

# SASOL LIMITED

## INTEGRATED REPORT

for the year ended 30 June 2024

SAFELY DELIVERING TODAY,  
SHAPING TOMORROW

IR



# INTRODUCTION TO SASOL

Sasol is a global energy and chemicals company. We harness our knowledge and expertise to integrate sophisticated technologies and processes into world-scale operating facilities. We strive to safely and sustainably source, produce and market a range of high-quality products globally, creating value for stakeholders.

## THEME OF OUR INTEGRATED REPORT

We are dedicated to improving our safety, enhancing our operations and elevating our financial performance. These are our top priorities. Our theme serves as a constant reminder to every Sasol employee of the crucial role we play in driving positive change and achieving excellence together.

## SAFE DELIVERING TODAY, SHAPING TOMORROW



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# WELCOME TO OUR INTEGRATED REPORT

Our Integrated Report (IR) is our primary annual communication prepared for providers of capital and other stakeholders. It provides a view of our strategic progress during the year and where we aim to be in the immediate future. It is informed by integrated thinking, where we actively consider the relationships between our portfolios and business support functions. We also consider the interaction and impact of the six capitals on our strategic delivery and Material Matters.

This enables us to show how we create, preserve or erode value for Sasol and our stakeholders over the short, medium and long term. We also set out our key risks and related opportunities. Our IR presents the activities of the organisation in a concise manner with more detailed information available in our suite of reports.



## Our Integrated Report is our primary annual report supported by additional content-specific reports.

Our IR for the period 1 July 2023 to 30 June 2024 now also includes environmental, social and governance (ESG) details that are considered material to the Sasol group of companies (Group). This enables us to prepare for progressive incorporation of the new global reporting requirements.

## Financial reporting



### Short form results, results presentations, results announcement

Details of our annual and interim financial results, prospects, strategic delivery and direction.

### Analysts' booklet

Provides analysis of the key performance indicators of the Group. It aims to furnish insight about the fluctuation in financial performance and key drivers and includes outlook on certain key metrics for the following financial period.

### Quarterly production and sales metrics

Overview of each operating segment's production and sales volumes for the most recent quarter, including key reasons for yearly and quarterly movements.

### Annual Financial Statements (AFS)

A complete analysis of the Group's financial results, with detailed financial statements including the Report of the Audit Committee.

### Tax principles and approach to tax

Our approach to tax reporting, including defining our tax principles and fulfilling our compliance and disclosure obligations globally in accordance with all relevant legislation.

## Environmental, social and governance (ESG) reporting



### Group ESG reporting

Reflects the progress we are making towards becoming more sustainable. Key Group ESG performance metrics are included in the IR. This is a first step to commence reporting in accordance with new international reporting requirements that include, but are not limited to, the International Sustainability Standards Board and the Corporate Sustainability Reporting Directive. Accordingly, information on our climate change risk management process, response and summary of work underway to address our climate change risks and opportunities are now included in ESG reporting.

[www](#) Additional information is available in the Data Performance supplement on our website [www.sasol.com](http://www.sasol.com)

### Regional Sustainability Report

Communication on ESG performance for some of our regional operations.

## Societal reporting



### Sasol in Society Report

Reflects our drive to embed delivery of social value deeper into our communities and how our social investment spend supports our fenceline communities and other key stakeholders.

## Governance reporting



### Form 20-F

Our annual report filed with the United States Securities and Exchange Commission (SEC), pursuant to our New York Stock Exchange (NYSE) listing.

Our suite of reports is informed by, among others, the following standards and initiatives.

We have sought alignment with key reporting expectations and compliance with all relevant legal requirements.

### The Integrated Reporting Framework\*



South African Companies Act 71 of 2008, as amended



JSE Limited (JSE) Listings Requirements



King IV™ Report on Corporate Governance for South Africa, 2016



International Financial Reporting Standards (IFRS)



Global Reporting Initiative Sustainability Reporting Standards



Task Force on Climate-Related Financial Disclosures



United Nations Advanced Reporting Criteria and Sustainable Development Goals



United States Securities and Exchange Commission rules and regulations



Sarbanes-Oxley Act of 2002



JSE Sustainability and Climate Disclosures Guidelines



Global tax regulations and principles



\* Financial data extracted from Annual Financial Statements and complies with IFRS.

## FORWARD-LOOKING STATEMENTS

Sasol may, in this document, make certain statements that are not historical facts and relate to analyses and other information which are based on forecasts of future results and estimates of amounts not yet determinable. These statements may also relate to our future prospects, expectations, developments, and business strategies.

[www](#) Full forward-looking statements, refer to page 166.

# INTEGRATED THINKING AT SASOL

Our robust integrated reporting process is continuous and informed by engagements with an extensive range of stakeholders to recognise what they consider as important, and forms part of our materiality assessment. This is complemented by benchmarking and the consideration of applicable reporting standards and frameworks we adhere to. Our process is further enhanced by ongoing risk and opportunity assessment, analysis of our operating context and determination of our Material Matters and how we respond to these. We follow the double materiality process in terms whereof we periodically undertake a full assessment or reviews as outlined on  page 40.

The relevant information is compiled and validated through our internal reporting and Combined Assurance Model, reviewed and approved by our Group Executive Committee and Sasol Limited Board of Directors (the Board). This reporting approach strengthens our internal reporting systems, assists us in integrated thinking, informs strategic objectives and shapes our value preservation and value creation commitment.

## OUR INTEGRATED REPORT

### PERIOD

Produced and published annually and covers our financial year 1 July 2023 to 30 June 2024. Any subsequent material events up to the Board-approval date in August are also included.

### BOUNDARY

Report on the primary activities of the Group, our subsidiaries, joint ventures and other investments where we have financial control and significant influence.

### REPORTING ON ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) METRICS

Our Integrated Report (IR) extends beyond financial reporting and includes key ESG performance metrics.

 Additional detail is available on our website [www.sasol.com](http://www.sasol.com)

### AUDIENCE AND KEY STAKEHOLDERS

Our Integrated Report (IR) intends to address the information-needs of our stakeholders interested in Sasol's overall performance and our ability to create, preserve or erode value over the short, medium and long term, considering risks and opportunities.

### KEY STAKEHOLDERS



Shareholders and providers of capital



Employees and organised labour



Customers



Governments and regulators



Communities and societies



Non-governmental organisations (NGOs)



Business/joint ventures (JVs)



Suppliers



Organised business and industry



Media

### INTEGRITY

#### The Sasol Limited Board of Directors (the Board)

- Ensures the integrity of our integrated reporting process
- Gives attention to management's evaluation of the effectiveness of the disclosure controls and procedures through the Combined Assurance Model and internal control framework and assessment
- Gives final approval for publication after relevant auditing process

### OUR SIX CAPITALS



Financial capital



Natural capital



Social capital



Human capital



Manufactured capital



Intellectual capital

## DIRECTORS' APPROVAL OF INTEGRATED REPORT

The Board is ultimately responsible for ensuring the integrity of Sasol's integrated reporting. The Board gave attention to management's evaluation of the effectiveness of the disclosure controls and procedures. Other than the material weaknesses and other internal financial control deficiencies which have been reported in the Annual Financial Statements, we believe Sasol has designed such internal controls over financial reporting to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with International Financial Reporting Standards. Notwithstanding the deficiencies in internal financial control we confirm that the 2024 Integrated Report addresses all significant issues and Material Matters which affect the Group's ability to create, preserve or erode value and fairly represents the Group's integrated performance. This report and its publication was approved on 28 August 2024.

The Board confirms that Sasol is in compliance with the provisions of the Companies Act, 71 of 2008 relating to its incorporation and is operating in conformity with its Memorandum of Incorporation (MOI).

### Board review and approval

#### Simon Baloyi

Executive Director  
and President and  
Chief Executive Officer

#### Manuel Cuambe

Independent  
non-Executive Director

#### Tim Cumming

Independent  
non-Executive Director

#### Muriel Dube

Independent  
non-Executive Director and  
Lead Independent Director

#### Martina Flöel

Independent  
non-Executive Director

#### Kathy Harper

Independent  
non-Executive Director

#### Vuyo Kahla

Executive Director

#### Trix Kennealy

Independent  
non-Executive Director

#### Nomgando Matyumza

Independent  
non-Executive Director

#### Mpho Nkeli

Independent  
non-Executive Director

#### Hanné Rossouw

Executive Director and  
Chief Financial Officer

#### Stanley Subramoney

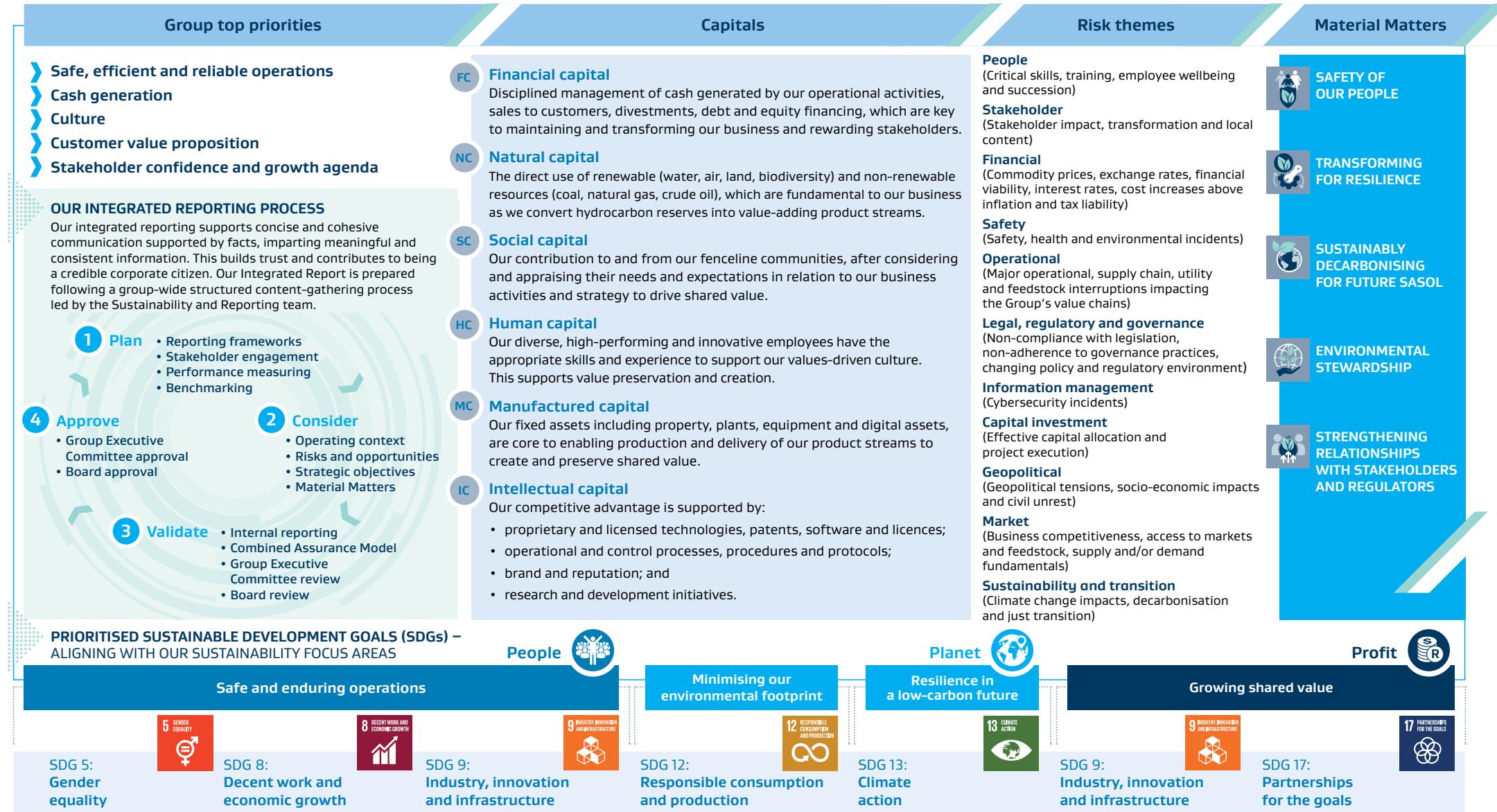
Independent  
non-Executive Director

# INTEGRATED THINKING AT SASOL

continued

## HOW THE INTEGRATED THINKING PRINCIPLES SUPPORT VALUE CREATION

Integrated reporting brings together the material features of our strategy, governance, performance, risks, opportunities, outcomes and outlook reflected within the context of People, Planet and Profit. We aim to articulate our value creation, preservation or erosion narrative using the six capitals and to show their relevance in relation to all our stakeholders. Our Group top priorities focus on delivery as we reset our business and bring it to full potential.



For more detail regarding Group top priorities refer to page 22, Risk management page 28, Material Matters page 40.

# ABOUT SASOL



Our Secunda complex's construction commenced in 1976. At the time it was the world's largest engineering project and to this day it remains a jewel in South Africa's industrial crown. Our coal mining activities in the region produce approximately 32 million tons per annum making us the third largest coal producer in South Africa. These developments were defining moments in our history and Sasol remains integral to South Africa's economy. Our focus is on building a strong foundation while transforming into a more sustainable business.

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# PURPOSE, VALUES AND CODE OF CONDUCT



Our Purpose guides us in all that we do and enables delivery of shared value. It compels us to deliver against the outcomes of **People, Planet and Profit** – with the intent to be a force for good.



## FUTURE SASOL\*

We are strengthening and growing our foundation business to unlock its full potential, while simultaneously transforming our portfolio, building a stronger, sustainable and more resilient organisation.

## AMBITION

Placing sustainability at the heart of our transformation, harnessing the opportunity for value creation towards net zero\*\*, today and into the future.

## SUSTAINABILITY STATEMENT

Advancing energy and chemical solutions that contribute to a thriving planet, society and enterprise.

\* At Capital Markets Day in 2025 we will define the required steps to reach Future Sasol.

\*\* Net zero for Sasol is to significantly reduce emissions to a point where only hard-to-abate emissions remain.

Committed to pursuing Zero Harm and caring for our people

Decarbonising<sup>#</sup> operations and transitioning to Future Sasol



Resolute about disciplined financial management and a balanced capital allocation approach

## Our Code of Conduct

Together with our Purpose and Values, our Code of Conduct (the Code) is the foundation underpinning how we behave.

It describes the basic ethical standards that we must always uphold. It gives guidance on how to treat each other as colleagues and how to interact with all our stakeholders.

The Code applies to every Sasol employee worldwide.

It also applies to Executive and non-Executive Directors of all Group Companies (unless stated otherwise in the Code). Joint venture companies in which Sasol is a non-controlling co-venturer and associated companies are encouraged to adopt the principles of the Code.

Employees are expected to comply with the Code's principles and hold each other accountable in complying. They must seek to encourage ethical behaviour and the good faith reporting of unethical actions and human rights violations without fear of retaliation or victimisation.

<sup>#</sup> Refers to the process of reducing the amount of greenhouse gas emissions (carbon dioxide, methane, nitrous oxide) that a society or industry produces, as well as increasing the amount that is absorbed.

# VALUE PROPOSITION

We have more than 70 years' experience in the production and marketing of fuels and chemicals

## WHAT MAKES US UNIQUE

**Our South African integrated value chain**

**One of the world's leading producers of synthetic fuels**

We supply approximately **40%** of South Africa's domestic fuel needs through retail and wholesale channels and operate approximately **400 retail sites**

**Our Chemicals Business** delivers products to more than **7 000 customer locations** in **118 countries**

Pioneer in **innovative Fischer-Tropsch technology**

Located in **22 countries**

Exploring **sustainable aviation fuel** opportunities through joint venture partnerships

We have the **world's broadest diverse alcohols and surfactants portfolio**

Successfully piloted **green hydrogen** from existing assets at our Sasolburg complex

**One of the world's largest producers of grey hydrogen** – approximately **2,5 million tons per annum**

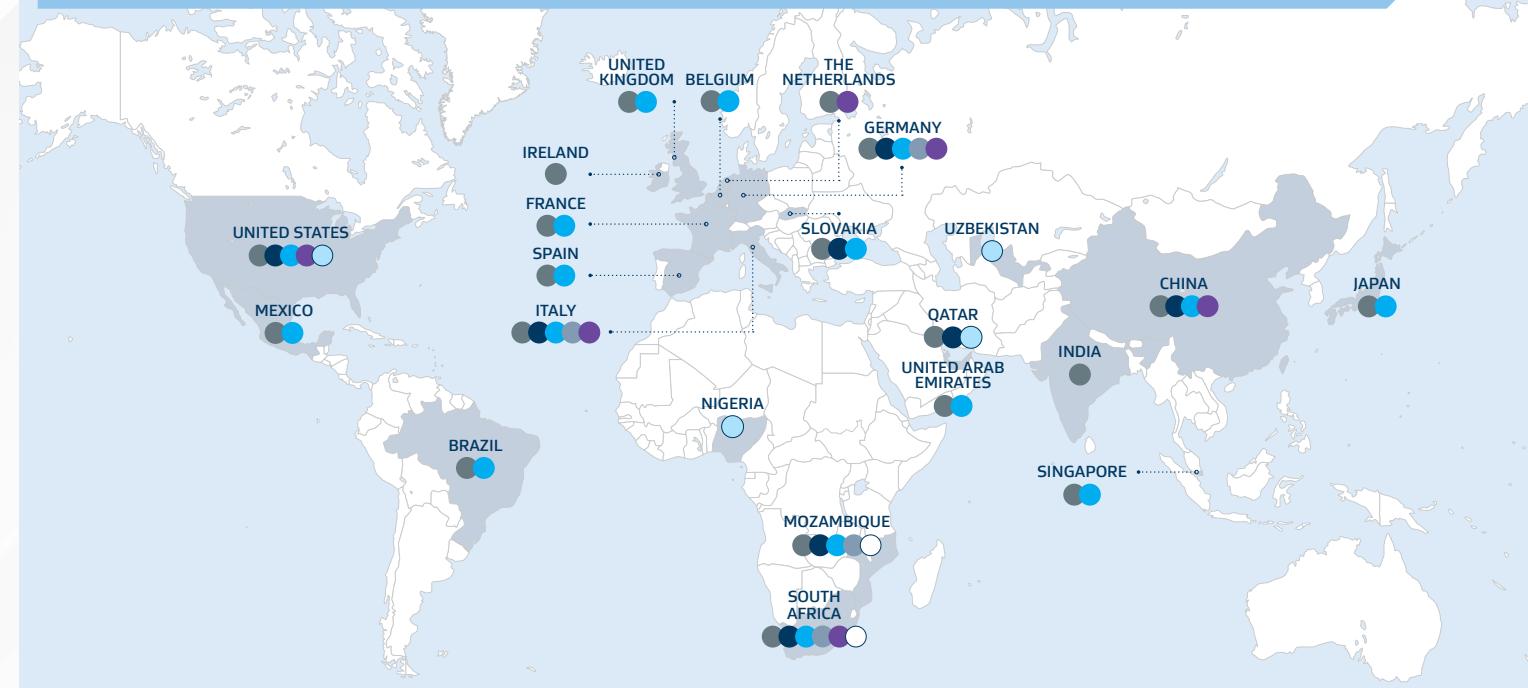
Our **Ziegler technology** has been used in more than **400 customisable speciality chemicals**

**Strong research and technology relationship** with clients to co-develop solutions

**Leading taxpayer in South Africa and Mozambique**

Well-established international **intellectual property portfolio** with **1 795** (1 598) granted and **630** (684) pending patents as well as **4 346** (3 934) registered and **72** (83) pending trademarks

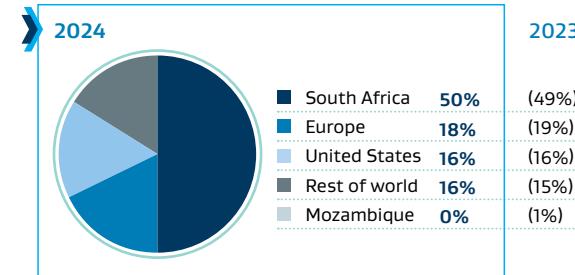
Our business is global but our roots are strongly grounded in our South African Operations.



LEGEND: ● Office ● Operations ● Sales ● Projects at the prefeasibility, feasibility or implementation phase ● Research activities ○ Exploration ○ Technology licensing services

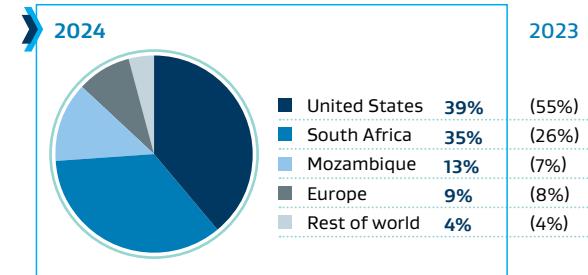
## GEOGRAPHICAL PROFILE

Turnover



Comparative figures for previous year indicated in brackets.

Where we invest: non-current assets



Comparative figures for previous year indicated in brackets.

## CONTRIBUTION TO THE COUNTRIES IN WHICH WE OPERATE



**SOUTH AFRICA**  
THROUGH OUR UPSTREAM ACTIVITIES,  
WE HAVE MADE SUBSTANTIAL CONTRIBUTIONS

**5,19% to the Gross Domestic Product (GDP)\***

**12,31% to total government tax revenue\***

**Supported approximately 500 000 jobs in the South African economy\***

In Govan Mbeki local municipality, Secunda situated in Mpumalanga we contributed:

**>65,2% to the GDP\*\***

**55% to employment\*\***

**>50% to labour remuneration\*\***

In Metsimaholo local municipality, Sasolburg situated in the Free State we contributed:

**>80% to the GDP\*\***

**>50% to labour remuneration\*\***

**>50% of the capital requirements of the municipality\*\***

Our production and supply of **liquid cyanide** is **crucial** to the **gold mining industry** in South Africa\*\*

**Social investment spend R570,8 million** into our local communities



**UNITED STATES**

**US\$560 000 to education and workforce development**

**US\$200 000 to various charities in employee matching through Sasol GIVES**

**US\$100 000 in environmental stewardship**

**US\$50 000 for small business development**

**US\$1 million donation** for a new **children's museum** that will advance science, technical and maths education

**Social investment spend US\$1,13 million** into our local communities



**MOZAMBIQUE**

**US\$1,2 million invested to rehabilitate and improve the existing health centres of Pande and Doane**

**US\$2,6 million invested to build a secondary school in Tshitotso**

**37 communities** benefitting from the installation of **seven new boreholes**

**37 communities** in **Govuro, Inhassoro and Pande** positively impacted by the **sanitation project**

**Social investment spend US\$5,31 million** into our local communities



\* Figures are for direct, indirect and induced effects as calculated by external consultants for FY22. \*\* Figures are for direct, indirect and induced effects as calculated by external consultants for FY21.

# INTEGRATED VALUE CHAINS

## OUR INTEGRATED VALUE CHAIN IS AT THE HEART OF SASOL'S DIFFERENTIATED VALUE PROPOSITION

We are a customer-centric organisation providing various energy and chemical solutions through our proprietary technologies. Our operating model integrates vertically by sourcing coal and natural gas feedstock from our own mines and gas fields, along with procuring crude oil and other feedstocks, which are then refined into fuels and chemicals. We integrate horizontally through producing specialised chemicals in multiple global locations. Our integrated value chains underpin our differentiated value proposition.

### OPERATING MODEL\*



Electricity from South African state-owned enterprise Eskom  
Renewable energy through Power Purchase Agreements  
Self-generation of power

Coal

Natural gas

Crude oil

Electricity from local grid  
Renewable energy through Private Procurement Power Purchase Agreements

Coal and natural gas

Ethane, kerosene and aluminium

Ethylene, kerosene and aluminium

#### COAL-TO-LIQUIDS

SOUTH AFRICA  
Secunda

#### GAS-TO-LIQUIDS

SOUTH AFRICA  
(Gas processed)  
Secunda  
Sasolburg

MOZAMBIQUE  
(Gas sourced)

Maputo, Matola, Ressano Garcia, Chokwe, Temane, Pande, Inhassoro

QATAR  
(Gas sourced and processed)  
Ras Laffan

#### REFINING

NATIONAL PETROLEUM REFINERS OF SOUTH AFRICA (PTY) LTD (NATREF)  
SOUTH AFRICA

Sasolburg

#### CHEMICALS PROCESSES

SOUTH AFRICA  
Secunda  
Sasolburg  
Durban

UNITED STATES  
Lake Charles, Louisiana  
Houston, Texas  
Winnie, Texas  
Tucson, Arizona

GERMANY  
Brunsbüttel  
Marl

ITALY  
Terranova  
Augusta, Sicily  
Sarroch, Sardinia

CHINA  
Nanjing

SLOVAKIA  
Nováky

Fuels



Gas



Electricity



Coal

Advanced Materials



Base Chemicals

Essential Care Chemicals

Performance Solutions



Performance Solutions

Performance Solutions

\* As we transition to our streamlined structures, our operating model will be refined.

## GROUP STRUCTURE

During the year we enhanced our operating model by streamlining and reorganising the Group to strengthen our One Sasol identity. Our objective is to streamline our structures, remove duplication in our processes and enhance our systems. We believe that doing so will help us achieve our financial and business goals, while meeting evolving customer expectations and adapting to the business landscape in which we operate. Furthermore, the changes introduce a clearer focus between the ‘business of today’ and the ‘business of the future’ to enable Sasol to simultaneously drive short-term business results, while generating and maturing growth opportunities. Southern Africa Energy and Chemicals are grouped together to unlock value through closer integration. International Chemicals Business will continue to focus on our United States and Eurasian assets-derived value chains.



As market needs and stakeholders' expectations change, we adapt our methods, facilities and products to drive sustainable responses. Our unique value proposition is underpinned by internal strengths and the partnerships we build to deliver mutually beneficial results.

While we are transitioning to our streamlined structure, reporting in our Integrated Report is in line with structures in place prior to the reorganisation.

Portfolio	Southern Africa Energy and Chemicals			International Chemicals	Business Support			Future focus
	Mining, Risk and Safety, Health and Environment	Operations and Projects	Marketing and Sales, Energy and Chemicals Southern Africa	International Chemicals	Human Resources and Corporate Affairs	Commercial and Legal	Group Chief Financial Officer	Business Building, Strategy and Technology
	<p>Driving consistent and cost-effective coal supply for our Southern Africa integrated value chain.</p> <p>Providing global thought-leadership and guidance on effective enterprise risk management.</p> <p>Directing our Zero Harm commitment with a strong emphasis on behaviour and culture.</p>	<p>Delivering product volumes across the integrated Southern African value chain safely with a strong emphasis on cost-effectiveness.</p> <p>Driving world-class capital projects.</p> <p>Ensuring consistent, reliable and sustained gas supply from our operations in Mozambique.</p>	<p>Marketing and sales of all Sasol's retail and commercial energy products (gas, fuels, lubricants and retail convenience outlets) in Southern Africa.</p> <p>Global marketing and sales of Sasol's chemical products that are, for the most part, produced in, or as an extension to, Sasol's Southern African value chains.</p>	<p>Managing the Northern Hemisphere Chemicals business, its people and its stakeholders, with end-to-end accountability for safe operations, profit and loss, technology and innovation, and delivering sustainable solutions for our customers.</p>	<p>Delivering on our People Promise to employees, communities and societies.</p> <p>Safeguarding and building strong relations as well as designing strategies to protect and manage Sasol's brand and reputation.</p>	<p>Driving sustainable commercial value through fit-for-purpose supply chain and information management services and ensuring sound corporate governance and responsive legal services.</p>	<p>Ensuring capital allocation discipline and strong financial control.</p> <p>Delivering a robust balance sheet.</p> <p>Leading business transformation.</p>	<p>Unlocking Sasol's full potential by harnessing competitive advantages, research, innovation and business building capabilities to strengthen the foundation business and pioneer new sustainable opportunities.</p> <p>Empowering transformative growth as the catalyst for realising Future Sasol through win-win partnerships.</p>

SAFETY UNDERPINS ALL OUR ACTIVITIES, EVERYWHERE, ALL THE TIME

# PERFORMANCE FOR THE YEAR

OUR MATERIAL  
MATTERS IMPACT  
DELIVERY OF  
SHARED VALUE



Safety of  
our people



Transforming  
for resilience



Sustainably  
decarbonising  
for Future Sasol



Environmental  
stewardship



Strengthening  
relationships  
with  
stakeholders  
and regulators

## MAKING PEOPLE A PRIORITY



Recordable case rate of **0,25**

**Invested R1,2 billion** in skills development

Approximately **2 700 bursaries** granted to students from low-income households with some 1 500 graduating

Grieve the loss of colleagues in six tragic fatalities\*

**R693,2 million invested globally** in socio-economic development initiatives

**Black-owned business spend R44 billion** in South Africa

\* Five fatalities in financial year and an additional one thereafter.



PEOPLE

## PROGRESSING SUSTAINABILITY



**Greenhouse gas emissions reduced** by approximately 5%

Off 2017 baseline.

For combined Sasol Energy and Sasol Chemicals baseline and due to production variances and operational issues.

**Group energy efficiency improvement 15,4% cumulative**

Off 2005 baseline.

**Completed Biodiversity Footprint Assessment**

**69 MW Msenge Wind Farm**, located near Bedford, Eastern Cape, planned to be in commercial operation by October 2024



PLANET

## NAVIGATING A VOLATILE MACRO ENVIRONMENT



Introduction of new dividend policy

**Turnover (Rand billion) R275,1 billion**  
(2023: R289,7 billion)

**Adjusted EBITDA (Rand billion) R60,0 billion** (2023: R66,3 billion)

**Core headline earnings per share (Rand per share) R40,28**  
(2023: R47,71)

**Free cash flow\*\* (Rand billion) R8,1 billion** (2023: R20,4 billion)

**Net debt (\$ billion) US\$4,05 billion**  
(2023: US\$3,79 billion)

\*\* Before discretionary capital and dividends paid.



PROFIT

# SUSTAINABILITY AT SASOL

SUSTAINABILITY CONTINUES TO BE EMBEDDED THROUGH OUR PEOPLE, PLANET AND PROFIT APPROACH AND GUIDES OUR EFFORTS ACROSS THE BUSINESS

Sasol is a signatory to the United Nations (UN) Global Compact. The Sustainable Development Goals (SDGs) and the Ten Principles contribute to mapping a path towards Future Sasol.

## Contributing to the United Nations Sustainable Development Goals and the Decade of Action

In our pursuit to contribute to the Decade of Action and our Purpose, our six prioritised SDGs are closely linked to our sustainability focus areas. By understanding our contribution to the SDGs, we not only make Sasol more robust, but also demonstrate how we contribute to the Decade of Action.

We are committed to the Ten Principles of the UN Global Compact guiding us in our business activities.



## United Nations Sustainable Development Goals

We support all SDGs. However, we have prioritised six as we believe we can contribute most constructively to these.



### OUR SUSTAINABILITY FOCUS AREAS AND RELATED SDGS

#### Safe and enduring operations

SDG 5: Gender equality	SDG 8: Decent work and economic growth	SDG 9: Industry, innovation and infrastructure

Enabling delivery of our People Promise by supporting a diverse workforce and inclusive culture

#### Minimising our environmental footprint

#### Resilience in a low-carbon future

SDG 12: Responsible consumption and production	SDG 13: Climate action

Remaining committed to minimising the impact of our operations on the environment

#### Growing shared value

SDG 17: Partnerships for the goals

Working to create positive and measurable socio-economic impacts and responding to key societal challenges

# OPERATING REALITY

Our operating reality is defined by both external and internal influences and impacts our ability to do business. This includes but is not limited to unpredictable changes in macroeconomic factors and industry trends. In some instances, our direct control is limited, but all relevant factors are analysed to leverage opportunities and make strategic decisions. Operating in this complex environment sometimes hinders our ability to balance the demands of the various capitals and to create sustained value for our stakeholders and us.

**SHORT TERM** ➔ UP TO FIVE YEARS AHEAD  
**MEDIUM TERM** ➔ FIVE TO TEN YEARS AHEAD  
**LONG TERM** ➔ MORE THAN TEN YEARS AHEAD

## PEOPLE



### › DRIVER: Safety

We recorded five tragic workplace fatalities in FY and an additional one thereafter. Safety comes first and there can be no compromise. It is not optional, and we must ensure safety remains everyone's top priority.

**We will continue to foster a safe and caring workplace in pursuit of Zero Harm, review leading indicators and revise asset management practices to reduce risks.**

### › DRIVER: Culture

We realise the importance of organisational culture to achieve business results. We therefore continue to revitalise our culture. It is key that we align our organisational culture and strategic goals to create an enabling environment for our business to reach its full potential and provide growth opportunities for our people.

**Working together as one Sasol team to revitalise our culture, we focus on safety, care, customers and continuously improving our performance.**

### › DRIVER: Accountability and performance

To build credibility and trust with our stakeholders, we need to deliver on our People, Planet, Profit commitments.

**Through our ways of work, and working as one Sasol team, we deliver business results.**

### › DRIVER: Caring and inspiring leaders

Leaders who set the tone from the top are role models of our Values and key to business success and to retaining critical talent.

**Our Culture Transformation Journey is leader-led. Our inspirational and inclusive leaders are visible and caring, they listen and act on the feedback from employees.**



## PLANET



### › DRIVER: Climate change

Climate change is a top risk for us. We have prioritised climate action in our transition towards a sustainable future business. We have applied a science-based target-setting approach and are implementing measures taking into account mitigation potential, economic feasibility, technological innovation, just transition and our fair share responsibility.

**We recognise that business has a key role to play in managing climate change risks, as well as realising opportunities that the energy transition can unlock.**

### › DRIVER: Price of carbon

Several countries are implementing carbon pricing regulatory reforms through higher taxes, stringent emission trading schemes and border taxes to encourage decarbonisation.

