to engage with key decision-makers, explore opportunities and better understand the national landscape shaping small business development.



THUTHUKANI SUCCESS STORY

Mpangela Industrial Holdings (Pty) Ltd is a 100% black female-owned business based in the Steve Tshwete Local Municipality that specialises in waste management. The company joined Thuthukani after learning about the programme’s value proposition at a community engagement forum.

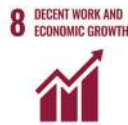
Founder and owner Juliet Mahlangu participated in Thuthukani’s two-day costing, pricing and tendering workshop, which aims to equip local SMMEs with the skills required to confidently pursue procurement opportunities both within and beyond Thungela’s supply chain.

Thuthukani also helped her business obtain its ISO and waste management certifications and provided funding support for a new compactor waste truck to strengthen the company’s operational capacity.

The business subsequently applied for and was successfully awarded the waste management contract at Mafube.

“Before Thuthukani, I lacked the systems and structure to manage and scale my business. The mentorship and technical training I received helped me implement better financial controls and I now feel more confident approaching new clients and bidding for contracts.” – Juliet Mahlangu.





MINE CLOSURE

We believe that partnering with host communities is essential to creating the economic diversification that is necessary for sustainable livelihoods after our mines close. We are actively exploring opportunities to repurpose existing assets and infrastructure to develop programmes that establish regenerative landscapes to support the sustainable closure of mines.

HYDROCOOPS AT GOEDEHOOP

With the ceasing of operations at Goedehoop at the end of 2025, a social-transition project was initiated. An innovative Hydro Coop system that combines hydroponics (soilless plant cultivation) with small-scale chicken farming was installed at three households that were already engaged in subsistence agriculture.

Phase 1 included assistance with land preparation and training on a broad range of topics such as bookkeeping and financial literacy, marketing, composting, livestock management and entrepreneurial training on vegetable and livestock trade. Phase 2 involved the installation of the Hydro Coop system and water storage facilities, as well as business coaching, mentorship and continuous monitoring.

To date, one of the three systems has been fully installed and training completed. The household was provided with starter chicks and seedlings. The family sold 42 chickens over the December period and are reinvesting the revenue into the business.

We have also partnered with Komatsu, which provided water storage tanks and cows to two families.



NKULO COMMUNITY PARTNERSHIP TRUST

The Nkulo Community Partnership Trust was founded in 2021 to create sustainable social and economic value through community-centred projects that strengthen local resilience and economic participation. It is registered as a non-profit organisation and is dedicated to fostering socio-economic development in Thungela's mine host communities and labour-sending areas.

It is governed by a board of trustees that includes independent, founder-appointed and community trustees, ensuring that community voices guide decisions and reflect best practices for public benefit organisations in mining communities. Community trustees were appointed through a process involving calls for applications in the local media, followed by a shortlisting and interview process.

Mining towns often fear a future of derelict shafts and broken promises once the last seam is mined. The trust offers a different narrative by treating dividends as venture capital for local resilience. Its focus areas include education, health, welfare and alternative economies, and encourages project proposals that demonstrate clear community benefit and long-term impact.

The trust is dedicated to enhancing access to quality education and skills development. This will be achieved by supporting foundational educational development, improving learner retention, promoting access and developing learner character to address social ills in the foundation phase and among the youth. Additionally, the trust will contribute to primary and formal skills development to enhance capacity and capability development, strengthening livelihoods, resilience, and commercial economic development for youth and vulnerable groups.

During the year, a series of activations were held to introduce the trustees to communities and discuss funding criteria ahead of the applications opening. The activations were attended by the general public, municipal representatives, non-governmental organisations, non-profit organisations, community-based organisations and non-profit companies who do meaningful work in their communities.

Projects currently being implemented include:

- The replacement of infrastructure constructed with harmful asbestos building materials at Mphephethe Primary School. The project involves the construction of 19 classrooms and 48 ablution facilities, including age-appropriate sanitation facilities for Grade R learners.
- Construction of a new bulk raw water pipeline in the eMalahleni Local Municipality. The municipality is facing significant water distribution losses due to deteriorating infrastructure, with approximately 60% of its network comprising asbestos pipes. The project aims to improve service delivery while addressing health risks associated with ageing infrastructure. Its primary objective is to ensure a continuous water supply to residents in the vicinity of KwaGuaqa, representing an important step towards more sustainable and reliable water distribution.
- The construction of classrooms and an administration block at the Bonginhlanhla Stimulation Centre in Middelburg in partnership with Mafube Coal and the Department of Social Development and the Steve Tshwete Local Municipality. The centre supports children aged three to 18 with mental and physical disabilities and provides a range of services aimed at enhancing cognitive, emotional, and social skills. From stimulation exercises to play therapy and mobility activities, it is dedicated to promoting rehabilitation and overall well-being for both caregivers and children.





CREATING A RESPONSIBLE AND INCLUSIVE SUPPLY CHAIN

Given the large volumes of goods and services that are required to support the efficient running of our operations, we have an opportunity to drive positive change through our supply chain. We are committed to operating responsibly and with integrity, and expect all our business partners to do the same.

RESPONSIBLE SOURCING

In 2025, we advanced our responsible sourcing programme through three rounds of structured assessments covering 60 suppliers across key sourcing regions. The programme was designed to establish a consolidated risk baseline and strengthen oversight of supply chain practices aligned with the Thungela Responsible Sourcing Guideline for Suppliers. Before assessments commenced, groundwork activities were undertaken to support effective implementation. This included supplier communication, self-assessment questionnaires, document requests, and pre-assessment reviews to confirm scope and readiness.

This preparatory phase played a key role in improving assessment quality and efficiency. It enabled early identification of documentation gaps, clarified supplier obligations and supported more consistent application of assessment criteria across different supplier types and operating contexts. As a result, assessments were able to focus more directly on substantive risk areas rather than administrative readiness alone.

Findings showed that labour-related issues accounted for the majority of identified risk, followed by human rights and health and safety. Common issues included misalignment of employment contracts with legislative requirements, excessive or inaccurately recorded working hours and missing or underdeveloped workplace policies. While many findings were rated as low to medium risk, their prevalence indicated systemic weaknesses in supplier management systems.

In response, the responsible sourcing programme shifted from assessment to structured improvement. Suppliers were required to develop corrective action plans, with progress monitored over agreed timeframes. Continuous improvement measures are being implemented, and include targeted supplier engagement, prioritisation of high-risk themes and planned follow-up activities to track implementation. This approach supports improved supplier performance over time while strengthening supply chain governance and reducing operational risk.

In Australia, our vendor pre-qualification onboarding process includes a questionnaire on modern slavery to identify and assess risks and ascertain the extent of each supplier's due diligence, prevention and mitigation of modern slavery risks within their businesses and supply chains. This helps to exclude suppliers with no demonstrable understanding of the issue. Standard contractual provisions are included in agreements with suppliers to ensure compliance with all applicable laws, including specific clauses requiring compliance with the Modern Slavery Act and warranties to identify and address modern slavery risks in supply chains. Further, our responsible sourcing policy specifically addresses our commitment to business integrity which includes respect for human rights and requires strategies in supply chain and recruitment processes to combat modern slavery, human trafficking, child and forced labour.

ZERO TOLERANCE FOR UNETHICAL BEHAVIOUR

Our standard terms and conditions for suppliers, our code of conduct and our business integrity policy make it clear that we are uncompromisingly opposed to corruption. These documents are available on the Thungela website and suppliers and service providers are expected to operate within the ethical and legal parameters they set out. We will neither give nor accept bribes nor permit others to do so in our name, either in our dealings with public officials or with suppliers and customers.

Employees, contractors, suppliers, business partners and other external stakeholders are encouraged to report and raise concerns about conduct that is contrary to the values and standards described in our business integrity policy using our anonymous tip-off line, HAIBO!. For more information, refer to page 160.

In addition, 70% of employees completed training on the responsible sourcing policy and were made aware of the relevant policies and legislation, with particular focus on those in procurement or contracting functions.

INCLUSIVE PROCUREMENT

We prioritise in-country and host community procurement of goods and services, invest in ESD and continuously work to improve opportunities for businesses owned by women, Indigenous Peoples and historically disadvantaged people. Sourcing goods and services from these businesses promotes sustainable local economic development and employment and is one of the ways we share value. We do this through ambitious preferential procurement targets, ring-fenced opportunities for BEE and local suppliers, and the segmentation of high-value contracts with well-established businesses.

This is aligned with our socio-economic development goal 3, 'Improving access to income generation opportunities'. In South Africa, this imperative is driven by broad-based black economic empowerment (B-BBEE), a government policy that promotes economic participation and ownership among historically disadvantaged individuals.

We strive to exceed compliance with the procurement targets set by the Mineral and Petroleum Resources Development Act. These targets are included in each mine’s SLP and relate to the purchasing of goods and services from historically disadvantaged South Africans, black women- and youth-owned entities, and businesses that are B-BBEE compliant.

PERFORMANCE

Total expenditure at our South African operations in 2025 was R9.5 billion. The proportion of discretionary expenditure allocated to businesses in host communities decreased to R2.0 billion, representing 21% of our discretionary spend, down from 24% in 2024. The decrease is due to operational shifts, host community mapping exclusions and mine closures.

Progress in this area is supported by Thuthukani, our ESD programme, which is expanding the pool of local suppliers capable of providing goods and services that meet our quality, delivery and safety standards. Thuthukani provides entrepreneurial skills training, technical enablement and loan funding at preferential interest rates. Read more on page 142.

Local procurement	2025	2024	2023	2022	2021
Expenditure with local suppliers (rand billion)	2.0	2.3	2.0	0.0	2.3
Percentage of discretionary operational spend (%)	21	24	21	28	24

LEVERAGING SUPPLIER PARTNERSHIPS FOR LOCAL IMPACT

Our ability to employ people, purchase goods and services, and invest in social programmes is restricted by both commercial and operational limitations. However, by working together with major supplier partners, we can enhance our influence and jointly develop sustainable value that benefits all parties.

We include contractual commitments in our partnerships with original equipment manufacturers and multinational organisations that contribute to local development. These are typically the employment of a specified percentage of local people, skills transfer to emerging companies, procurement from local SMMEs and contributions to local CSI initiatives.

These commitments are fulfilled either in partnership with our mines or as independent initiatives, and further enhance socio-economic benefits in the communities where we operate. Suppliers working at our Elders project site delivered projects to the value of more than R4.3 million alone. These include the installation of eco-latrines, boreholes and solar street lighting, enhancements to a nursery school and the complete renovation of eight classrooms at a local high school.

FROM CONTRACT TO CAPABILITY

In 2025, we joined forces with the Fidelity Services Group to build a high-potential host community security company from the ground up. Fidelity committed to allocating 30% of its Thungela-wide scope of work to the eMalahleni-based Setlakamasa Security Services. The initiative was structured as a two-year partnership involving the transfer of business knowledge and key operational insights.

The model, which includes the transfer of 140 Fidelity personnel to Setlakamasa, is designed to ensure meaningful participation by a host community supplier, and comes with a clear pathway for skills transfer, operational ownership and long-term sustainability.

