



Responsible tailings management

Mining coalition

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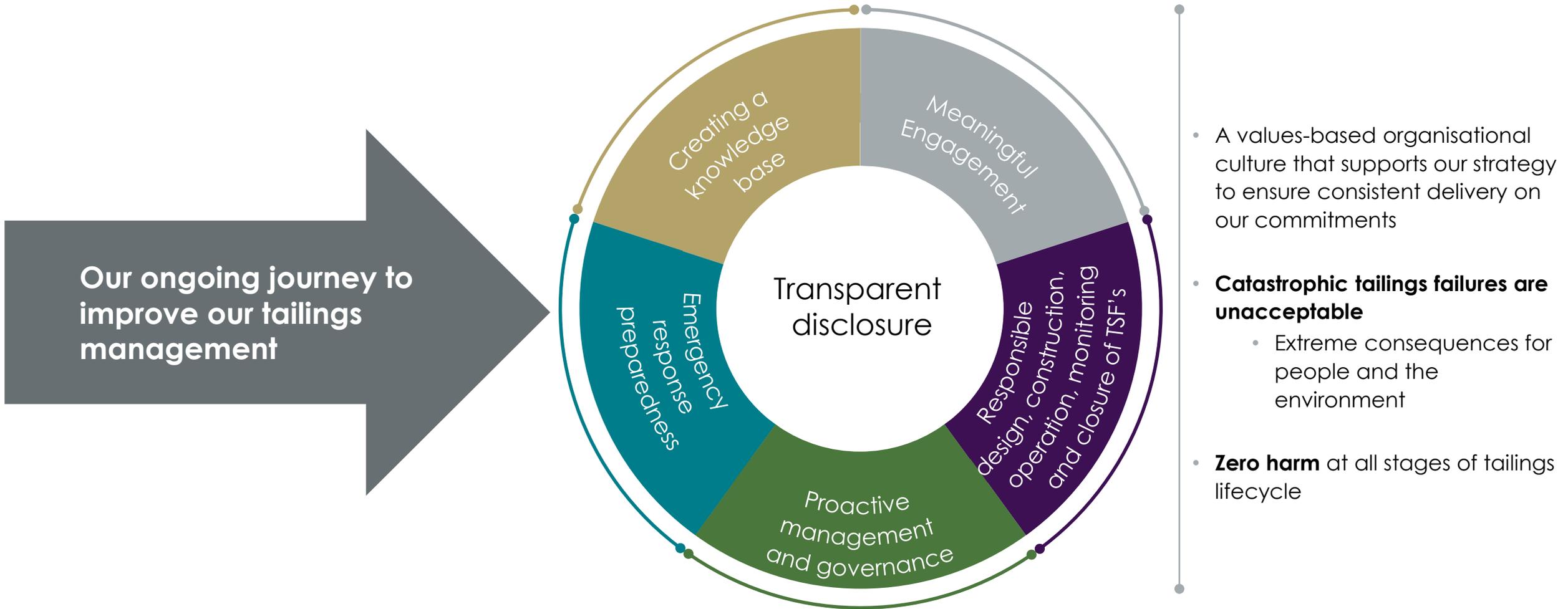
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- Industry tailings storage facility (TSF) failures
 - tailings dam failures are caused by failure to identify and manage critical controls
 - issues leading to failure are generally compounded over time and are often within control of the operator
 - TSF failures are almost always catastrophic



Our approach to safe and secure tailings management



Strategic focus on eliminating future TSF failures

Create a knowledge base

- Recognise that each facility is unique and simply can't be managed using a generic "broad brush" approach
- Continuously build knowledge within a technical, social, and environmental context
 - detailed site characteristics (geology, geochemistry, geotechnical, hydrogeology)
 - climatic conditions – the new normal
 - documents and records are kept current and maintained
- Identify and report on critical controls applicable to the facility
 - history and trends