**Carbon pricing continues to vary from region to region given the divergence in affordability and incentives. Carbon border adjustment taxes are signalling negative impacts for emerging economies still reliant on fossil fuels and could result in key sectors becoming uncompetitive sooner.**

### › DRIVER: Stakeholder expectations

Stakeholders with competing mandates continue to advocate for science-based approaches, accelerated climate action, stabilising production, as well as a just and equitable transition.

**We expect continued pressure from stakeholders to decarbonise in a responsible manner while remaining cognisant of national circumstances and the need to balance People, Planet and Profit considerations.**

### › DRIVER: Water availability

As water supply is a finite resource, its scarcity is a growing concern and an increasing problem globally. As a result of demand exceeding supply, exacerbated by unsatisfactory water use practices, inadequate infrastructure or institutions failing to balance everyone's needs, depletion persists. The impact of climate change is compounding the issue as water held in soil, snow and ice continues to diminish.

**We have approved short-term targets as part of our contribution, but acknowledge that an integrated, longer-term and inclusive approach must be taken to manage this finite resource. We will play our role in catalysing a collaborative water stewardship approach – including managing and monitoring water risks, setting meaningful savings targets, and improving usage disclosure.**

# OPERATING REALITY

continued



## PROFIT

### DRIVER: Economic growth

Global growth has been steady, and inflation continued to decrease in the past financial year. We expect these trends to continue in the coming year even as ongoing geopolitical tensions and election outcomes, particularly in the United States, still cloud the global economic outlook. In South Africa, long-standing structural constraints, including unreliable electricity supply and transport bottlenecks, continue to weigh on growth. Although there are early positive signs of an improvement in electricity supply, it will likely take some time before most structural growth constraints are lifted. Consequently, South Africa's near-term growth outlook remains weak, and business conditions will likely remain challenging.

**In managing our business, we apply scenario analysis and robustness testing to mitigate the impact of external economic and market developments over which we have no control.**

World and South African GDP growth (%)



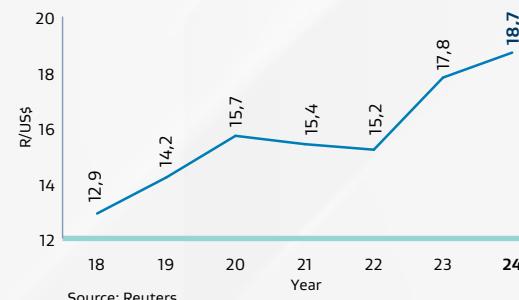
Source: IMF, StatsSA, SARB, \*Sasol forecast

### DRIVER: Exchange rate

The weak economic conditions in South Africa, generalised US dollar strength and domestic election outcome uncertainties contributed to depreciation pressures on the rand exchange rate and led to periods of elevated volatility. Overall, the rand lost about 5% of its value against the US dollar. The easing of some domestic risks could lead to a modest appreciation of the exchange rate in the coming months, but volatility is likely to remain elevated.

**Risks related to exchange rate volatility and cash flow management are mitigated to an extent through derivative financial instruments and engaging in hedging activities.**

Average exchange rate (R/US\$)



Source: Reuters

### DRIVER: Crude oil price

Subdued global demand conditions combined with OPEC supply management activities contributed to an almost 3% decline in the average Brent crude oil price between FY23 and FY24. It is expected that continuing restrained demand growth and non-OPEC supply gains could overwhelm OPEC supply management, resulting in a further decline in the oil price. Refining margins remained healthy during FY24, supported by constrained refining capacity. However, it is expected that new refinery start-ups, combined with modest demand growth, will lead to downward pressure on margins in FY25.

**Similar to the exchange rate, downside oil price risks are managed to an extent through derivative financial instruments and hedging activities. However, these do not protect against differing correlations between oil and ethane and chemicals and petroleum products.**

Average Brent crude oil price (US\$/bbl)



Source: S&P Global

### DRIVER: Chemicals

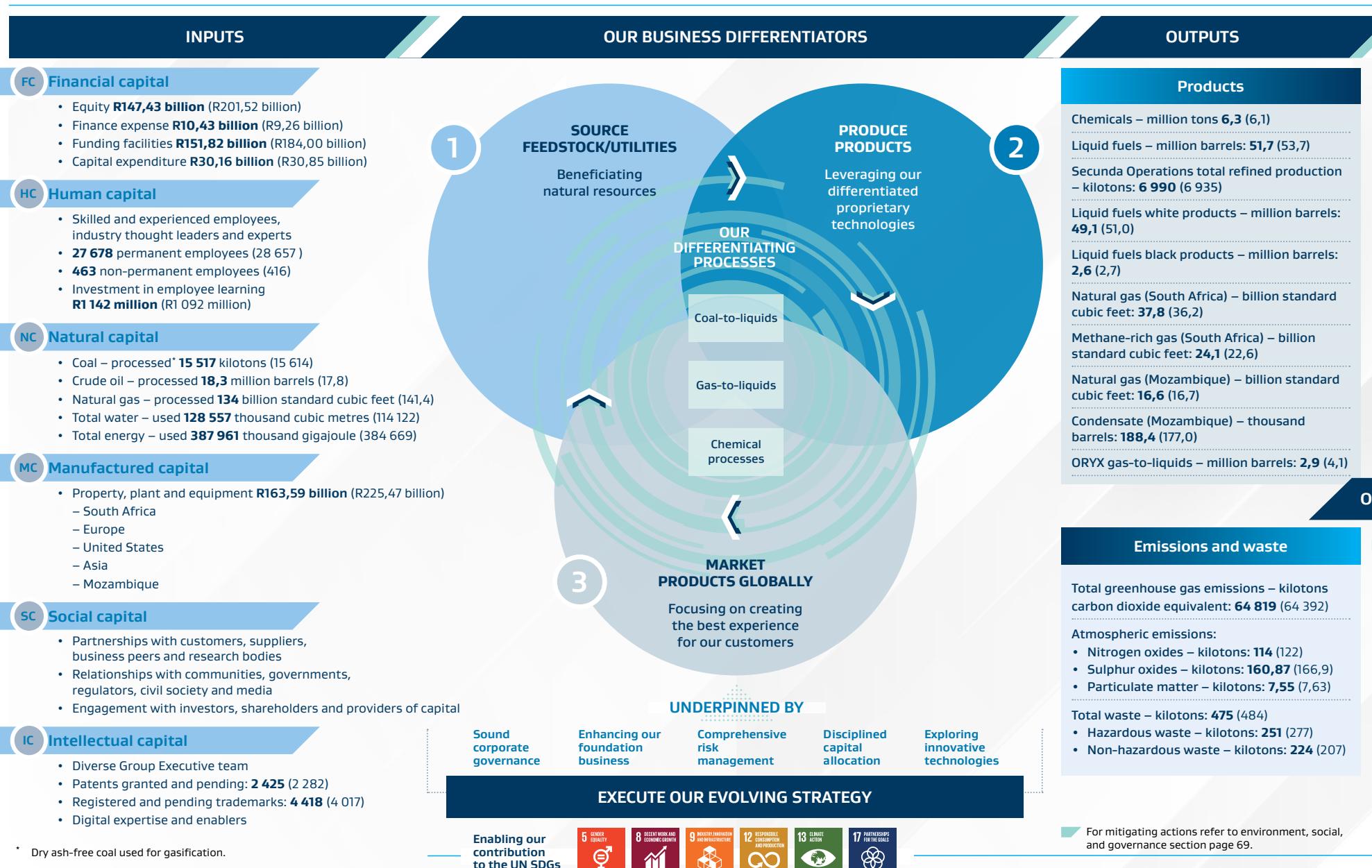
Global chemical demand growth has not kept pace with significant capacity additions and was lower than expected in FY24, which has contributed to weak chemical margins. Over the short to medium term, further capacity additions and modest demand growth will likely result in ongoing pressure on commodity chemical prices and margins.

**We manage our business with a clear understanding of global product supply/demand imbalances and hence we develop a robust portfolio by considering mitigation strategies such as leveraging our global sales footprint, supplying our wide portfolio of products across various end-use applications, developing sales into higher margin differentiated markets and applying commercial excellence principles in serving our customers.**



# BUSINESS MODEL USING THE SIX CAPITALS

By transforming the stocks of capital through our business activities, we are able to deliver on our strategy and advance the United Nations Sustainable Development Goals (UN SDGs). While building and operating facilities to convert hydrocarbon feedstock into a range of high-value products, we seek to be inclusive, responsible and sustainable. Our intention is to maximise value creation and minimise negative impacts.



# BUSINESS MODEL USING THE SIX CAPITALS

continued

● VALUE CREATED   ● VALUE PRESERVED   ● VALUE ERODED

## OUTCOMES

FC

### Financial capital

- LBIT R27,31 billion (EBIT R21,52 billion)
- Cash generated by operating activities R52,32 billion (R64,64 billion)
- HEPS per share R18,19 (R53,75)
- Paid to shareholders in dividends R7,63 billion (R13,75 billion)
- Attributable loss R44,27 billion (earnings R8,80 billion)
- Net debt to EBITDA 1,5 times (1,3 times)
- Gearing 64% (44,7%)
- Standard and Poor's rating Sasol BB+ (stable outlook) in October 2022 and Moody's upgraded rating to Ba1 with a stable outlook in November 2023

#### KEY ACTIONS TO SUSTAIN VALUE

- One of the FY25 priorities is focused on cash generation
- Introduction of streamlined operating model avoiding duplication and facilitating decision making
- Refreshed focus on capital allocation
- Dividend policy linked to availability of free cash flow

HC

### Human capital

- Work-related fatalities six\* (two)
  - High-severity rate 15,22 (9,96)
  - Wages and benefits R36,57 billion (R34,69 billion)
  - Statutory reported occupational diseases 37 (51)
- \* Five fatalities in financial year and an additional one thereafter.

#### KEY ACTIONS TO SUSTAIN VALUE

- The FY25 priorities have a focus on safe, efficient and reliable operations and culture
- Unequivocal safety focus by the Chief Executive Officer and the Group Executive Committee
- Performance agreements and incentive mechanisms focused on ensuring that safety comes first

NC

### Natural capital

- Undertook a Biodiversity Footprint Assessment (BFA) at our Secunda and Sasolburg facilities
- 69 MW Msenge Wind Farm, located near Bedford, Eastern Cape, planned to be in commercial operation by October 2024
- Introduction of renewable energy at some of our Eurasian sites resulted in reductions of approximately 30 ktpa
- Continued with air quality offsetting programme that included but was not limited to:
  - paving of an additional 1,8 km road to reduce dust pollution;
  - retrofitting of thermal insulation to houses and an LPG stove-for-coal stove swap in 5 532 households across eMbalenhle and Lebohang;
  - re-establishing the vehicle emission testing programme that commenced in May 2024

#### KEY ACTIONS TO SUSTAIN VALUE

- Executing against our emission reduction roadmap while optimising for value creation
- Executing actions from the outcome of the BFA
- Considering further investment into renewable energy towards our target of 1 200 MW by 2030

MC

### Manufactured capital

- Impairment of the ethane value chain in the United States
- Successful 12A application for load-based emission to apply to relevant operations in South Africa
- Retrofitted 16 out of 17 Electro Static Precipitators (ESP) with abatement equipment at Secunda Operations
- Upgraded eight of 12 ESPs at Sasolburg Ekandustria Operations with one boiler being retrofitted at our Steam Station 1 plant

SC

### Social capital

- Paid taxes in South Africa R43,34 billion (R49,44 billion) and paid taxes in Mozambique R2,67 billion (R2,20 billion)
- B-BBEE level 2 (Level 3)
- Black-owned business spend R44 billion (R41,7 billion)
- Total social investment spend R693,2 million (R857,3 million)
- Employee survey

#### KEY ACTIONS TO SUSTAIN VALUE

##### In South Africa:

- Reached over 1,5 million young people through the HIV/AIDS education and awareness campaign implemented in KwaZulu-Natal
- About R1,4 million donated by 308 employees to 112 causes as part of our Sasol for Good Programme. This included Sasol's contribution to match employee donations

##### In Mozambique:

- Continued training in technical areas such as Mechanics, Electricity, and Welding, aiming for IFPELAC international certification
- US\$1,2 million invested to rehabilitate and improve the existing health centres of Pande and Doane

##### In North America:

- Employees and their families volunteered to support the 1 000 Trees in 1 000 Days initiative
- Supporting business development and skills training through the Louisiana Small Business Development Centre at McNeese State University in Lake Charles

IC

### Intellectual capital

- Patents granted and pending: 2 425 (2 282)
- Registered and pending trademarks: 4 418 (4 017)
- Bursaries issued 564 (544)
- Invested in research and development R1,51 billion (R1,39 billion)
- Invested R1,2 billion in skills development (R1,4 billion)
- Development of an innovative Sasol catalyst, CoFT to produce a carbon-neutral e-fuel

#### KEY ACTIONS TO SUSTAIN VALUE

- SASOLWAX LC100 – developed for the packaging adhesives market – has a reduced product carbon footprint of 35% without compromising on performance
- FY25 priorities focused on driving a culture of innovation

Comparative figures for previous year indicated in brackets.

# STRATEGIC OVERVIEW



We are one of the largest private procurers of renewable energy in South Africa and have made good progress on our plans to procure up to 1 200 MW by 2030.

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# LEAD INDEPENDENT DIRECTOR'S STATEMENT



**“The last year has been tough with a challenging time ahead. We are confident that under Simon’s leadership, Team Sasol will turn challenges into opportunities.”**

Muriel Dube ➤ Lead Independent Director

## Dear stakeholders

Sasol's external environment proved to be very challenging in FY24, marked by volatility and the profound impact on supply and demand arising from geopolitical factors. The energy sector faced more pressure to decarbonise and ensure that a suitable and just transition plan is put in place. Sasol's recognition of this is evident in two of the Material Matters identified in the year: 'Transforming for resilience' and 'Sustainably decarbonising for Future Sasol'.

The outcome of the recent elections in South Africa and the subsequent formation of the Government of National Unity bodes well for the certainty required for business to thrive. We are optimistic that this will be a catalyst for South Africa to meet the requirements to exit the Financial Action Task Force's grey list soon, thereby creating a more favourable business environment. Additionally, the recent improvement in power supply stability is promising and is expected to contribute to driving much needed economic growth in the country.

Our safety record was unacceptable with five heartbreaking workplace fatalities occurring in FY24 and an additional one thereafter, that altered the lives of the bereaved families and loved ones forever. Our teams are focussed on ensuring safety is not only a daily priority, but more importantly is embedded in every task no matter how routine. This is echoed in the theme of our FY24 Integrated Report,

'Safely delivering today, shaping tomorrow', and our acknowledgement that it is the collective responsibility of Team Sasol to address critical safety measures. Building the right safety culture is crucial in building trust and encouraging individuals and teams to speak up when actions deviate from what is required or acceptable.

### Appointment of our new President and Chief Executive Officer

On 1 April 2024, Simon Baloyi succeeded Fleetwood Grobler as President and Chief Executive Officer (CEO). Fleetwood served Sasol for 40 years, with the last four and a half as CEO. During his tenure, he placed Sasol on a path aimed at greater resilience and helped the Company to live up to our Purpose 'Innovating for a better world'. We are deeply grateful for Fleetwood's dedication to Sasol over his illustrious career and wish him a fulfilling retirement.

We are inspired about the Company's outlook under Simon's direction. The Board and I have full confidence in his ability to lead Sasol. We believe that his strategic vision, exceptional leadership skills, combined with technical and business acumen and in-depth knowledge and experience position him perfectly to guide our Company into the future. The recent streamlining of the operating model aligns with his strategic vision to sustainably improve the lives of our customers and communities, empowered by inspired people.

By enabling focused leadership, Sasol can enhance its competitiveness through reliable operational performance, increased cash generation, and the successful pursuit of opportunities to build the business.

### Other changes to the Board of Directors

This year, we also announced several other changes to the Board of Directors (the Board). I would like to express my gratitude to departing non-Executive Directors; Mses Mpho Nkeli and Nomgando Matyumza, Messrs Sipho Nkosi, Andreas Schierenbeck, and Hanré Rossouw in his capacity as Executive Director, who resigned from the Board. We appreciate their valuable contributions to Sasol and wish them all the best in future endeavours. We are pleased to welcome Messrs Timothy Cumming and David GP Eytom who were appointed as a non-Executive Directors with effect from 1 June 2024 – 1 September 2024, respectively.

### Ethical leadership

As a Board, we remain committed to ethical and effective leadership. It is essential to ensure that Sasol's policies and Code of Conduct are unambiguous regarding transparency and integrity. This commitment enables us to uphold our role as a responsible corporate citizen, improving the social, economic and environmental circumstances of our fenceline communities. To reinforce our dedication to ethical leadership, in FY24 the Board

Sasol's policies and Code of Conduct are unambiguous regarding transparency and integrity. This commitment enables us to uphold our role as a responsible corporate citizen.

commissioned an independent assessment of the various levels of leadership across the Group. The results will allow the Board to focus on fostering an ethical culture and higher purpose within the Sasol Group.

### Shared value

In FY24, we continued to fulfil our social responsibility in the countries where we operate, contributing to the upliftment of surrounding communities. Beyond the positive contribution of our activities to the economies of our host nations – including representing 5,19% of the Gross Domestic Product for South Africa – we committed R693,2 million in social investment globally in the year.

### Closing thanks

Each day, nearly 30 000 members of Team Sasol work at our facilities or offices around the world. I want to thank them for all for their dedication and hard work over the past year. As we begin Sasol's new financial year, there is no doubt that challenges await us, but they will be overcome through the strength of a cohesive team under Simon's capable leadership.

**Muriel Dube**  
Lead Independent Director  
29 August 2024

## PRESIDENT AND CHIEF EXECUTIVE OFFICER'S STATEMENT



**“We will sustainably improve the lives of our customers and communities, empowered by inspired people.”**

Simon Baloyi ➤ President and Chief Executive Officer

### KEY MESSAGES

- Actions to improve safety
- Balanced approach to sustainability
- Business streamlined to reduce complexity

#### Dear stakeholders

I am honoured to present my first statement to you as President and Chief Executive Officer.

Having already dedicated over 20 years to Sasol, I have witnessed firsthand how innovation is woven into the very fabric of the company's identity. Our predecessors revolutionised energy production by pioneering the commercialisation of oil from coal using Fischer-Tropsch technology – a process we have refined over seven decades. Building on this legacy is a privilege, as we chart a course toward a sustainable future.

#### My guiding vision

The journey to reach our aspired future, is deeply personal to me.

Growing up in a rural South African community without amenities like running water, electricity, and sanitation, I quickly learned the value of resourcefulness and community.

We drew water from a well, taking only what we needed and ensuring enough remained for everyone else. These experiences taught me the importance of stewardship and demonstrated the power of collective effort in overcoming challenges.

At Sasol, we face our own set of challenges, both internal and external. Yet, I am confident that with bold and innovative steps, we can transform these challenges into opportunities.

My vision for Sasol is to sustainably improve the lives of our customers and communities, empowered by inspired people.

This vision is more than a statement to me; it is a commitment to placing our customers at the heart of everything we do, working collaboratively to solve their most complex challenges, and positioning Sasol as their partner of choice.

Central to this vision is our investment in the people of Sasol. By cultivating a safe and inclusive environment and fostering critical capabilities, we will reignite our innovation spirit.

Our proactive engagement with key stakeholders – including our host governments, fenceline communities, and providers of capital – will enable us to balance business needs with broader societal expectations. I refer to this as the ‘opportunity space’, where sustainable growth and shared value creation ensure that no one is left behind.



MY VISION FOR SASOL IS TO SUSTAINABLY IMPROVE THE LIVES OF OUR CUSTOMERS AND COMMUNITIES, EMPOWERED BY INSPIRED PEOPLE

# PRESIDENT AND CHIEF EXECUTIVE OFFICER'S STATEMENT

continued



WE REGARD SAFETY AS A CRUCIAL LEADERSHIP MATTER

## Early decisive actions

Drawing on two decades of Sasol experience, I have already implemented a few decisive actions in my first five months as CEO, to bring about meaningful change.

In April 2024, I commenced streamlining Sasol's operating model. This entailed revising the portfolios of the Group Executive Committee, and senior leadership layers.

For more detail refer to page 10.

These changes were designed to enhance accountability, foster collaboration and to help create a clearer focus between the business of today, and the business of tomorrow.

This allows us to eliminate duplication and improve transparency and accountability, enabling us to effectively navigate both short-term challenges and future opportunities.

Regarding strategy, we established a framework to guide our priorities and ambitions, centred on two pillars: strengthen and grow; and transform.

For more detail refer to page 24.

This framework is driving us to urgently reinforce our foundation, elevate performance and move towards full potential.

Furthermore, recognising the pressing need to improve our short-term performance, I implemented focus areas to unlock opportunities. This enabled us to deliver a strong fourth quarter performance, which helped improve our results, overall, for financial year 2024.

## Safety, the foundation of our future

Having spent many years in operations, working closely with our frontline team members and service providers, I have first-hand insight into how deeply family and community means to them.

This deepened my commitment to ensuring that everyone of us must return home safely to our loved ones each day. The fact that we are not achieving this, weighs heavily on my heart.

The loss of five colleagues during this reporting period is a devastating reminder that we are far from achieving our goal of Zero Harm.

At Sasol, we regard safety as a crucial leadership matter. We are actively increasing the presence of leaders in the field, to confirm that systems are working as designed and that leaders are engaging and supporting their teams to remove barriers to a safe working environment.

To this end, I have mandated all people on site – regardless of rank or position – to speak up and stop work if they see any unsafe practices or safety risks.

We are redoubling our safety efforts to ensure strict adherence to operational rigour, with multiple interventions already in progress. With the full support of Team Sasol, these actions will further embed a culture where safety is at the forefront of everything we do.

## OPERATIONAL AND SALIENT FEATURES

Amid significant challenges, we made some notable strides in the second half of the financial year. However, despite these improvements, our performance was impacted by operational setbacks and a demanding macroeconomic environment. Our underlying operating performance was, however, mostly in line with the revised market guidance.

We made significant strides in Mining, Gas, and Secunda Operations (SO).

Our full potential programme in Mining is nearing completion. The benefits of this is reflected in the productivity gains we delivered. While productivity targets in certain sections have been met, and even exceeded, we have identified opportunities to further improve those sections that are lagging.

In Mozambique, a significant milestone was achieved with early gas flow from the Production Sharing Agreement (PSA) Initial Gas Facility.

We also continued with our improvement interventions at SO focusing on equipment availability and operational stability. As a result, we saw an increase in volumes.

Internationally, we continue to manage the utilisation rates of our assets in response to weak chemicals demand. We are also focusing on increasing volumes of our high-margin products.

As Team Sasol, we understand we must be consistent in our delivery to ensure that we meet our targets. Despite improved business performance in the second half, cash generation and profitability declined significantly compared to financial year 2023.

- Cash fixed costs (CFC) rose by just 1%, well below inflation, and, excluding inflation and exchange rate impacts, CFC decreased by 5%, reflecting our focused cost reduction efforts.
- Adjusted EBITDA and cash generated by operations fell by 9% and 19%, respectively. However, the second half saw substantial improvements over the first half.
- We reported a loss before interest and tax, driven largely by non-cash adjustments, including a R46 billion net impairment in the Chemicals America segment, reflecting a weaker outlook for the value chain and persistent oversupply.
- While these impairments are non-cash, management is committed to recovering value through initiatives to enhance the performance of our International Chemicals business and broader portfolio.
- Capital spend decreased by 2% to R30 billion, below market guidance, due to ongoing capital portfolio optimisation and the postponement of low-risk projects. Importantly, this reduction did not compromise the maintenance and reliability of our assets.
- Free cash flow for the year dropped by 60%, but we saw a significant turnaround from a negative R6 billion in the first half to a positive R8 billion by year-end, demonstrating the resilience of Team Sasol. I am confident we can further improve performance in the new financial year.
- Given our performance, the Board made the difficult decision to forego paying a final dividend, resulting in a full-year dividend of R2 per share. Furthermore, the disconnect between headline earnings and actual cash flow, coupled with elevated leverage, has prompted a revision in our dividend policy. Going forward, dividends will be based on free cash flow before discretionary capital and dividends paid.

For more detail refer to Chief Financial Officer's Statement page 49.

# PRESIDENT AND CHIEF EXECUTIVE OFFICER'S STATEMENT

continued

## Leveraging innovation for scalable growth and transformation

We are committed to unlocking the full potential of our business and building a more sustainable Future Sasol. To achieve this, we are refining our strategy to proactively address challenges, while leveraging our competitive advantages to seize opportunities.

In the short term, our focus is on enhancing delivery from our core businesses and maximising cash flow. In the medium term, we aim to sustain this momentum while scaling up transformation opportunities. Over the long term, we plan to optimise and transform our portfolio by leveraging existing assets and exploring new sustainable growth opportunities.

While we refine our strategy, in preparation for our next Capital Markets Day, we are not remaining idle.

We continue to progress our renewable energy commitment of 1 200 megawatts by 2030. So far, we have signed over 750 megawatts of Power Purchase Agreements, some of which are in construction and will come online in the near term.

The commissioning of Msenge Emoyeni wind farm is nearly complete, and we anticipate it will supply 69 megawatts of renewable energy by October 2024, to our Sasolburg Operations.

These developments mark a significant milestone in our commitment to sustainable energy. Moving forward, we aim to build on this success, and we are exploring options to position ourselves as leaders in renewable energy projects. This will not only help us reduce our carbon footprint, but also support South Africa's energy pathway.

**Building on our success with renewable energy commitments, we are exploring options to position ourselves as leaders in renewable energy projects.**

Additionally, natural gas serves as a crucial transition fuel in both Sasol and South Africa's energy mix. In line with this, we continue to optimise and mature projects in southern Mozambique. These efforts aim to extend our gas plateau, to supply our customers, for as long as feasibly possible.

Consequently, we are pleased to confirm that we can continue the supply of natural gas and methane rich gas to our customers up to the end of financial year 2027. As previously communicated, gas in the south of Mozambique is tapering. To close this gap, and in response to our country's energy needs, we are investigating the potential for future liquified natural gas (LNG) supply.

A critical factor in enabling LNG supply is securing confirmed demand, which will support the development of an LNG terminal and its associated infrastructure. This terminal will also pave the way for other customers to come online in future.

We also recognise that innovation in feedstocks is pivotal for our transformation. We are actively piloting the use of renewable feedstocks in power generation and transforming these feedstocks into fuels. By scaling these opportunities in the future and leveraging our existing facilities and our Fischer-Tropsch technology, we can diversify our feedstock mix.

## Balancing environmental, social and governance (ESG) commitments with strategic value

In today's business environment, an organisation's ESG performance is as vital as its financial results.

We fully embrace the challenge of balancing impactful ESG initiatives with shareholder returns; hence our Integrated Report now includes a dedicated ESG section, underscoring our commitment to transparency and accountability.

To this end, environmental stewardship remains central to our strategy. We take a balanced approach across our People, Planet, and Profit goals, ensuring every decision supports our environmental ambitions, social responsibility, and shareholder value.

Furthermore, we successfully appealed the 12A application of the Minimum Emission Standards, allowing for load-based limits from 2025. This decision is key to our decarbonisation strategy, particularly at Secunda Operations.

The energy transition is shaped by factors like energy security and a just transition. By remaining agile and responsive, we are adapting to these changes and shaping our strategic objectives accordingly. In this context, optimising the execution of our greenhouse gas (GHG) emission roadmap is essential as it ensures we maximise value from SO<sub>2</sub>, while meeting these key factors.

We also recognise that transformation goes beyond adapting to change; it is also about seizing new opportunities. For this reason, we are focused on identifying and building scalable growth around new sustainable value pools, creating a more resilient business of tomorrow.

We welcome ongoing stakeholder input as we refine our approach to transforming Sasol and look forward to sharing further progress at our 2025 Capital Markets Day.

## FOCUS FOR YEAR AHEAD

Financial year 2025 (FY25) will be about stepping up delivery as we progress our pathways to full business potential.

In Mining, our benchmarking indicates that supply from our own mines remains the most cost competitive for our value chain. Consequently, our focus will be on improving our own volumes, reducing unplanned coal purchases, and reducing production costs.

We will achieve this by increasing capacity at our mines and creating deployment flexibility. Additionally, we are implementing our Coal Quality Improvement Programme, which focuses on coal and blend quality. A final investment decision on our destoning solution will also be made later this calendar year.

As we refine our delivery plans, we will shift our focus from tracking productivity at Mining to ensuring we maximise saleable production tons at the lowest possible cost.

Looking at our South African operations, operational stability and rigour are key. This includes the execution of successful shutdowns and optimising external spend.

International Chemicals is undergoing a reset journey as we target various opportunities. In FY25 we will maintain momentum by focusing on improving efficiency and driving targeted innovation. We will enhance our go-to-market model to better align with evolving consumer demands.

We will also provide more competitive solutions to our customers. Additionally, we will review and assess our asset portfolio. Here, we will take decisive actions on underperforming assets to ensure robust returns comparable to our peers.

In Southern Africa marketing and sales, we aim to enhance margins through optimised channel placement and improving customer value proposition.

On the regulatory front, risks to our business persist, and managing these through proactive engagements with critical stakeholders remains a priority. Flexibility in our strategy is also being considered to allow us to respond effectively to evolving regulations and policies.

# PRESIDENT AND CHIEF EXECUTIVE OFFICER'S STATEMENT

continued

## Gratitude for your support

At this early stage of my tenure, there are three key messages I would like our stakeholders to keep in mind.

- 1** I have a clear vision for Sasol, to build a resilient and sustainable business that delivers value for all our stakeholders.
- 2** While our recent actions are making an impact, more work is needed to strengthen and grow our foundation business.
- 3** We must transform Sasol for long term sustainable performance by building on our strengths.

As I close, I want to take a moment to express my deep gratitude.

First, I would like to acknowledge my predecessor, Fleetwood Grobler, a stalwart of Sasol for over 40 years. Fleetwood's leadership and unwavering commitment have left an indelible mark on this company, and I am honoured to build on the foundation he laid.

To the Sasol Board, thank you for entrusting me with leading Sasol. Your confidence in me is both humbling and inspiring, and I know that, together, we will build an even greater Sasol.

To our employees, thank you for your hard work, resilience, and passion. Your dedication drives Sasol's success, and I am proud to be part of such a talented and committed team.

Finally, to all our stakeholders, thank you for your warm welcome and continued support. Together, we will navigate the challenges ahead and seize the opportunities that will shape Sasol's future.

**Simon Baloyi**  
President and Chief Executive Officer

29 August 2024

## GROUP TOP PRIORITIES FOR THE YEAR AHEAD

### SAFE, EFFICIENT AND RELIABLE OPERATIONS

- **Prioritising safety:** Relentless in driving rigorous safety measures to ensure Zero Harm
- **Operational excellence:** Safely and continuously achieve our production targets according to plan, pursuing efficiency, quality and innovation in running our operations
- **Environmental stewardship and licence to operate:** Deliver on our environmental compliance commitments and progress our GHG emissions reduction roadmap

### CASH GENERATION

- **FY25 budget:** Deliver the FY25 budget including supporting Sasol 2.0 initiatives for cash fixed cost, gross margin, capex and working capital
- **Enhance cost competitiveness:** Prioritise cost efficiency in how we run our business, including feedstocks, while optimising margins
- **Maximise cash flow:** Focus on opportunities to enhance cash generation to enable net debt reduction to below US\$4 billion
- **Optimise capital allocation and asset reviews:** Understand the impacts of underperforming value chains and take corrective actions to drive profitability

### CULTURE

- **Revitalise culture:** Commit to align our organisational culture to our strategic goals, to create an enabling environment for our business to reach its full potential and provide growth opportunities for our people
- **Reignite innovation:** Nurture a growth and innovation mindset in everything we do to lay the foundation for a sustainable future

### CUSTOMER VALUE PROPOSITION

- **Embed customer centricity:** Continuously meet our customers' expectations, from a service, quality and innovation perspective, while unlocking value and growth for Sasol
- **Optimise margins and cash generation:** Produce the right product for our customers, competitively priced to ensure optimal margins and delivered on time through appropriate channels

### STAKEHOLDER CONFIDENCE AND GROWTH AGENDA

- **Compelling vision:** Define a credible vision for Sasol and continuously provide proof points of delivery to rebuild trust and confidence among our stakeholders
- **Grow sustainable business:** Define and deliver on our sustainable growth agenda
- **Strengthening relationships with stakeholders including regulators:** Continue to cultivate strong relationships with our stakeholders and partners for shared value creation

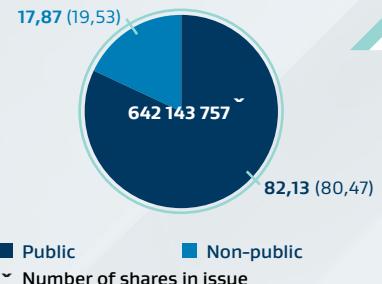


A FOUNDATION OF SAFETY, CUSTOMER CENTRICITY,  
HIGH PERFORMANCE AND CARE IN OUR JOURNEY TO FULL POTENTIAL

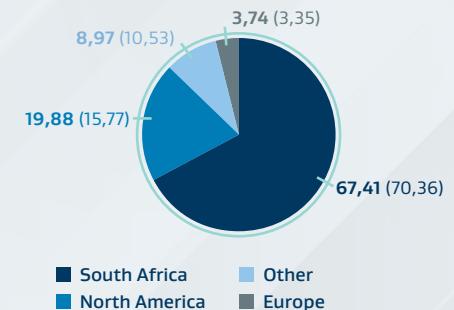
## Shareholding

South African-born Sasol is listed on the Johannesburg Stock Exchange (JSE) and on the New York Stock Exchange for purposes of our American Depository Receipt program.