Setlakamasa Security Services director Timothy Masilo and his team will attend various development programmes. These will be run by Fidelity with support from our own ESD initiative, Thuthukani. This includes a 12-month operations management and junior leadership programme, training for administrative personnel and mentorship for Mr Masilo and his leadership team.

To demonstrate the seriousness with which Fidelity is approaching the partnership, the company’s chief financial officer is directly involved in transferring financial management skills covering critical areas such as billing, pricing and payroll. In the short term, this will involve preparing the developing company to meet the needs of its significantly increased workforce.



PAYMENTS TO GOVERNMENT

During the year, we paid R4,057 million in the form of corporate income, payroll, dividend-withholding, carbon and royalty taxes to the South African and Australian governments.

Payments to governments in 2025 Rand (million)	South Africa	Australia	Total
Corporate income tax	466	492	958
Royalty tax	149	765	914
Payroll tax	1,550	486	2,036
Skills development levies and unemployment insurance fund	101	–	101
Carbon tax	5	–	5
Dividend withholding taxes (UK shareholders)	43	–	43
Total	2,314	1,743	4,057

RESPONSIBLE TAXATION

Honest and transparent reporting of tax payments reinforces our commitment to ethical governance and fosters relationships based on accountability and trust.

We commit to meeting our tax obligations accurately and on time, and to honouring both the spirit and the letter of the law. We also recognise that our tax practices must reflect genuine commercial realities.

Wherever possible, we aim for certainty on tax matters and, where tax authorities have implemented cooperative compliance arrangements, favourably consider participation. By applying tax transparency principles, we:

- Demonstrate our commitment to good tax governance and mitigate risk to shareholders
- Develop and maintain long-term, open and constructive relationships with tax authorities
- Illustrate the industry’s economic contribution to regional and national economies
- Make a meaningful contribution to ongoing tax and transparency debates by proactively engaging with industry bodies, business forums and civil society.

TAX FACTORS THAT AFFECT THE MINING SECTOR

Fiscal, political and economic elements play a significant role in shaping both investment decisions and operational strategies in the mining sector over time. Jurisdictions with the following tax characteristics therefore assist in developing strong, longer-term relationships with taxpayers:

Tax policy and administration

- Stable tax regimes with predictable rules that are introduced proactively and in consultation with stakeholders.
- Tax legislation that follows internationally agreed principles and therefore fosters certainty.
- Tax administration procedures that ensure reliable reimbursements and timely refunds

Basis of taxation

- Tax is levied on a fair and equitable basis so that both investors and governments share the risks and rewards. This supports long-term investment, job creation and the creation of wealth.
- Tax is levied on profits so that appropriate revenues can be raised at the appropriate time.
- Detailed tax rules consider the industry’s specific characteristics, including relief for exploration, infrastructure and capital expenditure.
- Taxation is based on mining royalties and is levied on profit rather than revenue, ensuring that the tax burden aligns with actual earnings.

TAX GOVERNANCE

We are committed to complying with all applicable tax laws in the jurisdictions in which we operate. The management and tolerance of tax risks are guided by our tax policy and Group risk appetite philosophy – to achieve shareholder value without compromising our integrity, values and reputation by risking, among other things, regulatory non-compliance.

Our Group tax policy establishes a coordinated approach to tax risk management and is founded on efficient tax management, management in line with the Group governance framework and commitments made to stakeholders.

EFFICIENT TAX MANAGEMENT

All tax positions must be fully compliant with legal, regulatory and professional requirements. Our dedicated Group tax function is required to plan tax matters responsibly and may not take an aggressive position on the outcome of a tax matter. Nor may it act in a manner that is clearly and explicitly contrary to legislation. The function may only pursue transactions and tax positions that it is prepared to disclose to revenue authorities and which are based on commercial relevance to the business.

MANAGING TAX IN LINE WITH OUR GOVERNANCE FRAMEWORK

The Group tax function is expected to:

- Act in accordance with our code of conduct and values;
- Establish tax policies that contain detailed guidance and procedures to ensure that our tax strategy is implemented and embedded;
- Present relevant tax matters to the audit committee and board; and
- Make use of an appropriate tax risk assessment framework. This ensures that a consistent approach is taken to determine whether a decision, position or transaction brings with it an unacceptable level of tax risk.

COMMITMENTS TO OUR STAKEHOLDERS



SHAREHOLDERS

To achieve the most beneficial post-tax position for the Group and its shareholders, transparently and within the confines of legislation.



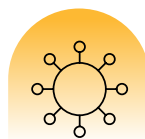
GOVERNMENT

To comply with the tax laws set by the South African Revenue Service and the Australian Taxation Office. We build and maintain trusted relationships with these authorities by paying the right amount of tax at the right time.



COMMUNITIES AND SOCIETY

To pay taxes that contribute to economic development and support a sustainable, inclusive future for local people.



ENVIRONMENT AND FUTURE SUSTAINABILITY

To comply with 'green tax' regulations such as the carbon tax.

GOOD TAX PRACTICE

The Group adopts the following tax practices:

- Ensuring that taxation is consistent with the structure and location of our activities, human and material resources and the business and financial risks of each entity.
- Aligning and/or integrating our tax policy, tax risk management and control systems with other Group policies.
- Conducting transactions between related entities on the basis of the fair market value, adhering to the arm's length principle, and complying with the transfer pricing documentation obligations set by tax legislation.
- Expressly prohibiting employees from advising or providing any services to clients that may be understood as tax advice that may result in tax evasion activities by clients, providers or employees.
- Identifying and controlling possible tax risks in all transactions involving the acquisition of relevant assets, entities and businesses, by conducting tax due diligence studies, structural studies and/or similar tax analyses.
- Following a specific procedure manual developed for tax management and control, and for the supervision of the Group's internal information and tax control systems.
- This procedure guides management and control of the Group's tax risks and is binding on all employees and, to the extent that they are affected, third parties.

5

GOVERNANCE

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GOVERNANCE

Our purpose is to create value for all stakeholders, including shareholders, suppliers, employees and the communities that host our mining sites.

This can only be achieved through sound corporate governance, which ensures that we act in the best interests of every stakeholder, disclose accurate and transparent details of all aspects of our performance and take accountability for our actions.

ESG GOVERNANCE AT THUNGELA ENCOMPASSES:

- setting clearly defined goals and objectives;
- emphasis on risk management and internal controls;
- a thorough understanding of ESG structures, processes, risks and opportunities;
- honest and transparent reporting of ESG performance; and
- the utilisation of best-practice standards to elevate sustainability efforts.

OVERSIGHT

BOARD OVERSIGHT

The Thungela Board of Directors has ultimate responsibility for promoting and safeguarding the business's long-term success and ensuring that the company and its subsidiaries act in the best interests of its stakeholders.

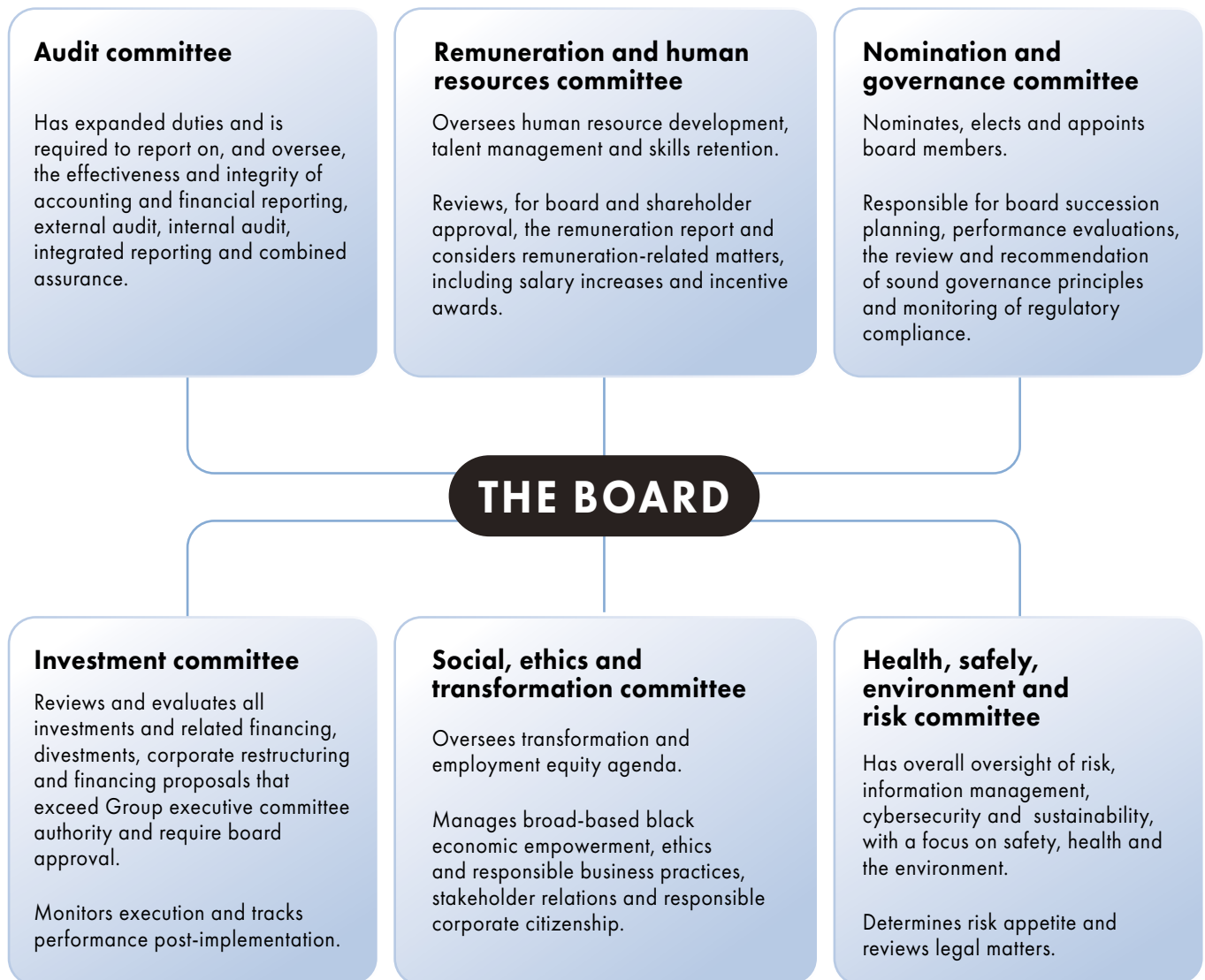
The board has ultimate responsibility for setting the Group's short-, medium- and long-term strategic direction. In doing so, it considers not only the creation of economic value but also the impact of our activities on society and the environment. 'Driving our ESG aspirations' therefore remains a standalone strategic pillar and is core to our values.

Annual board strategy sessions are informed by progress on our pathway to net zero, which serves as a tool for strategic decision-making based on the rate of decarbonisation globally, its impact on our markets and, in turn, the medium- to long-term outlook for coal. Our 2030 and 2050 climate change targets were sanctioned by the board in 2022.

