BUSINESS MODEL

Availability and quality of our capital inputs

Financial

The financial assets that enable us to deliver our strategy

- Disciplined capital allocation, strong balance sheet
- Available committed facilities of R30.6 billion
- Committed undrawn facilities of R26.6 billion
- Net cash of R11.5 billion.

Strategic priorities

- Maintaining a strong balance sheet
- Expanding cash-flow margins
- Sustainable profitability and revenue growth
- Delivering competitive advantage
- Growing PGM demand.

Natural

The natural resources we rely on to run our business and create our products

- Largest PGM Mineral Resource base globally
- Water preservation
- Energy and land
- Biodiversity and ecosystem health.

Strategic priorities

- Resilience against extreme weather impacts
- Responsible extraction of Ore Reserves
- Sustainable environmental practices
- Reduction is carbon emissions
- Reduced water consumption and recycling.

Human

The people who perform operational activities and manage our business

- Skilled total workforce of 28,616 (including business partners)
- Strong leadership team
- Reskilling workforce for modern mining environment
- Constructive relations with labour unions
- Culture of care and respect.

Strategic priorities

- Zero harm
- Operational excellence
- Attraction and retention of talent
- Diversity and equality
- Constructive relationship with organised labour.

Manufactured

The physical mining and processing assets that enable us to deliver our products

- Sales and marketing
- Mining rights
- Technology advancements
- Processing with technical expertise
- Deploying technical expertise to optimise Ore Reserves
- Market and product development.

Strategic priorities

- Top-tier mines and superior processing assets
- Investing into sustainability and reliability
- Optimisation of the value chain
- Innovative adoption of technology for optimisation.

Intellectual

The exceptional blend of expertise, experience, innovation and systems that differentiates our company

- Intellectual property applied to new mining equipment
- Innovation and technological advancements in processing
- Elimination-of-fatalities taskforce to create safer work environments
- Company culture, brand and reputation
- Diverse and skilled board.

Strategic priorities

- Safeguarding of proprietary beneficiation processes
- Skills development and succession planning
- Retaining critical skills and technical expertise.

Social and relationship

Maintaining our social licence to operate through constructive engagement with key stakeholders

- Collaborative partnerships
- Local procurement
- Increased community engagement to build relations
- Initiative for Responsible Mining Assurance certifications.

Strategic priorities

- Investing into local communities
- Supporting job creation in the communities
- Responsible sustainability practices
- Robust and proactive stakeholder engagements.

BUSINESS MODEL CONTINUED

What we do

Our business activities support our strategy of delivering economic value. From these economic returns, we share the value created with our broader stakeholder groups.

Value creation

Sekgoro Matlhaku (left) and Dorah Moatshe at the Amandelbult concentrator

BUSINESS MODEL CONTINUED

Revenue and cost drivers

Revenue drivers

PGM prices

- We ensure a premium for quality products
- PGM basket price increased 26% to US$1,852 and 22% to R32,611 per PGM ounce, respectively.

PGM sales

- Volumes were lower due to lower refined production.

Rand/US dollar exchange rate

- Stronger rand slightly reduced local revenue for US dollar-based PGM prices.

Potential for revenue differentiation

- Ability to achieve premium for superior quality
- Effective marketing driving higher price realisations
- Continually improving efficiencies
- Good prill split and product mix supports diversified customer base
- Market and product development generates new demand and enhances current demand for PGMs
- Enhancing final product quality by upgrading processing capabilities
- Strong sustainability performance = preferred supplier and premium prices.

Cost drivers

To maintain our value proposition

- Energy (diesel and electricity) – Value preservation
- Capital expenditure – Value creation
- Business partners – Value creation
- Labour – Value creation
- Social investments – Value preservation
- Consumables – Value preservation
- Rehabilitation – Value preservation
- Corporate overheads – Value preservation
- Maintenance – Value preservation
- Drilling, blasting and hauling
- Beneficiation – Value creation

To expand the value proposition

- Capital expenditure – Value creation
- On-mine exploration – Value creation
- Brownfield exploration – Value creation

Key: Value creation; Value preservation; Value diminution

Outputs

Operational performance

Tonnes milled (000)

24,415

Total PGM metal and concentrate (M&C) production (000 oz)

3,201

Mass pull improved

9%

improvements at Mogalakwena (13%) and Amandelbult (7%)

Refined production

PGMs (000 ounces) (excluding tolling)

3,412

Base metals and by-products (tonnes)

Nickel

23,900

Copper

15,200

Chrome

916,100

Waste

Landfill waste had dropped sharply against the 2013 baseline: in-scope waste fell 92% and total waste (all streams) fell 69%.

Emissions

Achieved our 2025 energy and greenhouse gas (GHG) emissions targets, reflecting stable operations and step-change improvements at key

BUSINESS MODEL CONTINUED

Outcomes

Financial

- Annual savings of R5 billion, exceeded target of R4 billion and offset inflation
- Headline earnings of R16.7 billion = 70% returned to shareholders as dividends of R6.7 billion
- R25 per share and a special dividend of R5.3 billion or R20 per share
- ROCE 29%.

Natural

- Key environmental targets achieved
- Renewable energy projects to supply 460MW clean, reliable energy from 2026
- On target with GHG intensity
- Water efficiency 63.8% (excluding smelters) against target of 62%
- On track to 2030 target of 30% absolute GHG emissions reduction across operations.

Human

- R17.0 billion in salaries and wages
- R1.1 billion on training and development
- Dividends of R460 million paid to Thobo ESOP.

Manufactured

- Invested R1.2 billion into market development
- Total capital spend R17.0 billion.

Intellectual

- Innovation in mining techniques
- Reviving global cost competitiveness
- Developing new and existing markets for PGMs.

Social and relationship

- R859 million social and community development spend, including community dividends
- R4.2 billion overall tax contribution
- R7.0 billion procurement in local communities.

Matt tapping at the Unki smelter