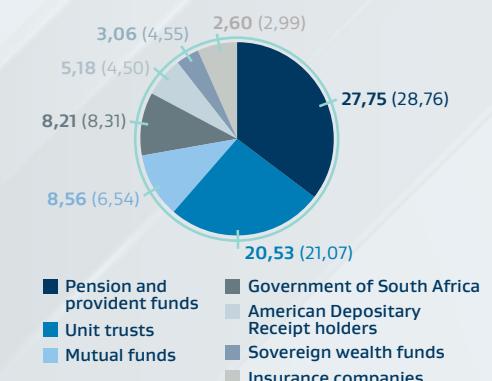
Sasol ordinary shares (%)



Beneficial ownership per geographic region (%)



Beneficial ownership by fund type



# GROUP EXECUTIVE COMMITTEE (GEC)

## LEVERAGING COMBINED SKILLS AND EXPERTISE



**“**Our Group Executive Committee, supported by their direct reports, will drive clearer focus and accountability and enhance collaboration throughout the wider organisation.**”**

**Simon Baloyi** Chief Executive Officer

RESPONSIBLE FOR



**Hanré Rossouw**  
Executive Director and  
Chief Financial Officer

- Ensuring effective utilisation of financial resources and overseeing the financial activities of the Group.
- Effective capital allocation and strong financial controls.
- Delivering a robust balance sheet.
- Leading business transformation.

Appointed to GEC: 2022  
Joined Sasol: 2022



**Vuyo Kahla**  
Executive Director and  
Executive Vice President:  
Commercial and Legal

- Driving commercial excellence through efficient and cost-effective supply chain delivery.
- Spearheading solid Information Management capacity and capabilities.
- Ensuring group-wide legal, intellectual property, compliance, assurance and company secretarial services.

Appointed to GEC: 2011  
Joined Sasol: 2010



**Hermann Wenhold**  
Executive Vice President:  
Mining, Risk and Safety,  
Health and Environment

- Driving safe coal production at a competitive cost.
- Leading impactful Safety, Health and Environment initiatives in pursuit of our Zero Harm commitment.
- Facilitating effective group-wide enterprise risk management.

Appointed to GEC: 2023  
Joined Sasol: 1988



**Victor Bester**  
Executive Vice President:  
Operations and Projects

- Ensuring safe, sustainable and reliable Southern African operations including all operational activity relating to gas operations in Mozambique.
- Overseeing cost-effective production plans and asset management.
- Ensuring production and cost targets are achieved at optimal efficiency.
- Steering Sasol's group-wide Projects and Engineering Centre of Excellence to ensure the highest standards and assurance.

Appointed to GEC: 2024  
Joined Sasol: 1997 Rejoined: 2022



### SKILLS AND EXPERIENCE

- Safety interventions
- Ethics and corporate governance
- Strategy, risk, and sustainability
- Legal, regulatory and stakeholder relations
- Operations – mining, engineering, and manufacturing
- Capital project execution
- Research and development
- Sales and marketing
- Human resources
- Corporate finance, mergers and acquisitions

Group Executive Committee demographics  
as at June 2024



RESPONSIBLE FOR

**Christian Herrmann**  
Executive Vice President:  
Marketing and Sales, Energy  
and Chemicals Southern Africa

- Global marketing and sales of all energy and chemical products produced in Southern Africa.
- Ensuring competitive and sustainable advantage of the product portfolio through strategic growth and business development.
- Maturing and cascading marketing strategies that will maximise brand value and customer loyalty.

Appointed to GEC: 2024  
Joined Sasol: 2020



**Antje Gerber**  
Executive Vice President:  
International Chemicals

- Developing and implementing a revised strategy that increases value for all stakeholders.
- Implementing a structure that facilitates collaboration, speeds up decision-making and enables us to rapidly respond to the needs of our customers.
- Enabling a culture that unleashes innovation and creativity in our employees.

Appointed to GEC: 2024  
Joined Sasol: 2024



**Sarushen Pillay**  
Executive Vice President:  
Business Building, Strategy  
and Technology

- Shaping sustainable pathways for Future Sasol, balancing People, Planet and Profit objectives.
- Defining long-term strategic pathways to transition and transform Sasol for a low-carbon world.
- Delivering on the Company's research, innovation, technology and business building agenda.

Appointed to GEC: 2024  
Joined Sasol: 2006



**Charlotte Mokoena**  
Executive Vice President:  
Human Resources and  
Stakeholder Relations

- Designing global strategies, policies and frameworks that enable the organisation to attract, develop and retain key talent.
- Safeguarding and building strong stakeholder relations.
- Designing strategies to protect and manage Sasol's brand and reputation.

Appointed to GEC: 2017  
Joined Sasol: 2017



# STRATEGY

## OUR STRATEGY TO REALISE FUTURE SASOL

Our strategy is **adaptable** and **agile** allowing us to quickly identify interventions to pursue opportunities and mitigate potential threats.

Our strategic approach is developed along two key themes:

### STRENGTHEN AND GROW

We are committed to realising the full potential of our foundation businesses.

### TRANSFORM

We will explore and pursue opportunities to drive sustainable growth through leveraging our existing assets as well as new ventures.

In the short term, our efforts will be focused on delivering full potential from our foundation businesses, while actively exploring and building transformation opportunities.

In the medium term, we aim to sustain our foundation business's performance while strategically scaling transformation opportunities.

Over the long term, we plan to strategically integrate and optimise our portfolio, leveraging both existing foundation assets and new acquisitions to deliver flexible value.

#### STRENGTHEN AND GROW

- Delivering operations and marketing excellence eg enhanced delivery from Mining, stabilising Secunda Operations and delivering value from International Chemicals
- Strengthening the balance sheet
- Decarbonising our assets
- Exploring near-term growth opportunities
- Extending value from existing income streams eg gas

#### TRANSFORM

- Shift portfolio towards more sustainable customer-led solutions
- Build and scale new sustainable Energy and Chemicals Businesses

**BE REALISTIC**  
about our challenges  
and opportunities

**FOCUS**  
on what will  
take us forward

**DELIVER**  
against targets and  
market promises

Our focus is on building a strong foundation while transforming into a more sustainable business.

We believe that we have a 'right-to-win' in the following areas:

**1 UTILISING GAS FOR VALUE CREATION**

**2 INCREASING RENEWABLE ENERGY UTILISATION**

**3 ACCELERATING THE TRANSFORMATION OF OUR ASSETS TOWARDS MORE SUSTAINABLE FEEDSTOCKS**

**4 GROWING WITH OUR EXTENSIVE CUSTOMER BASE**



## STRATEGY continued

### OUR STRATEGY TO REALISE FUTURE SASOL continued

Our strategy sets us on a clear path to deliver sustainable returns and achieve our net zero\* ambition. We will deliver this by:

- achieving full potential performance from our foundation business while decarbonising our portfolio;
- driving a culture of innovation;
- substantively increasing our focus on partnerships to build early credibility, momentum, and augment our competitive advantages; and
- leveraging our existing asset base and Fischer-Tropsch (FT) technology for sustainable growth.

**Our strategy is flexible in an ever-changing environment**

#### ROBUSTNESS

We continuously stress-test our strategy against a range of scenarios

#### AGILITY

We embed flexibility in our strategy to adapt to changes in the needs of our customers and strategic environment

#### FORWARD-LOOKING

We monitor signposts to inform choices and the pace of delivery

### CREATING AN ECOSYSTEM THAT BALANCES AGILITY AND DELIVERY TO CREATE LONG-TERM SUSTAINABLE VALUE



STRATEGIC PRINCIPLES

### STRATEGIC APPROACH BUILT ON STRENGTHEN, GROW AND TRANSFORM

- Developing a strategy that aims to reinforce and innovatively expand our business.
- Building our strategy on existing strengths and competitive advantages.
- Enhancing our resilience in anticipation of a low-carbon future.
- Progressing options to start delivering value in clear, achievable steps to steadily increase our market presence.
- Aiming for net zero emissions while prioritising strong economic returns.
- Utilising an agile strategy process to quickly identify and respond to threats and opportunities.

\* Net zero for Sasol is to significantly reduce emissions to a point where only hard-to-abate emissions remain.

## STRATEGY continued

### RESILIENCE OF OUR PORTFOLIO

#### Quantitative robustness testing to 2030 (with mitigation)

We continuously update our set of global and local future scenarios of the external environment. These future scenarios are used to test the robustness of our strategy, both qualitatively and quantitatively, to assist in identifying potential risks and opportunities as well as to improve overall strategic resilience. Our greenhouse gas (GHG) targets, the physical impacts of a changing climate on our business and opportunities in a low-carbon future are included in the assessment. The outcome of our quantitative robustness test of our portfolio in each future scenario is shown below.

It should be noted that in this analysis, increased geopolitical disparities, slower economic growth, rising living costs and uncertainties in policy and energy transition impact us. This has translated into a slower transition in the pre-2030 period, accelerating post-2030 towards similar endpoints in the scenarios compared to 2023. This has necessitated a revision of the robustness testing methodology, therefore a direct comparative analysis for the prior years should not be undertaken.

#### Outcome of qualitative robustness test

The result of this and past robustness testing, continues to shape the Future Sasol strategy. Sasol is actively monitoring opportunities for further value creation into the future which will be included in future disclosures. Some interventions currently being progressed include:

##### Improved feedstock resilience

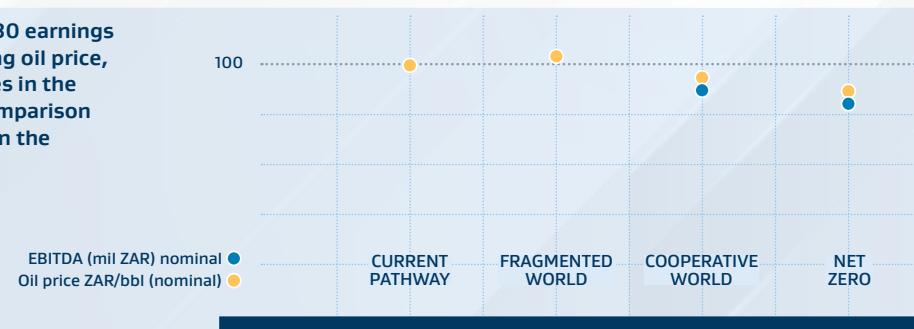
Moving from the Current Pathway to the Net Zero World, carbon intensive feedstock use declines. We continue to explore opportunities to lower our exposure while balancing production and decarbonisation, incorporating low carbon feedstocks like biomass.

##### New value chains

We are exploring renewable power, gas-to-power, mobility, green hydrogen, sustainable carbon, and other growth areas for a sustainable profit base, focusing on those with attractive returns before 2030 and that support local job creation.

The dotted line indicates the indexed 2030 earnings in the Current Pathway and corresponding oil price, which are compared to the indexed values in the remaining scenarios. The profitability comparison in the different scenarios is dependent on the relative oil price variation.

Despite varying scenarios, we employ an agile process that proactively adjusts and shapes our strategy, enhancing our resilience by capitalising on new, sustainable growth opportunities.



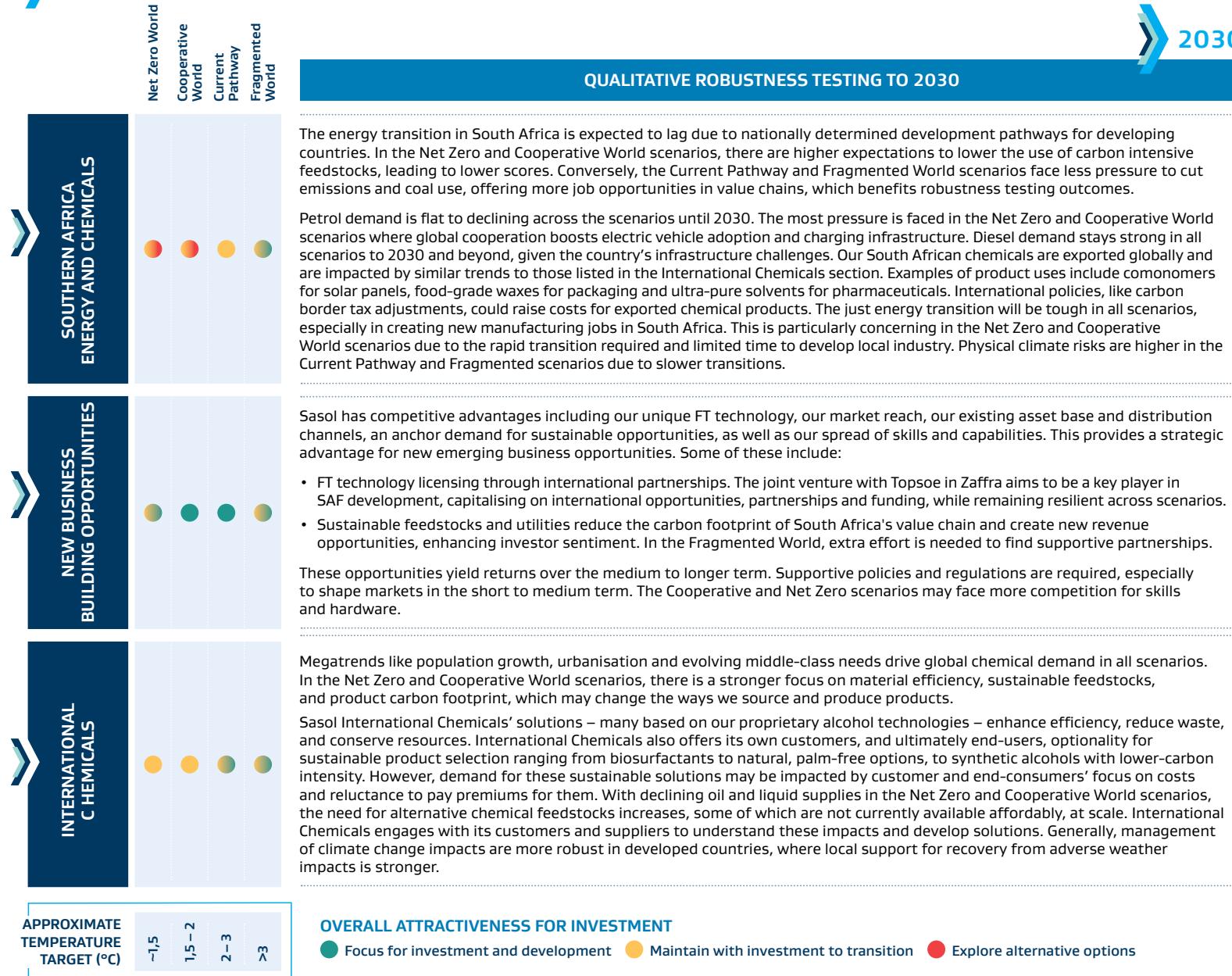
#### SIGNPOSTS INCLUDE:

- The pace of technology development, commercialisation, implementation, access to new technologies, the presence of an enabling environment and the cost of electrolysis, renewable power generation and new chemicals feedstocks.
- Regulatory and policy changes impacting products and market demand.
- Partnering and relationship trends and requirements.
- Carbon border taxes in different regions.
- Carbon tax design, especially in the South African context.
- Financing and funding trends and requirements.
- Sustainability obligations and associated costs of investments required.
- Macroeconomic drivers such as oil, rand/dollar exchange rate, inflation, economic growth, product prices and feedstock prices.

## STRATEGY continued

### RESILIENCE OF OUR PORTFOLIO continued

#### Quantitative robustness testing to 2030 (with mitigation)



### Impact of carbon pricing and tax on our business

Sasol's high GHG emissions profile in South Africa attracts a high carbon tax liability as compared to our other international operations. As such, the following carbon pricing assumptions apply:

Carbon tax rates are as per National Treasury's October 2022 announcement (see below).

95% of available carbon tax allowances apply as per National Treasury's October 2022 announcement indicating there is no 'sunset clause' for the allowances in the period to 2030.

Carbon budget penalty rates have been indicated to apply only for emissions that exceed the mandatory carbon budget from ~ 2025/2026 at a rate of R640/tCO<sub>2</sub>e, at which point the carbon budget allowance could fall away. The SA Climate Change Bill was signed into law on 23 July 2024. Sasol is monitoring the development of the subordinate regulations for future reporting.

Although the carbon tax rate is set to 2030, external circumstances change, and it cannot be assumed that the rate will remain unchanged.

Some issues that could change include development of a regulated carbon tax rate from 2030 to 2050 and company allowances. Sasol is actively monitoring this space and will build in information as it becomes available.

A carbon price trajectory is developed and used in testing individual project robustness through our Group Economic Model.

Treasury announced South African carbon tax rate (ZAR/tCO<sub>2</sub>e) before allowances applied in nominal terms.



# RISK MANAGEMENT

## RISK MANAGEMENT IS INTEGRATED INTO OUR DECISION-MAKING PROCESSES AND DAILY OPERATIONS

Risk management is a dynamic and integrated process considering the ever-changing context within which we operate. We strive to manage risks within our control and aim to capitalise on the opportunities they may present. We also monitor and evaluate factors outside our control, such as the rand/US dollar exchange rate, crude oil prices, as well as gas and coal prices, given their unpredictability and the influence they have on our existing and future business. Additionally, we continuously assess and address the diverse expectations of our many stakeholders. In the short to medium term, elevated uncertainty will persist in light of sluggish global and South African economic growth, geopolitical developments, market conditions, cash pressures and cost increases.



### OUR ENTERPRISE RISK MANAGEMENT FRAMEWORK AND APPROACH

Across our business, we apply a standardised process, as contained in our framework and approach, in identifying, understanding and responding to material risks that could potentially impact the achievement of our strategic objectives. In this way, we improve our ability to address short-to-medium-term performance risks and longer-term 'beyond-the-horizon' risks.



#### Our risk management approach

In pursuit of our Purpose and ambition, our approach to risk management is inextricably linked to our strategic objectives, Material Matters and Group top priorities. It is an integral part of management at all levels and is integrated into our decision-making processes and daily operations. The execution of risk management in Sasol is guided by our Enterprise Risk Management (ERM) Framework and supported by the One Sasol ERM Approach, directing our behaviours, governance, management, and reporting of material risks.

Our ERM approach further incorporates our Business Continuity Management (BCM) programme which includes emergency and crisis management response. It typically deals with highly disruptive and unexpected events which may have a material impact on our business operations. To date, good progress has been made in embedding our BCM programme, including annual Group crisis response simulation exercises to assess our ability to respond should a major crisis materialise.

In progressing our overall maturity of risk management, we are focusing on managing material risks that have the potential to impact current business performance (short-to-medium term 'business of today') and strategic risks (medium-to-long term 'business of tomorrow').



# RISK MANAGEMENT

continued

## RISK MANAGEMENT IS INTEGRATED INTO OUR DECISION-MAKING PROCESSES AND DAILY OPERATIONS

continued

### Promoting a strong risk culture

We promote a risk aware culture where risk management is embedded into how we manage and run the business, and into key decision making processes.

#### Leadership commitment

Senior leaders demonstrate a strong commitment to risk management, setting a clear example for the rest of the organisation.

#### Clear communication

Regular and effective risk reporting through our governance structures which aligns with the strategic objectives and Group top priorities. Foster an environment where employees feel safe reporting risks or potential issues without fear of reprisal.

#### Training and awareness

Provide risk management training and awareness programmes to ensure employees and other stakeholders understand their role in managing risks.

#### Accountability

Establish clear accountability and ownership on risks and key responses for managing risks across all levels of the organisation.

#### Process embedding

Ensure risk assessments and management of key responses are embedded into key business processes, such as strategic planning, project management and operational procedures.

#### Automated tools

Utilise technology and automated tools to integrate risk management activities seamlessly into daily operations.

#### Regular risk assessments

Conduct regular reviews, update management plans to reflect the current operating environment and emerging risks.

### Governance and oversight of risk management

We follow an integrated risk governance process to ensure that decisions are aligned with our strategic intent and execution. This enables coordination and management of risk across our organisation with dedicated oversight by the Board of Directors, Board Committees and Group Executive Committee.

The Board is ultimately accountable for the governance and management of risk in Sasol.

- It sets the Group risk appetite and risk tolerance limits to sustain and grow the business, and plays a pivotal role in ensuring appropriate key responses to the Group top risks (GTRs).
- It assesses the effectiveness of the risk management process, completeness and adequacy of our GTRs.
- The various Board Committees assist the Board in giving effect to its accountability. In line with their terms of reference, they assist the Board in governing the GTRs assigned to them and ensuring adequate and appropriate assurance over key responses, in line with our Combined Assurance Model (CAM).

### INTERNAL CONTROL FRAMEWORK AND ASSESSMENT

The Board, with the support of the Audit Committee, is ultimately responsible for Sasol's system of internal control, designed to identify, evaluate, manage and provide reasonable assurance against material misstatement and loss. We apply a Combined Assurance Model approach, which seeks to optimise the assurance obtained from management as well as internal and external assurance providers while fostering a strong ethical context and mechanisms to ensure compliance.

#### OUR COMBINED ASSURANCE MODEL



Through the Risk Policy and strategic intent of risk management approved by the Board, management identifies material risks facing Sasol and implements the necessary internal controls.

The process is monitored and evaluated under the direction of Sasol Assurance Services, while external audit teams cover key controls and accounting matters in the course of their audits. Other levels of external assurance are obtained as and when required.

With respect to the financial year ended 30 June 2024, management has identified material weaknesses in internal control over financial reporting due to:

- Risk assessment – lack of effective period risk assessment processes to identify and timely respond to emerging risks in financial reporting processes.



- Design and operating deficiencies which resulted from insufficient evidence of management review and performance of control procedures, including the level of precision in the execution of controls and procedures to ascertain completeness and accuracy of information produced by the company.
- Information Technology General Controls (ITGC) in Sasol Germany and Sasol Italy did not operate effectively for the entire financial year.
- Revenue recognition – failure in the operation of the Company's internal financial controls over revenue recognition in Sasol Oil.

Management strives to continuously improve the diligence in the identification and documentation of key controls. Management initiated remedial measures to further enhance its processes and controls over financial reporting and is actively engaged to formulate a comprehensive plan for remediation of the material weaknesses.

Notwithstanding the deficiencies in the Company's internal control over financial reporting, the Committee believes that the consolidated annual financial statements present fairly, in all material respects, the Company's and Group's financial position, results of operations and cash flows as of and for the periods presented in accordance with IFRS, as issued by the IASB.

www Refer to the report from the Audit Committee in the Annual Financial Statements regarding the material weaknesses identified, available on our website [www.sasol.com](http://www.sasol.com)

# RISK MANAGEMENT

continued

## RISK MANAGEMENT IS INTEGRATED INTO OUR DECISION-MAKING PROCESSES AND DAILY OPERATIONS

continued

### Managing our Group risk appetite and tolerance

We aim to understand the material risks to our organisation and take proactive and effective measures to manage them in line with our risk appetite and risk tolerance, as we focus on optimising returns and delivering value to our stakeholders.

**We define risk appetite and tolerance as follows:**

#### RISK APPETITE

Extent and type of risk we are willing to take in order to meet our strategic objectives.

#### RISK TOLERANCE

Level of risk we are prepared to accept. We identify the maximum boundary, beyond which we are unwilling to operate.

Aligned with the Group's approved risk appetite and tolerance levels, we actively manage risk exposures associated with debt covenants and gearing to strengthen our balance sheet. As we manage and monitor our GTRs, we assess the levels of risk appetite and tolerance regarding our established metrics of net debt to EBITDA, gearing and net debt. We regularly review and update performance against our risk appetite and tolerance metrics, giving consideration to associated risks.



### Strategically managing our Group top risks (GTRs)

**Sasol's GTRs are managed, monitored and reviewed considering:**

- The Group's ambition and Purpose;
- Strategy, goals and objectives;
- Group top priorities and KPIs; and
- Risk appetite and risk tolerance metrics.

Our annual review of the GTRs involves an in-depth analysis of key uncertainties significantly affecting our business and operations. This includes examining internal and external risk developments, as well as relevant industry and other risk reports from recognised risk institutions or bodies.

Furthermore, our strategy, goals and objectives are connected through our four identified business imperatives known as Aspects (in supporting our sustainability intent) to our GTRs. Our integrated approach to risk management is linked with the triple-bottom-line outcomes (People, Planet and Profit), Sustainable Development Goals and Material Matters, to preserve and create shared value.

1

#### ASPECT 1: SHORT-TERM BUSINESS RESILIENCE AND VIABILITY

2

#### ASPECT 2: MEDIUM- TO LONG-TERM BUSINESS VIABILITY AND SUSTAINABILITY

3

#### ASPECT 3: EMPLOYEE VALUE PROPOSITION

4

#### ASPECT 4: STAKEHOLDER IMPACT

### GROUP RISK THEMES

Our GTRs are defined under the following key risk themes which are prioritised and managed to support the delivery of our top priorities across different timeframes (short, medium and long term). Management and the Board provide steer on an ongoing basis to ensure that risk and assurance efforts are focused on areas deemed critical to support business imperatives.

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>■ Financial</li> <li>■ Safety</li> <li>■ Operational</li> <li>■ Legal, Regulatory and Governance</li> <li>■ Information Management</li> <li>■ Capital Investment</li> </ul> | <ul style="list-style-type: none"> <li>■ Geopolitical</li> <li>■ Market</li> <li>■ Sustainability and Transition</li> <li>■ People</li> <li>■ Stakeholder</li> </ul> |
|--|--|

# RISK MANAGEMENT

continued

## RISK MANAGEMENT IS INTEGRATED INTO OUR DECISION-MAKING PROCESSES AND DAILY OPERATIONS

continued

### Our Group top risks by aspect and risk themes

1

#### ASPECT 1: SHORT-TERM BUSINESS RESILIENCE AND VIABILITY

RISK THEME	RISK DESCRIPTION	POTENTIAL IMPACT	RESPONSE
Financial	<p>Includes risks associated with:</p> <ul style="list-style-type: none"> <li>• volatile commodity prices and exchange rates;</li> <li>• short-term cost increases;</li> <li>• credit rating downgrades;</li> <li>• liquidity, solvency, gearing and going concern;</li> <li>• debt covenant breaches; and</li> <li>• tax liability and exposure (includes carbon and windfall taxes).</li> </ul>	<ul style="list-style-type: none"> <li>• Material adverse effect on cash flows, profitability, potential impairments, share price, cost of capital, debt reduction and ability to finance debt maturities before they mature</li> </ul>	<ul style="list-style-type: none"> <li>• Group financial market risk management policy, processes and frameworks (including hedging and environmental, social and governance (ESG) linked financing framework)</li> <li>• Group assumptions, budgeting, forecasting and scenario analysis processes</li> <li>• Creating financial headroom by optimising cash flow including margin improvement and cost containment initiatives</li> <li>• Balance sheet management and protection through hedging, including management of financial risk appetite and tolerance metrics</li> <li>• Continued proactive management of relationships with key stakeholders (eg lenders, investors, rating agencies)</li> </ul>
Safety	<p>Includes risks associated with:</p> <ul style="list-style-type: none"> <li>• process safety;</li> <li>• occupational safety;</li> <li>• occupational health and product safety incidents; and</li> <li>• environmental incidents.</li> </ul>	<ul style="list-style-type: none"> <li>• Fatal/severe life-altering injury (employees, public, on-site or road transport service providers)</li> <li>• Hospitalisation of personnel</li> <li>• Irreversible/significant environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>• Zero Harm aspiration with high-severity incident (HSI) programme and fatality elimination programme</li> <li>• Process safety, occupational safety, health and environmental management programmes (including product stewardship)</li> <li>• One Sasol SHE Excellence Approach</li> <li>• Our SHE Fundamentals anchored in Accountable Leadership, Engagement of People, Event Prevention and Continuous Improvement</li> <li>• Personnel training and competency</li> </ul>
Operational	<p>Includes risks associated with:</p> <ul style="list-style-type: none"> <li>• utility supply interruption (electricity and water);</li> <li>• security, availability and quality of feedstock;</li> <li>• failure of critical assets;</li> <li>• extreme weather events; and</li> <li>• supply chain disruptions (inbound and outbound logistics).</li> </ul>	<ul style="list-style-type: none"> <li>• Production interruptions with a Group impact on the integrated value chain, production volume targets, cash flow and profitability</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated planning and optimisation processes</li> <li>• Operational core processes (includes asset strategies, maintenance planning, operating within agreed parameters and turnaround management)</li> <li>• Production improvement programmes</li> <li>• Asset integrity and maintenance management systems/processes</li> <li>• Group crisis management and emergency response and preparedness protocols</li> <li>• Personnel training, competency testing and performance management</li> </ul>

# RISK MANAGEMENT

continued

## RISK MANAGEMENT IS INTEGRATED INTO OUR DECISION-MAKING PROCESSES AND DAILY OPERATIONS

continued

### Our Group top risks by aspect and risk themes

continued

1

#### ASPECT 1: SHORT-TERM BUSINESS RESILIENCE AND VIABILITY continued

RISK THEME	RISK DESCRIPTION	POTENTIAL IMPACT	RESPONSE
Legal, Regulatory and Governance	<p>Includes risks associated with:</p> <ul style="list-style-type: none"> <li>legal compliance with key laws in multiple jurisdictions;</li> <li>adherence to corporate governance requirements;</li> <li>changing policy and regulatory requirements in multiple jurisdictions; and</li> <li>delivering on environmental commitments.</li> </ul>	<ul style="list-style-type: none"> <li>Significant Group fines and penalties</li> <li>Potential legal or class action</li> <li>Negative reputational impact</li> <li>Policy and regulatory uncertainty impacting business planning</li> <li>Increased costs to comply</li> </ul>	<ul style="list-style-type: none"> <li>Legal compliance programme</li> <li>Monitor and inform policy, legislative and regulatory developments for current and future business activities</li> <li>Proactive stakeholder engagement</li> <li>Sasol Group Policies, Standards and Procedures, eg Code of Conduct, data privacy</li> <li>Regular review and benchmark processes on governance processes and structures</li> <li>Deliver on committed environmental roadmaps and air quality offset programme</li> </ul>
Information Management	<p>Includes risks associated with:</p> <ul style="list-style-type: none"> <li>information and cybersecurity threats impacting business operations</li> <li>Information Technology (IT) and Operations Technology (OT) mainly driven by internal/external threats, increasing digital landscape, vulnerable assets and hybrid work practices.</li> </ul>	<ul style="list-style-type: none"> <li>Loss of IT/OT critical infrastructure significantly impacting business operations</li> <li>Loss of sensitive data (cybersecurity breach or data leaks)</li> <li>Negative financial and reputational impact</li> </ul>	<ul style="list-style-type: none"> <li>Information and cybersecurity threat management processes</li> <li>Effective operational capabilities for access governance (including secure remote access), robust infrastructure, resilient and recoverable systems, comprehensive event logging and auditing and physical access to critical systems and infrastructure for cybersecurity</li> <li>Consistent security monitoring, trending, testing and incident simulations</li> <li>Regular training awareness campaigns and targeted initiatives to improve cybersecurity maturity</li> </ul>



## RISK MANAGEMENT

continued

### RISK MANAGEMENT IS INTEGRATED INTO OUR DECISION-MAKING PROCESSES AND DAILY OPERATIONS

continued

#### Our Group top risks by aspect and risk themes

continued

2

#### ASPECT 2: MEDIUM- TO LONG-TERM BUSINESS VIABILITY AND SUSTAINABILITY

RISK THEME	RISK DESCRIPTION	POTENTIAL IMPACT	RESPONSE
Capital Investment (Includes capital allocation)	<p>Includes risks associated with:</p> <ul style="list-style-type: none"> <li>project performance and value delivery, driven by both internal delivery risks and risks arising from unexpected changes in the external environment;</li> <li>capital project portfolio;</li> <li>capital allocation;</li> <li>capital availability (internal/ external funding); and</li> <li>capital structuring.</li> </ul>	<ul style="list-style-type: none"> <li>Material project cost and schedule impact</li> <li>Material impacts on capital availability, capital allocation across the portfolio, debt reduction, cash flows and profitability</li> </ul>	<ul style="list-style-type: none"> <li>Disciplined capital allocation decisions, portfolio approach to capital allocation and business case development through robust stage-gated de-risking and governance</li> <li>Effective management of capital portfolio within Group targets protecting the balance sheet</li> <li>Entrenching value-based investment principles in investment decision-making, development and implementation, underpinned by a focus on delivering an overall investment case (not only cost, schedule, quality, etc)</li> <li>Progressive and continuous robust milestone-driven de-risking of assumptions and investment risk profile over the development lifecycle and beyond</li> <li>Strengthening business development and implementation capabilities</li> <li>Committed to providing sustainable and competitive shareholder returns</li> </ul>
Geopolitical	<p>Includes risks associated with:</p> <ul style="list-style-type: none"> <li>operating in countries and regions, with varying geopolitical, socio-economic and developmental landscapes;</li> <li>conflict and civil unrest; and</li> <li>unfavourable macroeconomic environment impacting unemployment, creation of business opportunities and skills development initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Safety and security of our people and service providers</li> <li>Production interruptions in our business value chain</li> <li>Failure to meet service level agreements with customers</li> </ul>	<ul style="list-style-type: none"> <li>Active participation in organised community and industry platforms</li> <li>Corporate Social Investment and Enterprise Supplier Development programmes</li> <li>Involvement in providing solutions to address shortage of critical services in fenceline communities</li> <li>Preserve employment focusing on new opportunities, localisation and partnering with key stakeholders</li> <li>Provide skills development and learnerships given the existing high demand from communities</li> </ul>