The board's oversight of ESG matters is supported by its six committees, but primarily the social, ethics and transformation committee (SETCO) and the health, safety, environment and risk (HSE and risk) committee, which are delegated specific oversight roles related to sustainability and governance performance.

SETCO's primary purpose is to ensure that we comply with the laws, codes and standards that apply in the running of a principled and socially responsible business, focusing on ethics, stakeholder relationships, corporate citizenship, inclusion and diversity, human rights and the social transition associated with mine closure and the transition to a low-carbon future.

The HSE and risk committee's responsibilities extend to reviewing and overseeing risks and opportunities including those related to climate change. It monitors progress and performance against key site-level health, safety and environmental indicators that contribute to the achievement of our targets. The committee also tracks the implementation of the pathway to net zero, including the 2030 target of 30% reduction in Scope 1 and 2 emissions from a 2021 baseline. Matters relating to climate change are reported to the committee on a quarterly basis, with standalone items on the agenda if specific risks or opportunities arise. The HSE and risk committee chairperson provides a summary of the committee's discussions to the board.



A more detailed account of corporate governance, including reports from the board and its various committees, can be found in the governance section of our Integrated Annual Report and on our website (<https://www.thungela.com/investors/corporate-governance>).

THE ROLE OF MANAGEMENT

The executive committee, led by the chief executive officer, is responsible for executing the board-approved strategy and for overseeing the implementation of the policies that support it. This includes the ESG, the safety, health and environment, the social and the human rights policies. The committee also tracks performance against targets in each material area, many of which are linked to executive remuneration. For details on executive remuneration, see page 103 of our Integrated Annual Report.

They are responsible for putting the necessary controls, technical standards and procedures in place to monitor, manage and oversee sustainability-related risks and opportunities, including those related to climate change. Executives report into the HSE and risk committee and SETCO on a quarterly basis on progress and performance.

A SHE steering committee comprising the executive committee, mine general managers and relevant subject matter experts meets monthly to discuss specific issues, governance matters and operational feedback on ESG action items, including those related to climate change.

Each general manager, together with their leadership team, is responsible for oversight of daily ESG-related activities. Each site has appointed an energy champion who is responsible for the implementation and monitoring of energy efficiency and reduction projects, a water steering committee and a social performance management committee which are responsible for managing the risks and opportunities related to climate change in their disciplines.

SUSTAINABILITY GOVERNANCE ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITY
<p>Board</p>	<ul style="list-style-type: none"> • Sets and guides strategic direction • Has ultimate oversight of and responsibility for ESG performance • Reviews and approves business policies and processes • Ensures the integrity of risk management and internal controls
<p>Board committees with specific ESG responsibilities</p>	<p>HSE AND RISK COMMITTEE</p> <ul style="list-style-type: none"> • Conducts ad-hoc reviews of policies and guidelines for material HSE and climate change matters • Quarterly reviews of performance against HSE targets (including those related to climate change) and the implementation of the pathway to net zero • Reviews SHE elements of the Group strategy and business plan, external SHE reporting and regulatory disclosures, and the findings of external auditors • Monitors regulatory developments and compliance • Commissions and considers sustainable development audits for legal and internal compliance • Reviews the risk management plan annually and conducts a biannual review of the executive risk register • Prioritises and ranks risks to focus responses and interactions • Reviews reports concerning the existence and effectiveness of controls to address controllable risks • Reports risks with financial implications to the audit committee • Reviews and approves an information management (IM) governance framework for management’s implementation • Manages IM risks <hr/> <p>SETCO</p> <ul style="list-style-type: none"> • Provides oversight and reports on ethics and stakeholder relations based on material issues • Reviews and provides the board with assurance on the integrity of sustainability-related information in our Integrated Annual Report and Environmental Social and Governance Report • Monitors policies and activities that promote equality, prevent unfair discrimination and reduce corruption • Monitors activities that secure our licence to operate • Monitors policies that manage social risks and impacts, including those associated with human rights, life extension projects and mine closure • Reviews and approves our approach to socio-economic development, key performance indicators and objectives • Reviews the identified social impacts of mine closure • Performs an annual review of policies and processes relating to ethics and their effectiveness • Provides guidance and input into the risk management framework, ensuring that appropriate ESG risks are considered and reviewed as part of the annual materiality assessment for integrated reporting <hr/> <p>REMUNERATION AND HUMAN RESOURCES COMMITTEE</p> <ul style="list-style-type: none"> • Oversees the Group’s remuneration strategy, including climate and environmental indicators included in the Group performance scorecard and long-term incentive plans (LTIP) of executives and management

ROLE	RESPONSIBILITY
Executive committee	<ul style="list-style-type: none"> Continuously reviews and oversees the implementation and execution of approved ESG strategies, policies and programmes Formulates short-, medium- and long-term objectives linked to the creation of long-term value creation Reviews ESG performance against objectives and key performance indicators
Functional committees and senior management	<ul style="list-style-type: none"> A SHE steering committee comprising the executive committee, internal functional heads and general managers meets monthly to discuss specific issues, governance matters and operational feedback on ESG action items A monthly learn-and-share meeting provides a platform for learning from incidents of a safety, environment and social nature. It is attended by all middle and senior managers across the business and is a critical part of our risk management process
Operational management	<ul style="list-style-type: none"> The general manager leads the sites management team to ensure operational implementation and execution, and reports to the executive committee A social performance management committee on each site promotes an integrated and cross-functional approach to managing social performance risks and impacts and achieving alignment with new policy requirements. A multi-disciplinary mine closure committee ensure that closure is integrated into mine planning, provides strategic guidance for the implementation of closure plans and projects, and ensures that adequate funding is allocated to support the closure planning process A designated water lead on each site is responsible for ensuring the implementation of our water standards and guidelines An energy champion on each site is responsible for the identification, implementation and monitoring of energy efficiency and reduction projects

REMUNERATION TARGETS

Our commitment to delivering on key priorities is reflected in our incentive structures. We hold our leadership team accountable for achieving the targets and objectives that are set out in our ESG framework. A total of 10% of the value of their LTIP awards relates directly to our decarbonisation and net zero journey. Metrics related to water account for a further 10% and inclusion and diversity another 10%. Furthermore, appropriate metrics are included in the short-term incentive for all management-level employees. These include indicators related to safety, health, energy intensity, environmental incidents and inclusion and diversity. For more information, please see the remuneration report on page 98 the Integrated Annual Report.

BOARD CAPABILITY

Directors are provided with timely and comprehensive information to enable them to fulfil their duties effectively. Upon appointment, and whenever needed thereafter, they receive training aligned with their experience and knowledge levels, including a tailored induction programme and individual briefings with members of the executive committee and their teams. The board also participates in dedicated briefing sessions led by internal and external subject-matter experts on key sustainability matters, ensuring directors remain well-informed on evolving ESG issues.

TRANSPARENCY AND DISCLOSURE

We believe that it is only through accurate and transparent reporting that shareholders, potential investors, lenders, business partners, advocacy groups, communities and many other stakeholders can make an informed assessment of our business.

Our disclosures are aligned with the Global Reporting Initiative's (GRI) Sustainability Reporting Standards, the GRI 12: Coal Sector Standard (2022) and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and are compiled with consideration of the International Sustainability Standards Board's S2 disclosure requirements. A GRI and TCFD index can be found in our ESG data book on the Thungela website: <https://www.thungela.com/investors/annual-reports>.

We recognise the evolving interests and expectations of investors on our approach to climate change and continue to engage with them on this and other ESG matters.

ASSURANCE

We have internal and external review and assurance programmes in place to ensure that priority catastrophic and sustainability-related risks (including climate risks) are identified and that adequate controls are in place.

SLR Consulting was commissioned to conduct independent, third-party assurance on selected ESG information in this report for the financial year ended 31 December 2025. The full assurance statement can be found on page 168. Reasonable assurance was performed on Scope 1 and 2 emissions and energy data and limited assurance was performed on Scope 3 emissions. SLR issued an unqualified opinion and concluded that the key performance indicators in scope were prepared in accordance with the defined reporting criteria and are free from material misstatement.

POLICIES AND STANDARDS

Our policies and technical standards guide our approach to managing our environmental and social impacts, risks and opportunities. They support the realisation of our values and code of conduct, which, together, detail the behaviour and performance expectations we have of directors, employees, business partners and associates. Our operations tailor policies to reflect local cultures and regional challenges.

Ethical business practices are established through standards, procedures and guidelines that support our commitment to be a responsible producer of coal. The Thungela technical standards define the minimum requirements we set for our operations to manage a wide range of specific issues. These issues include, for example, the management of water, energy, mineral residue storage, water management facilities and various technical aspects of mining that relate to safety.

CYBERSECURITY

Cybersecurity is a critical governance risk that affects business resilience, stakeholder trust and regulatory compliance. The global increase in cyberattacks continues, and represents a threat to the Group in terms of financial loss and reputational damage. Cyberattacks impacting the operational technology environment could result in safety incidents due to the unavailability of safety monitoring systems. The risk rating in our business risk register for this has increased.

Our IM processes are aligned with the National Institute of Standards and Technology and the Center for Internet Security's best practices, while our managed security service provider is ISO 27001 certified.

