



TAILINGS MANAGEMENT 2023



Sibanye-Stillwater has aligned management of all its tailings storage facilities (TSFs) in the SA and US regions with the Global Industry Standard on Tailings Management (GISTM); meeting the requirements of the ICMM

Adopting the GISTM is a requirement of all member companies of the International Council on Mining and Metals (ICMM).

Sibanye-Stillwater currently has 39 TSFs (as listed in the table below), 34 in South Africa, three in the United States and two in Australia, most of which were inherited through acquisitions.

All our TSFs in South Africa are upstream TSFs, of which 30 are classified (according to GISTM) as having either a very high or extreme consequence classification; and 19 of which are active. The US region has three downstream TSFs, all classified as extreme or very high consequence, two of which are active. The AUS region has two TSFs (one dormant), with a high consequence classification.

The TSF at the Keliber lithium project is under construction.

Upstream TSFs are considered less stable (and hence pose the greater risk) than downstream TSFs. This has resulted in certain countries banning upstream construction (e.g., Chile, due to earthquakes and more recently Brazil, due to high rainfall). However, South Africa's low seismicity and high evaporation (compared to rainfall) has meant that for many decades upstream TSFs have been operated safely.

Upstream TSFs require an increased level of management to ensure they are being operated within the design intent. None of our South African TSFs are designed to store water. Accordingly, they are operated with sufficient freeboard (distance between surface of tailings and the lowest point in the wall) and minimal supernatant (liquid above the solid residue) ponds. This helps prevent the type of historical failures seen at other South African TSFs.

Having been built by various companies over decades, according to different specifications, Sibanye-Stillwater's TSFs are not uniform. Prior to Sibanye-Stillwater's ownership, they were managed and governed differently and subject to different jurisdictional TSF regulations. Aligning to the GISTM ensures a standard and consistent approach to the management of our TSFs. For further details on consequence classification, risk exposure, location as well as the status, see *Tailings management* on our website:

www.sibanyestillwater.com/sustainability/environment/tailings-management/



Operating segment	Active tailings storage facilities	Dormant tailings storage facilities
SA gold operations	5 (deposition)	6
	1 (reclamation)	
SA PGM operations	14 (deposition)	6
	2 (reclamation)	
US PGM operations	2 (deposition)	1
AUS operations	1 (reclamation)	1



LEGISLATION

In South Africa, SANS 10286 (1998) is the primary management guidance document for TSFs. This standard includes principles and minimum requirements for best practice in mitigating risk. Although a credible and useful standard, SANS 10286 currently falls short of more stringent global best practice requirements (notably, the GISTM). SANS 10286 has been redrafted to align with the GISTM. The revised document is under final review by the South African Bureau of Standards.

Montana's regulations (MCA 82-4-376) are broadly reflective of international best practice in the management of TSFs. These regulations stipulate all storage facilities are to be designed using the most advanced practices and technologies available, requiring ample review and approval by expert engineers.

Both the SA and US regions have formal quarterly inspections by their respective engineers of record. The TSFs also have to withstand the scrutiny of an independent tailings review board (ITRB). No material findings have been reported during these inspections and reviews.

As per the stipulations of our membership with the ICMM, Sibanye-Stillwater has aligned all of the US and SA regions' "very high" or "extreme" consequence TSFs to be GISTM compliant by August 2023, and all others by mid-December 2023, ahead of the August 2025 deadline. The TSFs in the AUS region are on track to be conformant by Q4 2024. All of our operations conduct monthly compliance self-assessments (on a pivot tailings module). Further, we have implemented K2fly Decipher, an industry leading cloud-based tailings management platform. Decipher uses manual data, IOT data and satellite monitoring to identify potential risks and enable proactive mitigation thereof.

The US region has advanced emergency response plans in place. Emergency preparedness and response plans for the SA region have been significantly upgraded. The US ITRB reviews the US TSFs annually; the SA ITRB reviews high-risk TSFs annually and the remainder on a three-year cycle.

THE GLOBAL INDUSTRY STANDARD ON TAILINGS MANAGEMENT (GISTM)

The GISTM was launched in August 2020. It was developed through collaboration between the United Nations Environment Programme (UNEP), Principles for Responsible Investment (PRI) and the ICMM.

The GISTM covers the entire TSF life-cycle, from site selection, design and construction, management and monitoring, to closure and post-closure. It seeks to strengthen current practices in the mining industry by integrating social, environmental, local economic and technical considerations. The GISTM aims for zero harm to people and the environment and significantly raises the bar for the industry to achieve strong social, environmental and technical outcomes. It elevates accountability to the highest organisational levels and adds new requirements for independent oversight. The GISTM also establishes clear expectations around global transparency and disclosure requirements, helping to improve the understanding of interested stakeholders.