## RISK MANAGEMENT

continued

### RISK MANAGEMENT IS INTEGRATED INTO OUR DECISION-MAKING PROCESSES AND DAILY OPERATIONS

continued

#### Our Group top risks by aspect and risk themes

continued

2

#### ASPECT 2: MEDIUM- TO LONG-TERM BUSINESS VIABILITY AND SUSTAINABILITY

continued

RISK THEME	RISK DESCRIPTION	POTENTIAL IMPACT	RESPONSE
Market	<p>Includes risks associated with:</p> <ul style="list-style-type: none"> <li>• our ability to remain competitive;</li> <li>• changing global marketplace dynamics (the geopolitical tensions with ensuing global inflation) impacting supply and demand for products;</li> <li>• short- to medium-term supply and demand collapses and longer-term market structural changes;</li> <li>• technologies becoming uncompetitive;</li> <li>• customers transitioning to more sustainable products; and</li> <li>• legal or tariff mechanisms introduced that may restrict or prevent access to markets.</li> </ul>	<ul style="list-style-type: none"> <li>• Cash flow pressure</li> <li>• Chemicals and refining margin squeeze</li> <li>• Strained customer relations</li> <li>• Loss of market, customer or sales contract of a key product</li> </ul>	<ul style="list-style-type: none"> <li>• Timely delivery in full to customers including minimising outbound supply chain interruption impacts</li> <li>• Security of feedstock supply and maintaining optimal inventory levels</li> <li>• New product development and innovation approach to meet market needs</li> <li>• Dedicated focus on customer service and experience</li> <li>• Develop alternative marketing channels and balanced product portfolio and markets</li> <li>• Strategic key responses being considered across wholesale, commercial and mobility</li> <li>• Exploring low-carbon technology options</li> <li>• Monitor and respond to developments within the competitor landscape</li> </ul>
Sustainability and Transition	<p>Includes risks associated with:</p> <ul style="list-style-type: none"> <li>• our ability to develop and implement an appropriate climate change mitigation response;</li> <li>• increasing societal pressures impacting market access and product competitiveness;</li> <li>• access to low- and lower-carbon energies;</li> <li>• protecting the erosion of business value from transitioning feedstock as well as securing sufficient and affordable volumes;</li> <li>• delivering on our Sasol targets and decarbonisation approach; and</li> <li>• our ability to meet new and future policy and regulatory requirements, particularly in South Africa.</li> </ul>	<p>ACCESS TO CAPITAL MARKETS CONSTRAINED</p> <ul style="list-style-type: none"> <li>• Increased climate change pressures on Sasol</li> <li>• Meeting/delivering on Sasol's ESG aspirations</li> <li>• Negative stakeholder relations impacting Sasol's reputation</li> <li>• Negative financial impact (eg Increased carbon tax liability)</li> <li>• Threat to our legal and social licence to operate</li> </ul>	<p>RESPONSE</p> <ul style="list-style-type: none"> <li>• Optimising the emission reduction roadmap for our South African value chain to achieve sustainable production while still decarbonising</li> <li>• Undertaking robust scenario analysis in a carbon-constrained world, incorporating potential strategy and portfolio shifts and interpreting the impact on our portfolio</li> <li>• Sasol greenhouse gas (GHG) emission reduction roadmap with just transition programme</li> <li>• Enhancing and implementing our adaptation response strategy in a phased approach, focusing on assets or business activities vulnerable to climate related physical risks</li> <li>• Tracking new GHG mitigation and carbon utilisation technologies and co-creating and collaborating on innovative solutions that benefit society and Sasol</li> <li>• Proactive policy and regulatory advocacy to enable our transition pathways</li> <li>• Exploring affordable alternatives and optimising options to minimise eroding value to current business while driving initiatives to meet our sustainability transformation requirements</li> <li>• Understanding the different feedstock options regarding costs, quality, regulatory requirements and volume of supply through engagements and alignment on strategic partnerships (feedstock, offtake)</li> <li>• Active monitoring of signposts that may impact our strategic trajectory, responding proactively to any major external developments and tracking of strategy proof points</li> </ul>

## RISK MANAGEMENT

continued

### RISK MANAGEMENT IS INTEGRATED INTO OUR DECISION-MAKING PROCESSES AND DAILY OPERATIONS

continued

#### Our Group top risks by aspect and risk themes

continued

3

#### ASPECT 3: EMPLOYEE VALUE PROPOSITION

RISK THEME	RISK DESCRIPTION	POTENTIAL IMPACT	RESPONSE
People	<p>Includes risks associated with:</p> <ul style="list-style-type: none"> <li>inadequate supply of required skills in the market;</li> <li>inability to attract and retain critical skills; and</li> <li>employee wellbeing and disengagement.</li> </ul>	<ul style="list-style-type: none"> <li>Pressure to deliver on the employee value proposition</li> <li>Inefficiencies in business and operational processes</li> <li>Business and operational impacts which could potentially cause interruptions</li> <li>Safety incidents at work</li> </ul>	<ul style="list-style-type: none"> <li>Integrated talent management framework</li> <li>Identifying future critical skills required to deliver the Future Sasol strategy</li> <li>Competitive remuneration policy, employee value proposition and employer brand</li> <li>Culture of inclusion and care is driven across all regions, with tailored communication to address employee concerns as new issues arise</li> <li>Sasol employee wellbeing programmes</li> </ul>

4

#### ASPECT 4: STAKEHOLDER IMPACT

RISK THEME	RISK DESCRIPTION	POTENTIAL IMPACT	RESPONSE
Stakeholder	<p>Includes risks associated with:</p> <ul style="list-style-type: none"> <li>managing stakeholder relations across a broad spectrum of key stakeholders;</li> <li>being seen as a credible stakeholder partner; and</li> <li>meeting transformation and local content objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Diminished credibility and reputation</li> <li>Breakdown in relations with the host government</li> <li>Threats to our transformation and localisation targets</li> <li>Threat to our legal and social licence to operate</li> <li>Access to capital markets constrained</li> </ul>	<ul style="list-style-type: none"> <li>Advancing our Integrated Advocacy Plan to enable the business outcomes for both the ‘business of today’ and the ‘business of tomorrow’</li> <li>Proactive ongoing stakeholders’ relationship management</li> <li>Regular internal and external stakeholder surveys and assessments</li> <li>Monitor and timeously respond to shareholder and stakeholder concerns</li> <li>Regular tracking of Sasol’s delivery on commitments</li> <li>Partnerships with local governments to develop comprehensive local content strategy and plans</li> <li>Social investment programme</li> </ul>



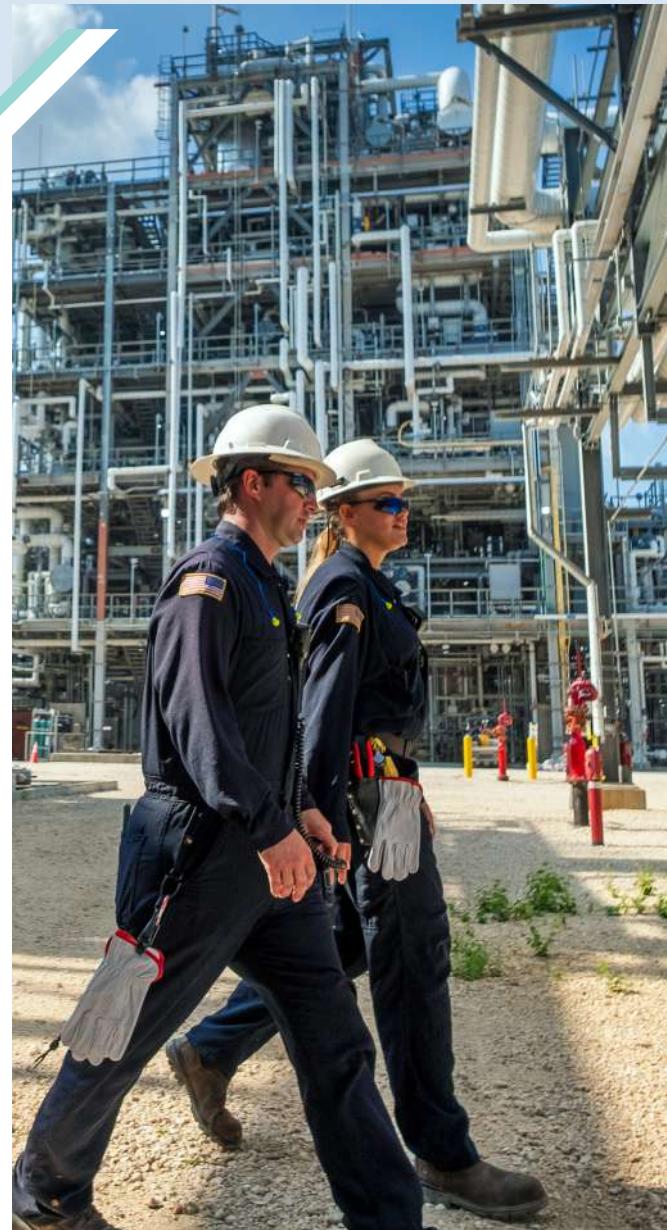
# RISK MANAGEMENT

continued

## RISK MANAGEMENT IS INTEGRATED INTO OUR DECISION-MAKING PROCESSES AND DAILY OPERATIONS

continued

### Tracking and monitoring emerging risks on our watch list



These refer to risks which are identified as part of key developments emerging in our business environment. This is often characterised by their uncertainty and potential for substantial consequences, making it challenging to identify, assess and manage.

#### OUR WATCH LIST

##### GEOPOLITICAL THREATS

- Escalating global socioeconomic pressures and inflationary impacts on the back of global geopolitical tensions
- Economic and policy/regulatory uncertainty, as well as changing market dynamics with increasing costs of doing business

##### RESPONSE AND OPPORTUNITIES

- Ongoing multi-stakeholder engagements to monitor developments and provide supporting intelligence to business (eg plausible future scenarios developed through Sasol's strategic scenario modelling)

##### TECHNOLOGY DEVELOPMENTS INCREASING CYBER THREATS

- Generative artificial intelligence (GenAI) has increased the risk of cyber-attacks by making information for simulation attacks more accessible. We are seeing a growing trend in AI or GenAI-facilitated breaches

##### RESPONSE AND OPPORTUNITIES

- Implemented an AI cyber-tool to protect the network and investigating other GenAI toolsets/co-pilot tools to strengthen defences

##### ENERGY TRANSITION

- Unpredictability and change of pace in the transition of the global energy sector potentially impacting net zero plans, delivery on ESG aspirations and potential loss of markets as customers transition faster to more sustainable products

##### RESPONSE AND OPPORTUNITIES

- Updating Sasol's strategy for sustainable value creation, driving future innovation, focusing on scalable, no-regret solutions with more imminent market realisation and staying agile with strategic signpost monitoring

##### SUPPLY CHAIN AND UTILITIES

- Global supply chain interruptions
- Increasing utility costs and availability, with specific focus on water and electricity

##### RESPONSE AND OPPORTUNITIES

- Ongoing multi-stakeholder engagements to monitor development and provide supporting intelligence to business

##### STAKEHOLDER ACTIVISM (SHAREHOLDERS, ACTIVISTS AND NGOS)

- Increasing pressure from shareholders, activists and NGOs on our delivery against our financial and ESG performance targets

##### RESPONSE AND OPPORTUNITIES

- Proactive and constructive engagement with stakeholders
- Various initiatives to address stakeholders' concerns and monitoring of ongoing developments

\* Net zero for Sasol is to significantly reduce emissions to a point where only hard-to-abate emissions remain.

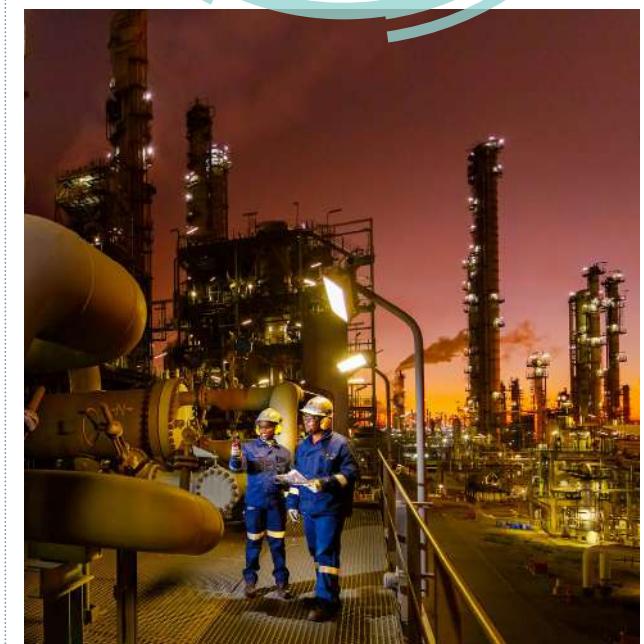
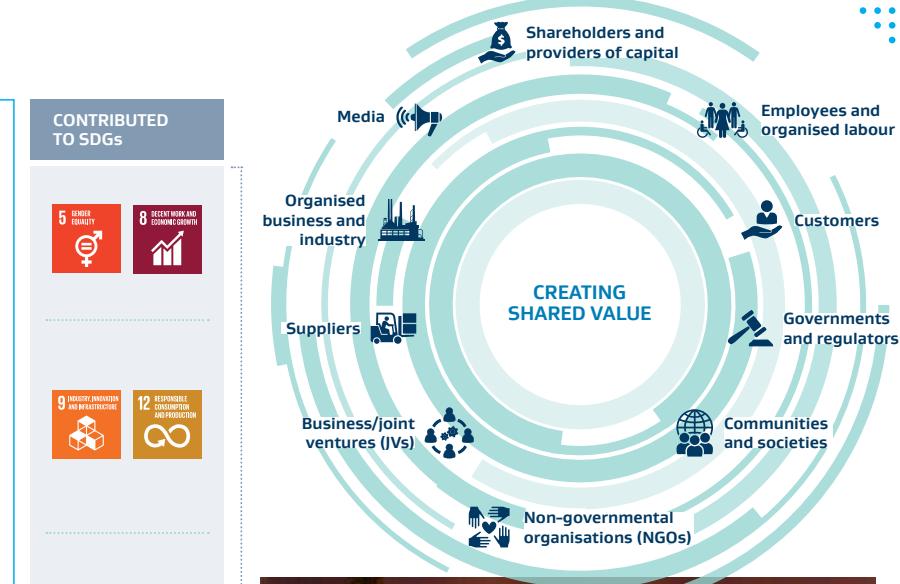
# STAKEHOLDERS

## OUR KEY STAKEHOLDERS

Through our relationships with a wide range of stakeholders, we create shared value and work to reduce instances of value erosion. In this way, we deliver on our Purpose and strategy, mitigate risks, address our Material Matters and contribute to the Sustainable Development Goals (SDGs). We acknowledge the value of transparent communication and regular engagement to build trust.



We engage with 10 different stakeholder groups, all of which are important. We identify six groups as being most material to Sasol.



# STAKEHOLDERS' ISSUES

To facilitate transparent communication and regular engagement, we show in the table below, the main themes on which we engage our shareholders, linked to the significant issues attached to them.

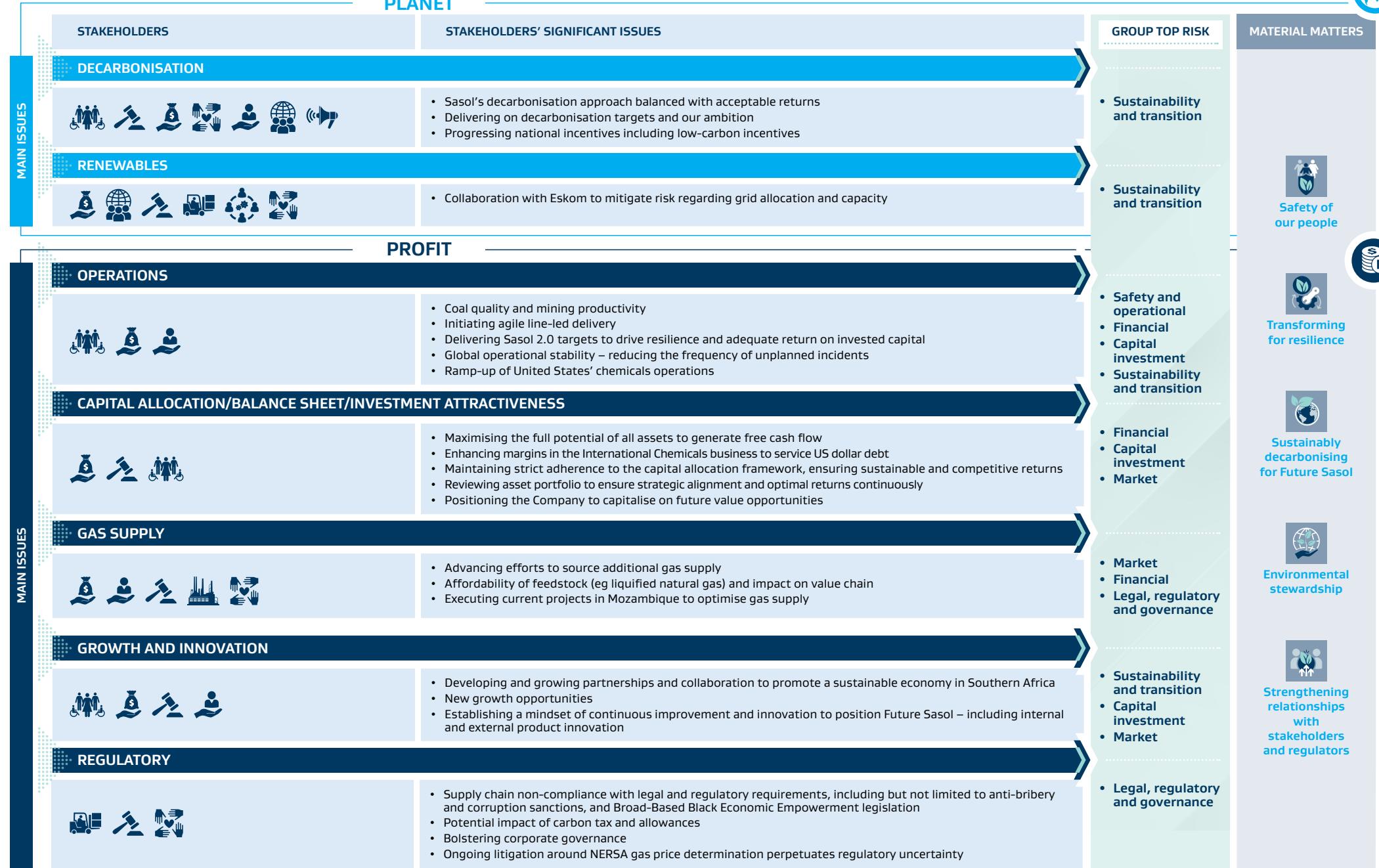
PEOPLE		GROUP TOP RISK	MATERIAL MATTERS
STAKEHOLDERS	STAKEHOLDERS' SIGNIFICANT ISSUES		
<b>SAFETY, HEALTH AND WELLBEING</b>	<ul style="list-style-type: none"> <li>Pursuing Zero Harm through humanising safety</li> <li>Reducing the number of high-severity incidents</li> <li>Addressing air quality issues (health and environmental effects)</li> <li>Managing employee wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>• People</li> <li>• Safety and operational</li> </ul>	 <b>Safety of our people</b>
<b>TALENT</b>	<ul style="list-style-type: none"> <li>Identifying, sourcing and building capabilities for Future Sasol (including new value pools)</li> <li>Maintaining our Employee Value Proposition</li> <li>Managing employee turnover</li> <li>Integrating renewables – dependency on specialised skills</li> <li>Perceived lack of transparency around employment opportunities</li> </ul>		 <b>Transforming for resilience</b>
<b>JUST TRANSITION</b>	<ul style="list-style-type: none"> <li>Defining detailed and tangible actions for our just transition</li> <li>Ensuring inclusive participation and engagement with all stakeholders</li> <li>Balancing energy security with the protection of livelihoods and the environment</li> </ul>		 <b>Sustainably decarbonising for Future Sasol</b>
<b>SOCIO-ECONOMIC TRANSFORMATION AND LOCALISATION</b>	<ul style="list-style-type: none"> <li>Investment, job creation and Sasol meeting its climate change obligations</li> <li>Job retention</li> <li>Competitive shareholder returns</li> </ul>		 <b>Environmental stewardship</b>
<b>CUSTOMER FOCUS</b>	<ul style="list-style-type: none"> <li>Improving customer experience from realigned internal structure and improvement in systems and processes</li> <li>Enhancing partnering opportunities</li> </ul>		 <b>Strengthening relationships with stakeholders and regulators</b>
<b>CULTURE</b>	<ul style="list-style-type: none"> <li>Fear of speaking up</li> <li>Improving communication – specifically through active listening</li> <li>Caring for our employees</li> <li>Entrenching our aspired corporate culture</li> </ul>		 <b>People</b> <b>Market</b> <b>Safety and operational</b>

# STAKEHOLDERS' ISSUES

continued



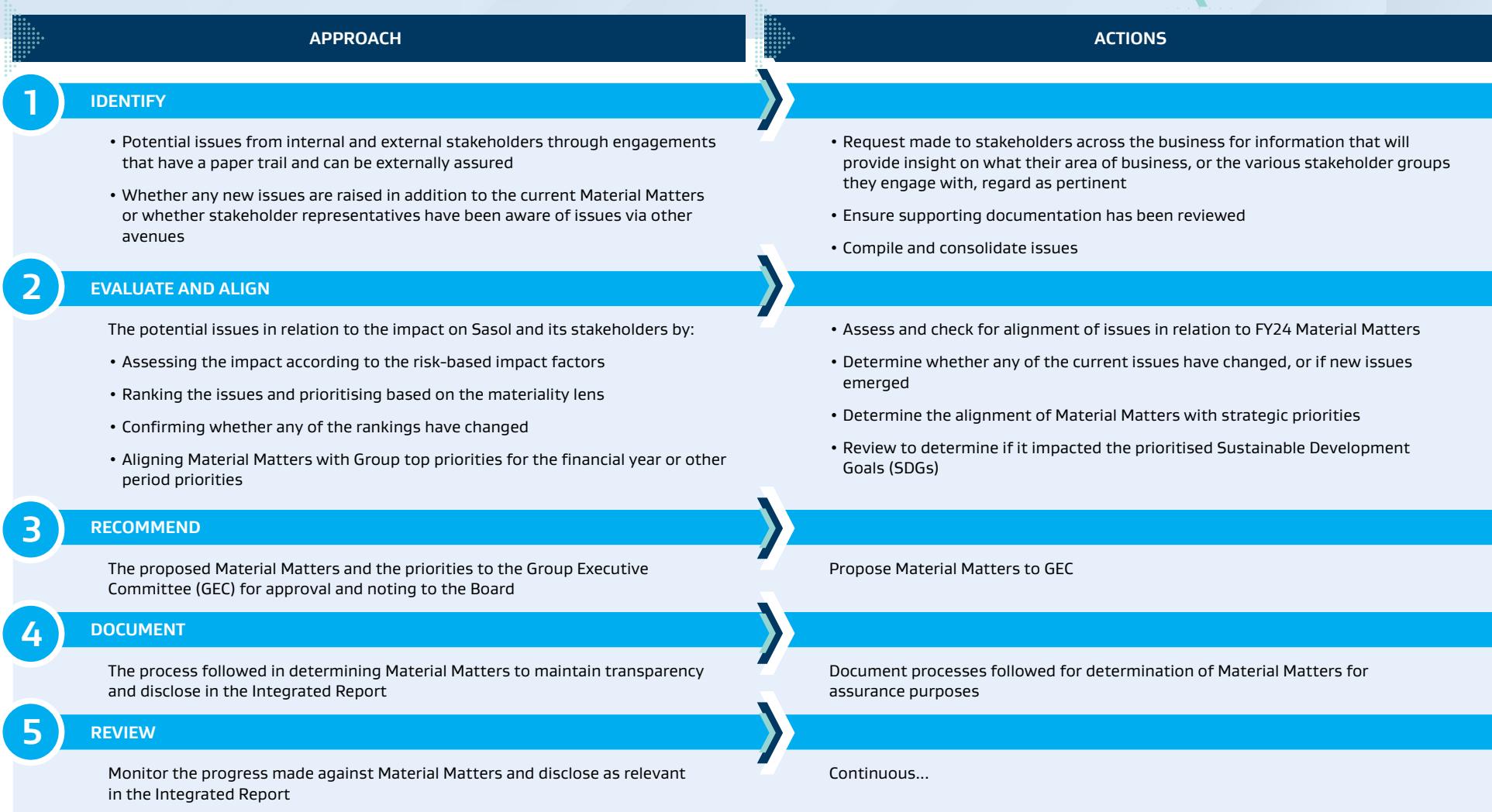
## PLANET



## MATERIAL MATTERS

We follow the double materiality approach which considers both the internal and external perspective when determining our Material Matters. During this process, we also consider events that occurred in the year as well as the views of our stakeholders. Material Matters have the potential to impact the delivery of the business strategy either positively or negatively and therefore affect our ability to create and preserve value over time.

A full assessment was undertaken in 2021. This needs to be done every three to four years, while reviews take place annually. During this process, matters identified are assessed against a materiality assessment matrix and by referencing the six capitals.



# MATERIAL MATTERS

continued

OUR AMBITION: PLACING SUSTAINABILITY AT THE HEART OF OUR TRANSFORMATION, HARNESSING THE OPPORTUNITY FOR VALUE CREATION TOWARDS NET ZERO\*, TODAY AND INTO THE FUTURE



## Material Matters: Matters that help or hinder our ability to deliver on our strategy



8 DECENT WORK AND ECONOMIC GROWTH

### SAFETY OF OUR PEOPLE

#### HELP

- Humanising safety
- Caring for our people
- Making sure our people return home safely
- Ongoing safety interventions

#### HINDER

- Occurrence of high-severity incidents
- Perception of air quality impact on health

#### Why this is a Material Matter

Returning our teams home to their families from work is our first priority.

Unsafe working conditions must never be tolerated, and safety is a non-negotiable. The workplace must be a beacon of safety, when this is compromised, everything we strive for is undermined.

#### Group top priority

#### Safe, efficient and reliable operations

- Productivity
- Volume output
- Earnings
- Sustainability
- Reputation

#### OPPORTUNITIES

- Authentically and genuinely advance 'caring' in the culture of our organisation
- Leaders to increase presence in the workspace where barriers to safety are being experienced
- Never take shortcuts that could endanger anyone

#### Risk

#### SHORT-TERM BUSINESS RESILIENCE AND VIABILITY

#### GROUP TOP RISK 1: SAFETY AND OPERATIONAL

For more detail refer to Risk management page 28.

#### Mitigating actions

- Our Zero Harm commitment continuously reinforced as a Group top priority
- Reiterating our value 'Be Safe', for oneself and others
- Reinforcing our value 'Be Caring' and humanising safety

- Implementing and reviewing programmes that support our Zero Harm aspiration
- Including Zero Harm as part of our executive and employee incentive schemes

#### Metrics

Short term  
Medium term  
Long term

- High-severity injury rate
- Recordable case rate

- Process safety fires, explosions and releases (FERs)
- Transport indicator of safety performance

\* Net zero for Sasol is to significantly reduce emissions to a point where only hard-to-abate emissions remain.

# MATERIAL MATTERS

continued



## TRANSFORMING FOR RESILIENCE

### HELP

- Optimal feedstock deployment
- Ensuring strong cybersecurity
- Restoring trust and credibility
- Enhancing leadership focus to improve collaboration across more streamlined operating model
- A strong balance sheet to fund the transition
- Delivering FY25 priorities ensuring cash flow resilience that enables Future Sasol

### HINDER

- Operational underperformance and delivery
- Local infrastructure, utilities and logistics negatively impacting feedstock availability, product dispatch and customer centricity
- Market volatility, geopolitical uncertainty, and disruption
- Inability to retain current talent to stabilise core operations
- Declining cash flows

Why this is a Material Matter	Without a strong foundation business, that our stakeholders have credibility in, we will not be able to transition to Future Sasol.		
Group top priority	<b>Safe, efficient and reliable operations and cash generation</b>		
Impact of Material Matter	<p>Financial stability</p> <p>Operational stability ensuring optimum returns</p> <p>Earnings</p> <p>Sustainability</p> <p>Reputation</p> <p>Trust and credibility</p>		
Risk	<p><b>SHORT-TERM BUSINESS RESILIENCE AND VIABILITY</b></p> <p><b>EMPLOYEE VALUE PROPOSITION</b></p>		
Mitigating actions	<p>Delivering on Sasol 2.0 targets</p> <p>Attending to operational stability</p> <p>Group financial market risk management policy, processes and frameworks (includes hedging) and environmental, social, governance (ESG) – linked financing framework developed</p> <p>Group assumptions, budgeting, forecasting and scenario analysis processes with Sasol 2.0 full potential initiatives</p> <p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Position the organisation to be future fit</li> <li>Deliver shared value and growth</li> <li>Promote innovation</li> <li>Enhance our reputation</li> </ul> <p><b>GROUP TOP RISK 1: FINANCIAL</b> For more detail refer to Risk management page 28.</p> <p><b>GROUP TOP RISK 3: PEOPLE</b> For more detail refer to Risk management page 28.</p> <p>Creating financial headroom by optimising cash flow including margin improvement and cost containment initiatives – balance sheet management and protection, including management of financial risk appetite and tolerance metrics</p> <p>Culture of inclusion and care is driven across all regions, with tailored communication to address employee concerns as new issues arise</p>		
Metrics	<p><b>Improving cash fixed cost</b></p> <p><b>Uplifting gross margin</b></p> <p><b>Managing working capital</b></p> <p><b>Optimising capital expenditure</b></p> <p><b>Maintaining a reasonable employee turnover rate</b></p> <p><b>Customer engagement analysis</b></p>		
Short term			
Medium term			
Long term			

# MATERIAL MATTERS

continued



## SUSTAINABLY DECARBONISING FOR FUTURE SASOL

### HELP

- Just energy transition
- Execute an optimal greenhouse gas (GHG) emission reduction roadmap and programme towards Future Sasol
- Aligning a visible and integrated just transition programme and incorporating localisation and economic empowerment
- Drive low-carbon initiatives in a value-accretive way by expanding all lucrative growth opportunities

### HINDER

- Capital availability
- Enabling and accessing incentives for development and transitioning initiatives
- Impact of carbon tax regimes on Future Sasol
- Inability of current operations to adapt to extreme weather events resulting from climate change

### Why this is a Material Matter

We are acutely aware that our Future Sasol strategy is dependent on sustainable value creation and transitioning our operations.

In order to decarbonise at the pace required, we will have to secure the capital resources while traversing challenging regulatory regimes and a volatile market.

### Group top priority

#### Safe, efficient and reliable operations; stakeholder confidence and growth agenda

- Long-term viability
- Financial resilience
- Increased climate change pressures
- Stakeholder commitments
- Business sustainability
- Reputation
- Increased need for climate resilience

#### OPPORTUNITIES

- Developing our technology will open new growth avenues and expand the use of our products
- Foster stronger collaboration with government to achieve national decarbonisation targets and objectives
- Renewable energy, gas-to-power and biomass value creation
- Resilient communities and infrastructure to the impacts of climate contributing to positive value creation

### Impact of Material Matter

#### MEDIUM- TO LONG-TERM BUSINESS VIABILITY AND SUSTAINABILITY

#### GROUP TOP RISK 2: SUSTAINABILITY AND TRANSITION

For more detail refer to Risk management page 28.

### Risk

- Developing an integrated technology strategy and roadmap with reference to the pathways
- Assessing market positioning against emerging trends, setting targets, transforming our product portfolio, maintaining product supply, meeting customer needs and focusing/delivering to our base business targets

- Clean Fuels and octane programme
- Making our business more sustainable by moving towards cleaner energy solutions and preserving value from existing assets
- Executing against our emission reduction roadmap optimising for value creation
- Consideration of biomass as a feedstock

### Mitigating actions

- Decarbonisation targets
- Optimal 2030 GHG emission reduction roadmap
- Renewable energy uptake

- Energy efficiency improvement
- Setting up new sustainable businesses/partnerships

### Metrics

Short term  
Medium term  
Long term

# MATERIAL MATTERS

continued



## ENVIRONMENTAL STEWARDSHIP

### HELP

- Managing and meeting our air quality compliance obligations
- Procuring renewable energy
- Continued focus on improving our environmental footprint

### HINDER

- Regulatory timelines at risk
- Cost of transition and adaptation

#### Why this is a Material Matter

We need to operate within the regulatory and policy frameworks to maintain our licence to operate and be proactive in going beyond compliance.

Addressing our GHG emissions is crucial to our sustainability.

#### Group top priority

##### Safe, efficient and reliable operations

- Earnings
- Growth
- Long-term viability
- Stakeholder commitments
- Sustainability
- Reputation

##### OPPORTUNITIES

- Protecting our licence to operate
- Improved environmental footprint will positively impact our ESG ratings, increasing investment attractiveness
- Pursue emerging sustainable opportunities

#### Impact of Material Matter

##### MEDIUM- TO LONG-TERM BUSINESS VIABILITY AND SUSTAINABILITY

##### GROUP TOP RISK 2: SUSTAINABILITY AND TRANSITION

For more detail refer to Risk management page 28.