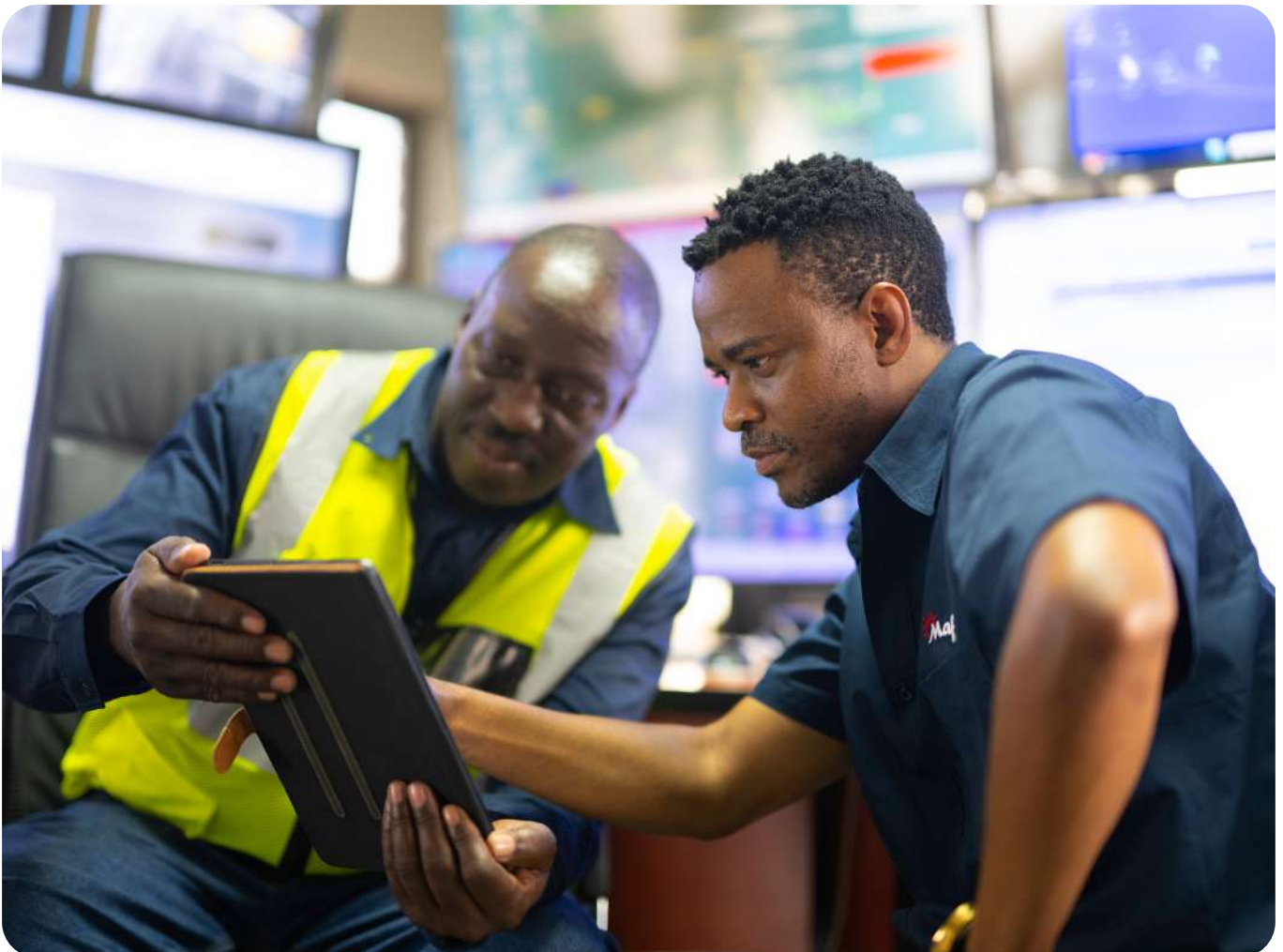
We have in-house security and phishing awareness initiatives in place to strengthen our resilience against cyber threats and employ a user awareness training and testing tool to conduct scenario testing. We also run training on South Africa's Protection of Personal Information Act to reinforce best practices for handling sensitive data securely.

Automated vulnerability scanning takes place continuously on externally exposed assets through the implementation of relevant technology. Critical systems are continually assessed to protect our information and safeguard infrastructure critical to our sustainability.

Incident response procedures and processes are in place, which, together with a disaster response plan, feed into our overall business continuity plans. Incident response procedures, particularly for critical incidents, follow our established major incident management process, which is activated for every priority 1 incident logged. The Group applies application-specific cyber-risk threat detection and response solutions across the full information technology environment.

No data breaches have occurred over the past three years, and we have information security risk insurance in place.

A responsible team evaluates changes to third-party-provided IM services and systems and service providers who do not meet minimum qualification criteria are disqualified. There is zero tolerance for third parties who do not meet our security requirements.



ETHICAL LEADERSHIP

When our leaders live our values, they enhance accountability, ensure ethical and effective leadership and ensure that the Group fulfils its role as a responsible corporate citizen.

Clear governance structures are in place to rigorously monitor and manage this crucial area. We take a zero-tolerance stance on corruption, fraud and misconduct. To embed an ethical culture, we have a Group-wide code of ethics and a whistleblowing policy and procedure, which have been approved by the board and are communicated throughout the organisation. Our values, principles, leadership code and policies set out our expectations for leaders, employees, contractors, suppliers and other stakeholders, and guide their conduct.

Our policy is to address unethical behaviour promptly and fairly while recognising and rewarding ethical conduct. The board's rights and responsibilities are outlined in the board charter, ensuring a clear balance of power and authority so that no single director has unchecked decision-making power.

We also encourage the reporting of inappropriate behaviour while protecting whistleblowers. We are committed to tax transparency and to preventing anti-competitive practices and money laundering.

We are committed to applying sound governance principles and ethical standards as outlined in the King IV Report on Corporate Governance for South Africa (2016) (King IV™). We also adhere to the performance standards set by the International Finance Corporation and industry standards that apply in the geographies where we operate. Strong processes, policies and principles shape the board's activities and establish a robust ethical culture. They ensure compliance with statutory and industry requirements, while providing direction and defining the limits of decision-making. Importantly, ethical principles are also woven into our values, code of conduct, strategies, policies, procedures and standards.

WHISTLEBLOWING

HAIBO is our independently managed whistleblowing service and is integral to the elimination of unethical behaviour. It is available both to internal and external stakeholders, including employees, contractors, business partners and members of the general public. It allows for the anonymous reporting of illegal, inappropriate and unscrupulous behaviour, and guarantees the confidentiality and protection of whistleblowers. Our policy on whistleblowing can be accessed on our website.

We actively encourage reporting through various internal and external communication channels, as well as during return-from-leave inductions and mandatory training covering topics such as human rights, our code of conduct and issues related to bullying, victimisation and harassment. Whistleblowers can report anonymously in their preferred language using a toll-free hotline and dedicated email address.

In 2025, the hotline was contacted 135 times. This resulted in 47 official reports, 6 had no evidence of wrongdoing and 33 were resolved by the end of the year, of which 18 had no evidence of wrongdoing. SETCO regularly reviews a summary of reports to identify trends and necessary corrective actions. It also assesses feedback on incidents and the outcomes of investigations. Any incidents with significant financial implications are reported to the audit committee.



CODE OF CONDUCT AND BUSINESS INTEGRITY

Our code of conduct serves as an internal guideline and an external statement of our commitment to acting with accountability and care and respect. This is for the people who work for and with us, for the communities that host our mining sites and for the natural environment. It sets out our mission, our corporate values and our culture and links these to best-practice global standards, which provide the benchmarks against which we and others measure our performance. It brings together in one place our core values, behaviours, ethical principles, policies and standards and is a user-friendly guide to doing what is right.

Our code of conduct and business integrity policy and performance standard are accessible on the company intranet and website. Regular awareness of the code, together with our whistleblowing service, is promoted through multiple internal channels, including the *Thungela Weekly*, which employees receive via email or SMS once a week. Board members also receive periodic reminders via email.

All management levels, employees, contractor and key suppliers are required to undergo training on the code of conduct and business integrity policy. Awareness of the requirements of both policies is raised on a continuous basis via different media. In 2025, 89% of employees underwent training.

Any violations of these policies are reported, investigated and resolved, with disciplinary action taken when necessary.

CONFLICTS OF INTEREST

Directors are prohibited from engaging in direct business transactions and must disclose their business interests to the remuneration and nomination committee every year. Board and committee meetings commence with declarations of personal interests, during which members must formally declare any actual, potential or perceived direct or indirect conflict.

New employees are required to disclose any conflict of interest, and vetting is conducted during the hiring process. We maintain an electronic register where individuals must declare both real and perceived conflicts of interest, as well as any external directorships. These declarations are approved by their managers, and the register is audited by the internal audit department once a year.

RISKS RELATED TO CORRUPTION

Assessments for corruption-related risks at all our operations are undertaken by our internal audit department, which monitors and reports findings to the executive committee. A quarterly report is also provided to SETCO, which is responsible for relaying findings to the board.

LEGISLATIVE COMPLIANCE

We understand the significance of adhering to legislation and following non-binding codes and standards. We strive to foster a culture of compliance that assures the board and management that all legal and regulatory requirements have been fulfilled.

Our legal and risk and assurance departments are responsible for the compliance function and are developing a regulatory compliance framework to help monitor and track our fulfilment of regulatory requirements.

Reports to the nomination and governance committee keep board members informed of the level of regulatory compliance achieved. Members of the compliance function attend meetings at the board's request.

DELEGATION OF AUTHORITY

We have updated our approvals framework to incorporate Ensham in respect of delegation of authority and regulatory compliance. The framework covers execution, operational expenditure and supply chain; communication and ESG; human resources, finance, legal, assurance; sales and marketing; and governance and strategy. It is reviewed annually to ensure its continued relevance.

INTEGRATED RISK MANAGEMENT

We integrate ESG risk management into every aspect of our business, not only to prevent or mitigate harm, but to drive sustainable practices that create lasting, positive impacts.

OUR APPROACH

Integrated risk management (IRM) provides a strategic, organisational framework that enables us to identify, assess and address risks to our long-term objectives. In contrast, operational risk management (ORM) deals with risks at a day-to-day level to ensure that potential incidents are identified and controlled in real time. Together, these approaches create a comprehensive and proactive risk management system.

Our IRM policy and framework and ORM standard are aligned with the International Organization of Standardization’s 31000 principles and guidelines. In South Africa, we also comply with the Johannesburg Stock Exchange’s Listing Requirements and principle 11 of the King IV Report on Corporate Governance.

These help us to systematically identify, prioritise, evaluate and manage a broad spectrum of risks and ensure that they are clearly and effectively cascaded to all levels.

Each of our sites maintains a risk and control register, which forms the basis of an executive risk summary that is updated and presented to the board twice a year. This highlights key risks that are then assessed in relation to organisational risk appetite.

A thorough review of these registers ensures that we consider all risks across all levels. The IRM framework defines the responsibilities for reassessments, their frequency, required documentation, and the facilitation and review of various business processes.

Risk management is a critical responsibility of the board and executive committee, while the board’s audit and HSE and risk committees oversee and support the IRM process.

All key risks are assessed on an ongoing basis through risk management and governance critical routines. These include:

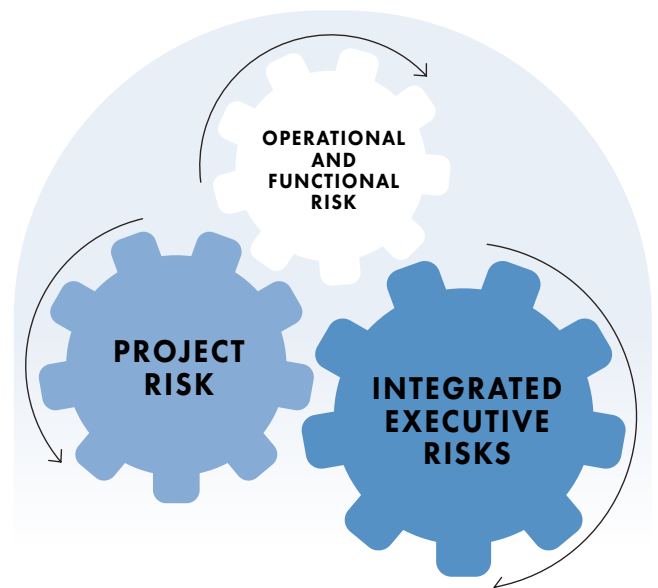
- Daily general manager meetings at operations
- SHE steering committee
- Health, safety, environment, and risk committee
- Technical standards committee
- Capital steering committee

OUR INTEGRATED RISK MANAGEMENT PROCESS

The IRM process is ongoing and begins by defining risks that could hinder or delay the achievement of our business’s objectives. This is followed by an analysis of the root causes, contributing factors and consequences, with the level of detail varying depending on the assessment’s objectives and the severity of potential outcomes.

