



POST-MINING SOCIO-ECONOMIC SUSTAINABILITY AND CLOSURE

Position statement

This position statement sets out Sibanye-Stillwater's position and approach to post-mining socio-economic sustainability and closure.



COMMITMENT



ACCOUNTABILITY



RESPECT



ENABLING



SAFETY

ESG Position statement

Post-Mining socio-economic sustainability and closure

This position statement sets out Sibanye-Stillwater's approach towards the planning and execution of integrated responsible mine closure to ensure sustainable post-mining socio-economic closure within communities that surround our mines where latent and residual liabilities are well defined and provided for.

Our closure vision is to achieve an agreed safe, stable, non-polluting and aesthetically aligned regional post-mining solution, supporting the creation of sustainable communities, conservation areas that will deliver clean water to local and regional catchments, and enable sustainable post mining economies and ecosystems.

Our Vision statement

Superior value creation for all our stakeholders through the responsible mining of our mineral resources.

Our Environmental vision statement

Promoting natural resources and improving life – sustainable use through increased environmental consciousness and continual improvement, minimising environmental impacts with a measured transition to a low carbon future enabled by digital and adopting technologically innovative approaches.

ESG Policy reference

Sibanye-Stillwater conducts its business in an ethical and responsible manner for the benefit of all stakeholders in accordance with the Group's integrated governance framework.

The Group seeks to build a sustainable post-mining economy, within its geographical footprint through the development of programmes that contribute to and support our ESG strategy.

Sibanye-Stillwater commits to:

- engage openly, transparently with all stakeholders in regard to ESG disclosure
- work with business partners and suppliers to create an enhanced consciousness in responsible mining practices
- design and implement a closure plan that incorporates concurrent rehabilitation and post-mining land uses in conversation with local communities and government

Recognition statements

As a global precious metals mining company, Sibanye-Stillwater recognises that responsible mine closure is an ever increasing reality as mining operations reach the end of their economic life and approach closure. Sibanye-Stillwater's will employ legally compliant responsible closure practices to achieve a sustainable and beneficial post-mining environment for all of its stakeholders.



Sibanye-Stillwater recognises:

- the need for an integrated approach that considers social, environmental and economic factors as part of the closure planning and execution. An integrated approach is critical to establish a sustainable post mining economy within our neighbouring communities
- that environmental, social and economic risks are at the forefront of consideration when planning for, and executing sustainable mine closure
- the necessity for collaboration from a regional closure perspective to establish viable initiatives (pooling of resources) that will be beneficial to the regions in which Sibanye-Stillwater operates
- that closure practices and approaches designed with a suitable end-land use in mind should form part of our land stewardship during the operational phases of our operations
- that there is a significant closure liability associated with Sibanye-Stillwater's operations, and that there are opportunities available to manage the closure liability through concurrent rehabilitation initiatives in accordance with closure plans
- that as part of a broader process, in-depth research and specific specialist studies are required to understand and quantify our current and post-mining closure liabilities, as well as to quantify our latent and residual liabilities through robust risk assessment processes

Scope

This position statement covers closure planning and implementation for post-mining sustainability, leveraging an integrated social, economic and environmental approach. It is applicable Group wide, across all mining segments and operations and managed activities (including joint ventures and other partnerships), in all the respective jurisdictions where Sibanye-Stillwater operates.

Intent

This position statement encapsulates Sibanye-Stillwater's stance on, and approach to, responsible closure management. It must be read in conjunction with applicable legislation on mine closure management, associated regulations, standards, technical and other guidelines that augment legislation as well as appropriate guidelines and principles such as those from the ICMM, World Gold Council and the UN Sustainable Development Goals (SDGs) to which Sibanye-Stillwater subscribe.