#### Risk

The bulk of our Southern African Operations remain dependent on coal as a primary feedstock, and this makes up the greatest portion of our contribution to the relevant airsheds. In addressing this we have implemented initiatives and taken actions. This includes but is not limited to:

- Technical solutions being pursued

- Renewable energy procurement identified as a key intervention initiative – 1,2 GW by 2030, with >757 MW procured during FY24
- Short-term water targets set and monitored for remedial action
- Continued the process of creating a baseline understanding for circularity
- ESG questionnaire sent to suppliers in South Africa

#### Mitigating actions

- Renewable energy uptake targets
- Setting biodiversity targets

- Short-term water targets
- Baseline understanding of circularity at Sasol

#### Metrics

Short term  
Medium term  
Long term

# MATERIAL MATTERS

continued



## STRENGTHENING RELATIONSHIPS WITH STAKEHOLDERS AND REGULATORS

### HELP

- Enhancing customer experience from aligned internal structure and improvement in systems and processes
- Partnering opportunities
- Strengthening partnerships for economic transformation and localisation
- Maintain regular and transparent communication and disclosure
- Focus on our Human Capital talent attraction and retention strategy, diversity, gender equality and pay parity
- Government engagement on regulatory matters
- Caring and engaging communities

### HINDER

- Unsuccessfully addressing the negative perception of Sasol
- Perceived lack of transparency around employment opportunities
- Lack of clarity around key strategic matters
- Uncompetitive shareholder returns

#### Why this is a Material Matter

Strengthening relationships with all our stakeholders is an indispensable requirement to build credibility and trust.

Being perceived as a credible partner will contribute to delivering shared value.

#### Group top priority

Culture, customer value proposition; stakeholder confidence and growth agenda

- Breakdown in relations with host government
- Volume output
- Earnings
- Loss of licence to operate
- Growth
- Sustainability
- Reputation
- Employee Value Proposition

#### OPPORTUNITIES

- Authentically and genuinely advance 'caring' in the character of our organisation
- Be an employer of choice
- Shift towards lower-carbon feedstocks
- Supplier relationship management

#### Impact of Material Matter

#### STAKEHOLDER IMPACT

#### GROUP TOP RISK 4: STAKEHOLDER

For more detail refer to Risk management page 28.

#### Risk

- Customer relationship management
- Deliver on stakeholder commitments impacting local content

- Develop and implement our just transition roadmap
- Our Zero Harm aspiration continuously reinforced as a Group top priority

#### Mitigating actions

- Setting up new sustainable business ventures
- Advancing feasibility studies for emerging new value pools

- Employee engagement surveys
- Customer, supplier and other stakeholder satisfaction engagements

#### Metrics

Short term  
Medium term  
Long term

## MANAGING TRADE-OFFS AND THE IMPACT ON OUR CAPITALS

Our Group top priorities, influenced by our Material Matters enables the execution of our strategy. Consequently we have to continuously make strategic trade-offs with respect to the capitals. To ensure that our decision-making is effective and leads to the most desirable outcomes, we assess the availability of the capitals on which we rely and our impact on them over the short, medium and long term. Since our Group top priorities are partly forward-looking this serves as an outlook.

1

### SAFE, EFFICIENT AND RELIABLE OPERATIONS



TRADE-OFF

We are relentless in driving Zero Harm, while also achieving our full operational potential. We will do so while delivering on our environmental compliance commitments and progressing our greenhouse gas (GHG) emission reduction roadmap. This, however cannot be at the expense of our people's health and safety. We need to continuously invest time and money to ensure our safety protocols are in place, are understood, and being adhered to.

#### Capitals impacted

SHORT-TERM IMPACT

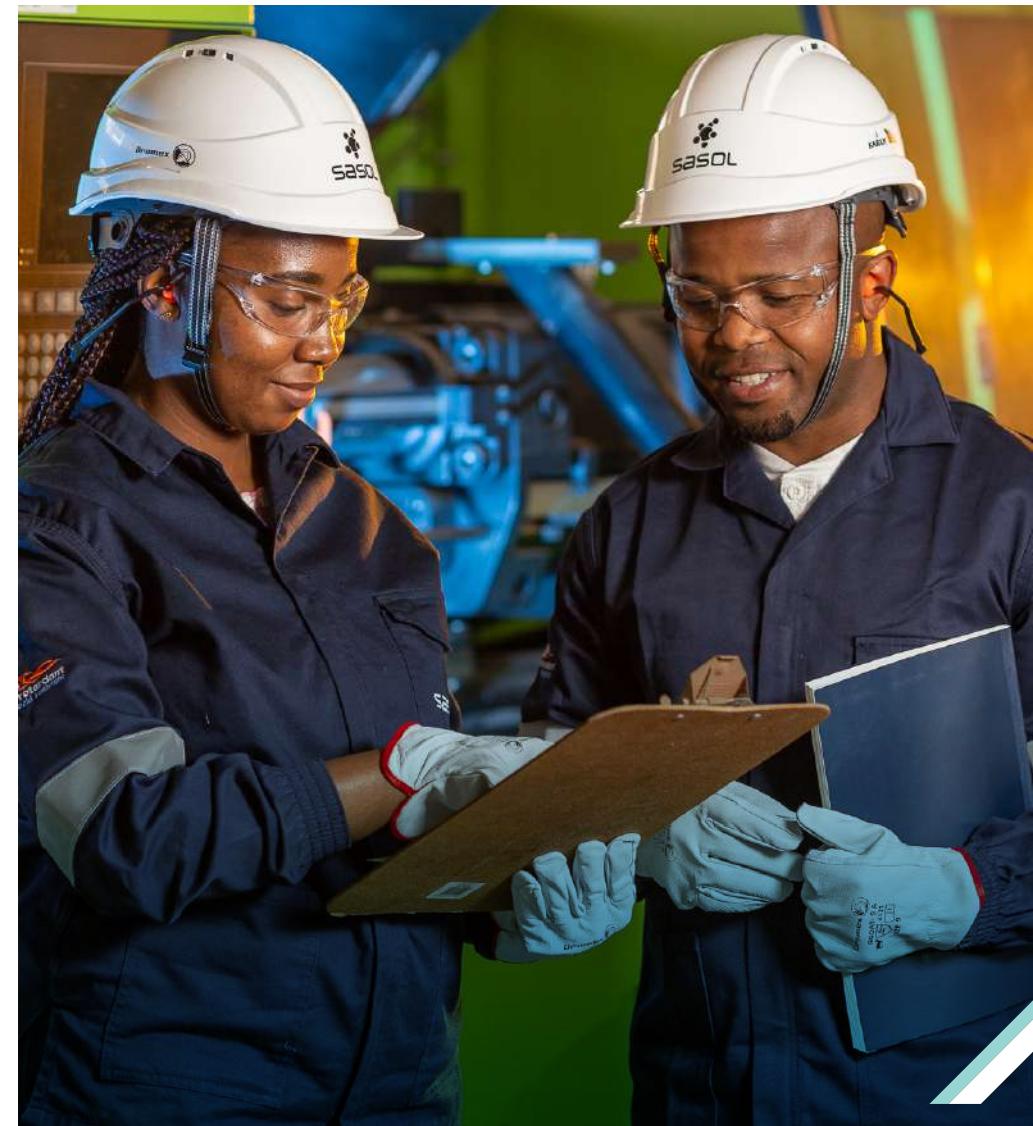
LONG-TERM IMPACT

- |           |  |   |
|-----------|--|---|
| <b>FC</b> | Continued investment in safety training, equipment and infrastructure. As our safety culture is embedded and there are fewer incidents and work stoppages, productivity improves, supporting profitability | ▲ |
| <b>HC</b> | The loss of lives, the injuries sustained and the health issues experienced by our employees and communities   | ▼ |
| <b>MC</b> | Provided psychological and wellbeing support to our employees  | ▲ |
| <b>SC</b> | By improving the safety of our people, we record fewer work stoppages, supporting manufactured capital   | ▲ |
|           | Our health and safety commitments support community health as well as our social licence to operate and bolster our credibility among stakeholders   | ▲ |

▼ Decrease in capital

▲ Increase in capital

▬ Ongoing use of capital



## MANAGING TRADE-OFFS AND THE IMPACT ON OUR CAPITALS continued

### 2 CASH GENERATION



TRADE-OFF

**It is critical that we stabilise our foundation business by enhancing cost competitiveness, maximising cash flow, employing optimal capital location and asset reviews. This will strengthen the balance sheet in the short term and ensure a competitive and sustainable position in the long term.**

#### Capitals impacted

SHORT-TERM IMPACT

LONG-TERM IMPACT

FC	Reduced returns to shareholders, including pension funds, in the short term. However, by stabilising our foundation business we create the basis for competitive returns medium- to-longer term, as well as the ability to undertake our transition and reinvention	↗
NC	A steadily improving financial position, with marked improvement in the medium to longer term enables us to invest in a more sustainable Sasol and to ensure greater resource efficiency	↗
MC	While working to secure a stronger financial posture, our ability to invest in infrastructure is constrained. However, as this improves, we are better able to commit more significant resources to this capital	↗
SC	In the short term, our efforts to stabilise our business may negatively impact the performance of the pension – and other – funds that invest in Sasol. Longer term, this should turn around. The same is true for our contribution to revenue authorities	↗
	Improved credibility with our stakeholders, greater engagement with our financial partners and increased support through bursaries	↗

Decrease in capital

Increase in capital

Ongoing use of capital

### 3 CULTURE



TRADE-OFF

**To reignite our spirit of innovation, we have to change the way we think and the way things are done. It requires the embedding of a culture that is driven to reach our full potential.**

#### Capitals impacted

SHORT-TERM IMPACT

LONG-TERM IMPACT

HC	Retaining, developing and attracting new skills aligned for a more sustainable Sasol	↗
SC	Redundancy of some skills and jobs, particularly for the low carbon future	↘
IC	Constructive engagement with stakeholders including employees and organised labour; shareholders and providers of capital; customers; governments and regulators; communities and societies; and non-governmental organisations	↗
	Fostering entrepreneurship and skills development	↗
	Incubating new technologies, products and green economy opportunities	↗
	Commercialising and licensing Fischer-Tropsch (FT) technology innovatively to create low-carbon value pools	↗

# MANAGING TRADE-OFFS AND THE IMPACT ON OUR CAPITALS

continued

## 4 CUSTOMER VALUE PROPOSITION



### TRADE-OFF

We need to become more customer-centric, by meeting our customers' expectations, while unlocking value and growth for Sasol. We will do this by competitively producing the right product for our customers, while ensuring optimal margins.

### Capitals impacted

#### SHORT-TERM IMPACT

#### LONG-TERM IMPACT

- FC** — Developing and implementing capital allocation priorities that guide our decision making processes geared towards customers' needs
- HC** ↑ Accessing and leveraging expertise and commitment of our people with requisite technical skills
- MC** — Utilising our facilities to produce products that are geared towards customer needs
- SC** ↑ Working to improve relationships with customers
- ↑ Improved credibility with customers
- IC** ↑ Encouraging and facilitating innovative and customer focused solutions thinking

## 5 STAKEHOLDER CONFIDENCE AND GROWTH AGENDA



### TRADE-OFF

We are defining a credible vision of how we will grow a sustainable Sasol, built on proof points of delivery to regain trust and confidence among our stakeholders. We will continue to cultivate strong relationship with our stakeholders and partners for shared value creation

### Capitals impacted

#### SHORT-TERM IMPACT

#### LONG-TERM IMPACT

- FC** ↓ Less capital is available for expansionary opportunities while stabilising the business (FT) technology, but in the long term there is potential for this business to be cash-generative and profitable
- HC** ↑ Upskilling our people through skills transfer (including through our partnerships) and bursaries
- NC** ↑ Contribute to the reduction of greenhouse gas emissions
- MC** ↓ Agnostic FT technology creates the opportunity for an extended lifetime for the Secunda and Sasolburg facilities
- SC** — Repurpose existing Sasol facilities and their supporting infrastructure where we have a competitive advantage
- IC** ↑ Improving Sasol's credibility and making us a more attractive employer and partner with whom to collaborate
- ↑ By developing our proprietary technology, we continue to grow our intellectual capital
- ↑ Opportunity to create partnerships using our feedstock-agnostic FT technology

## CHIEF FINANCIAL OFFICER'S STATEMENT



**“Positioning ourselves for a sustainable and financially resilient Sasol, to grow shareholder value in an ever-evolving global market.”**

Hanré Rossouw ➤ Chief Financial Officer

### KEY MESSAGES

- Softer financial performance
- Balance sheet preservation
- Disciplined capital allocation

The diversification of our portfolio across the Energy and Chemicals Businesses enhances the overall stability and performance of our business and mitigates risk. This diversification has proven beneficial, reducing the impacts of low oil prices in the past and currently mitigating the effects of low chemical prices and softer market conditions.

#### SALIENT FEATURES

➤ Profitability R60bn adjusted EBITDA\*

➤ Cash generation R8bn free cash flow

➤ Balance sheet US\$4bn net debt\*\*

➤ Disciplined capital allocation with updated dividend policy R27 – 34bn per annum (in 2024 real terms) maintaining assets and delivering 2030 greenhouse gas emission reduction targets

#### Dear stakeholders

Sasol's financial performance for the 2024 financial year reflects a softer set of results compared to the prior year. Global economic volatility, weaker product demand and inflationary pressures persisted in 2024, coupled with various challenges at our South African and international operations.

While we continued to see a declining Brent crude oil price, we benefitted from the weaker rand/US dollar exchange rate resulting in a stronger average rand/oil price of R1 585/bbl compared to R1 552/bbl in the prior year. Refining margin of US\$18,13/bbl was also stronger relative to the prior year of US\$12,14/bbl. Petrol differentials were 13% higher, but diesel differentials were down 22% compared to last year, impacting our Fuels business. Chemical margins remained constrained with only a slight improvement in H2 2024, owing to the protracted oversupply in the market. The Group polyethylene price of US\$1 065/ton weakened by 8% compared to the prior year of US\$1 155/ton, however reflecting an improvement from H1 2024 of US\$1 000/ton. To minimise the negative impact on the net margin of our Chemicals International Business we have proactively managed production volumes in some of our plants, and we will continue to do so until we see an improvement in the market, while focusing on increasing volumes of our higher-margin products.



GLOBAL ECONOMIC VOLATILITY PERSISTED COUPLED WITH OPERATIONAL CHALLENGES

\* Adjusted EBITDA is calculated by adjusting earnings before interest and tax for depreciation, amortisation, share-based payments, remeasurement items, change in discount rates of environmental provisions, all unrealised translation gains and losses on our derivatives and hedging activities.

\*\* Total debt excluding leases less cash and cash equivalents.

# CHIEF FINANCIAL OFFICER'S STATEMENT

continued

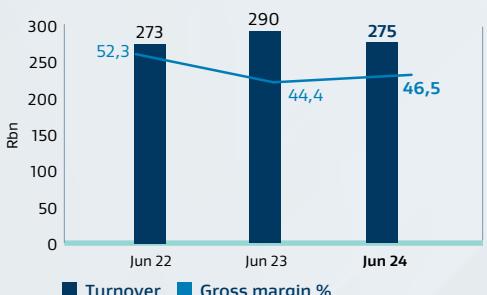


## Softer financial performance

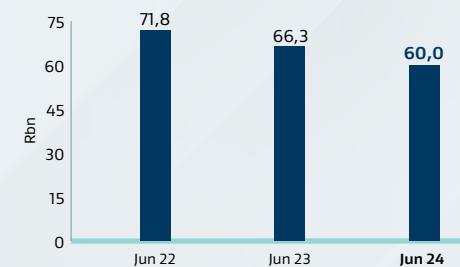
Adjusted earnings before interest, tax, depreciation and amortisation (adjusted EBITDA) decreased by 9% to R60 billion. Cash fixed costs of R69 billion were 1% above prior year, with significant progress made in countering the effects of inflation and weakening of the rand/US dollar exchange rate. Inflation and exchange rates accounted for an increase in cost of 6,8%. Excluding inflation and exchange rates, cost savings of R4 billion (5,8%) was achieved, arising from cost optimisation at our operations, lower labour cost due to reduction in headcount, increased own electricity generation, lower professional fees and maintenance spend.

Cash generated by operating activities decreased by 19% and free cash flow decreased by 60% compared to the prior year. The reduction in cash generation for the year was largely driven by an increase in working capital with the drive to ensure sustainable levels are maintained, and lower dividends received from ORYX GTL due to the extended shutdown of both trains. Net trading working capital as a percentage of turnover on a 12-month rolling average basis was 16,4%, within our target of 15,5% to 16,5%. Notwithstanding the significant reduction in free cash flow, we saw a notable improvement in the second half of the year with free cash flow generation of R14,5 billion compared to a deficit of R6,5 billion in the first half, driven by improved

Turnover (Rand billion) and gross margin (%)



Adjusted EBITDA (US\$ billion)



## WE ARE COMMITTED TO DELEVERAGING AND STRENGTHENING OUR BALANCE SHEET

chemicals margins, sustainable working capital management and focused cost containment.

Remeasurement items of R55,8 billion net of tax (R75,4bn gross) were recorded at financial year end 2024. This included impairments relating to our American ethane value chain (Alcohols, Alumina, Ethylene Oxide, Ethylene Glycols and associated shared assets) cash generating unit (CGU) of R45,5 billion net of tax (R58,9bn gross), and Chemicals Africa Polyethylene, Chlor-Alkali and Wax CGUs of R3,9 billion net of tax (R5,3 billion gross). The impairments are primarily driven by external conditions, including a prolonged weaker market outlook and higher discount rates. Various initiatives are being evaluated to improve the business performance of the International Chemicals Business in response to these softer market conditions. The Secunda liquid fuels refinery CGU remains fully impaired, with R5,7 billion net of tax (R7,8 billion gross) of costs capitalised during the year being impaired.

We are committed to deleveraging and strengthening the balance sheet with action plans to improve future cash flow generation. Our liquidity headroom was R75,9 billion (US\$4,2 billion), and remains well above our target of maintaining liquidity of more than

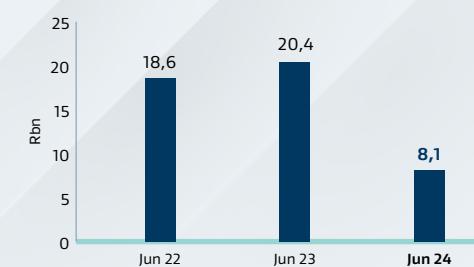
US\$1 billion. At 30 June 2024, our total debt excluding leases decreased to R117,7 billion from R124,3 billion. This was largely driven by net debt repayment and a stronger rand/US dollar closing exchange rate (R18,19 compared to R18,83 in the prior year). We continue to work towards reducing our US dollar debt exposure. In October 2023 R2,4 billion of senior unsecured notes were issued in the local debt market under the R15 billion Domestic Medium Term Note programme, thereby reducing our currency exposure on US dollar debt by 2%. Our net debt (excluding leases) at 30 June 2024 was US\$4,1 billion, being an increase from 2023 of US\$3,8 billion. Net debt to EBITDA increased to 1,5 times and gearing increased to 64% as a result of low EBITDA generation and an increase in net working capital, with gearing significantly impacted by the abovementioned impairments.

Focus remains on protecting the downside risk of the balance sheet to mitigate the likelihood of adverse movements in the oil price and the rand/US dollar exchange rate, with a hedge cover ratio (HCR) of 20-55% for 2024. The targeted HCR for 2025 is 20-35%. Our hedging programme is continuously monitored and will be updated as necessary, taking into consideration the risk to the balance sheet.

Net debt excluding leases (US\$ billion)\*



Free cash flow (Rand billion)\*



\* Free cash flow is defined as cash available from operating activities less first order capital and related accruals.

# CHIEF FINANCIAL OFFICER'S STATEMENT

continued

## DISCIPLINED CAPITAL MANAGEMENT

Our capital allocation framework remains pivotal to our investment decisions and the foundation of our financial strategy. The level of cash generation and resultant net debt reduction anticipated when we held our Capital Markets Day in 2021 has not materialised primarily due to the significant change in the global economic landscape since 2021. The significant disconnect between headline earnings and cash flow generation, alongside elevated leverage levels, has necessitated a revision in our dividend approach. Under this new policy dividends will be based on 30% of free cash flow and will be paid only when net debt (excluding leases) is sustainably below US\$4 billion. The Board will maintain discretion to consider balance sheet flexibility, and prevailing market conditions in declaring interim and final dividend distributions. Further capital returns will be considered as part of second order capital allocation including distributions such as special dividends and share buy-backs.

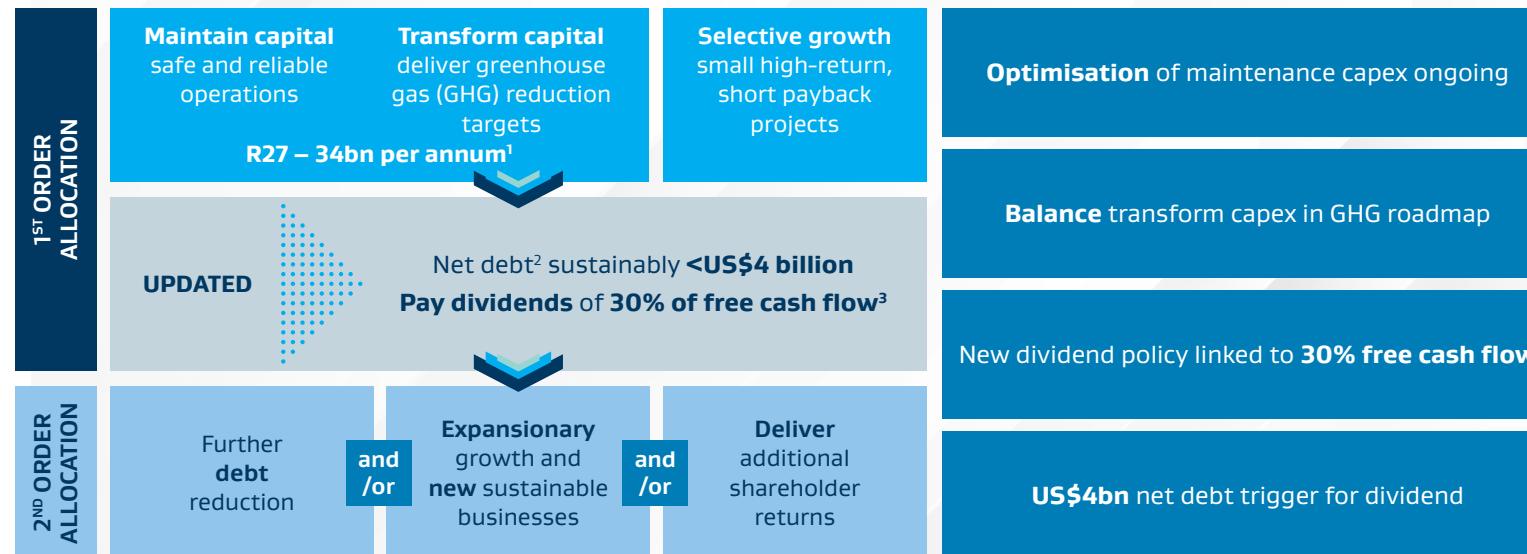
It is imperative that focus and priority remains to strengthen the balance sheet so that sustainable returns to shareholders is

reinstated over the long term. Unfortunately, given that we ended the year marginally above the US\$4 billion net debt threshold, we did not declare a final dividend further to the interim dividend of R2 per share.

We also continue to refine our approach to maintenance capital, optimising spend while ensuring the safety and reliability of our operations. Additionally, we are carefully balancing our "transform" capital to enable our GHG roadmap in balancing our commitments to sustainability, growth, and delivering value to our shareholders. Our level of capital investment for "maintain and transform" is expected to be R27 billion – R34 billion per annum range in 2024 real terms. This includes the investments in the mining coal quality solution as well as peak environmental compliance spend. Additionally, we have included approximately R1 billion towards growth-focused projects, including those in our Zaffra Joint Venture.



### UPDATED DIVIDEND POLICY LINKED TO FREE CASH FLOW GENERATION



<sup>1</sup> 2024 real terms (adjusted from R20 – 25bn real terms FY20), and will be updated at Capital Markets Day in 2025.

<sup>2</sup> Net debt excluding lease liabilities.

<sup>3</sup> Free cash flow before discretionary capital spend and dividends paid.

# CHIEF FINANCIAL OFFICER'S STATEMENT

continued

## OUTLOOK

The focus for 2025 will be to embed the streamlined operating model, optimise profitability and work towards deleveraging the balance sheet to net debt (excluding leases) of below US\$4 billion. Capital allocation and asset reviews will be also optimised, whereby underperforming value chains will be addressed, and corrective actions taken to drive profitability.

With our streamlined business structure, the new operating model will enhance our effectiveness and improve how we manage the business. Ongoing commitment to continuous improvement will ensure that we remain resilient and competitive in an ever-evolving global market.

The process to finalise and embed the operating model for the Group is in progress with expected completion in H1 2025. Our businesses will be managed as "Southern Africa Energy and Chemicals", which effectively includes the Southern Africa value chain, and "International Chemicals", which combines our American and Eurasian chemicals businesses. Our segmental reporting format is under review and amendments will be applied in 2025.

In our Chemicals Business, the slight increase in performance from our international segments is encouraging, especially given the challenging global economic climate. We will continue the reset of the International Chemical Business, improving the overall contribution to the Group going forward.

By consistently evaluating and reviewing our portfolio, we aim to achieve robust returns from both businesses, allowing us to navigate economic challenges and pave the way for sustained profitability.

### Sasol 2.0 transformation programme

2025 marks the final year of the Sasol 2.0 transformation programme (Sasol 2.0). The objectives of Sasol 2.0 are to enable the business to be more competitive, cash generative and able to deliver attractive and sustainable returns even in a soft oil price environment. The EBITDA contribution of Sasol 2.0 up to 2024 is R16 billion versus a target of R15 billion. We aim to successfully conclude the programme in 2025 with additional EBITDA enhancements of R2 – 4 billion contingent on macroeconomic prices remaining consistent with 2024. Our focus remains to bolster the strength and maturity of initiatives and we are confident that we will maintain momentum in achieving the targets.

Going forward, we will implement a continuous improvement mindset to enable business transformation, emphasising sustained cost management and ongoing margin improvement. This involves embedding the principles of Sasol 2.0 into a culture of continuous improvement, ensuring ongoing free cash flow delivery.

## Conclusion

The 2024 financial year has been met with the negative impacts of various macroeconomic and operational factors. It is evident that the current global economic landscape has become the new normal and it is imperative that we adapt whilst ensuring that our evolving customer, stakeholder and regulators' expectations are met.

As we navigate through financial year 2025, our strategic initiatives are set to strengthen our operational efficiency, ensure strict cost and capital management, underscoring our dedication to improving profitability. The significant improvement in the second half of 2024 reflects the can-do spirit of Team Sasol and I have full confidence that we can step up the performance going into the next financial year.

We are grateful to all shareholders for their continued confidence in Sasol and patience as we navigate this challenging but essential path towards improved financial performance. We consider our shareholders' support invaluable as we work diligently to course-correct and achieve a resilient, financially robust Sasol.

Lastly, I would like to express my gratitude for the opportunity to have been part of this dynamic organisation. I am pleased to hand over the baton to Walt Bruns who succeeds me as Chief Financial Officer and am confident that he is well positioned to lead Team Sasol towards future success.

**Hanré Rossouw**  
Chief Financial Officer

29 August 2024

<sup>1</sup> Includes Chemicals America and Chemicals Eurasia.

<sup>2</sup> Baseline comparison to 2024 through optimisation of cash fixed costs and gross margin aligned with 2025 Sasol 2.0 targets.

<sup>3</sup> Working capital on a rolling 12-month average.

<sup>4</sup> Forecast based on R17,75/US\$ for 2025.

Mining saleable production <b>30 – 32 mt</b>	Mozambique gas production <b>0 – 5% higher</b>	Chemicals Africa sales volumes <b>0 – 4% higher</b>
Secunda Operations production <b>7,0 – 7,2 mt</b>	Liquid fuels sales volumes <b>0 – 4% higher</b>	Chemicals International <sup>1</sup> sales volumes <b>In line with prior year</b>

PORTRFOOL-WIDE FOCUS ON MARGIN IMPROVEMENT

➤ EBITDA enhancement<sup>2</sup>  
**R2 – 4bn**

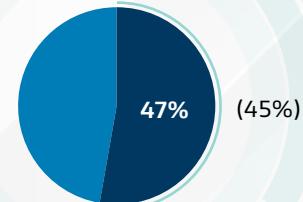
➤ Working capital<sup>3</sup>  
**15,5 – 16,5%**  
average

➤ Capital Expenditure<sup>4</sup>  
Maintain and Transform:  
**R28 – 30bn**

# PERFORMANCE OVERVIEW

## SASOL ENERGY BUSINESS PERFORMANCE SUMMARY

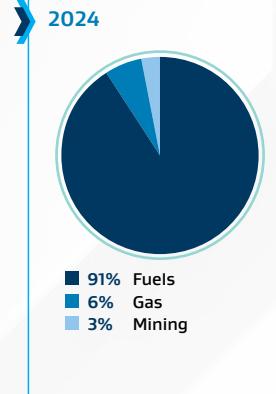
Contribution to Group's external turnover %



Comparative figures for previous year indicated in brackets.

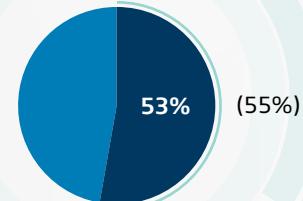
	2024	2023
FUELS	Turnover (Rm)	116 256
	EBIT/(LBIT) (Rm)	18 947
	Total assets (Rm)	40 821
	Number of employees	4 484
GAS	Turnover (Rm)	8 014
	EBIT (Rm)	6 703
	Total assets (Rm)	30 655
	Number of employees	639
MINING	Turnover (Rm)	3 874
	EBIT (Rm)	3 210
	Total assets (Rm)	17 780
	Number of employees	8 405

Turnover (Rm)



## SASOL CHEMICALS BUSINESS PERFORMANCE SUMMARY

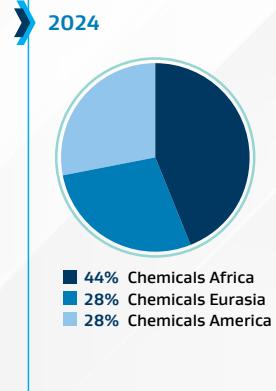
Contribution to Group's external turnover %



Comparative figures for previous year indicated in brackets.

	2024	2023
CHEMICALS AFRICA	Turnover (Rm)	63 829
	EBIT (Rm)	6 290
	Total assets (Rm)	64 241
	Number of employees	6 123
CHEMICALS EURASIA	Turnover (Rm)	41 714
	LBIT (Rm)	(2 388)
	Total assets (Rm)	34 171
	Number of employees	2 854
CHEMICALS AMERICA	Turnover (Rm)	41 424
	LBIT (Rm)	(61 209)
	Total assets (Rm)	91 053
	Number of employees	1 285

Turnover (Rm)



## CORPORATE CENTRE

	2024	2023
Turnover (Rm)	-	-
EBIT	1 142	3 698
Total assets (Rm)	47 700	53 335
Number of employees	4 351	4 539

# STATEMENT OF FINANCIAL POSITION

At 30 June

PROFIT



Non-current assets

**R238 billion**

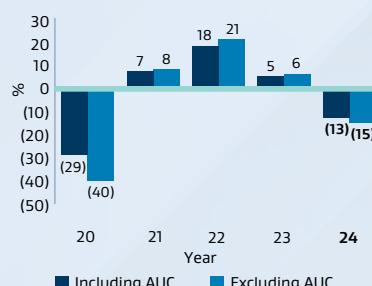
Current assets

**R127 billion**

Total assets

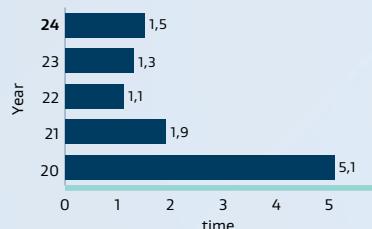
**R365 billion**

Return on invested capital (ROIC)



The decline in ROIC for 2024 is mainly a result of impairment of assets relating to various cash generating units across the group.

Net debt to EBITDA



Net debt: EBITDA ratio increased from 1,3 times to 1,5 times in 2024 due to an increase in net debt and lower adjusted EBITDA.

	2024 Rm	2023 Restated Rm
<b>Assets</b>		
Property, plant and equipment	163 589	225 472
Right-of-use assets	12 351	11 685
Goodwill and other intangible assets	2 462	3 191
Equity accounted investments	14 742	14 804
Other long-term investments	2 536	2 164
Post-retirement benefit assets	910	784
Long-term receivables and prepaid expenses	4 030	3 040
Long-term financial assets	446	453
Deferred tax assets	37 193	37 716
<b>Non-current assets</b>	<b>238 259</b>	<b>299 309</b>
Inventories	40 719	42 205
Tax receivable	456	411
Trade and other receivables	36 533	35 905
Short-term financial assets	3 532	1 772
Cash and cash equivalents	45 383	53 926
<b>Current assets</b>	<b>126 623</b>	<b>134 219</b>
Assets in disposal groups held for sale	98	310
<b>Total assets</b>	<b>364 980</b>	<b>433 838</b>
<b>Equity and liabilities</b>		
Shareholders' equity	143 005	196 904
Non-controlling interests	4 422	4 620
<b>Total equity</b>	<b>147 427</b>	<b>201 524</b>
Long-term debt	115 913	82 319
Lease liabilities	15 173	14 382
Long-term provisions	14 396	15 531
Post-retirement benefit obligations	11 356	11 343
Long-term deferred income	446	465
Long-term financial liabilities	569	933
Deferred tax liabilities	5 205	5 294
<b>Non-current liabilities</b>	<b>163 058</b>	<b>130 267</b>
Short-term debt	3 948	43 743
Short-term provisions	4 750	4 319
Tax payable	1 108	1 876
Trade and other payables	44 198	48 518
Short-term deferred income	320	966
Short-term financial liabilities	50	2 464
Bank overdraft	121	159
<b>Current liabilities</b>	<b>54 495</b>	<b>102 045</b>
Liabilities in disposal groups held for sale	—	2
<b>Total equity and liabilities</b>	<b>364 980</b>	<b>433 838</b>

## Commentary

### Property, plant and equipment

Additions to property, plant and equipment amounted to R30,1 billion and current year depreciation amounted to R12,9 billion. Asset impairments in 2024 amounted to R74,9 billion. Refer to Remeasurement items under the Income statement for detail of the impairments.