Evaluations determine which risks require treatment and should be prioritised for leadership attention. We also assess current controls and their effectiveness and use a 5x5 matrix to determine risk ratings. These are based on two factors: the risk’s potential impact and the likelihood that it will materialise. We define risk appetite as the type and level of risk we are willing to accept to achieve our objectives, while ‘risk tolerance’ refers to our ability to manage or strategically absorb that risk.

See page 34 of our integrated report for details.

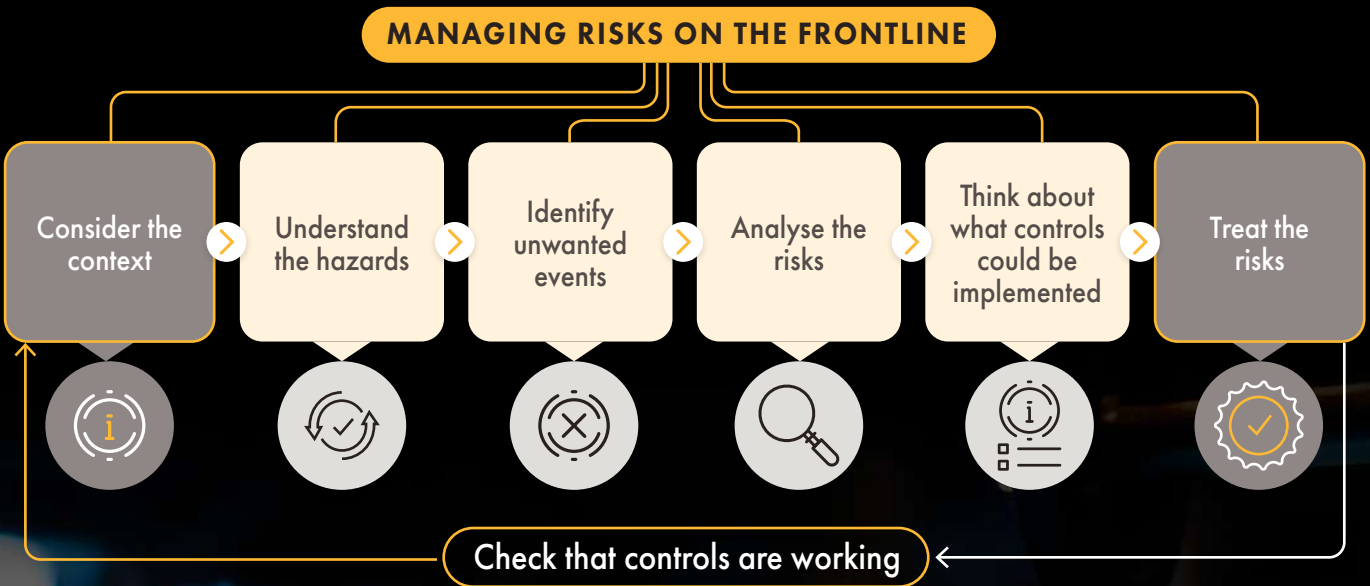


OPERATIONAL RISK MANAGEMENT

Our ORM standard sets out how risks should be managed at an operational level and ensures that sites follow the requirements of our IRM policy and framework.

The ORM process is divided into four layers – baseline, issue-based, task-based and continuous risk management, that help employees manage risks in their day-to-day working environments. It enables operational teams to identify, plan for and reduce unwanted events by applying the right controls and carrying out tasks to minimise negative outcomes. Critical controls are central to ORM, particularly for operational risks that could result in a workplace fatality or other catastrophic event.

ORM is an evolving process and improves as we learn from incidents. Regular risk management training is provided to employees based on their responsibilities.



ASSURANCE

Regular internal and external audit programmes give us the assurance that priority and catastrophic risks have been identified and that we have the controls in place to prevent, mitigate and manage them.

Our internal assurance department is the custodian of the IRM framework and supports the execution of risk management activities at operations. It is responsible for producing the executive risk report twice annually and for developing assurance plans based on the outputs of risk and control registers.

WE HAVE THREE LEVELS OF ASSURANCE:

1

FIRST LEVEL ASSURANCE

Our operations manage risks through inspections and operational checks and by self-correcting deviations. This involves, among other things, safety and occupational health inspections, water sampling and dust monitoring that trigger the necessary actions. Sites undertake self-assessments against our technical standards.

2

SECOND LEVEL ASSURANCE

Site audits and investigations are undertaken by subject matter experts and functional experts who review and validate first level assessments and monitor and analyse risks to support effective risk management.

3

THIRD LEVEL ASSURANCE

Our in-house internal assurance service and third-party auditors undertake evaluations of standards, governance and risk management. This includes audits for ISO 14001 and 45001 compliance, legal requirements and ESG data assurance.





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INDEPENDENT ASSURANCE PRACTITIONER’S ASSURANCE REPORT ON SELECTED KEY PERFORMANCE INDICATORS

To the directors of Thungela Resources Limited

REPORT OF SELECTED KEY PERFORMANCE INDICATORS

We have undertaken an assurance engagement on selected key performance indicators (KPIs), as described below and presented in the 2025 Environmental, Social and Governance Report (“the Report”) of Thungela Resources (“Thungela”) for the year ended 31 December 2025. This engagement was conducted by a multidisciplinary team including environmental, health and safety, social and assurance specialists with relevant experience in sustainability reporting.

Subject Matter

We have been engaged to provide a reasonable assurance opinion on the KPIs listed in Table A and a limited assurance conclusion on the KPIs listed in Table B below. The selected KPIs described below have been prepared in accordance with Thungela’s internally developed reporting criteria (“the Reporting Criteria”) included in the Report on page 172 – 179.

Table A: Reasonable assurance on the following KPIs

KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BOUNDARY	PAGE NUMBER
Total work-related fatal injuries	Number	Thungela Group	17, 26, 86
Scope 1 emissions	Kilo tonnes CO ₂ e		64
Scope 2 emissions	Kilo tonnes CO ₂ e		64
Total energy used	Million GJ		26, 68, 69

Table B: Limited assurance on the following KPIs

KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BOUNDARY	PAGE NUMBER
Total work-related injuries	Number	Thungela Group	86
Total recordable case frequency rate (Including LTIs) (TRCFR)	Rate		17, 26, 28, 86
Lost time injury frequency rate (LTIFR)	Rate		86
Total number of new cases of noise induced hearing loss (NIHL)	Number	Thungela Group excluding Ensham	92
Employees exposed to inhalable hazards over the occupational exposure limit	Number		92
Employees exposed to noise over 85 dBA	Number		92
Scope 3 emissions	Kilo tonnes CO ₂ e	Thungela Group	66
Total number of Level 3, 4 & 5 environmental incidents reported	Number		26, 29, 39
Freshwater abstraction	ML		26, 29, 48

KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BOUNDARY	PAGE NUMBER
Potable water extraction from the EWRP	ML	Thungela Group excluding Ensham	48
Water reused/recycled (water efficiency)	Percentage		26, 29, 48
Land rehabilitation – Reshaping; topsoiling; and seeding completed	Ha	Thungela Group	71
Total amount spent on corporate social investment (CSI)	Rand million		27, 29, 133
Total amount spent Socio-economic Development projects (SED)	Rand million		133
Total amount spent Social and Labour Plans (SLP)	Rand million		133
Total amount spent on Strategic projects: Enterprise and supplier development (ESD)	Rand million		29, 133
Total amount spent on Strategic projects: Education	Rand million		133
Spend per socio-economic impact goal	Percentage		133
Total number of Level 3, 4 and 5 social related incidents reported	Number		26; 116
Percentage of security personnel trained on human rights	Percentage		123
Hazardous waste generated	Tonnes		42
Non-hazardous waste generated	Tonnes		42

DIRECTORS' RESPONSIBILITY

The Directors are responsible for the selection, preparation and presentation of the selected KPIs in accordance with management's basis of preparation (the reporting criteria). This responsibility includes the identification of stakeholders and stakeholder requirements, material issues, commitments with respect to sustainability performance and design, implementation and maintenance of internal controls relevant to the preparation of the 2025 Report that is free from material misstatement, whether due to fraud or error. The Directors are also responsible for determining the appropriateness of the measurement and reporting criteria in view of the intended users of the selected KPIs and for ensuring that those criteria are publicly available to users of the 2025 Report.

INHERENT LIMITATIONS

The Greenhouse Gas (GHG) emission quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

OUR INDEPENDENCE AND QUALITY MANAGEMENT

We have complied with the independence and other ethical requirements of the Code of Professional Conduct for Registered Auditors issued by the Independent Regulatory Board for Auditors (IRBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards).

SLR applies the International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

ASSURANCE PRACTITIONER'S RESPONSIBILITY

Our responsibility is to express either a reasonable assurance opinion or limited assurance conclusion respectively on the selected KPIs as set out in section (a) and (b) of the Subject Matter paragraph, based on the procedures we have performed and the evidence we have obtained. We conducted our assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial issued by the International Auditing and Assurance Standards Board. This standard requires that we plan and perform our engagement to obtain the appropriate level of assurance about whether the selected KPIs are free from material misstatement.

The procedures performed in a limited assurance engagement vary in nature and timing and are less in extent than for a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

(A) REASONABLE ASSURANCE

A reasonable assurance engagement undertaken in accordance with ISAE 3000 (Revised) involves performing procedures to obtain evidence about the measurement of the selected KPIs and related disclosures in the Report. The nature, timing and extent of procedures selected depend on the auditor's professional judgement, including the assessment of the risks of material misstatement of the selected KPIs, whether due to fraud or error.

In making those risk assessments we have considered internal controls relevant to Thungela's preparation of the selected KPIs. A reasonable assurance engagement also includes:

- Evaluating the appropriateness of quantification methods, reporting policies and internal guidelines used and the reasonableness of estimates made by Thungela.
- Assessing the suitability in the circumstances of Thungela's use of the applicable reporting criteria as a basis for preparing the selected information.
- Evaluating the overall presentation of the selected sustainability performance information.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

(B) LIMITED ASSURANCE

A limited assurance engagement undertaken in accordance with ISAE 3000 (Revised) involves assessing the suitability in the circumstances of Thungela's use of its reporting criteria as the basis of preparation for the selected KPIs, assessing the risks of material misstatement of the selected KPIs whether due to fraud or error, responding to the assessed risks as necessary in the circumstances and evaluating the overall presentation of the selected KPIs. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both risk assessment procedures, including an understanding of internal control and the procedures performed in response to the assessed risks. Accordingly, for the KPIs where limited assurance was obtained, we do not express a reasonable assurance opinion about whether Thungela's selected KPIs have been prepared, in all material respects, in accordance with the accompanying Thungela's reporting criteria.

The procedures we performed were based on our professional judgement and included inquiries, observation of processes followed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above for limited assurance, we:

- Interviewed management and senior executives to obtain an understanding of the internal control environment, risk assessment process and information systems relevant to the sustainability reporting process;
- Inspected documentation to corroborate the statements of management and senior executives in our interviews;
- Tested the processes and systems to generate, collate, aggregate, monitor and report the selected KPIs;
- Inspected supporting documentation on a sample basis and performed analytical procedures to evaluate the data generation and reporting processes against the reporting criteria; and
- Evaluated whether the selected KPIs presented in the Report are consistent with our overall knowledge and experience of sustainability management and performance at Thungela.