The position statement outlines Sibanye-Stillwater's position on responsible and sustainable post-mining socio-economic closure solutions through considered planning and engagement with stakeholders. Sibanye-Stillwater is committed to:

- the availability of an externally assured closure provision, supported by:
 - audited financials - fully funded closure liabilities assessments over Life-of-Mine (LoM) with cash in rehabilitation trusts growing, whilst reducing the financial guarantee portion in accordance with full funding by end life of mine



- absolute reduction in closure liability as a result of sustainable resolution methods
 - 3 % reduction of the independently verified and assured closure liability (excluding PSAs) from the 2020 base year following sustainable concurrent rehabilitation resulting in beneficial / agreed upon land and infrastructure use
- execute concurrent rehabilitation and adhere to closure obligations
- a robust Closure Planning process and the development and update of closure and rehabilitation plans
- collaboration, stakeholder engagement and reporting on closure and related issues

Governance

Management structure

Responsible and sustainable post-mining socio-economic closure is an important strategic consideration for Sibanye-Stillwater. Responsible and sustainable post-mining socio-economic closure, as part of broader environmental management falls within the mandate of the Executive and the Chief Executive Officer (CEO), with oversight from the Board.

The Social, Ethics and Sustainability Committee and the Risk Committee, both Board-level committees, have a role to play in supporting closure-related risks and opportunities. The Committees provide strategic direction and oversight and will ensure the effective implementation of responsible regional closure solutions across the business.

The purpose of the newly-established “Leveraging Land for Impact Steering Committee” is to establish a positive socio-economic impact of the use of land owned by Sibanye-Stillwater in order to contribute to the sustainable development of the areas in which it operates to ensure economic activity continue beyond the existence of its mining operations.

The Social Closure Working Group has the purpose of capitalising on and ensuring alignment with the current programmes and initiatives of Sibanye-Stillwater aimed at planning for and managing the social transitioning to mine closure. The working group is responsible for developing and implementing policies, plans and budgets associated with Social Closure Planning for Sibanye-Stillwater’s SA Operations; and to monitor, review and report on performance against these policies, plans and budgets in accordance with its Terms of Reference.

The Chief Technical Officer (CTO) who reports to the CEO, supports the CEO in key decision-making by ensuring that strategic regional closure and concurrent rehabilitation objectives translate into operational initiatives and targets. This takes place in conjunction with the Senior Vice President (SVP): Sustainability and the SVP: Environment, who oversee the integration of sustainability and environmental considerations, respectively, across the business.

The SVP: Sustainability oversees and drives overall sustainability within the Group, and therefore any strategic issues on closure including closure objectives in accordance with the closure plans also fall within his/her mandate.

The SVP: Environment, reporting into the CTO is responsible for setting and driving the strategic direction on a range of environmental issues, including regional closure, concurrent rehabilitation, footprint reduction and quantification of residual and latest liabilities. The SVP: Environment will assist, guide and support the segment and operational Executive Vice Presidents (EVPs), SVPs and Vice Presidents (VPs) in terms of our strategic objectives on concurrent rehabilitation and closure and how best to deliver on the ESG strategic objectives and long-term environmental incentives.



The management, budgeting and operational compliance activities reside with each of the EVPs for the SA gold, SA PGM and US PGM operations respectively. The EVPs and their respective teams will take accountability for closure matters and the costs thereof at their respective operations as well as for the budgeting and implementation of any closure management initiatives.

The Segment EVP is ably supported by the relevant operational SVPs (e.g. SVP: Technical Service) and VPs (e.g. VP: Engineering), who take operational responsibility for on-site concurrent rehabilitation, closure and associated regulatory compliance. The Unit Manager: Closure and Rehabilitation responsible for sustainable socio-economic closure and reporting into the Group Environmental Manager executes the closure strategy and provides technical support to the operational teams for its implementation.

As an integral part of governance and under custodianship of the Group Risk Department, a comprehensive enterprise-wide risk management process is used to assess and rank, amongst others, any closure related risk in the Group, and to implement strategies to eliminate, mitigate or control these risks. The key categories of risks insofar closure is concerned are:

- having to provide for value-added tax on closure provisions
- quantification of latent and residual liabilities
- misaligned stakeholder interests and varying and divergent closure strategies that may impact on regional closure solutions

In addition to the above, at Sibanye-Stillwater we apply strong and transparent corporate governance by:

- publicly disclosing the Group's approach to closure and operational closure liabilities
- publicly engaging and presenting closure plans
- allocating clear responsibilities and accountabilities for closure management across all corporate, management and site levels

Strategic objectives

Responsible and sustainable post-mining socio-economic closure is executed, monitored and evaluated through the following strategic objectives:

Objective 1: Demonstrate thought leadership in sustainable socio-economic mine closure.

Objective 2: Drive well-defined internal closure management and liability management programmes.