### Inventories

The year-on-year decrease in inventories mainly relates to lower stock volumes on hand at June 2024 compared to June 2023 which included the result of effective management of fuels inventory.

### Trade and other receivables

The year-on-year increase in trade and other receivables is mainly due to working capital initiatives undertaken in the prior year, as well as an increased VAT receivable due to capital project development costs.

### Short-term financial assets

Short-term financial liabilities increased compared to the prior year mainly due to forward exchange contracts and other derivative financial instruments that were in the money during the year, as well as an increase in investments in equity and bonds.

### Debt

Our total debt was R117,8 billion compared to R125,6 billion at 30 June 2023, with approximately R12,5 billion (US\$6,2 billion) denominated in US dollar. The stronger closing rand/US dollar exchange rate had a R4 billion (decrease) impact on the debt balance. At 30 June 2024, gearing was 64,0% (30 June 2023: 44,7%) and Net debt: EBITDA was 1,5 times (30 June 2023: 1,3 times).

### Short-term debt

The current year short-term debt balance consists mainly of accrued interest, while the prior year balance included the US\$1,5 billion bond which was repaid in March 2024 and the convertible bond which was classified as short-term until shareholders' approval was obtained.

### Trade and other payables

Trade and other payables decreased compared to the prior year in line with our working capital and cashflow management process.

### Long-term and short-term financial liabilities

Short-term financial liabilities decreased compared to the prior year mainly due to a decrease in the embedded derivative related to the convertible bond per the latest valuation report, as well as foreign exchange differences in the Oxygen supply contract embedded derivative.

# INCOME STATEMENT

For the year ended 30 June

PROFIT



Turnover

**R275 billion**

Loss for the year

**R44 billion**

Loss on remeasurement items of

**R75 billion**

Core headline earnings per share



Core HEPS decreased from R47,71 to R40,28 in 2024 mainly due to lower EBITDA generation arising from lower Chemical product prices, a decrease in other income due to the European government incentives in support of the record high natural gas prices in the prior year, as well as a decrease in income received from joint ventures (mainly ORYX GTL).

	2024 Rm	2023 Rm	2022 Rm
Turnover	275 111	289 696	272 746
Materials, energy and consumables used	(137 957)	(152 297)	(123 999)
Selling and distribution costs	(10 394)	(10 470)	(8 677)
Maintenance expenditure	(15 446)	(15 076)	(13 322)
Employee-related expenditure	(35 465)	(33 544)	(32 455)
Depreciation and amortisation	(15 644)	(16 491)	(14 073)
Other expenses and income	(13 854)	(9 023)	(31 834)
Equity accounted profits, net of tax	1 758	2 623	3 128
<b>Operating profit before remeasurement items</b>	<b>48 109</b>	<b>55 418</b>	<b>51 514</b>
Remeasurement items affecting operating profit	(75 414)	(33 898)	9 903
<b>(Loss)/earnings before interest and tax (LBIT)/EBIT</b>	<b>(27 305)</b>	<b>21 520</b>	<b>61 417</b>
Finance income	3 226	2 253	1 020
Finance costs	(10 427)	(9 259)	(6 896)
<b>(Loss)/earnings before tax</b>	<b>(34 506)</b>	<b>14 514</b>	<b>55 541</b>
Taxation	(9 739)	(5 181)	(13 869)
<b>(Loss)/earnings for the year</b>	<b>(44 245)</b>	<b>9 333</b>	<b>41 672</b>
<b>Attributable to</b>			
Owners of Sasol Limited	(44 271)	8 799	38 956
Non-controlling interests in subsidiaries	26	534	2 716
	(44 245)	9 333	41 672
<hr/>			
<b>Per share information</b>	<b>Rand</b>	<b>Rand</b>	<b>Rand</b>
Basic (loss)/earnings per share	(69,94)	14,00	62,34
Diluted (loss)/earnings per share	(69,94)	13,02	61,36

## Taxation

Our effective corporate tax rate decreased from 35,7% at 30 June 2023 to (28,2)% at 30 June 2024. The decrease was mainly as a result of the partial write-down of a deferred tax asset previously recognised on tax losses in the US as it is no longer considered probable that sufficient future taxable income will be available in the foreseeable future to fully utilise these losses. The adjusted effective tax rate, excluding equity accounted investments, remeasurements items and the effect of the deferred tax asset write-down, is 32,7% compared to 30,9% in the prior year.

## Commentary

### Turnover

Turnover decreased by 5% compared to the prior year, largely due to lower Chemical product prices. Sales volumes were in line with the prior year, with higher Chemical sales volumes offset by lower Energy sales volumes.

### Materials, energy and consumables used

Decrease mainly relates to lower feedstock and utility costs.

### Other expenses and income

Other expenses and income increased compared to the prior year mainly due to lower gains on the valuation of derivative contracts, as well as translation losses relating to effect of the strengthening of the rand on the translation of foreign operations and intergroup exposure on foreign currency loans compared to translation gains in the prior year. Derivative instruments relate to our foreign currency exposure, crude oil hedging instruments, ethane swaps and the embedded derivatives in the long-term oxygen supply contracts with Air Liquide, as well as our convertible bond embedded derivative.

### Equity accounted profits, net of tax

Equity accounted profits decreased with 33% mainly due to lower profits from our investment in ORYX GTL Limited, due to lower plant utilisation rates in 2024.

### Remeasurement items

Remeasurement items affecting the 2024 operating loss include the following impairments:

- Chemicals America Ethane value chain (Alcohols, Alumina, Ethylene Oxide, Ethylene Glycol and associated shared assets) cash generating unit (CGU) of R58,9 billion. The impairment is driven mainly by a lower for longer pricing and softer market conditions;
- A total of R5,3 billion relating to the Chemicals Africa Polyethylene, Chlor-Alkali and Polyvinyl Chloride, and South African Wax value chain CGUs, of which R1,2 billion was impaired at 31 December 2023. The further impairment at 30 June 2024 relates to the Polyethylene CGU as a result of oversupply and reduced demand in the global market. The South African Wax value chain CGU remains fully impaired; and
- Secunda liquid fuels refinery CGU of R7,8 billion, of which R3,9 billion was impaired at 31 December 2023. The CGU was fully impaired at 30 June 2023, and remains fully impaired at 30 June 2024.

### Loss before interest and tax

Loss before interest and tax (LBIT) of R27,3 billion was incurred compared to the prior year earnings before interest and tax (EBIT) of R21,5 billion, mainly due to increased impairment of assets, lower earnings before interest, tax, depreciation and amortisation, translation losses and lower derivative gains. The business benefitted from a weaker R/US\$ average exchange rate, and a favourable rand oil price, however constrained margins impacted negatively on our fuels and chemicals businesses. The financial results were further impacted by various operational challenges across the business.

# CASH FLOW STATEMENT

For the year ended 30 June

PROFIT



Cash generated by operating activities

**R52,3 billion**

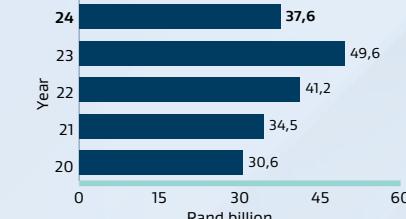
Proceeds from long-term debt

**R31 billion**

Repayment of long-term debt

**R35 billion**

Cash available from operating activities



Cash available from operating activities decreased from R49,6bn to R37,6bn in 2024 due to an increase in net trading working capital and lower dividends received from equity accounted investments. Prior year net trading working capital balances were low due to focused intervention by management to conserve cash. Working capital for 2024 has been managed at sustainable levels.

	2024 Rm	2023 Rm	2022 Rm
Cash receipts from customers	272 017	298 698	263 332
Cash paid to suppliers and employees	(219 696)	(234 061)	(207 194)
<b>Cash generated by operating activities</b>	<b>52 321</b>	<b>64 637</b>	<b>56 138</b>
Dividends received from equity accounted investments	1 639	3 765	3 043
Finance income received	3 211	2 242	986
Finance costs paid	(8 638)	(7 083)	(5 478)
Tax paid	(10 932)	(13 754)	(13 531)
<b>Cash available from operating activities</b>	<b>37 601</b>	<b>49 609</b>	<b>41 158</b>
Dividends paid	(7 633)	(13 754)	(49)
Dividends paid to non-controlling shareholders in subsidiaries	(217)	(433)	(859)
<b>Cash retained from operating activities</b>	<b>29 751</b>	<b>35 422</b>	<b>40 250</b>
Additions to non-current assets	(30 428)	(30 247)	(23 269)
additions to property, plant and equipment	(30 074)	(30 726)	(22 593)
additions to other intangible assets	(85)	(128)	(120)
(Decrease)/increase in capital project related payables <sup>2</sup>	(269)	607	(556)
Cash contribution to equity accounted investments	(113)	(95)	(67)
Proceeds on disposals and scrappings	129	799	8 484
Proceeds from/(acquisitions of) assets held for sale	9	3	(549)
Acquisition of interest in equity accounted investments	–	–	(56)
Purchase of investments	(173)	(243)	(95)
Proceeds from sale of investments	69	156	26
(Increase)/decrease in long-term receivables	(150)	1 393	449
<b>Cash used in investing activities</b>	<b>(30 657)</b>	<b>(28 234)</b>	<b>(15 077)</b>
Proceeds from long-term debt	30 692	95 035	88
Réparation of long-term debt	(35 468)	(91 564)	(12 086)
Payment of lease liabilities	(2 698)	(2 269)	(2 264)
Réparation of debt held for sale	–	–	(704)
Proceeds from short-term debt	2 691	1 787	28
Réparation of short-term debt	(2 183)	(1 801)	(15)
<b>Cash (used in)/generated by financing activities</b>	<b>(6 966)</b>	<b>1188</b>	<b>(14 953)</b>
Translation effects on cash and cash equivalents	(633)	2 424	1 759
(Decrease)/increase in cash and cash equivalents	(8 505)	10 800	11 979
Cash and cash equivalents at the beginning of year	53 767	42 967	30 988
<b>Cash and cash equivalents at the end of the year</b>	<b>45 262</b>	<b>53 767</b>	<b>42 967</b>

## Commentary

### ► Cash generated by operating activities

Cash generated by operating activities decreased by 19% to R52,3 billion compared to the prior year due to an increase in working capital compared to a decrease in the prior year, partially offset by higher cash flow from operations.

### ► Finance costs paid

Finance costs paid increased compared to the prior year mainly as a result of higher interest rates increasing the interest expense.

### ► Tax paid

Tax paid decreased compared to the prior year mainly due to lower current year tax charge as a result of a decrease in taxable profits mainly for Sasol South Africa.

### ► Dividends paid

A final gross dividend of R10,00 per share was declared for the prior year and was paid in September 2023, and an interim gross dividend of R2,00 per share was declared for the current year and paid in March 2024.

### ► Proceeds from and repayment of long-term debt

In October 2023, Sasol issued senior unsecured notes to the value of R2 368 million in the local debt market under the R15 billion Domestic Medium Term Note (DMTN) programme, and in March 2024 R27 billion (US\$1,5 billion) was drawn on the Revolving Credit Facility (RCF). The US\$1,5 billion (R28 billion) US Dollar bond was repaid in March 2024, and partial settlements of R5,5 billion (US\$0,3 billion) were made in May and June 2024 on the RCF.

### ► Cash and cash equivalents

Our net cash on hand position decreased from R54 billion at 30 June 2023 to R45 billion at 30 June 2024 mainly attributable to lower cash available from operating activities and repayment of loans. This was partially negated by lower dividends declared and paid.

# BUSINESSES



We are a customer-centric organisation providing various energy and chemical solutions through our proprietary technologies. Our focus will lead us in creating a quality customer experience across every aspect of our customers' journey including anticipating their needs and partnering in developing product solutions.

## Sasol Energy Business

Mining, Gas, Operations and Fuels

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## Sasol Chemicals Business

Advanced Materials, Base Chemicals, Essential Care Chemicals and Performance Solutions

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# SASOL ENERGY BUSINESS

## MINING, GAS, OPERATIONS AND FUELS



Sasol Energy comprises the Southern African integrated value chain and is responsible for Mining, Gas, Operations and Fuels through which the business provides various petroleum products to consumers. Operations include our core petroleum manufacturing assets in Southern Africa; these are Secunda Operations, Sasolburg Operations and Natref. The business also manages gas sourcing in Mozambique.

Internationally, the business manages ORYX GTL operations in Qatar, a joint venture with Qatar Petroleum.

### SALIENT FEATURES

- We remain steadfast in our commitment to pursue a workplace with Zero Harm but regrettably had five fatalities during the financial year and an additional fatality thereafter.
- Full potential programme at Mining delivering incremental productivity improvements.
- Early commencement of gas production from the Production Sharing Agreement (PSA) in Mozambique.
- Continuing to optimise and mature projects under development to extend gas supply to our customers.
- Production at Secunda Operations and Natref higher than prior year while ORYX GTL negatively impacted by extended shutdowns.
- Successful conclusion of appeal process related to section 12A of the Minimum Emission Standard (MES) in South Africa allowing Sasol to continue with the implementation of its load-based integrated solution.
- Opportunities to leverage existing technologies and sustainable feedstocks to repurpose current operations continue to be explored on the journey to a more sustainable Future Sasol.
- Growth in retail fuel sales supported by award-winning Sasol Rewards Loyalty programme and launch of new retail forecourt station designs.
- Commercial Energy Solution delivering end-to-end energy solutions to our commercial customers is well embedded and delivering results.
- Renewable energy, low and sustainable carbon feedstock opportunities continue to be developed with Power Purchase Agreements (PPAs) of >750 MW signed, and proof-of-concept demonstrations developed.
- Continuing to nurture a growth and innovation mindset in everything we do to lay the foundation for a sustainable future.



We operate integrated value chains through our coal-to-liquids and gas-to-liquids processes at our Secunda and Sasolburg sites with feedstock sourced from Mining and Gas. Our Natref joint venture refines crude oil into fuel products.

### MINING

Operates six coal mines that supply a range between 30 – 35 million tons per annum of thermal coal feedstock to our operations in Secunda and Sasolburg, as well as to the export market.

### GAS

Supplies the Sasol gas network in South Africa with natural gas produced from our onshore Pande-Temane Production Agreement (PPA) facilities as well as the PSA. Gas is imported from Mozambique via the Rompeco pipeline. Within South Africa, our network in KwaZulu-Natal and Witbank-Middelburg is supplied with methane-rich gas produced from Secunda Operations.

### OPERATIONS

- **Secunda Operations (SO)** – operates coal- and gas-based synthetic fuels manufacturing capacity. The process uses advanced, high-temperature Fischer-Tropsch technology to convert syngas into a range of synthetic fuel components, heating fuels and chemical feedstock.
- **Sasolburg and Ekandustria Operations (SEO)** – made up of three sites, namely Sasol One, Midland and Bunsen, where natural gas and intermediate products from SO are converted into various chemicals. Ekandustria produces bulk explosives and explosives detonators.
- **Natref** – a deep conversion refinery designed to upgrade heavy, sour crude oil with a high sulphur content and yield about 90% white products.

### FUELS

Markets between 8,2 – 8,5 billion litres (51 – 54 million barrels) of liquid fuels per annum, blended from fuel components produced by SO, crude oil refined at Natref and external product purchases.

# SASOL ENERGY BUSINESS

continued

## MINING, GAS, OPERATIONS AND FUELS

continued



### SAFETY

#### We remain steadfast in our commitment to pursue a workplace with Zero Harm

We believe leadership is imperative to sustain safety. Regrettably in 2024 we had five fatalities, three at Mining and two at Secunda Operations (SO). We unfortunately experienced an additional fatality at SO in August 2024. Our focus remains on understanding the underlying causes resulting in these tragic fatalities in order to prevent future ones.

Our approach includes all employees, service providers and stakeholders to make sure we can achieve a safe workplace environment. Our focus on process safety will remain a high priority in light of the risk profiles of our major operating entities. Our safety, health and environment (SHE) Risk Management and assurance practices will be enhanced via the implementation of an integrated SHE system enabling and directing future focus areas in addition to our full suite of leading and lagging indicators.



### SAFETY OF OUR PEOPLE

### PERFORMANCE

#### MINING

Total mining productivity for 2024 of 983 t/cm/s was 3% higher than 2023. The improvement was mainly due to the benefits of our ongoing full potential programme partly offset by the safety-related incidents and other operational challenges experienced during the year. Saleable production for 2024 did, however, decline by 2% compared to 2023 mainly due to a reduction in mining sections as well as increased discards from our export beneficiation plant. The reduction in sections was due to the merging of sections in line with our strategy to improve overall coal quality (walk-on-walk-off sections).

The external coal purchasing programme to supplement our own production continues to help meet SO demand and quality requirements, as well as to maintain the coal stockpile at targeted levels. External coal purchases for 2024 decreased by 2% compared to 2023.

Export sales volumes improved by 5% compared to 2023, driven by increased production at our Thubelisha colliery and improved Transnet Freight Rail performance.

#### GAS

In Mozambique, the early commencement of production from the PSA Initial Gas Facility (IGF) in May 2024 following the necessary approval from the Government of Mozambique resulted in our total gas production increasing by 6% compared to the prior year. Natural gas and Methane rich gas sales volumes in South Africa increased by 4% and 7% respectively compared to prior year driven by higher production and external customer demand.

#### OPERATIONS

Secunda Operations' production volumes were 7,0 mt and 1% higher than 2023 mainly due to a phase shutdown in 2024 relative to a total shutdown in 2023. We continue to focus on improving overall equipment availability and operational performance to increase production.

Our Natref refinery achieved an average run rate of 519 m<sup>3</sup>/h in 2024 and 3% higher than 2023 due to improved refinery availability during the year. Our performance in Q1 2024 was negatively impacted by eight hot tapping incidents on the crude oil pipeline. Through collaboration efforts with key stakeholders, we responded and reduced hot tapping incidents for the rest of the year to only one.

ORYX GTL performance in 2024 was impacted by the extended shutdown of both trains which required extensive repairs. As a result, the utilisation rate as a % of nameplate capacity was only 50% for the year. Train 2 successfully commenced operations in April 2024, while Train 1, now fully operational, completed repairs in June 2024.

#### FUELS

Liquid fuels sales volumes for 2024 were 4% lower than 2023 due to a combination of continued challenges in the South African diesel market and the planned optimisation of inventory after the low closing inventory in 2023. Growth in Retail and Commercial sales channels helped to enhance overall margins.

## SASOL ENERGY BUSINESS continued

### MINING, GAS, OPERATIONS AND FUELS continued

#### IMPROVING MINING PRODUCTIVITY AND COAL QUALITY



Achieving our targeted coal quality and mining productivity are among the key challenges in our South African integrated value chain.

Our full potential programme at Mining aims for a sustainable improvement across all collieries. In 2024, it supported some productivity gains and focused on embedding and sustaining safe production processes, and improving our capabilities and basic mining process skills.

Our external coal purchasing programme supplemented our own production, helping to meet Secunda Operations' demand and quality requirements, as well as maintain the coal stockpile at targeted levels.

Mining's performance and overall competitiveness remained constrained by factors related to the availability of mineable areas and the effectiveness of our enabling systems, equipment and infrastructure.

A key way to create additional production capacity and improve overall coal quality is to merge sections to create 'walk-on walk-off' production sections. We anticipate that this will result in further increase in production in 2025. By improving our overall cost efficiency, we can ensure future cost competitiveness.

Coal destoning has the potential to enable a better performance from our value chain by reducing ash and sinks\* content. In 2024, we made progress with the preferred destoning solution, and plan to make a final investment decision in this regard in the second half of calendar 2024.

\* 'Non-coal' or inorganic rock within Run-of-Mine coal with a relative density >1.95.

## SAFELY DELIVERING TODAY, SHAPING TOMORROW

#### ADVANCING GAS SUPPLY

##### **Business of today**

###### **Production Sharing Agreement (PSA)**

Initial gas facilities were completed and first PSA-gas flowed on 7 May 2024, with 2 bscf exported to South Africa by end-June 2024. With the drilling of all required wells for the PSA phase-1 project, we are on track for the beneficial operation (BO) of the integrated oil, gas and liquefied petroleum gas production facility in the last quarter of the calendar year 2024.

###### **Exploration**

In August 2023, the Bonito-1 discovery and appraisal plan was submitted and approved. Following that, on 1 January 2024, the PT5-C licence entered the second exploration sub-period with a commitment to execute one exploration well.

Final preparations are underway to drill up to two exploration wells and a Bonito appraisal well in the first half of 2025 as part of the ongoing Mozambique exploration, remediation and infill campaign drilling.

###### **Petroleum Production Agreement (PPA)**

In 2024 the PPA produced 174 bscf of gas, of which 145 bscf was exported to South Africa. The increased production was the result of numerous interventions including a higher PPA well stock capacity and a successful upgrade of the high-pressure compressor turbine at the Central Processing Facility (CPF). The CPF reached the milestone of five years without a lost workday case. To extend upstream production and the availability of natural gas for longer, we are progressing work on three PPA project investments. All are at different stages of development, with BO expected over the next two years.



##### **Business of tomorrow**

We continue to optimise and mature projects under development in southern Mozambique to extend gas supply to our customers for as long as feasibly possible. By their very nature, natural gas resources are finite. Notwithstanding the success we have had in providing an ongoing supply of gas, future options are more capital intensive.

As part of our revised gas strategy, we are working on enabling the future supply of liquefied natural gas (LNG) to South Africa. LNG has a three-to-four-year lead time and a key factor for any decision to supply LNG is to confirm demand so that an LNG terminal and associated infrastructure can be established.

We have started engaging with customers, suppliers and infrastructure developers in co-developing South Africa's gas and broader energy landscape. This includes the development of indigenous gas supplies. Because of the technical work required to unlock South Africa's own gas resources, these are likely to follow only after LNG supply is secured.

## SASOL ENERGY BUSINESS continued

### MINING, GAS, OPERATIONS AND FUELS continued

#### OPERATIONS' TRANSFORMATION



##### **Secunda**

Work is underway to achieve higher volumes and increased profitability from Secunda Operations' while delivering on our emissions reduction roadmap and compliance commitments, as approved as part of the outcome of our recent 12A appeal.

The medium- to long-term improvement in profitability will be underpinned by near-term interventions to stabilise and improve the quality and availability of feedstock. These interventions may introduce shifts in feedstock, energy and products to support our pathway towards being more sustainable.

##### **Sasolburg**

The Sasolburg site has a history of innovation. We continue to look for opportunities to leverage technology to repurpose our assets. Given that the Sasolburg complex is smaller than the Secunda complex, it offers an ideal platform on which to introduce innovations, which – once commercialised – could be scaled-up at the Secunda complex.

Sasolburg is focusing on early proof-of-concept pilots and demonstrations. These are focused on green hydrogen as well as on studies to repurpose Sasolburg Operations using existing assets and technology to produce sustainable chemicals. These include products such as bio-methanol or bio-ammonia as well as green fuels.

##### **Natref**

Natref is undergoing a transition of ownership as TotalEnergies Marketing South Africa has signed a Sales and Purchase Agreement with the Prax Group to transfer its 36,36% interest in the refinery. While the Competition Tribunal conditionally approved the proposed transaction in June 2024, it is also subject to the fulfilment of additional conditions precedent. During this time Natref will continue to operate as normal, and Sasol remains committed to maintaining safe and reliable operations. The joint venture continues to innovate in response to the industry's environmental standards. In 2024, we progressed basic engineering of our hybrid refinery concept – this transition will enable us to align with Clean Fuel specifications and reduce the carbon intensity of our products. Engineering work is progressing well, positioning us to make a Final Investment Decision in 2025.

## SAFELY DELIVERING TODAY, SHAPING TOMORROW

#### FUELS CUSTOMER EXPERIENCE

##### Retail

###### **Sasol Rewards**

In 2024, we increased the number of registered customers on the Sasol Rewards programme by more than a third to **1,8 million**. Since its April 2022 launch, customers have earned points worth more than **R450 million** and redeemed points worth **R330 million**.

In July 2024, the Sasol Rewards mobile app went live. Sasol Rewards can now be redeemed for vouchers with partners such as Netflorist and NuMetro. We expect to launch more partners in the year ahead.

In September 2023, the Sasol Rewards programme was honoured with the prestigious "Best Newcomer Loyalty programme" award at the South African Loyalty Awards.



##### Commercial Energy Solutions

Our commercial strategy aimed at delivering end-to-end energy solutions to our commercial customers is well embedded and delivering the anticipated results. We continue to evolve our product and solution offering based on our customers aspirations and decarbonisation goals, each offering tailored to ensure our customers businesses are optimally catered for from an energy perspective. Our very own Sasol Total Fluid Management solution is now live and part of our value offering to customers. We continue to grow our presence in the geographies in which we operate while ensuring optimal customer efficiencies.

#### SASOL REWARDS



##### Launch of new forecourt station design

We recently launched a new design for our retail forecourts and convenience stores, reflecting our image as a progressive, eco-conscious and customer-centric brand that is adapting to the changing fuel and convenience shop landscape in South Africa.

## SASOL ENERGY BUSINESS continued

### MINING, GAS, OPERATIONS AND FUELS continued

SAFELY DELIVERING TODAY, SHAPING TOMORROW

#### RENEWABLE ENERGY

Renewable energy is key to reducing our greenhouse gas (GHG) emissions and moving towards more sustainable products. We are one of the largest private procurers of renewable energy in South Africa and have made good progress on our plans to procure up to 1 200 MW by 2030. To date, we have signed 757 MW of PPAs, of which 688 MW has been jointly procured with Air Liquide.

The 69 MW Msenge onshore wind project is expected to start commercial operation in October 2024.

The Damlaagte 97,5 MW solar project reached financial close in November 2023 and the Impofu cluster, consisting of three onshore wind projects totalling 330 MW of wind renewable energy, reached financial close in February 2024.



Courtesy: African Clean Energy Developments (Pty) Ltd (ACED)

#### GREEN HYDROGEN



#### LOW AND SUSTAINABLE CARBON FEEDSTOCK

Our proprietary Fischer-Tropsch technology enables our assets to be feedstock-agnostic, facilitating a transition away from fossil sources and towards feedstocks such as sustainable carbon and green hydrogen. Bio-feedstocks can play a pivotal role in transforming and making our existing assets more sustainable and produce low-carbon products such as renewable diesel and bio-sustainable aviation fuel.



Sustainable feedstock in the region is scarce, exacerbated by constraints linked to affordability and logistics. To address this, we are working to develop optimal supply chains to secure sustainable feedstock such as invasive alien species, agricultural residues and used cooking oils. As we explore these bio-based feedstocks, we are prioritising the sustainability of the value chain by evaluating impacts on land use, water availability, feed production, and sensitive environments.

#### Sasolburg

We produced the first green hydrogen from our Sasolburg assets in June 2023 by converting an existing chlor-alkali electrolyser, powering it with our own-built solar PV plant on site. We will be able to increase the volume of green hydrogen available for sale to 3,5 tons per day once the Msenge wind farm reaches commercial operation in October 2024.

In addition, we are developing several proof-of-concept demonstrations which will support further growth of the green hydrogen industry.

#### Boegoebai

During 2023, Sasol completed the prefeasibility study into the Boegoebai green hydrogen/ammonia export opportunity. The study confirmed the potential for the project to be technically and economically viable, with successful partnering a key enabler. During 2024, Sasol appointed Mizuho International plc to support our search for partners with whom to co-invest and carry out further studies into this opportunity. The Northern Cape Namakwa Special Economic Zone (SEZ) designation was gazetted on 21 May 2024. The SEZ licence will be leveraged strategically to facilitate the application process for the Boegoebai SEZ and represents a vital step towards enabling the Green Economy transformation within the Northern Cape.

## SASOL ENERGY BUSINESS continued

### MINING, GAS, OPERATIONS AND FUELS continued

## OUTLOOK

### OUR COMPELLING PROPOSITION FOR FUTURE SASOL

We are uniquely positioned to transform a diverse array of feedstocks into a range of chemical and energy products. This allows us to grow and evolve with the changing demands of our customers. Our long-term vision will focus on harnessing South Africa's abundant renewable resources to transform our assets in a value-accretive way and deliver a low-carbon more sustainable future.

### OUR STRATEGY TO REALISE FUTURE SASOL

STRENGTHEN  
AND GROW

- Deliver full potential from our Mining and Operations.
- Effectively manage our cost base to remain competitive.
- Meet our customers' expectations, from a service, quality and innovation perspective, while unlocking value and growth for Sasol.
- Develop and deliver opportunities to secure affordable gas feedstock to meet our internal demand and address the needs of customers.

TRANSFORM

We are driving a customer-led transformation of our business to manufacture sustainable products that meets the needs of our customers. We are well positioned to deliver through our innovative mindset, technically strong workforce and we will leverage our ability to integrate and operate complex value chains to create sustainable long-term value.

SAFELY DELIVERING TODAY, SHAPING TOMORROW

### MINING

Maintaining continuous supply of quality and cost-effective coal that meets the requirements for the South African value chain.

Mining saleable production in 2025 is expected to be 30 – 32 mt.

### GAS

Maximising the supply of gas to support existing internal and external markets to support the current South African requirements as well as a feedstock during the energy transition.

Combined gas production volumes from the PPA and PSA licence areas in Mozambique is expected to increase by 0 – 5% from 2024, supported by additional production from PSA.

### OPERATIONS

Providing a reliable asset base to produce maximum volumes while on a journey to decarbonise and transform in line with our customer needs.

Secunda Operations production volumes are expected to increase to 7,0 mt – 7,2 mt in 2025 compared to 2024 driven by improved coal supply, overall equipment availability and operational performance.

Natref production volumes are expected to increase by 5 – 15% in 2025 compared to 2024 which included a total refinery shutdown.

ORYX GTL production in 2025 is expected to increase by 40 – 60% compared to 2024 due to extended shutdowns in 2024.

### FUELS

Delivering the right products to our customers at the right time and providing a delightful experience.

Liquid fuel sales volumes are expected to increase by 0 – 4% in 2025 compared to 2024, supported by improved production at both Secunda and Natref.

# SASOL CHEMICALS BUSINESS

## ADVANCED MATERIALS, BASE CHEMICALS, ESSENTIAL CARE CHEMICALS AND PERFORMANCE SOLUTIONS

Sasol Chemicals collaborates with customers and suppliers to create innovative, sustainable solutions tailored for industries including agriculture, energy and mining, automotive, construction, home care, food and nutrition, healthcare, packaging, printing, and manufacturing. We integrate cutting-edge technologies into world-scale facilities to make and sell high-quality products that cater to the dynamic needs of our customers and improve the quality of life for people around the world.



We pioneer advanced chemical solutions that are both sustainable and transformative, striving to meet and redefine industry standards, as well as the expectations of our customers.

Our strong, diversified global presence is organised into three customer-focused regional operating segments – Africa, Americas, and Eurasia – that support four business divisions.

### ADVANCED MATERIALS

Specialising in speciality aluminas, carbon, and cobalt Fischer-Tropsch catalysts, we offer more than 400 custom alumina specifications for applications in sectors like high-performance abrasives, medical prosthetics and catalyst carriers.

### BASE CHEMICALS

Using globally advantaged feedstocks, our broad portfolio of commodity chemicals – including monomers, polymers, nitrates, phenolics and ammonia – caters to everyday needs across sectors like agriculture, construction and packaging, as well as various industrial, retail and consumer goods.

### ESSENTIAL CARE CHEMICALS

Our leading portfolio of integrated alcohols and surfactants includes our proprietary Ziegler alcohols as well as branched alcohols that provide sustainable solutions such as reducing waste and enabling low temperature washing. Our portfolio also includes biosurfactants, natural, palm-free, and lower-carbon intensity alternatives for cleaning, personal care, and pharmaceuticals.

### PERFORMANCE SOLUTIONS

We offer a wide range of intermediates, solvents, waxes, and speciality chemicals, including alcohols and comonomers. These products provide industrial and differentiated solutions as main ingredients, building blocks or performance additives across various industries.

### SALIENT FEATURES

- Mixed safety performance
- Challenging year, particularly in first half, with subdued volumes and margins seen across the industry
- Improved performance in second half of year, particularly in differentiated products. Commodity segments continue to struggle, especially in Europe.
- Overall unsatisfactory financial performance below expectations
- Swift and decisive actions are underway to improve performance. Chemicals Business separated into two organisations in June to:
  - Unlock value through closer integration of our Energy and Chemicals value chains in South Africa
  - Enhance market leadership in the products and solutions offered through our Northern Hemisphere chemicals assets

# SASOL CHEMICALS BUSINESS

continued

## ADVANCED MATERIALS, BASE CHEMICALS, ESSENTIAL CARE CHEMICALS AND PERFORMANCE SOLUTIONS

continued



### SAFETY

**Chemicals experienced an increase in the number of lost workday cases (many related to falls and trips), as well as fires, explosions, and releases (FERs) in FY24. We thoroughly investigated the instances, and successfully implemented those learnings by year's end.**

**In March 2024 we experienced a fire in our East Cracker unit at our Lake Charles site. There were no injuries and no offsite impacts. We expect restoration efforts to be complete in the first half of FY25.**

**Sasol Chemicals began to see improved performance in the second half of the year. In February, our Terranova plant in Italy achieved one million injury-free working hours. Many months of preparation and collaboration resulted in prestigious industry certifications being awarded to our Africa business for Health and Safety, Environmental and quality management. These certifications aid in continual improvements in business performance.**

**Throughout the year, we invested in and installed new technology that will enable better incident management, efficient reporting, and risk and assurance assessments for all sites. Additionally, the tracking of safety indicators will soon be automated, and the system will provide improved opportunities to share learnings and create a safer, healthier work environment for employees.**

### SAFETY OF OUR PEOPLE

### Overview of the year

The first half of the fiscal year was challenging, characterised by subdued volumes and margins which was in line with trends observed across the chemical industry. This period was marked by economic pressures that constrained performance and numerous actions were taken to mitigate the impact on our profitability and cash flow.