REASONABLE ASSURANCE OPINION AND LIMITED ASSURANCE CONCLUSION

(A) REASONABLE ASSURANCE OPINION

In our opinion, the selected KPIs set out in section (a) of the Subject Matter paragraph above for the year ended 31 December 2025 are prepared, in all material respects, in accordance with the reporting criteria.

(B) LIMITED ASSURANCE CONCLUSION

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the selected KPIs as set out in section (b) of the Subject Matter paragraph above for the year ended 31 December 2025 are not prepared, in all material respects, in accordance with the reporting criteria.

OTHER MATTERS

The maintenance and integrity of Thungela's website is the responsibility of Thungela's management. Our procedures did not involve consideration of these matters and, accordingly, we accept no responsibility for any changes to either the information in the Report or our independent reasonable and limited assurance report that may have occurred since the initial date of its presentation on Thungela's website.

RESTRICTION OF LIABILITY

Our work has been undertaken to enable us to express a reasonable assurance opinion and limited assurance conclusion on the selected KPIs to the Directors of Thungela in accordance with the terms of our engagement and for no other purpose. We do not accept or assume liability to any party other than Thungela, for our work, for this Report, or for the opinion and conclusion we have reached.



Petrus Gildenhuis

Director – Corporate Sustainability, SLR Consulting

3rd Floor, 4 Sandown Valley Crescent
Sandown, Sandton, Johannesburg
South Africa
2031

22 April 2026

SELECTED REPORTING CRITERIA

FOR SUSTAINABILITY ASSURANCE

KPI	DEFINITION
Work-related fatal injury	A death resulting from a work-related injury. However, while fatal injuries that result from criminal activity and public-road incidents are recorded for management purposes, these are not included in formal statistics and frequency-rate calculations.
Total work-related injuries	This includes fatal injuries, lost-time injuries, medical treatment cases and first aid cases. Injuries are diagnosed by medical and safety professionals according to the company criteria. These criteria are additional to local legal reporting and compensation requirements.
Total recordable case frequency rate (TRCFR)	Total recordable case frequency rate (calculated) is the number of recordable injuries (fatalities + lost-time injuries + medical treatment cases) per 1,000,000 hours worked (total recordable cases x 1,000,000/total hours worked). First aid cases – minor work-related injuries which, in normal circumstances, can be treated successfully in accordance with recognised first aid training – are not included in this calculation.
Lost time injury frequency rate (LTIFR)	The number of lost time injuries per million hours worked.
Land rehabilitation – reshaping; topsoiling; and seeding completed	Total hectares reshaped during the current year, total hectares where the relevant growth medium has been constructed to date in the current year and total hectares seeded and/or planted in the current year.
New cases of noise induced hearing loss (NIHL)	Number of employees diagnosed with NIHL during the reporting period. New cases are recorded when: <ul style="list-style-type: none"> • The rules for diagnostic criteria for occupational disease in Thungela have been met • There is a pattern consistent with NIHL on the audiogram; • The average hearing loss at frequencies 0.5, 1, 2, 3 and 4 kHz for both ears is greater than 25 dBA; • There has been a 10 dB change in average hearing loss since the pre-placement audiogram recorded on employment with Thungela; and • The employee has not previously been counted as a NIHL case.
Total number of employees exposed to noise above 85 dBA	Total number of employees and contractors assigned to Homogenous Exposure Group in “A” and “B” classification band, i.e. (without considering PPE) to noise levels >85dB(A). The number of people exposed to noise >85db(A) are quantified in accordance with the Department of Mineral and Petroleum Resource’s Guideline for Mandatory Code of Practice for an Occupational Health Programme for Noise (issued 11 February 2022) and represents the number of employees and contractors exposed as assessed at the beginning of the reporting period (and increased as a result of permanent changes to a specific operation).
Employees exposed to inhalable hazards over the occupational exposure limit	(Total number of employees and contractors assigned to Homogenous Exposure Groups in an “A” classification band, i.e. ≥OEL (without considering PPE) for inhalable hazards. The number of people exposed to inhalable hazards are quantified in accordance with the Department of Mineral and Petroleum Resource’s Guideline for the Compilation of a Mandatory Code of Practice for an Occupational Health Programme on Personal Exposure to Airborne Pollutants (issued 6 April 2018) and represents the number of employees and contractors exposed as assessed at the beginning of the reporting period (and increased as a result of permanent changes to a specific operation).
Total energy use	Total energy use is calculated from electricity purchased, energy from fossil fuels and energy from renewable fuels, and reported in million GJ.
Scope 1 emissions	Scope 1 emissions are direct GHG emissions from sources that Thungela owns or controls directly. Thungela’s Scope 1 emissions from all sites are as a result of the following activities: <ul style="list-style-type: none"> • Stationary combustion – includes diesel and petrol used in generators; • Mobile combustion – includes diesel and petrol used in haul trucks, loaders, dozers and vehicles; • Fugitive emissions – includes emissions from the underground mines; • Industrial processes and product use – includes the use of limestone for the neutralisation of acid mine drainage; and • Wastewater treatment and discharge – includes the emissions from anaerobic treatment systems.

KPI	DEFINITION
Scope 2 emissions	Scope 2 emissions are defined as GHG emissions from the generation of purchased electricity, steam, heating and cooling that is consumed in a company's owned or controlled equipment or operations.
Scope 3 emissions	Scope 3 emissions are the result of activities from assets not owned or controlled by the reporting organisation, but that the organisation indirectly affects in its value chain. Scope 3 emissions have been calculated in accordance with the GHG Protocol.
Total greenhouse gas emissions (kt CO₂e)	Greenhouse gas calculations are based on the GHG Protocol, Intergovernmental Panel on Climate Change 2006 Guidelines and the South African Department of Forestry, Fisheries and the Environment's Technical Guidelines for Monitoring, Reporting and Verification of Greenhouse Gas Emissions by Industry: https://www.environment.gov.za/sites/default/files/legislations/technicalguidelinesformrvofemissionsbyindustry.pdf
Freshwater abstraction	Volume of water received by the site from the water environment or a third-party supplier (excludes water supply from the eMalahleni Water Reclamation Plant, and precipitation and run-off, which reasonably cannot effectively be prevented from entry into our operational processes).
Potable water abstraction from the EWRP	Volume of treated potable water (ML) abstracted from the eMalahleni Water Reclamation Plant.
Water efficiency (reuse/recycle)	<p>A total reuse/recycle efficiency metric for Thungela has been developed to increase water 'reuse' and 'recycling' behaviours such that the reliance on imported water is reduced. Water is assigned a status and either classified as raw, worked or treated, which is required to define water stores and to calculate the reuse and recycling efficiency.</p> <p>The Water Accounting Framework for the Minerals Industry User Guide (MCA, 2014) and Thungela's Guideline Document and Definitions for Water Reporting define the different water statuses as follows:</p> <ul style="list-style-type: none"> • Raw water is water that is received as an input and has not been used in a task. • Worked water is water that has been through a task. • Treated worked water is water that has been through a task and has subsequently been treated on site to provide water of a suitable quality for a particular purpose. It can include raw water treated once received on site or water used in a process that is then treated to allow further use or release to an output destination. <p>The following definitions define reuse and recycle:</p> <ul style="list-style-type: none"> • Reused water = worked water that is used in a task without treatment beforehand. The reuse efficiency is the sum of worked water flows to tasks as a proportion of the sum of all flows into the tasks. • Recycled water = worked water that is treated before it is used in a task. Recycling efficiency is the sum of treated worked water flows to tasks as a proportion of the sum of all flows into the tasks.
Water treatment (%)	The treatment target is based on reducing recharge, managing stormwater and creating sufficient storage to ensure uncontrolled discharges are mitigated by achieving a 40% treatment target. This includes desalination treatment at the EWRP and the Proxa plant at Mafube as well as lime treatment at Kromdraai and Navigation.
Total number of Level 3, 4 and 5 environmental incidents reported	<p>Environmental incidents are unplanned or unwanted events that result in negative environmental impacts.</p> <ul style="list-style-type: none"> • A Level 1 incident results in minor impact • A Level 2 incident results in low impact • A Level 3 incident results in medium impact • A Level 4 incident is considered to be a significant incident, that results in high impact • A Level 5 incident is considered a significant incident that has a permanent impact on the environment <p>We classify environmental incidents on a scale of 1 to 5 based upon increasing severity, in accordance with the Thungela 5x5 risk matrix, which plots potential incidents against their likelihood</p>

KPI	DEFINITION
	<p>of occurring and the severity of their consequence.</p> <p>The following components are taken into consideration when rating the severity of environmental incidents:</p> <ul style="list-style-type: none"> • Scale: How significant is the size/scale of the impact relative to the size/scale of the receiving environment? • Sensitivity: How sensitive is the receiving environment to the impact? How special or unique is the area that has been impacted? • Remediation and clean-up: How difficult is the impact to contain, remediate and/or clean up? How much time and/or resources are required to manage the incident?
Hazardous waste generated	Hazardous waste generated (tonnes) on site and transported offsite to a licensed hazardous waste facility.
Non-hazardous waste generated	General waste generated on site (tonnes) sent to landfill.
Total number of Level 3, 4 & 5 social-related incidents reported	<p>Reportable incidents with social consequences are unplanned or unwanted events that result in negative social impacts. The consequences are rated according to the scale of the impact on the receptors, the vulnerability of the person or cultural heritage to the impact and our ability to remediate it.</p> <ul style="list-style-type: none"> • A Level 1 incident results in minor change to people’s lives and is temporary. Those impacted have a high ability to adapt and no mitigation or corrective action is required. • A Level 2 incident creates a notable change to the way of life and in the short term. Those impacted have a high ability to adapt and it is easy to remediate. • A Level 3 incident creates a significant change in the way of life and in the medium term. Those impacted are able to adapt in part to the incident and it is not easy to remediate. • A Level 4 incident creates a fundamental change to the way of life and the impact is long-term. The ability of those impacted to adapt is severely restricted and it is challenging to remediate. • A Level 5 incident creates a fundamental change to the way of life and the impact is permanent. Those impacted are not able to adapt to the impact and it is very difficult or impossible to remediate.
Percentage of security personnel trained on human rights	The number of security guards that have received training on the voluntary principles on human rights as a percentage of the total number of guards employed.
Total amount spent on corporate social investment, social and labour plans, socio-economic development projects, enterprise and supplier development and the Thungela Education Initiative	<p>Categories for mine community development expenditure includes corporate social investment (CSI) (charitable donations) strategic projects and spend related to Social and Labour Plans. CSI for the Group is reporting in South African Rands</p> <p>Charitable donations include cash donations; contributions in kind; employees’ working hours spent on charity projects during work hours; and the cost of initiatives designed to inform communities about community-benefit initiatives (e.g. the production of reports that are issued to communities for the purpose of reporting progress). Not included is expenditure that is necessary for the development of an operation (e.g. resettlement of families) or for receiving a licence. Training expenditure for individuals who will be employed by the company or a relevant company affiliate, as the case may be, following completion of training is not included.</p> <p>Strategic programmes include the funding of community partnerships that address social issues; the costs of providing public facilities to community members who are not employees or dependants; the marginal value of land or other assets transferred to community ownership; and income-creation schemes or mentoring/volunteering initiatives that do not have a principally commercial justification. This category includes the Thungela Education Programme, enterprise and supplier development (Thuthukani) and other community initiatives/partnerships that also directly support the success of the company. There must, however, be a clear and primary element of public benefit.</p> <p>We prohibit the making of donations for political purposes to any politician, political party or related organisation, any official of a political party or candidate for political office in any circumstances, either directly or through third parties</p>