The GISTM comprises six topic areas, 15 principles and 77 auditable requirements and is supported by the ICMM conformance protocols. These conformance protocols provide detailed guidance for certification and assurance, as well as uniformity with other standards. The ICMM Tailings Governance Framework: Position Statement has key elements:

1. Accountability, responsibility and competency
2. Planning and resourcing
3. Risk management
4. Change management
5. Emergency preparedness and response
6. Review and assurance

For more information, see the ICMM website at <https://www.icmm.com/>

Also see our *Policy statement on tailings stewardship* at: www.sibanyestillwater.com/sustainability/reports-policies



"SIBANYE-STILLWATER IS COMMITTED TO THE SAFE AND ENVIRONMENTALLY RESPONSIBLE STEWARDSHIP OF OUR TAILINGS STORAGE FACILITIES."



JOURNEY TO COMPLIANCE

Given the GISTM's extensive requirements for compliance, all participating mining companies were given a grace period of three to five years to improve the management of facilities and adjust policies to comply.

Key actions completed to date include:

- Implementation of Group Tailings management system
- Appointment of Vice President Tailings Engineering (Group) to set strategic direction for tailings management, provide systems to support the strategy, and drive GISTM compliance
- Finalisation of internal governance structure, including the appointment of accountable executives for each region, responsible engineers of record, and independent tailings review boards for the SA and US regions
- Ongoing self-assessments at operational level to close gaps and monitor progress toward compliance
- Dam break assessments to classify the facilities and identify impacted communities within the theoretical areas of inundation
- Geotechnical investigations and detailed stability assessments as input to design basis reports and continuation reports
- Drafting of detailed emergency preparedness and response plans, including communicating these with relevant authorities and NGOs
- Tailings safety and emergency awareness training of impacted communities

TSHEPO & MBALI

What to do in case of a Tailings Dam Emergency

EMERGENCY ASSEMBLY POINT

There's the safe spot skeem. We're almost there.

If you hear the sound of the evacuation siren, you need to:

- Stay calm.
- Stop what you are doing.
- Start walking quickly and calmly to the closest assembly point as identified by Sibanye-Stillwater.
- Assist any person, but only if safe to do so.
- Once you arrive at the community assembly point wait for further instructions from the Disaster Management personnel.

Members of the community are urged to report any unethical behavior to Sibanye-Stillwater tip-offs anonymous line 0800 001 987



DRDGOLD AND CENTURY

In recent years, Sibanye-Stillwater has undertaken various initiatives to improve its rehabilitation capabilities, particularly where they relate to TSFs. Key to this was the purchase of a 50.1% shareholding in DRDGOLD in South Africa, a world leader in the retreatment of surface gold tailings, and 100% ownership of Century operations in Australia. This has allowed Sibanye-Stillwater to leverage:

- The reversal of the environmental legacy of mining through the removal of dormant TSFs; redeposition of the resultant tailings in a TSF that meets best global standards
- Its infrastructure for surface processing
- The use of technology for optimal processing

The acquisition of DRDGOLD and Century has helped the Group reduce the number of legacy TSFs under its management and derive economic value from tailings retreatment.

STAKEHOLDER INTERVENTIONS

The drive for conformance with the GISTM has resulted in significant enhancements to the management of our TSFs. In addition to gaining a better understanding and management of physical risks posed by our TSFs, the ultimate risk mitigator is ensuring surrounding communities are informed and can respond appropriately should a failure occur. In 2022 and 2023 we undertook several engagements with surrounding communities and schools to raise awareness. We also entered into memorandums of understanding with several municipalities in terms of disaster response; as we did with Gift of the Givers Foundation, the largest disaster response NGO of African origin. We undertook mock emergency drills at all operations, including comprehensive drills at the Rustenburg and Marikana operations, which included representatives from municipalities, first responders, police and community members. Various flyers supporting these engagements were made available at dedicated training sessions, community engagement forums, taxi ranks and schools. We appointed Sehunoza Social Consulting Services to complete a study on the social management of tailings around the Marikana Operations. The study included identification (through site visits, assessments and awareness campaigns) of stakeholders and householders residing within the TSF area of inundation.

A digital app, Ulwazi, helps disseminate information and raise awareness of potential risks posed by TSFs.

For more information on our actions to minimise our environmental impact, please refer to the 2023 Integrated report, www.sibanyestillwater.com/news-investors/report/annual



FOR MORE INFORMATION, CONTACT:

James Wellsted

Executive Vice President:
Investor Relations and Corporate Affairs

Email: ir@sibanyestillwater.com
Website: www.sibanyestillwater.com



OUR VISION:

To be a leader in superior shared value for all stakeholders