Objective 3: Drive sustainable regional mine closure within the context of legislative requirements, socio-economic challenges and pragmatic considerations such as environmental setting (conditions), cost-benefit analysis, long-term closure objective and stakeholder perceptions and expectations.

Objective 4: Maintain our Social Licence to Operate while co-creating, planning and executing on our post-closure commitments, projects and related initiatives.

Strategic initiatives

In order for us to meet the strategic objectives and targets on post-mining socio-economic sustainability and closure and demonstrate our commitment, the following strategic initiatives will be pursued:

Strategic objectives	Strategic initiatives
Objective 1: Demonstrate Thought Leadership in sustainable socio-economic mine closure.	<ul style="list-style-type: none"> • Conceptualise, institutionalise, drive and promote internal conversations, colloquiums and other platforms with Leadership



	<p>on the principles and value of socio-economic mine closure that promotes environmental consciousness on socio-economic mine closure and its role in the mining life cycle, as well as the relationship between mining operations, its host communities and regional mine closure</p> <ul style="list-style-type: none"> • Develop and drive a targeted advocacy and engagement strategy on socio-economic mine closure
<p>Objective 2: Drive well defined internal closure and liability management programmes.</p>	<ul style="list-style-type: none"> • Develop an over-arching Post-Mine Closure Blueprint for each of the mining areas in which we operate and where closure of our mining operations will have far-reaching consequences, to institutionalise and drive the concept of a “positive post-mine closure legacy” • Conduct research to determine and inform closure strategies and practices • Develop and implement a Sibanye-Stillwater Group Closure Management Framework and strategy informed by inputs from multiple sources and recognised frameworks • Drive the execution of a robust closure planning process that includes the development and update of Closure and Rehabilitation Plans (CRPs) • Develop and implement a robust, legally defensible and cost-effective closure liability management strategy and programme, to accurately determine our closure liability and financial provisioning, and that inform strategies and measures as to how to reduce this liability • Execute on the Footprint Reduction Programme, which includes infrastructure and Surface Rock Dump removal, aligned to the Group’s approach to concurrent rehabilitation programme and that reflects individual operational contributions and initiatives on concurrent rehabilitation • Establish a long-term partnership with a reputable and independent closure liability management specialist consultant that can advise and assist to develop a concurrent rehabilitation programme in support of the Group’s strategic objectives on closure, and that can provide strategic guidance on our closure liability management strategy and the execution thereof
<p>Objective 3: Drive sustainable regional mine closure within the context of legislative requirements, socio-economic challenges and pragmatic considerations such as environmental setting (conditions), cost-benefit analysis, long-term closure objective and stakeholder perceptions and expectations.</p>	<ul style="list-style-type: none"> • Compile a social closure and stakeholder engagement policy framework, identify key stakeholders and establish forums to discuss closure related matters • Through a targeted advocacy programme, socialize the intent, objectives and value-add of our Group Closure Framework and Strategy and various other related sub-strategies and initiatives to internal and external stakeholders • Through industry associations and its members, investigate the feasibility of a regional mine closure approach, what its objectives would be and what value-add that would bring to individual mining companies/mining rights/license holders



<p>Objective 4: Maintain our Environmental & Social Licence to Operate while planning and executing on our post-closure commitments, projects and related initiatives perceptions and expectations.</p>	<ul style="list-style-type: none"> • Lobby Government and other relevant parties for a stronger and a more definitive stance on regional closure and associated strategies • Where Group assets have been consolidated at a regional/semi-regional level, develop a business case and closure planning strategy on a regional level and lobby Government on this approach • Develop an engagement and advocacy programme with relevant regulators to drive regional closure interests and concerns such as the amendment of restrictive legislation that specifically impedes regional mine closure
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Policy and Other ESG References

- Sibanye-Stillwater Stakeholder engagement policy statement, August 2017
- Sibanye-Stillwater Environmental management policy statement, August 2017
- ICMM Principle 3, 4, 6, 7, 9 and 10 with the supporting performance expectations
- ICMM's principles for mine closure policy design
- World Gold Council Principle 9
- IRMA Standard for Responsible Mining (IRMA-STD-001), June 2018
- UNGC principle 7
- IFC Environmental, Health and Safety Guidelines, Section 1.4

The development and implementation of this position statement are guided by:



/s/ Neal Froneman
Chief Executive Officer

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