CARBON ACCOUNTING METHODOLOGIES

KPI	REGION	DEFINITION	METHODOLOGY
Energy from fossil fuel use (million gigajoules (GJ))	South Africa	Diesel and, to a lesser extent, petrol consumed by our mobile equipment, including haul trucks, loaders, dozers, light vehicles and stationary equipment such as generators, pit pumps and lighting plants.	<p>Fuel data is entered in by sites in litres or m³ onto our safety, health and environment (SHE) management system where all calculations are automatically processed using the guidelines and factors below.</p> <p>Methodology guidelines: GHG Protocol Corporate Accounting and Reporting Standard</p> <p>Calorific value source: 2006 IPCC Guidelines for National Greenhouse Gas Inventories, Volume 2, Energy</p> <p>Density value source: Diesel-2006 HESS Material Safety and Data Sheet; Petrol- 2012 ENGEN Material Safety and Data Sheet.</p>
	Australia	Energy consumed by our mobile equipment (i.e. haul trucks, loaders, dozers, vehicles) and stationary equipment (i.e. generators). Fuel sources that are used are diesel, LPG, petroleum based oils, petroleum-based greases.	<p>Diesel, LPG, petroleum-based oils and petroleum-based greases are captured in kilolitres at the different source points and sent to the environmental officer. All calculations are manually processed. The diesel, LPG, petroleum based oils, petroleum based greases values are converted to an energy value (GJ) by multiplying by the calorific values of the fuel sources.</p> <p>Methodology guidelines: National Greenhouse and Energy Reporting (Measurement) Determination 2008, Compilation No.18</p> <p>Calorific value source: Australian National Greenhouse Accounts Factors, 2025</p>
Scope 1 emissions (kt CO ₂ e)	South Africa	<p>Direct GHG emissions from under our management control and proportionate data where we have a significant interest but not management control (Mafube). Scope 1 emissions result from the following activities:</p> <ul style="list-style-type: none"> Stationary combustion in generators, pit pumps and lighting plants Mobile combustion in mobile equipment and vehicles. Fugitive emissions from the coal seams during and after the mining process that include CH₄ and CO₂. Industrial processes and product use – includes the use of limestone for the neutralisation of acid mine water. Wastewater treatment and discharge – Includes the emissions from anaerobic sewage treatment systems. 	<p>Scope 1 emission related data is entered onto our SHE management system by each operation. The sites enter the activity data, such as quantity of fuels consumed, run-of-mine tons, limestone consumption and number of people using the sewage treatment facilities and the emissions are automatically calculated by the system.</p> <p>Our CO₂e emissions from fossil fuel combustion include CO₂, CH₄ and N₂O.</p> <p>Methodology guidelines: GHG Protocol Corporate Accounting and Reporting Standard; DFFE Methodological Guidelines for Quantification of Greenhouse Gas Emissions, Version No. MG-2022.1; 2006 IPCC Guidelines for National Greenhouse Gas Inventories, Volume 2 – Energy and Volume 5 – Wastewater Treatment and Discharge (Domestic wastewater treatment)</p> <p>Emission factor source: 2006 IPCC Guidelines for National Greenhouse Gas Inventories, Volume 2 – Energy, Volume 3 – Mineral Industry and Volume 5 –Wastewater Treatment and Discharge; DFFE Methodological Guidelines for Quantification of Greenhouse Gas Emissions, Version No. MG-2022.1</p> <p>Global warming potential factor: 2001, IPCC Third Assessment Report (AR3) for 100-year time horizon.</p>

KPI	REGION	DEFINITION	METHODOLOGY
Scope 1 emissions (kt CO ₂ e)	Australia	<p>Scope 1 emissions are direct GHG emissions from sources that are owned or directly controlled. Scope 1 emissions in Australia include the following activities:</p> <ul style="list-style-type: none"> Stationary combustion – includes diesel used in generators, LPG used in the canteen oven, and petroleum based oils and greases used for lubrication in machinery Mobile combustion – includes diesel used in haul trucks, loaders, dozers and vehicles. Fugitive emissions – includes emissions from underground mining (extraction of coal and pre-drainage and flaring). Industrial processes and product use – includes the use of SF₆ gas for switchgears and circuit breakers 	<ul style="list-style-type: none"> Stationary and mobile combustion emissions - Each fuel source is captured in kilolitres and converted to an energy value (GJ) using the calorific values of the fuel sources before applying the emission factors for CO₂, CH₄, N₂O and GWP factors. Fugitive emissions: <ul style="list-style-type: none"> Opencast: Annual seam gas sampling before coal extraction. Underground: - The mine undertakes continuous monitoring of ventilation air methane. Pre-drainage and flaring are manually monitored using bag samples and pressure differentials. Raw data is processed by specialist NATA accredited consultant Geogas to determine total ventilation emissions. Industrial processes and product use – SF₆ is captured in kg. <p>Methodology guidelines: National Greenhouse and Energy Reporting (Measurement) Determination 2008, Compilation No.18</p> <p>Emission factor source: Australian National Greenhouse Accounts Factors, 2025</p> <p>GWP factor: 2001, IPCC 5th Assessment Report (AR5) for 100-year time horizon.</p>
	South Africa	<p>Emissions from electricity purchased from South Africa’s national power utility, Eskom.</p>	<p>Purchased electricity is captured in MWh on the SHE management system and emissions automatically calculated applying the GHG Protocol’s location-based approach.</p> <p>Methodology guidelines: GHG Protocol Corporate Accounting and Reporting Standard (Scope 2 guidance)</p> <p>Emission factor source: 2024 Eskom Integrated Report</p>
	Australia	<p>Scope 2 emissions are defined as GHG emissions from the generation of purchased electricity, steam, heating and cooling that is consumed in a company’s owned or controlled equipment or operations. All electricity is purchased from the national grid.</p>	<p>Purchased electricity is captured in kWh. All calculations are manually processed. The electricity values are multiplied by the grid emission factor which is in total tonnes carbon dioxide equivalent emissions.</p> <p>Methodology guidelines: National Greenhouse and Energy Reporting (Measurement) Determination 2008, Compilation No.18</p> <p>Emission factor source: Australian National Greenhouse Accounts Factors, 2025</p>

KPI	DEFINITION	METHODOLOGY
Scope 3 emissions: Purchased goods and services (Category 1)	Emissions from the extraction, production and transportation of goods and services acquired. This includes products purchased such as explosives, limestone and hydrated lime, contractor services (including fuel use).	<p>The spend-based method was applied for the purchased products and services based on financial cost of purchased products in 2025.</p> <p>The fuel related activity data collected from the contractors was converted to an energy value and then multiplied by the emission factors for CO₂, CH₄, N₂O and GWP factors.</p> <p>Methodology guidelines: GHG Protocol Corporate Value Chain (Scope 3) Standard and Scope 3 Calculation Guidance and ICMM Scope 3 Emissions Accounting and Reporting Guidance</p> <p>Emission factor source: 2022, EPA, Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6; 2006 IPCC Guidelines for National Greenhouse Gas Inventories, Volume 2 – Energy; CEDA by Watershed 2025</p> <p>GWP factor: 2001, IPCC Third Assessment Report (AR3) for 100-year time horizon</p>
Scope 3 emissions: Capital goods (Category 2)	Emissions from the extraction, production and transportation of capital goods purchased, including haul trucks, vehicles, dozers and conveyors.	<p>The spend based method was applied for the purchased capital goods.</p> <p>Methodology guidelines: GHG Protocol Corporate Value Chain (Scope 3) Standard and Scope 3 Calculation Guidance and ICMM Scope 3 Emissions Accounting and Reporting Guidance</p> <p>Emission factor source: 2022, EPA, Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6; CEDA by Watershed 2025</p>
Scope 3 emissions: Fuel and energy related activities (Category 3)	Emissions from the extraction, production and transportation of fuels and energy purchased. This includes diesel, petrol and transmission and distribution losses for electricity.	<p>Well-to-tank emission factors were applied to diesel, LPG, petroleum based greases, petroleum based oils and petrol and the transmission and distribution grid emission factor was applied to electricity consumption. Electricity purchased in Australia in MWh was multiplied by the Australian Grid Factor for Scope 3.</p> <p>Methodology guidelines: GHG Protocol Corporate Value Chain (Scope 3) Standard and Scope 3 Calculation Guidance and ICMM Scope 3 Emissions Accounting and Reporting Guidance</p> <p>Emission factor source: United Kingdom Department for Environment, Food and Rural Affairs (DEFRA) emission factor; 2024 Eskom Integrated Report; Australian National Greenhouse Accounts Factors, 2025</p>
Scope 3 emissions: Upstream transportation and distribution (Category 4)	<p>For South Africa emissions are from the transportation and distribution of coal between sites by truck and the railing of coal to Richards Bay Coal Terminal.</p> <p>For Australia emissions are from the transportation of coal from the site by train to Gladstone Port. A portion of the coal is transported via truck from Gladstone Port to Gladstone Power station.</p>	<p>Trip distances were determined and multiplied by load. This was then multiplied by the rail freight and road freight emission factors.</p> <p>Methodology guidelines: GHG Protocol Corporate Value Chain (Scope 3) Standard and Scope 3 Calculation Guidance and ICMM Scope 3 Emissions Accounting and Reporting Guidance</p> <p>Emission factor source: 2025, United Kingdom DEFRA emission factor.</p>
Scope 3 emissions: Waste generated in operations (Category 5)	Emissions from the disposal or treatment of non-hazardous waste sent to legal landfill. Paper, plastic, scrap metal and used oil are also sent to third parties for recycling.	<p>The emission factor for commercial and industrial waste is applied to the total non-hazardous waste (tonnes). Closed loop emission factors are used for recycled paper, used oil, plastic and scrap metal.</p> <p>Methodology guidelines: GHG Protocol Corporate Value Chain (Scope 3) Standard and Scope 3 Calculation Guidance and ICMM Scope 3 Emissions Accounting and Reporting Guidance</p> <p>Emission factor source: 2025 DEFRA emission factor; Australian National Greenhouse Accounts Factors, 2025</p>