Develop and maintain a unique TSF knowledge database per facility

Paardekraal TSF

Meaningful stakeholder engagement

- A human rights due diligence process to define the impact/risk on human settlements in the area of a tailings dam in the event of failure
- Acknowledging diverse perspectives of all stakeholders through meaningful engagement around the tailings lifecycle
- Establish an effective complaints management system to ensure complaints are addressed timeously with record of close-out
- Work together with the regulator in all aspects of TSF management



- Suitably qualified and internal and external experienced experts (multidisciplinary teams)
 - complete risk identification
 - develop and review the effectiveness of controls;
- Effective management of performance criteria for risk controls
- Competent internal audits to verify consistent implementation of the TSF management standard
- Independent verification of TSF Risk Controls
- Consider alternative options such as dry stacking
 - removal and responsible re-deposition
 - in-pit deposition
 - underground tailings placement



Proactive management and governance

- Continuous review of a comprehensive management and monitoring program
- Key levels of accountability with assignment of key roles
- Training to maintain currency of knowledge and skills
- Critical systems and process reviews
- Cross functional collaboration
- Independent third party reviews
- Organisational culture that promotes learning and early problem solving
- Manage against performance objectives, indicators, criteria and performance parameters
 - measure and report performance at each stage of TSF lifecycle
 - no compromise on financial and human resources



Kroondal and Marikana TSFs

Emergency response preparedness

- Establish thresholds with corresponding actions around the early warning measures
- Processes to respond to failure and to mitigate the potential impacts from such failure
- Ensure capacity to execute the emergency response plan
- Clearly defined roles and responsibilities in respect of all parties during and after the unlikely event of failure
- Periodically test the emergency preparedness and response plans

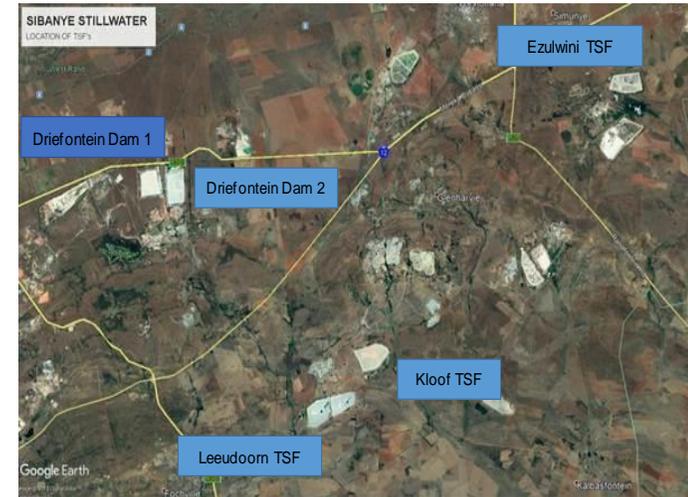


- Standardised, independent and publically accessible information for all stakeholders
 - risks
 - potential impacts
 - management and mitigating plans
 - results of performance monitoring



What else are we looking to do about it...

- Member of ICMC since February 2020
- Recruited leading industry Tailings Engineer to drive Group tailings standard
- Concurrent rehabilitation and environmental clean-up for a sustainable post mining economy
 - retreatment of legacy surface tailings – through DRD GOLD (50.1% holding)
 - enhancement of the currently impacted sensitive dolomitic aquifers and water resources
 - reduction of health risks to surrounding communities by addressing persistent dust fallout
- Wits DigiMine research initiative to develop a real time monitoring, management and intelligent decision making tool for TSF management in 21st Century Mining
 - a real time GIS based decision making portal that enables comparative benchmarking, proactive management and predictive modelling
- Challenging modern deposition practices – investigating sustainable underground deposition practices
 - in principle support from DMRE and DWS



Conclusion

- Sibanye-Stillwater is committed to align with SANS 10286 and the ICMM Global Industry Standard on Tailings Management
- The best standards / processes / systems are not going to prevent tailings disasters unless:
 - We follow the standards / processes / systems
 - Continuously review and improve upon the standards / processes / systems
- We recognise that this is a journey
 - Real time monitoring, management and intelligent decision making of TSFs in 21st Century Mining





Questions?

website: www.sibanyestillwater.co.za

Tickers: JSE: SSW and NYSE: SBSW