We began to see improved performance in the second half of the year. Particularly notable was the performance of our differentiated products, which exhibited robust margin expansion. In contrast, our commodity segments, especially in Europe, continued to grapple with depressed demand and elevated gas costs, which adversely impacted margins.

Despite these improvements, the results for the fiscal year did not meet our expectations, underscoring the need for swift and decisive actions to improve our performance. Our ongoing commitment to operational excellence and strategic initiatives is aimed at addressing these challenges and strengthening our market position.

### PERFORMANCE

#### CHEMICALS AFRICA

Sales volumes were 2% higher than previous year. This was due primarily to a phase shutdown at our Secunda Operations compared to a total shutdown last year.

Improved production and supply chain performance over the second half of this year led to 8% higher sales volumes in the fourth quarter over last year.

The average sales basket price was 13% lower than FY23 due to lower oil prices and weaker global demand.

#### CHEMICALS AMERICAS

In the Americas, sales volumes were 3% higher than last year, due in large part to the fire at the Ziegler alcohol unit last year that resulted in lower sales. Sales volumes for Essential Care Chemicals and Advanced Materials therefore increased in FY24 compared to FY23.

Mainly due to lower sales in Base Chemicals from planned and unplanned outages, sales volumes in the fourth quarter decreased compared to last year. Additionally, while the average utilisation rate for the Louisiana Integrated Polyethylene LLC (LIP) JV Cracker in FY24 was at nameplate capacity, the East cracker was down due to ongoing repairs after the March 2024 fire. The East cracker is expected to be back online in the first half of FY25. Production rates at several other units continue to be managed proactively in response to the lower demand and to manage inventory levels.

The average sales basket price was 14% lower than last year, driven by a combination of lower oil, feedstock and energy prices, changes in product mix and continued weak demand. While prices did slightly increase in the fourth quarter, due primarily to increases in the ethylene margin, overall margins and associated profitability remain under pressure.

#### CHEMICALS EURASIA

Sales volumes were 3% higher than FY23, reflecting depressed demand that remains significantly below historical levels due to a weak economic environment in both Europe and China. Production rates at several units continue to be managed proactively in response to the lower demand and to avoid inventory build.

The average sales basket price was 19% lower than FY23, reflecting the decrease in feedstock and energy prices in Europe after the record-high levels resulting from the war in the Ukraine. Q4 FY24 prices were 6% higher than Q3 FY24, mainly driven by selling more differentiated products.



# SASOL CHEMICALS BUSINESS

continued

## ADVANCED MATERIALS, BASE CHEMICALS, ESSENTIAL CARE CHEMICALS AND PERFORMANCE SOLUTIONS

continued

**SAFELY DELIVERING TODAY,  
SHAPING TOMORROW**

### ADVANCED MATERIALS: TEAM APPROACH, BIG RESULTS



**Our Brunsbüttel facility in Germany recently reduced its average carbon footprint by 10%, thanks to the ingenuity and collaboration of a multi-functional team.**

The team leveraged its broad expertise to identify and implement a range of innovative ideas, which included transitioning to less carbon-intensive aluminium feedstock alternatives, increasing the use of renewable energy sources and enhancing our production technology.

In doing so, we can now support the sustainability profiles of our customers' products – a competitive benefit that is increasingly important in the alumina market. This also aligns with our emission reduction roadmap aiming for a 30% reduction by 2030.

### BRINGING SUSTAINABILITY HOME

**We are offering new sustainable ingredients for manufacturers of personal care and cleaning solutions – helping customers introduce more sustainable products to their targeted markets.**

CARINEX SL is a natural, multifunctional solution for shampoos and conditioners, cleansers, creams and more. Made from palm-free, natural feedstocks, CARINEX SL offers faster and more complete biodegradability, lower toxicity in the environment, and advanced foaming qualities.

LIVINEX SL is a next-generation household solution, designed for laundry detergents, dishwashing soap, glass and surface cleaners, and many more. LIVINEX SL is made from natural ingredients and delivers excellent cleaning performance compared to current solutions.

These two innovative customer-focused solutions – both introduced to the market during the year – are key offerings in our growing portfolio of biosurfactants, a high-demand, rapidly growing market. Through its low-carbon, bio-based feedstocks, we are helping customers compete more effectively and enable their sustainability roadmaps.



### INNOVATING FOR A LOW-CARBON FUTURE



**We are delivering industry-leading products that help reduce carbon footprints.**

SASOLWAX LC100 – developed for the packaging adhesives market – has a reduced Product Carbon Footprint (PCF) of 35% without compromising on performance.

This breakthrough gives customers the ability to reduce their Scope 3 emissions with a wax that delivers the same properties and performance benefits as Sasol's benchmark product for hot melt adhesives formulations, including better flow characteristics, fast set times, outstanding thermal stability, and enhanced durability. Those benefits allow packaging manufacturers to produce more high-quality boxes in less time – all while utilising significantly less material.

SASOLWAX LC100 builds on the success of our lower-carbon SASOBIT LC, which is used in asphalt formations and provides a 35% PCF reduction. Our model for calculating PCFs for its GTL FT wax value chain has undergone a critical third-party review and complies with ISO 14067, an international standard that outlines the requirements and guidelines for quantifying the carbon footprint of products throughout their lifecycle.

Customers can use these new waxes without investing in new equipment, making them an easy choice for overall carbon reduction.

## SASOL CHEMICALS BUSINESS continued

ADVANCED MATERIALS, BASE CHEMICALS, ESSENTIAL CARE CHEMICALS AND PERFORMANCE SOLUTIONS continued

### OUTLOOK



#### OUR COMPELLING VISION FOR FUTURE SASOL

In June, Sasol's Chemicals Business was separated into two organisations, part of Sasol's overall commitment to reimagine the business and unlock full potential. Chemicals Africa was merged with the South African Energy business to form the new Marketing and Sales, Energy and Chemicals Southern Africa organisation. International Chemicals was formed from the assets and businesses in the Northern Hemisphere to prioritise market leadership in the products and solutions offered through our chemicals assets in the Americas and Eurasia.

Sasol's International Chemicals Business has a global presence, integrated value chains and a number of differentiated market positions and attractive growth areas. These include our high purity aluminas, and the broadest portfolio of integrated alcohols and surfactants in the world for use in cleaning, personal care, cosmetics and pharmaceutical applications.

#### OUR STRATEGY TO REALISE FUTURE SASOL

STRENGTHEN  
AND GROW

- Consistently meet and exceed our customers' expectations.
- Implement a streamlined functional organisational model that eliminates silos, reduces complexity and speeds up decision-making.
- Foster a culture of collaboration, creativity and innovation.
- Maintain relentless focus on costs.
- Grow market share and expand margins.

TRANSFORM

- International Chemicals will leverage our products, assets and, most importantly, the creativity and innovation of our people, to stabilise, turn around and ultimately grow our business, re-establishing ourselves as an industry leader.
- In driving this change, new leadership is working to develop and implement a new strategy to offer our customers more sustainable and competitive solutions, improve margins and reduce costs, and return us to consistent profitability and cash generation.

SAFELY DELIVERING TODAY, SHAPING TOMORROW

# SUSTAINABILITY AND RELATED ENVIRONMENT, SOCIAL AND GOVERNANCE ELEMENTS



In becoming more sustainable we are being measured through the elements related to environment, social and governance (ESG). While sustainability is broader, considering the long term wellbeing of the planet and society, it is intertwined with ESG. We remain cognisant that climate change is a Group top risk.

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<a href="#">Environment, Social and Governance (ESG) snapshot</a>	71	<a href="#">Process safety</a>	103
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# SAFETY, SOCIAL AND ETHICS COMMITTEE CHAIRMAN'S STATEMENT



**“We remain committed to addressing climate change. While we are making strides in our holistic sustainability approach, our safety record demands action. The safety of our people is paramount, and we are taking decisive measures to embed a culture of care.”**

Muriel Dube ➤ Safety, Social and Ethics Committee Chairman

## KEY MESSAGES

- Safety requires more impactful interventions
- Included in the 2024 Standard & Poor's Sustainability Yearbook
- Optimising the Emission Reduction Roadmap to include value-creation opportunities

### Dear stakeholders

The Safety, Social and Ethics Committee (the Committee) is appointed by the Sasol Limited Board to provide integrated strategic direction on group-wide sustainability, safety, people, social and ethics matters across Sasol Limited, its subsidiaries and affiliates. This includes acting as the Social and Ethics Committee for Sasol Limited and its South African subsidiaries as contemplated in the Companies Act 71 of 2008, as amended (the Companies Act).

The Committee has an independent oversight role, monitoring and reporting on Sasol's compliance with social and economic development requirements and other codes of good practice relating to good corporate citizenship, the environment, health, public safety and consumer protection. The Committee ensures that Sasol's governance of social and ethics performance fosters an ethical culture and upholds the principles of responsible corporate citizenship.

In line with its mandate under the Companies Act, the Committee reviewed and monitored Sasol's activities during the financial year, ensuring compliance with relevant legislation, other legal requirements or prevailing codes of best practice, in the following areas:

- Social and economic development, including adherence to the Organisation for Economic Co-operation and Development's anti-corruption recommendations and United Nations Global Compact's Ten Principles.
- Promotion of equality and the prevention of unfair discrimination, with ongoing monitoring of Sasol's progress in terms of the South African Employment Equity Act, No 55 of 1998 and standing in terms of the South African Broad-Based Black Economic Empowerment (BBBEE) Act, No 53 of 2003.
- Corporate social responsibility, with a focus on Sasol's global initiatives.
- Consumer relationships, including compliance with advertising, public relations and consumer protection laws.
- Labour and employment practices, emphasising decent work conditions, sound employment relationships, employee education, gender diversity, women empowerment and organised labour in line with International Labour Organisation standards.



THE COMMITTEE ENSURES THAT SASOL'S GOVERNANCE OF SOCIAL AND ETHICS PERFORMANCE FOSTERS AN ETHICAL CULTURE AND UPHOLDS THE PRINCIPLES OF RESPONSIBLE CORPORATE CITIZENSHIP

# SAFETY, SOCIAL AND ETHICS COMMITTEE CHAIRMAN'S STATEMENT continued

A detailed overview of the key areas the Committee focussed on during the financial year.

## SAFETY

During the financial year, we experienced the irreparable loss of five colleagues in work-related incidents, including one just before the publication of this report. These losses are sorely felt by us all and our thoughts are with the bereaved families and loved ones. This unbearable loss serves as a stark reminder of the responsibility we bear to ensure the wellbeing of everyone in the Company. The safety of our employees is paramount and we recognise the need for more impactful interventions. The Board has urged management to prioritise safety initiatives, reinforce life-saving rules and ensure leadership visibility to arrest this devastating trend. The CEO and Group Executive Committee remain accountable for implementing the necessary safety culture and behaviours across the organisation.

## STREAMLINING OUR REPORTING AND PROGRESSING OUR CONFORMANCE TO GLOBAL REPORTING STANDARDS

To better align with international standards, we have consolidated our Sustainability and Climate Change Reports into the Integrated Report for the financial year 2024 with a more focused Environmental, Social and Governance (ESG) section. This provides stakeholders with a comprehensive overview of our activities in a single succinct report.

www We will continue to report on all other ESG matters available on our website [www.sasol.com/esg](http://www.sasol.com/esg)

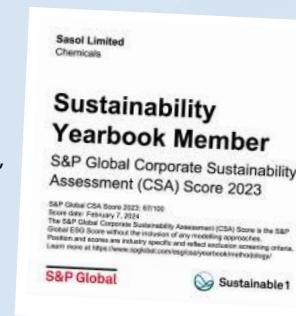
## ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) PERFORMANCE

In 2021 we set a goal to improve our ESG ratings annually, aiming for inclusion in the Standard & Poor's Corporate Sustainability Assessment for the Dow Jones Sustainability Index (DJSI). Since setting the aspiration, we have increased our ratings for six of the seven agencies for which we complete questionnaires.

While we have not yet achieved DJSI inclusion, our improved scores have qualified us for inclusion in the 2024 Standard & Poor's Sustainability Yearbook, recognising companies making strides in sustainability. Of 533 chemical companies evaluated globally, only 33, including Sasol, were included in the Yearbook. Domestically, we were ranked third of the top 10 ESG scores in South Africa. We believe that our performance is reflective of our continued efforts to becoming more sustainable. Our improved performance on the Standard & Poor's Corporate Sustainability Assessment has also resulted in our inclusion in the Standard & Poor's Global LargeMidCap ESG Index.

During FY25, Sasol will be driving efforts toward optimising the Emission Reduction Roadmap to include value-creation opportunities. The aim is to stabilise the business and recover to business-as-usual production levels, while still decarbonising and reducing the carbon intensity of the business.

www For additional insights into our efforts, refer to the ESG section available on our website [www.sasol.com/esg](http://www.sasol.com/esg)



## CONTINUED COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS (SDG's)

Since 2019, we have prioritised five SDG's where we can make the most impact. During the financial year, we added Gender Equality as a priority aligning with our commitment to equitable representation and an inclusive workplace. We will continue to focus on improving gender role categories, with a particular emphasis on African and Coloured women in South Africa. As highlighted later in the report, we increased the number of African and Coloured women in succession pools for senior leadership and critical roles and implemented focused leadership programmes for them.

Sasol supports the Forward Faster initiative and has also actively participated in the Voluntary National Review for the Sustainable Development Goals, reflecting our commitment to sustainability and transparency.

## COMMITMENT TO HUMAN RIGHTS AND ENSURING ETHICAL CONDUCT

The Board determines Sasol's values, including principles of ethical business practice and responsible corporate citizenship. The Committee oversees the ethics programme to ensure these standards are communicated and upheld throughout the Group.

**Since 2001, Sasol has been a signatory of the Ten Principles of the United Nations Global Compact. The first two principles relate to human rights and provide that:**

- **Principle 1** – Businesses should support and respect the protection of internationally proclaimed human rights; and
- **Principle 2** – Businesses should make sure that they are not complicit in human rights abuses.

Our commitment to upholding human rights in all our business activities is embedded in our policies and practices related to fair labour and employment, extending to our business relationships, including suppliers. We are also addressing the growing concern about human rights issues related to environmental and climate change management globally. To mitigate this, members of management are incentivised to deliver on various climate-related targets.

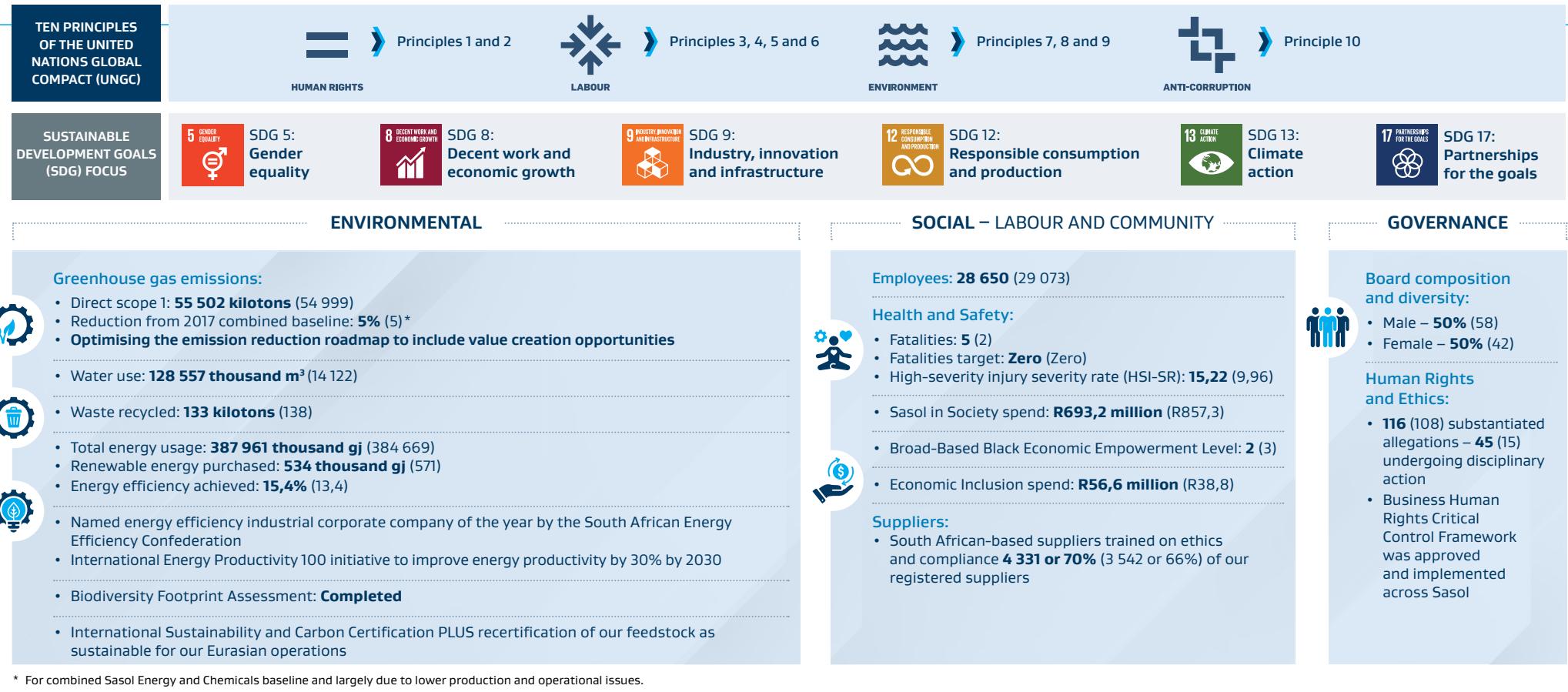
## In closing

As I reflect on FY24, it is clear that we are making progress on our journey to becoming more sustainable. I am confident that we have fulfilled our mandate as required by the Companies Act 71 of 2008 and that there were no instances of material noncompliance with applicable ESG laws and regulations. My appreciation to Team Sasol, my colleagues on the Board for their resolute commitment to the work of the SSEC and in fulfilment of responsive stakeholder engagement.

**Muriel Dube**  
Safety, Social and Ethics Committee Chairman

29 August 2024

# ENVIRONMENT, SOCIAL AND GOVERNANCE (ESG) SNAPSHOT



ESG RATINGS AND DISCLOSURE:	Agency	S&P Global	MSCI	SUSTAINABILITY	FTSE4Good	CDP	Moody's ANALYTICS	ecovadis	ISS-CORPORATE	IRAS
	Performance as at end of FY	67 (62) ↑	BBB (BB) ↑	30,6 (38,9) ↑	Included 3,3 (3,2) ↑	Water A- (B) ↑	Climate B (A-) ↓	53 (49) ↑	Sasol Italy SPA: <b>Platinum</b> (Platinum) – Sasol Germany: <b>Gold</b> (Gold) – Sasol (China) Chemical Co. Ltd: <b>Bronze</b> (Silver) ↓ Sasol (USA) Corp.: <b>Bronze</b> (Bronze) – Sasol South Africa: <b>No medal</b> (not assessed)	Governance: <b>3</b> (3) – Environment: <b>1</b> (1) – Social: <b>1</b> (1) –

## Local and international commitments:

Paris Agreement; UN SDGs; Ten Principles of the UNGC, UN COP; UN Water mandate, a member of the Roundtable on Sustainable Palm Oil, Responsible Care®, African Business Leadership Coalition, The Roundtable on Sustainable Biomaterials member programme.



All figures in brackets refer to FY23 data.

Increase ↑ Decrease ↓ No change –

# ENVIRONMENT ➤

## AIR QUALITY MANAGEMENT



### OUR COMMITMENT

We are committed to a holistic air quality management approach, which is appropriately informed by internationally accepted practices. We are dedicated to engaging and collaborating with our stakeholders on our improvement commitments and associated progress.

### OUR GROUP APPROACH

Sasol's Safety, Health and Environment (SHE) policy underpins our risk-based approach to mitigate and improve our atmospheric footprint. This includes ongoing efforts to prevent pollution and enable ambient air quality improvement through legal compliance and the application of duty of care.

To this end, we participate constructively in policy and regulatory development processes as well as in community initiatives. We monitor our performance, report to the authorities on it and disclose appropriately to our stakeholders.

### PERFORMANCE AND INITIATIVES

#### Our air quality landscape

Our Southern African operations depend on coal and gas as primary feedstocks. Our Natref facility in Sasolburg relies on crude oil. Outside Southern Africa, our international operations depend on a diverse portfolio including gas and crude-oil-derived feedstocks.

The emissions from our operations that rely on coal as a feedstock in South Africa make up the greatest portion of our contribution to the relevant airsheds. Sasol is executing against its decarbonisation approach, which over time is expected to also have a significant positive impact on our atmospheric footprint.

#### Managing air quality in South Africa

In FY24, we continued efforts to reduce our impact on air quality. These are focused on compliance with regulatory requirements, development of innovative solutions and constructive engagements with stakeholders including our fenceline communities and regulatory authorities.

#### Retaining our licence to operate

We continued to make significant progress towards compliance with the Minimum Emission Standards (MES). These are improvement standards prescribed for specific substances related to specific activities. We are advancing our commitments as outlined in our air quality compliance roadmaps and are in the last stretch of this journey to meet our agreed obligations by 1 April 2025. We disclose our compliance challenges and collaborate with the authorities in addressing these.

For more detail on our progress refer to environmental compliance pages 91 – 92.

#### Community engagement

We sustained our engagements with communities in Sasolburg and Secunda aimed at the transparent disclosure of our air quality performance and progress on associated improvement roadmaps.

#### Innovative solutions

We worked to develop and implement various innovative solutions, including abatement projects that use technologies compatible with our mature plants. These include:

- Sasolburg Ekandustria Operations (SEO) is conducting a trial on co-feeding of biomass to its coal-fired boilers. The aim is to transition to more sustainable fuel sources, thereby reducing the dependence on coal.
- Co-feeding biosludge to gasification at our Secunda Operations (SO) is still in construction – a stream that is currently incinerated will be routed to our gasification process to produce syngas from biosludge and move up the waste hierarchy.
- We completed studies on treatment solutions for High Organic Water (HOW) at SO. This stream will be routed to the existing bio-basins, diverting it from incineration and improving air quality. The project is on track to achieve beneficial operation.
- We continued to collaborate with third parties to find solutions to move our High Sulphur Pitch waste stream away from landfill or incineration. Pilot trials are being executed to find the optimal solution.

#### Engagement with authorities

In support of the South African government's policy and regulatory endeavours to improve air quality, we engage constructively at a local, provincial and national level.

In FY24, we engaged with the National Air Quality Officer (NAQO) on the performance of our operations, disclosing information required for the purposes of improving ambient air quality.

We also participated at multi-stakeholder consultation sessions with the South African Department of Forestry, Fisheries and the Environment (DFFE) on the revision of the MES for South Africa, the proposed priority area and dust regulations, as well as on Sasol's 12A application.



# ENVIRONMENT continued

## AIR QUALITY MANAGEMENT continued

### PERFORMANCE

#### Feedback on our Sulphur Dioxide ( $\text{SO}_2$ ) application to be regulated on a alternative load-based emission limits under Clause 12A of our MES

We previously reported that Sasol sought a dispensation in terms of Clause 12A of the Listed Activities and Associated Minimum Emission Standards 2013, promulgated under the National Environmental Management: Air Quality Act, 39 of 2004, for its Secunda Operations to be regulated under alternative load-based emissions standards from 1 April 2025 onwards. The application was initially declined by the NAQO and Sasol subsequently filed an appeal to the Minister of Forestry, Fisheries and the Environment in July 2023.

On 5 April 2024, the Minister issued her decision, in terms of which she upheld Sasol's appeal and set aside the decision of the NAQO. The Minister concluded that Sasol's application met all the requirements of Clause 12A, and therefore replaced the NAQO's decision by permitting that load-based limits be applied from 1 April 2025 up to 31 March 2030, subject to further conditions. The decision was contingent on the Minister's subsequent determination of concentration-based limits to apply, in addition to the load-based limit. On 26 July 2024, Sasol received notification that the concentration-based limits have been determined and Sasol can accordingly continue with the implementation of its load-based integrated solution. Sasol will apply to the local licensing authority to incorporate the abovementioned limits in the atmospheric emissions license (AEL) for its SO to give effect to the Minister's decisions. The varied AEL will enable lawful operations from 1 April 2025.

 The decision is available on our website  
[www.sasol.com/esg](http://www.sasol.com/esg)

Air quality performance		Reasons
Atmospheric emissions kilotons (kt)	2024	
Particulate Matter (PM)	7,55	2023 7,63 → <b>SO:</b> 0,5% reduction associated with additional Electro Static Precipitators (ESPs). <b>SEO:</b> 6% reduction associated with boiler retrofits.
Nitrous Oxides ( $\text{NO}_x$ )	114,04	2023 122,04 → <b>SO:</b> 7% reduction overall, associated with the retrofit of additional low- $\text{NO}_x$ burners at our South African operations.
Sulphur Oxides ( $\text{SO}_x$ )	160,87	2023 166,88 → <b>SO:</b> 9% decrease predominantly due to better coal quality into our boiler operation.

#### Air quality offsetting programme

We are committed to the second phase of our offsetting implementation plan, which is focused on the reduction of PM and  $\text{SO}_2$  emissions in surrounding communities.

For FY24 the plan included the following initiatives:

- a comprehensive education and awareness campaign, covering nine schools and the public;
- paving of an additional 1,8 km road to reduce dust pollution;
- retrofitting of household thermal insulation and the swap out of coal- for LPG- stoves in 5 532 homes in the eMbalenhle and Lebohang communities;
- the rollout of low-smoke coal stoves to households in the Zamdela area to reduce emissions from conventional stoves; and
- re-establishing the vehicle emission testing programme that commenced in May 2024.

#### Air quality abatement achievement towards 2025

We are on track with implementing our air quality roadmaps, aiming to achieve compliance with the new plant standards in 2025. We continue to engage with the National Air quality officer on our progress and associated challenges.

 For more detail on our progress on air quality abatement towards 2025 and offsets refer to our website  
[www.sasol.com/esg](http://www.sasol.com/esg)

#### Air quality abatement achievements

In FY24, we have achieved the following:

##### PM emission reduction

Improvements for PM reduction within Secunda, Sasolburg and Natref Operations include:

- at SO, we retrofitted 16 out of 17 ESPs with abatement equipment;
- at SEO's Steam Station plants, we upgraded eight of the 12 ESPs with one boiler being retrofitted at our Steam Station 1 plant.

##### $\text{NO}_x$ emission reduction

At SO, in FY24 we completed the retrofit of three more boilers with low  $\text{NO}_x$  burner abatement technology, bringing the total retrofitted so far to nine. At year-end, a fourth installation was underway and a retrofit of the rest of the fleet was on track to be fully compliant with the MES limit.

At SEO, low  $\text{NO}_x$  burners were also installed on seven of the 12 operational boilers.

##### Incinerator emission reduction

At SO, we made progress on our biosludge-to-gasification project, with eight lysis reactors installed by year-end. The project entails the recycling of the biosludge waste stream into a gasification feedstock, thereby allowing for the decommissioning of the biosludge incinerators and decreasing our on-site GHG emissions.

There is one incinerator online which is compliant with emission standards at SEO, however, we continue to review alternatives to incineration for waste streams from Sasolburg.

# ENVIRONMENT continued

## CLIMATE CHANGE



### OUR COMMITMENT

Sasol is committed to climate action. We acknowledge the need to reduce greenhouse gas (GHG) emissions in support of the Paris Agreement. This includes its goals to limit global warming to well below 2°C while pursuing efforts to limit the temperature increase to 1,5°C. In 2021, we responded positively to calls for a higher reduction ambition by increasing our 2030 reduction target and driving towards a net zero ambition.

### OUR GROUP APPROACH

We are committed to transforming our business while protecting and growing shared value for stakeholders.

Our climate-action approach is focused on:

- Optimising the emission reduction roadmap (ERR) to include value creation opportunities cognisant of external factors, to ensure a balanced approach across people, planet and profit considerations;
- Implementing a three-pillar emission reduction framework – Reduce emissions, Transform operations and Shift our portfolio. (This framework is housed within the Strengthen and Grow and Transform phases of the Sasol strategy);
- Forging strategic partnerships with like-minded organisations to establish new sustainability businesses, aligned with our vision and commitment to developing our sustainability competitive advantages for a low-carbon future, decarbonisation and a just transition;
- Using existing assets and applying energy and process efficiencies, integrating significant renewable energy and reconfiguring assets to use lower- and low-carbon feedstocks such as green hydrogen and sustainable carbon; and
- Advocating for coherent and integrated climate policy and a regulatory framework that enables a just and equitable transition appropriately paced for the context in which we operate – and the need to ensure our business's financial sustainability.

### Adapting to evolving global dynamics

#### Unless we respond decisively and timely, global megatrends pose formidable – and growing – risks to the sustainability of Sasol.

Around the world the transition to renewable energy is gaining rapid momentum. Against a backdrop of mounting geopolitical and trade tensions, nations are prioritising energy security and driving the diversification of energy sources, including fossil fuels. The need to address energy poverty is also ramping up. The International Energy Agency (IEA) estimates that investment in clean energy grew by as much as 40% in just four years to 2023.

South Africa is among those nations taking decisive steps to diversify its energy mix. The country faces fundamental issues of energy security, to which Sasol's continued support and contribution are critical.

Sasol is fully committed to playing its part to support the country's ambitions to diversify its energy mix through opportunities in gas-to-power, renewable power and biomass-to-power. We aim to create sustainable value into the future while decarbonising.

Doing so in a deliberate, expeditious and transparent manner is an environmental and socio-economic imperative for our business – it is also essential to our sustainability.

We believe that resetting our business will enhance cash flow and enable our transition. In essence, our strategic choices inform a path towards ensuring that Sasol remains sustainable in the long term and in a low-carbon economy. In delivering on our strategy, the triple bottom line – people, planet and profit – continues to remain at the forefront of our decision-making.

At Sasol, we are here for good – for the good of our people, our planet and our stakeholders. Only if we are financially sustainable will we be able to exploit our unique technological, intellectual and human strengths to help deliver meaningful, sustainable triple-bottom-line benefits.

### TARGETED INTERVENTIONS

- Reduce absolute scope 1 and 2 emissions for Sasol Energy and the international Chemicals businesses by 30% by 2030<sup>1</sup>
- Reduce absolute scope 3 emissions for Sasol Energy by 20% by 2030<sup>2</sup>

<sup>1</sup> For the Sasol Energy and Chemicals businesses excluding Natref and Mozambique.

<sup>2</sup> For Category 11 (sold products); applicable to Sasol Energy.



## ENVIRONMENT continued

### CLIMATE CHANGE continued

#### Programmes and Initiatives

Since 2021, we have taken a climate-risk view which has evolved into an approach grounded in value creation. Having paused to reassess our strategic opportunities and having listened to stakeholders, we have come to realise that many opportunities exist for us to exploit our capabilities in the areas of renewable energy and sustainable carbon. Our well-honed capabilities hold the key to unlocking future value creation opportunities, while ensuring our existing operations are stable and reliable today and into the future.

#### Right to win

In this context, we consistently evaluate our competitive advantages in those areas in which we believe we have a "right to win". Our rationale is premised on the ability to turn our competitive advantages in terms of size, markets, infrastructure, technology and people, into successes in a financial and sustainable way.

There are several newly emerging areas of interest to Sasol, including renewable energy, biomass and gas.

#### Sasolburg asset transformation

Our Sasolburg facility stands as a beacon of innovation, with our cutting-edge Fischer-Tropsch (FT) technology at its core, capable of producing both fuels and chemicals seamlessly. This technology's versatility allows for the use of alternative, non-fossil fuel feedstocks, cementing our edge in the market. Our strategic initiatives focus on early-stage pilots and the transformation of Sasolburg for future needs.

In June 2023, we produced our inaugural batch of green hydrogen at Sasolburg, utilising a repurposed chlor-alkali electrolyser and solar power from our on-site 3,37 MW plant. The development of a 69 MW wind farm is on track; through this we are aiming to scale production to 3,5 tons per day of green hydrogen by October 2024.

We are pioneering green hydrogen mobility in South Africa. October 2023 marked the launch of the nation's first hydrogen-powered road transport ecosystem demonstration, featuring the Toyota Mirai. This was followed by a tripartite agreement with Anglo American Platinum and BMW Group South Africa to showcase the hydrogen-fuelled BMW iX5 prototype, a venture that debuted in February 2024 alongside the Global Hydrogen Council summit.

Concurrently, we are reimagining Sasolburg's role by integrating bio-based feedstocks into our operations to yield eco-friendly products like bio-methanol and renewable diesel. Sasolburg is poised to become the springboard for sustainable innovations, setting the stage for similar advancements at our Secunda facility.

#### Gigawatt renewable energy growth

Sasol is at the forefront of South Africa's renewable energy revolution, harnessing the power of sustainable resources to meet our decarbonisation goals and drive significant growth. With a bold vision, we aim to secure 1,200 MW of renewable energy by 2030, making us one of the top private renewable energy buyers in South Africa. Our journey includes 757 MW in PPAs, 688 MW of which is a collaborative effort with Air Liquide.