KPI	DEFINITION	METHODOLOGY
<p>Scope 3 emissions: Business travel (Category 6)</p>	<p>Transportation by road, air and accommodation of employees in hotels for business-related activities.</p>	<p>The responsible service providers, in both Australia and South Africa, for arranging all business travel and accommodation related activities have developed dashboards which capture Thungela’s travel emissions using the DEFRA emission factors.</p> <p>Methodology guidelines: GHG Protocol Corporate Value Chain (Scope 3) Standard and Scope 3 Calculation Guidance and ICMM Scope 3 Emissions Accounting and Reporting Guidance, South Pole Flight Emissions Calculation Methodology</p> <p>Emission factor source: 2025 DEFRA emission factor.</p>
<p>Scope 3 emissions: Employee commuting (Category 7)</p>	<p>Employees commuting between their homes and place of work by minibus taxi and personal vehicles in South Africa.</p> <p>Employees flying between their homes and Emerald airport. Commuting from Emerald airport to Ensham via car.</p>	<p>The total distance for the year by minibus and cars was consolidated and multiplied by the emission factor for the different modes of transport.</p> <p>Methodology guidelines: GHG Protocol Corporate Value Chain (Scope 3) Standard and Scope 3 Calculation Guidance, ICMM Scope 3 Emissions Accounting and Reporting Guidance and South Pole Flight Emissions Calculation Methodology</p> <p>Emission factor source: 2025 DEFRA emission factor.</p>
<p>Scope 3 emissions: Upstream leased assets (Category 8)</p>	<p>Thungela leases the Rosebank head office building and emissions are not included in Scope 1 or 2.</p>	<p>The diesel and electricity consumption values are collected from the property manager and the emissions calculated using the guidance of the GHG Protocol.</p> <p>Methodology guidelines: GHG Protocol Corporate Accounting and Reporting Standard;</p> <p>Emission factor source: 2006 IPCC Guidelines for National Greenhouse Gas Inventories, Volume 2 – Energy; 2024 Eskom Integrated Report</p> <p>GWP factor: 2001, IPCC Third Assessment Report (AR3) for 100-year time horizon.</p>
<p>Scope 3 emissions: Downstream transportation and distribution (Category 9)</p>	<p>Includes transportation- and distribution-related emissions resulting from the shipping of products sold. Coal is sold free-on-board, which means that the customer pays for the shipping. Thungela exports coal from the Richards Bay Coal Terminal in South Africa and the Gladstone Port in Australia.</p>	<p>Shipping distances from Richards Bay Coal Terminal and Gladstone Port to destination ports multiplied by load per trip (tonne.km) and then by the cargo ship emission factor.</p> <p>Methodology guidelines: GHG Protocol Corporate Value Chain (Scope 3) Standard and Scope 3 Calculation Guidance, ICMM Scope 3 Emissions Accounting and Reporting Guidance</p> <p>Emission factor source: 2025 DEFRA emission factor.</p>
<p>Scope 3 emissions: Use of sold products (Category 11)</p>	<p>Includes emissions from the use of Thungela’s product (thermal coal) by customers.</p>	<p>The coal that is sold locally and internationally is captured in tonnes. We assume that 100% of coal sold is burned by customers. Coal volumes are converted to an energy value (GJ) using the calorific value of bituminous coal which are then multiplied by the relevant emission factors and GWPs.</p> <p>Methodology guidelines: GHG Protocol Corporate Accounting and Reporting Standard; 2006 IPCC Guidelines for National Greenhouse Gas Inventories, Volume 2 – Energy</p> <p>Emission factor source: 2006 IPCC Guidelines for National Greenhouse Gas Inventories, Volume 2, Energy, Bituminous Coal; Australian National Greenhouse Accounts Factors, 2025</p> <p>GWP factor: 2001, IPCC Third Assessment Report (AR3) for 100-year time horizon</p>

KPI	DEFINITION	METHODOLOGY
Scope 3 emissions: Investments (Category 15)	Thungela has accounted for Scope 1 and 2 emissions from sites where we have a shareholding but do not have operational control, including Richards Bay Coal Terminal, Phola and Nasonti.	<p>Diesel, petrol and electricity activity data for each entity is used to calculate the emissions using the guidance and emission factors below. The scope 1 and 2 emissions are apportioned according to Thungela's percentage ownership.</p> <p>Methodology guidelines: GHG Protocol Corporate Accounting and Reporting Standard;</p> <p>Calorific value source: 2006 IPCC Guidelines for National Greenhouse Gas Inventories, Volume 2 –Energy</p> <p>Emission factor source: 2006 IPCC Guidelines for National Greenhouse Gas Inventories, Volume 2 – Energy; 2024 Eskom Integrated Report</p> <p>GWP factor: 200, IPCC 3rd Assessment Report (AR3) for 100-year time horizon.</p>

GLOSSARY

TERM USED	DEFINITION
AR	Intergovernmental Panel on Climate Change's Assessment Report
B-BBEE	Broad-based black economic empowerment. This is a broader version of earlier BEE (see below) policy and attempts to spread the benefits of economic empowerment to the widest possible spectrum of black South Africans.
BEE	Black economic empowerment, a policy of the South African government aimed at increasing the access of black South Africans to productive assets. It seeks to 'promote new opportunities for and increase the levels of participation of black people in the ownership, management and control of economic activities.'
BHV	Bullying, harassment and victimisation
Bioremediation	Treatment or waste-management technique that uses naturally occurring organisms to break down hazardous substances into less toxic or non-toxic substances.
BMP	Biodiversity management plan
BUSA	Business Unity South Africa
Capex	Capital expenditure
CCUS	Carbon capture, utilisation and storage
CH ₄	Methane
CIAB	Coal Industry Advisory Board
CO ₂	Carbon dioxide
CO ₂ e	Carbon dioxide equivalent
Coaltech	The Coaltech Research Association is a voluntary collaborative non-profit organisation that addresses the research needs of the South African coal industry.
COAD	Chronic obstructive airways disease
CSI	Corporate social investment
dBA	Decibels
DESI	Department of Environment, Science and Innovation
DMPR	Department of Mineral and Petroleum Resources
DEL	Department of Employment and Labour
DOH	Department of Health
DWS	Department of Water and Sanitation
Ensham Mine	An unincorporated joint venture between Sungela and Bowen
EOR	Engineer of record
EPA	Environmental Protection Act 1994 (Queensland)
ESD	Enterprise and supplier development
ESG	Environmental, social and governance
EWRP	eMalahleni Water Reclamation Plant
Fugitive emissions	Methane (CH ₄) and a small proportion of CO ₂ released from the coal seams in underground mines as mining progresses

TERM USED	DEFINITION
GBVF	Gender-based violence and femicide
GCCSI	Global Carbon Capture and Storage Institute
GHG	Greenhouse gas
GHG Protocol	Standards and guidance for corporate accounting and reporting on emissions, which help governments and business leaders to understand, quantify and manage emissions. The GHG Protocol separates emissions into different scopes, depending on source. It is available at: https://ghgprotocol.org/sites/default/files/standards/ghg-protocol-revised.pdf
GJ	Gigajoule
GRI	Global Reporting Initiative
Group	Thungela and its subsidiaries, joint arrangements and associates
ha	Hectare
HCT	HIV counselling and testing
HDPs	Historically disadvantaged persons
HEG	Homogeneous exposure group
HIV	Human immunodeficiency virus
HPH	High-potential hazard
HPI	High-potential incident
HSE	Health, safety and environment
ICMM	International Council on Mining and Metals
IEA	International Energy Agency
IFC	International Finance Corporation
IFRS	International Financial Reporting Standards
IM	Information management
IPCC	Intergovernmental Panel on Climate Change
IRM	Integrated risk management
ISO	International Organization for Standardisation
ISSB	International Sustainability Standards Board
ITTCC	Industry Task Team on Climate Change
IUCN	International Union for Conservation of Nature
JSE	Johannesburg Stock Exchange Limited
King IV	King IV Report on Corporate Governance for South Africa 2016
km	Kilometre
KPIs	Key performance indicators
kt	Kilotonne
kt CO₂e	Kilotonne of CO ₂ equivalent
LED	Local economic development

TERM USED	DEFINITION
LGBTQIA+	Lesbian, gay, bisexual, transgender, queer, intersex and asexual
LOM	Life of mine
LTIFR	Lost-time injury frequency rate
LTI	A lost-time injury is a work-related injury resulting in an employee/contractor being unable to attend work, or to perform the full duties of his/her regular work, on the next calendar day after the day of the injury, whether a scheduled workday or not.
m³	Metres cubed
MCSA	Minerals Council South Africa
Mafube	Mafube Coal Mining Proprietary Limited
mg	Milligrams
MHSC	Mine Health and Safety Council
Mintek	Mintek is South Africa's national mineral research organisation and is one of the world's leading technology organisations specialising in mineral processing, extractive metallurgy and related areas. Mintek is a state-owned science council that reports to the Minister of Mineral and Petroleum Resources.
ML	Megalitre
MPRDA	South African Mineral and Petroleum Resources Development Act No. 28 of 2002
MQA	Mining Qualifications Authority
MRF	A mineral residue facility is the term used to describe a coal discard facility in which the by-product or waste from coal processing is disposed. These structures are engineered facilities.
Mt	Million tonnes
MTC	Medical treatment case
MTPA	Million tonnes per annum
MW	Megawatt
NBBN	National Biodiversity and Business Network
NBI	National Business Initiative
NEMA	The South African National Environmental Management Act No. 107 of 1998
NGO	Non-governmental organisation
NIHL	Noise-induced hearing loss
NO₂	Nitrogen dioxide
NQF	National Qualifications Framework
NUM	National Union of Mineworkers
NUMSA	National Union of Metalworkers of South Africa
NWA	National Water Act No. 36 of 1998
OEL	Occupational exposure limits
ORM	Operational risk management
PCD	Pollution control dam
PIT	Professionals-in-training
PM	Particulate matter

TERM USED	DEFINITION
PM ₁₀	Particles smaller than 10 µm
PM _{2.5}	Particles smaller than 2.5 µm
PPE	Personal protective equipment
RCP	Representation Concentration Pathway
SAHRA	South African Heritage Resources Agency
SED	Socio-economic development
SETCO	Social, ethics and transformation committee
SHE	Safety, health and environment
SLP	Social and Labour Plan
SMME	Small, medium and micro-sized enterprise
SO ₂	Sulphur dioxide
SO _x	Sulphur oxides
SSP	Shared Socio-economic Pathways
t	Tonne
TB	Tuberculosis
TCFD	Task Force on Climate-Related Disclosures
TFR	Transnet Freight Rail
Thungela	Thungela Resources Limited
TRCFR	Total recordable case frequency rate, rate of recordable cases per 1,000,000 hours worked
TTM	Total tonnes moved
TWA	Time-weighted average
UN	United Nations
UN SDG	United Nations Sustainable Development Goals
UNAIDS	Joint United Nations Programme on HIV/AIDS
USD	United States dollar
WRI	World Resources Institute
ZAR	South African rand

ADDITIONAL INFORMATION

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The information contained within this report is deemed by the Group to constitute inside information as stipulated under the market abuse regulation (EU) No. 596/2014 as amended by the market abuse (amendment) (UK MAR) regulations 2019. Upon the publication of this report, this inside information is now considered to be in the public domain.