Our commitment shines through the Sasolburg Operations' green hydrogen initiative, supported by 69 MW wind energy and a 3,37 MW solar photovoltaic (PV) facility. This project, operational since June 2023, showcases the potential of on-site renewable generation, a strategy we are expanding across our properties. Our dynamic procurement programme, coupled with our self-build embedded generation project, has injected vital momentum into our business-building strategy, paving the way for bold future investments in clean energy.

**Looking ahead, the 69 MW Msenge wind farm will be operational by October 2024, while the 97,5 MW Damlaagte solar project and the 330 MW Impofu wind cluster have already achieved financial close.**

As the energy landscape evolves, Sasol continues to actively collaborate with Eskom and other key role players to shape the future of South Africa's electricity market.

#### Green hydrogen and ammonia

Last year, Sasol successfully completed a pivotal pre-feasibility study, demonstrating the Boegoebaai project's potential as a game-changer in green hydrogen and ammonia export. This venture stands on the cusp of technical and economic breakthroughs, with strategic partnerships being the cornerstone of success.



Courtesy: African Clean Energy Developments (Pty) Ltd (ACED)

To propel this initiative into a global leadership position, Sasol has joined forces with Mizuho International plc, embarking on a quest for like-minded investors to bring this vision to life. In 2021, Sasol's foresight in signing a Memorandum of Agreement with the Northern Cape government set the stage for the region to emerge as a green hydrogen export powerhouse. In December 2022, the Boegoebaai Green Hydrogen Programme was designated as a Strategic Integrated Project (SIP), supported by Sasol's participation and the unveiling of the Northern Cape Green Hydrogen Masterplan in October 2023. The recent designation of the Namakwa Special Economic Zone (SEZ), in May 2024, marked a strategic milestone. It is paving the way for the Boegoebaai SEZ application, as well as igniting the potential transformation of the Northern Cape into a hub for the burgeoning Green Economy.

#### Sustainable carbon

In the near term, bio-feedstocks are a key transition feedstock for our operations, reducing GHG emissions and allowing us to produce low-carbon products like renewable diesel and bio-sustainable aviation fuel (SAF) through co-processing.

While sustainable feedstocks are limited in the region, Sasol is committed to developing robust supply chains that ensure accessibility to these vital resources. Sasol is exploring diverse sources including invasive species, agricultural waste and recycled cooking oils. Moreover, Sasol is pioneering the growth of energy crops on previously degraded lands, such as those affected by mining.

Sustainability remains a priority as we venture into bio-based resources. We are dedicated to holistically assessing the sustainability of our bio-based and related value chains. This includes the consideration of land, air, water, food security and biodiversity management, all while adhering to stringent sustainability standards set by international certification bodies.

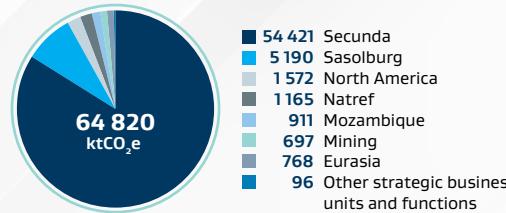
<sup>1</sup> Refers to the rules and guidelines that govern how electricity is generated, distributed and traded in South Africa.

# ENVIRONMENT continued

## CLIMATE CHANGE continued

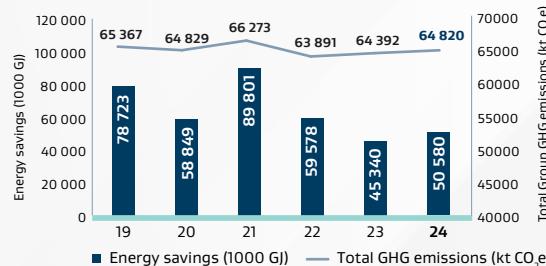
### Year in review

Direct carbon dioxide (CO<sub>2</sub>) scope 1 (CO<sub>2</sub> equivalent) and Indirect CO<sub>2</sub> scope 2 emissions<sup>1</sup> (kilograms)



- GHG emissions have been calculated and reported in accordance with the GHG Protocol ([www.ghgprotocol.org](http://www.ghgprotocol.org)) and the Intergovernmental Panel on Climate Change (IPCC) 2006 guidelines, data breakdown provided refer to performance data.
- Group scope 1 and 2 emissions do not equal our scope 1 and 2 targets.

### Group energy savings



- Increase in energy savings for 2024 due to higher production and lower energy consumption.

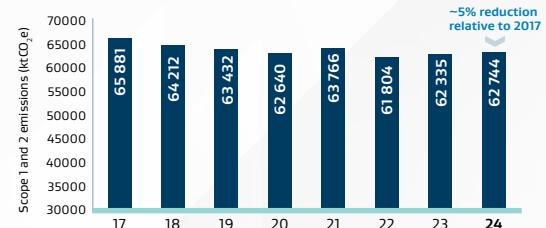
### Total Group scope 3 emissions



- For more detail on our calculated scope 3 categories refer page 81.

### PERFORMANCE AGAINST OUR 2030 TARGETS

#### Sasol Energy and Chemicals combined target tracking



- Represents 95% of total Group emissions, includes Mining, excludes Mozambique, Natref and some strategic business units.
- Represents a combined Sasol Energy and Chemicals restated 2017 baseline due to divestments and methodology improvements (see our 2022 climate change report).
- GHG reduction due to production variances and mitigation (see alongside).

#### Sasol Energy scope 1 and 2 target tracking excluding Natref



- Includes Mining, Natref, Mozambique and some strategic business units are excluded from Sasol Energy's 2030 GHG target. Target setting for Natref will be undertaken in consultation with our JV partner.
- GHG reduction due to production variances and mitigation (see alongside).

#### Sasol Energy scope 3 Category 11 emissions



- Includes sales of Natref's products.

- GHG reduction due to production variances (see alongside).



### 2024 EMISSION REDUCTIONS

In 2024, we maintained an approximate 5% reduction off the combined Sasol Energy and Chemicals 2017 scope 1 and 2 baseline.

#### Energy scope 1 and 2 GHG emissions

Focused efforts to recover production from the foundation business to sustainable levels, aligned with our ERR, resulted in marginally higher GHG emissions for the Energy Business. Product volumes were, however, lower relative to 2017, resulting in the 3,8% lower GHG emissions from 2017.

#### Chemicals scope 1 and 2 GHG emissions

The International Chemicals Business saw a GHG reduction of 18,8% from 2017, slightly higher than emissions in 2023. Persistent low utilisation rates and weak product volumes, as a result of a depressed global chemicals sector, continue to negatively affect production and consequently lowered GHG emissions.

#### Scope 3 emissions

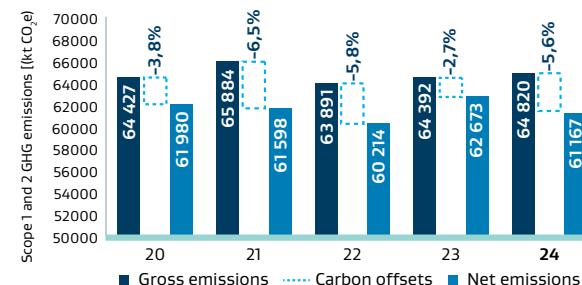
Relative to 2023, there was a slight reduction in Category 11 emissions due to decreased fuel sales volumes. In total, emissions decreased by approximately 20% when compared to our 2019 baseline.

#### Energy Efficiency

Sasol's Group energy efficiency improved by 2,1% from the previous year mainly due to higher production and lower energy consumption.

For more detail refer to page 86.

#### Gross and net Group scope 1 and 2 emissions



- Scope 1 and 2 GHG inventory reported on a gross and net basis (inclusive of carbon credit retirements by Sasol Energy) in preparation for IFRS reporting requirements. Carbon credit retirements disclosed at a project-level in our annual CDP disclosures.

## ENVIRONMENT continued ➤

### CLIMATE CHANGE continued

#### Our commitment to climate action

##### PARIS ALIGNMENT

We are fully committed to playing our part in the global effort to support the Paris Agreement goals and have used a science-based approach to set our targets. In setting these targets the lack of relevant external standards, against which our support could be assessed, has been challenging.

The Science Based Target Initiative (SBTi) is being used by some to set science-based targets. However, our unique business, built on the FT process and not conventional oil refining, does not fall within the SBTi's available methodologies.

This year, we engaged with SBTi's Oil and Gas Expert Advisory Group to raise our concern on the lack of an available methodology. Regrettably, our discussion did not yield the desired outcome, as their oil and gas methodology does not apply to Sasol's unique process. Meanwhile, the Chemicals sector SBTi methodology is open for comment, which we are evaluating to determine applicability.

As a result, the IEA absolute contraction methodology informed by other considerations remains part of our target setting approach, including:

- the SBTi's net zero standard;
- mitigation availability and timing;
- cost;
- environmental benefits; and
- just transition imperatives.

We have assessed our 2030 reduction target as well below 2°C aligned and our net zero ambition as 1,5°C aligned. While some stakeholders commend the approach we have adopted, others view it as "marking our own homework".

To address this perspective, we are investigating the applicability of ISO 14068-1:2023, the Carbon Neutrality standard from the International Organisation for Standardisation (ISO), replacing the previous British Standard Institute (BSI) PAS2060 standard. Last year we indicated our exploration of PAS2060 to validate our net zero pathway which has evolved into an investigation of the ISO standard.



The ISO standard outlines a framework for organisations to establish carbon neutrality targets. It emphasises a hierarchical approach to emissions reduction, prioritising affordable on-site reductions. Carbon offsets are then used to complement these reductions, ultimately achieving carbon neutrality. The standard holds promise for widespread adoption due to its practical approach and:

- is well-aligned with existing reporting frameworks;
- provides the opportunity for companies to set their highest level of GHG ambition, taking into account resources, stakeholder expectations, national and international policy commitments and regulatory frameworks; and
- does not prescribe how reductions need to be achieved, recognising that organisations' mitigation actions may not be linear, and rather undertaken in a step-wise manner.

The ISO standard outlines the following processes for credible carbon neutrality:

- **Public commitment:** Top management publicly commits to achieving carbon neutrality.
- **Carbon neutrality management plan:** Organisations develop a detailed plan, specifying which parts of the organisation will achieve carbon neutrality. Regular evaluation and adjustments are essential.
- **Carbon neutral report:** An annual report provides feedback on managements' plans.
- **Carbon neutrality claim:** This claim is made only once all remaining emission reduction levers – after on-site mitigation has been exhausted – have been counter-balanced.
- **Third-party verification:** Accredited auditors verify steps and claims, ensuring credibility.

Sasol has the ability to meet many of these requirements and is in the process of assessing alignment with this standard for future reporting.

## ENVIRONMENT continued

### CLIMATE CHANGE continued

#### Energy roadmap update

#### Mitigation levers

Sasol is transitioning into a more sustainable and resilient business, with a keen eye on renewable energy and sustainable carbon solutions. We are exploring different pathways and crafting an integrated power roadmap to steer towards a sustainable future.

Our transition approach aims to capitalise on Sasol's position in the South African power market. We will leverage existing infrastructure and markets to enhance our value offering while achieving emission reductions. We are exploring low-carbon energy options such as renewable power (solar and wind), gas-to-power and biomass-to-power. Additionally, we are also investigating low-carbon fuels and chemicals production (renewable diesel, lower footprint wax and SAF), all integral to the energy transition and future-oriented sustainable value streams. In this way, we strive to supplement our existing revenue streams in the short to medium term.

#### Progressing the emission reduction roadmap (ERR)

The ERR continues to evolve to maximise value while reducing GHG emissions. In 2023, through higher global gas prices we saw the ERR result in a lower, unsustainable production level for our South African value chain by 2030. To stabilise and recover to business as usual production levels by utilising coal, our ERR levers are being expanded to include value-creation opportunities. These levers, which are now being further investigated for future reporting, balance people, planet and profit imperatives towards our 30% target by 2030 and include:

- greater renewable energy deployment;
- improved energy efficiency; and
- co-feeding sustainable carbon feedstocks into existing assets, as well as leveraging our early-stage successes to generate green steam.

The ERR will continue focusing on introducing renewable energy into our operations, by reducing the steam produced from our coal-fired boiler plants. This will allow compliance with SO<sub>2</sub> load-based emission limits and simultaneously lower GHG emissions.

#### Renewable energy

Large-scale renewable energy is likely to unlock significant opportunity for Sasol and will contribute to alleviating South Africa's energy crisis. Doing so will provide a potential stepping stone which in future is a no regret investment towards green hydrogen production.

Our goal is to replace coal-generated electricity with sustainable alternatives. To date, together with the owner of the oxygen plant at our Secunda facility, Air Liquide, we have signed power purchase agreements (PPAs) totalling 757 MW. Several of these projects are currently in progress. Notably, the Msenge Emoyeni Wind Farm (Pty) Ltd, which will supply our Sasolburg operations, is advancing with construction. All wind turbines have been successfully installed, and grid connections are in place. Energy export testing to the grid commenced in May 2024. The project is currently undergoing reliability testing and commercial energy commissioning is forecast for October.

#### Fine coal solutions

Sasol's boilers utilise fine coal, a by-product of mining coarse coal needed for gasification, to produce steam. Sasol is investigating various solutions to address the fine coal generated when steam production from our coal-fired boilers are reduced in Secunda Operations. These include fine coal briquetting, a project to agglomerate surplus fine coal, making it suitable for fixed bed gasification, fine coal sales and operational interventions to reduce the excess. By reducing the demand for run-of-mine coal, this approach enhances overall carbon utilisation.

The recycling of internal waste streams to gasification has already been successfully demonstrated through the processing of biosludge from our wastewater treatment plants, further improving our environmental footprint.

**Sasol Research and Technology (R&T) is also investigating the use of alternative binders for the agglomeration process for fine coal briquetting, including internal waste or by-product streams.**



## ENVIRONMENT continued

### CLIMATE CHANGE continued

#### Carbon capture and storage

Carbon capture and storage (CCS) is an important technology for reducing global GHG emissions, especially in industries with significant hard-to-abate emissions. The South African Council for Geosciences (CGS) previously identified substantial CO<sub>2</sub> storage potential in geological sites in Mpumalanga, where most of the country's emissions originate.

In 2023, R&T partnered with CGS to develop the first CCS pilot injection at the Leandra site, adjacent to Secunda Operations. The initial phase (2016 to 2024) involved site investigations, environmental permits, geological assessments and an engineering evaluation of CO<sub>2</sub> storage potential. Results revealed two separate storage formations with a geological capacity of approximately 1 gigaton of CO<sub>2</sub>.

Sasol is collaborating closely with CGS to create a roadmap for the pilot plant programme (phase 2), aiming to confirm sequestration potential and the establishment of a funding strategy. Additionally, we are advocating for favourable national regulatory changes to facilitate CCS development.



#### PANDE-4 UPDATE



The Pande-4 site remains under close supervision, ensuring security, community engagement and thorough data collection. Current findings affirm the site's stability, with a slight decrease in the volumes of fluids released at Pande-4.

Satellite surveillance, conducted bi-monthly through GHGSat, totalled 49 sessions up to June 2024, revealing a modest dip in methane emissions to approximately 36 tons per day – equivalent to 310 ktpa CO<sub>2</sub>e, consistent with 2023's disclosures. The precision of these measurements has been enhanced by a newly installed local weather station.

Surface deformation monitoring through satellite data has not raised any significant concerns for Pande-4.

Expected regional subsidence is occurring at a rate of 4 mm/year, typical for active reservoirs. Environmental assessments, including air, soil vapour and water testing, have been conducted bi-annually, presenting varied results without discernible patterns or specific emission sources.

A subsurface model, integrating key gas-bearing strata, has been developed to investigate potential pathways for gas surfacing post-blowout.

Preliminary insights suggest the blowout may have forged connections between reservoirs, leading to leaks into the uppermost layers and eventually the surface. The model indicates that extracting from higher-pressure reservoirs might reduce emissions. Nonetheless, the effect of the aquifer, reservoir compartmentalisation and other shallow gas-charged zones is not yet fully understood. Further work continues on these aspects.

## ENVIRONMENT continued ➤

### CLIMATE CHANGE continued

#### Chemicals roadmap update

Sasol Chemicals is advancing efforts toward its 30% GHG reduction target. Progress across the different regions includes:

##### Eurasia:

- Eurasia is on track to contribute to the 30% GHG reduction target by 2030.
- Priority focus lies on reducing scope 2 emissions.
- Key achievements include signing PPAs at Marl, Brunsbüttel and Nanjing, resulting in reductions of approximately 30 ktpa.
- Sasol's Augusta, Sarroch and Terranova, as well as the Novaky site in Slovakia, will also benefit from FY25 PPAs, resulting in a total reduction of approximately 44 ktpa.
- Additional scope 2 reductions stem from utility providers in Marl (Evonik) and Novaky (SSE) transitioning from coal to natural gas and nuclear energy, respectively.
- Augusta and Brunsbüttel are actively developing projects to reduce energy consumption, focusing on fuel gas.

##### North America:

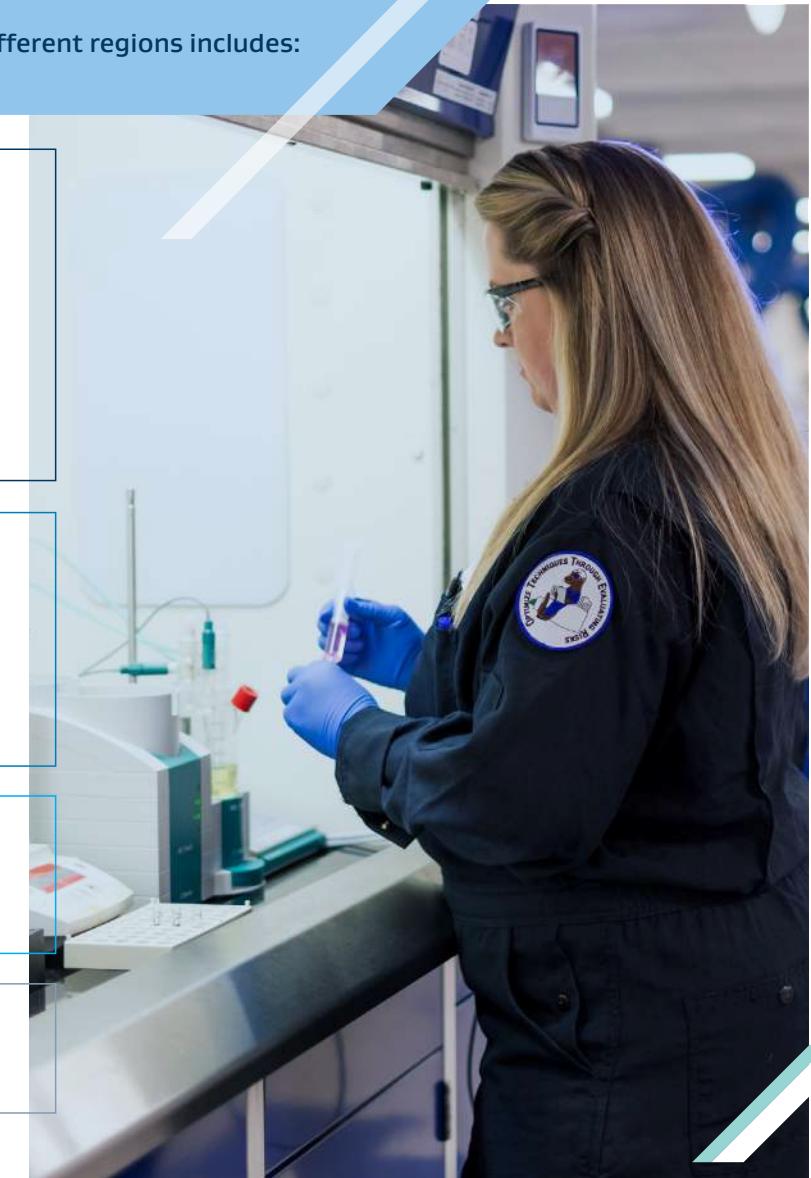
- Despite global business challenges, Chemicals America maintains a multi-pronged approach to achieve its 2030 target.
- Capital-intensive reduction initiatives are temporarily on hold.
- The renewable energy procurement programme shifted from large Virtual Power Purchase Agreements (VPPAs) to a Green Tariff Agreement (GGO) with a local power supplier in Lake Charles, Louisiana.
- The GGO Agreement allows incremental uptakes of renewable energy, with the first increment set to reduce scope 2 emissions by 10 ktpa in FY25.

##### Recent initiatives:

- Successful implementation of initiatives over the past 18 months contributed 146 ktpa towards the 2030 target.
- Notable actions include closing the Oil City plant in Pennsylvania (11 ktpa reduction), optimising steam sources at the Lake Charles facility (75 ktpa reduction) and utilising hydrogen-rich steam in the ethylene cracker (60 ktpa reduction).

##### Future strategies:

- Additional opportunities and levers for reduction include carbon capture, utilisation and storage (CCUS), electrification, fuel swapping and additional hydrogen usage and energy optimisation.



# ENVIRONMENT continued

## CLIMATE CHANGE continued

### Scope 3

#### Our scope 3 emissions and accounting maturity

Our scope 3 emissions management approach balances improving baseline accounting and identifying opportunities for reductions with longer-term portfolio changes and other measures to reduce emissions across our value chain.

We continue to evaluate and assess our baseline, developing a deeper understanding of our emissions and identifying and delivering opportunities for scope 3 reductions. The largest contributor to our scope 3 emissions inventory is from Sasol Energy's sold products (Category 11), predominantly in South Africa. Reducing these emissions requires fundamental changes to our business model, which we are assessing in line with our business-building endeavours and 2050 net zero ambition.

Category	2024 (tCO <sub>2</sub> e)	2023 (tCO <sub>2</sub> e)	2022 (tCO <sub>2</sub> e)	2021 (tCO <sub>2</sub> e)	2020 (tCO <sub>2</sub> e)	Accounting accuracy
1. Purchased goods and services	4 483 665	4 780 323	5 247 445	5 432 140	5 978 086	●
2. Capital goods			N/A			●
3. Fuel- and energy-related activities <sup>1</sup>	232 636	232 099	249 435	240 993	285 641	●
4. Upstream transportation	413 616	408 021	402 850	478 974	449 465	●
5. Waste generated in operations <sup>1</sup>	79 634	75 981	77 345	70 159	78 608	●
6. Business travel <sup>1</sup>	2 204	3 576	2 007	600	4 105	●
7. Employee commuting	35 801	36 986	36 237	32 584	50 471	●
8. Upstream leased assets	3 588	3 662	3 725	4 785	4 906	●
9. Downstream transportation	279 812	230 114	273 038	253 280	211 901	●
10. Processing of sold products		N/A				●
11. Use of sold products <sup>1</sup>	28 438 287	29 108 286	29 585 273	30 831 235	29 661 747	●
12. End-of-life treatment of sold products			Baseline under development			●
13. Downstream leased assets		N/A				●
14. Franchises	139 052	143 007	148 389	141 412	144 131	●
15. Investments	1 487 618	1 642 528	1 531 284	1 330 133	737 234	●
<b>Total</b>	<b>35 595 913</b>	<b>36 664 583</b>	<b>37 557 028</b>	<b>38 816 295</b>	<b>37 606 295</b>	

<sup>1</sup> Assured by KPMG.

● HIGHLY CERTAIN   ● MODERATE CERTAINTY   ● LOW CERTAINTY   ● UNKNOWN   ● NOT APPLICABLE

### STRENGTHENING OUR SCOPE 3 ACCOUNTING

Several additional measures were undertaken in 2024 to strengthen the robustness of our scope 3 accounting and improve baseline accuracy.

#### CATEGORY 1: CRUDE OIL CARBON INTENSITIES

The crude oil emission factors database, implemented in FY23, enabled more accurate calculations of the emissions related to crude oil purchased in FY24. Based on these calculations, the Energy Business is now diversifying its crude slate which resulted in a 10% GHG emissions reduction from 2023 to 2024 related to the lifecycle emissions of extraction, processing, and transporting the crude oil.

calculate Tier 2 (country-specific) emission factors for our fuel oil products. The study has subsequently concluded in 2024, with the DFFE approving the emission factors. This allows for more accurate reporting in the 2025 GHG reporting cycle. The updated emission factors for natural gas and methane-rich gas will also be incorporated into the 2025 reporting cycle.

#### CATEGORY 11: UPSTREAM FEEDSTOCK EMISSIONS FOR INTERNATIONAL CHEMICALS BUSINESS

This programme focuses on utilising the International Sustainability and Carbon Certification (ISCC) standard for applicable sites. On request from customers, preparations for certification of the Terranova production facility

in Italy have commenced. Many (key) customers are still interested to learn more about our sustainable solution pathways but are still reticent about more expensive sustainable products.

Sasol Chemicals has made significant progress in supplier engagement, specifically in obtaining emissions factors for our raw materials. We have been successful in obtaining additional primary data, for utilisation in calculating the carbon footprint of our products and Category 1 emissions. This allows us to replace default data sets with specific primary data, which will result in more accurate calculations.



#### CATEGORY 11: EMISSION FACTORS FOR ENERGY PRODUCTS

Last year, the South African Department of Forestry, Fisheries and the Environment (DFFE) approved Sasol's proposed methodology to

## ENVIRONMENT continued

### CLIMATE CHANGE continued

#### Carbon credits and offsetting

Sasol remains committed to advancing techno-economically feasible on-site mitigation options, aligning with our net-zero aspirations and contributing to South Africa's Nationally Determined Contribution (NDC). Recognising the current technical and economic challenges to completely avoiding or reducing GHG emissions, we continue to consider the strategic use of carbon credits and other market mechanisms essential to offset emissions that cannot be mitigated immediately. This approach supports our interim objectives, including carbon tax liability, and contributes to the global preservation of the carbon budget while broader mitigation technologies are under development.



Sasol supports the use of carbon credits in line with regulations in the markets where we operate, including those for the South African carbon tax. We have also been exploring the business case for both generating and using offsets as part of a synergistic climate management and business-building approach.

As a result, we transparently disclose the carbon credits that we use for regulatory purposes and will continue doing so as we progress on the journey to our net zero ambition. This data is reflected annually at a project level in our CDP disclosures ([www.sasol.com/esg](http://www.sasol.com/esg)) available on our website [www.sasol.com/esg](http://www.sasol.com/esg).

We have been improving our GHG accounting frameworks in line with best practice guidance for reporting the mitigation benefits of market mechanisms. This year, we have started reporting our gross and net GHG emissions, refer to page 76, whereby we consider carbon credit retirements in preparation for the International Financial Reporting Standards on climate-related financial disclosures (IFRS 52), issued by the International Sustainability Standards Board (ISSB).

We strive for quality and integrity of the carbon credits that we use. A carbon credit is intended to represent a metric ton of emissions avoided, reduced or removed from certified emission reduction projects. The measurement, verification, reporting and

tracking of credits that we use today are prescribed and administered by independent standards, including Gold Standard, Verra and the United Nations Clean Development Mechanism, with additional oversight by the South African Department of Electricity and Energy.

Because of the importance of carbon credit integrity, we have developed an internal Quality Control and Assurance (QCA) framework that will allow us to apply additional assessments over and above universal basic carbon credit principles. The framework, developed with our environmental markets partner Vertree, is informed by over 35 guidance documents for the voluntary carbon market. These include the Integrity Council for the Voluntary Carbon Market's Core Carbon Principles, the ISO 14068 Carbon Neutrality Standard and the Voluntary Carbon Markets Integrity Initiative Claims Code of Practice.

It is a dynamic resource that will be integrated into Sasol's carbon credit sourcing and project origination activities. This will continue to evolve with external integrity assessment frameworks, leveraging independent carbon rating platforms as they mature. This will also allow us to conduct portfolio-, project-, developer- and methodology-level assessments of carbon credit quality, to better understand and mitigate decarbonisation, financial and reputational risks.



This year, we secured over 3,6 million credits from nine local projects, mitigating the release of over 3,6 MtCO<sub>2</sub>e. In addition, carbon finance was directed back into the South African economy to realise additional environmental, social and economic benefits for local industry and communities.

This was in support of the Carbon Tax Act, since 2019, 15 million credits have been cumulatively retired from local projects, mitigating the release of over 15 MtCO<sub>2</sub>e in the country.

# ENVIRONMENT continued

## CLIMATE CHANGE continued

### Adaptation

#### Building physical climate resilience

Sasol is experiencing the impacts of a changing climate. As part of our commitment to long-term sustainability, we have begun actively quantifying and managing the financial costs associated with physical climate risks across our global operations.

Several years ago, we proactively conducted a detailed climate-risk assessment. This involved utilising downscaled climate modelling, which yielded invaluable insights into the nature, direction and scope of projected physical climate impacts at our major operating sites. Armed with this information, we were able to identify risks and prioritise targeted responses.

However, there were limitations to our downscaled modelling. Notably, the model did not comprehensively account for uncertainties and localised impacts related to future climate physical risks. We also recognised that addressing the short- and long-term implications of extreme weather events, such as temperature shifts and precipitation patterns, will have to remain a critical focus area into the future.

The IFRS S2 will in future demand rigorous quantification of physical climate risks. As a result, Sasol has begun proactively aligning with these new reporting requirements.

Our strategic approach aims to adopt industry best practice through the development of an in-house methodology to quantify physical climate risks. We also aim to enhance our existing climate modelling capabilities. Focus will be placed on capturing localised and site-specific risks, resulting in a more comprehensive assessment of projected physical climate impacts at site level.

This approach extends beyond immediate concerns. We will consider short-, medium-, and longer-term risk factors. By integrating these assessments into our existing risk management frameworks and reporting processes, we are attempting to enhance transparency and resilience. In this way, we aim to safeguard our assets and contribute to a more sustainable future for our fenceline communities.

The development of this methodology takes the following analytical approach which is aligned to our risk management approach in Sasol:

**1**

#### IDENTIFICATION OF SITES, BUSINESS STRUCTURES AND CHANNELS THAT ARE VULNERABLE TO CLIMATE RISKS

- Major or large sites and assets that are vulnerable to climate adaptation (chronic) and weather event (acute) risks
- Supply chain assets and channels that affect Sasol's operations that are vulnerable to climate adaptation (chronic) and weather event (acute) risks
- Business activities vulnerable to climate adaptation (chronic) and weather event (acute) risks

**2**

#### IDENTIFY INHERENT RISK CATEGORIES THAT COULD AFFECT BUSINESS AND ITS OPERATIONS

- Chronic and acute risks that affect the business
- Physical implications that each identified risk may have on the business
- Plan and structure the analysis and assessment of each risk for quantification and prioritisation

**3**

#### RISK ASSESSMENT

- Obtain information from climate models and the widely accepted scenarios to predict the magnitude and impact of each risk for each identified asset and site
- Evaluate the physical impact of each risk on the business, including the supply chain, and any structures that affect the business
- Quantify the potential financial impact on the business, including damages, asset repair and replacement, and lost production/sales
- Where possible, identify the impacts on fenceline communities
- Assess the likelihood of the occurrence of each risk

**4**

#### RISK MANAGEMENT

- Prioritise the most critical risks
- Develop mitigation strategies and management plans for prioritised risks
- Quantify residual risks to ensure viability, effectiveness and value-add

**5**

#### REVIEW, MONITOR AND IMPROVE

- Review process and share learnings
- Extend the assessment scope to cover other assets and sites
- Apply learnings to future assessment cycles

August 2024

August 2025

## ENVIRONMENT continued

### CLIMATE CHANGE continued

#### Just transition

Sasol remains committed to a just transition. Our comprehensive Just Transition Roadmap aims to address the socio-economic impacts of decarbonisation and paves the way for new opportunities. This multi-year journey is guided by a dynamic, phased approach that adapts to changing circumstances. Having successfully completed the initial framing and strategy development phases, the next step is Mobilisation. During this stage, we conduct feasibility studies and pilot innovative projects.

Our current opportunity pipeline includes several projects in the piloting phase, focusing on circularity, industrialisation and skills development. Some of these projects build upon existing initiatives that have been repurposed to align with the just transition.

Coordinated through our Just Transition Office, these projects are categorised into different delivery streams.

This categorisation is aligned with feasibility assessments, available partnerships, funding opportunities, relevant regulations, local economic needs and the specific requirements of prioritised stakeholder groups, including employees, fenceline communities and small and medium-sized enterprises (SMMEs). Strategically supportive of Sasol's strategy, these projects leverage existing assets and capabilities, while exploring emerging feedstock opportunities as we transition towards a low-carbon economy.

#### Our current delivery streams are:

- **Skills development:** new and future skills training, reskilling, upskilling and technical education capability building;
- **Employability programmes:** the Bridge to Work (BtW) project for communities and the Sasol Ntsika intervention for employees, facilitate individuals' transition into broader economic development projects;
- **Circularity:** encompassing projects related to plastic, waste, mine land, water and ash management that promote a circular-economy model;
- **Economic development:** localising select supply chains, including personal protective equipment (PPE), agricultural development for bio-feedstock production and processing, and other projects aligned with our strategy and mine closure plans.

#### PROGRESS HIGHLIGHTS

##### Skills development

Through the Sasol Foundation, we have focused on building capacity for our transition:

- **Renewable energy initiative for Technical and Vocational Education and Training (TVET) colleges:** provided introductory, accredited training and infrastructure for solar photovoltaic (PV) courses. Also, delivered accredited training on hydrogen fuel cell systems;
- **Advanced skills at historically disadvantaged institutions:** funded postgraduate scholarships in green hydrogen, renewable energy technologies, environmental sciences and agriculture, in addition to supporting international training for researchers and the donation of research equipment.

##### Employability programmes

Our BtW employability programme supports a number of beneficiaries in various disciplines, upskilling and reskilling for enhanced economic participation within our fenceline communities.

- **BtW Iphepe:** 202 beneficiaries trained, 108 actively farming, secured R30 million in funding, partnered with Tiger Brands and Ingrain for crop production and secured an offtake agreement with Daybreak Farms benefitting 60 poultry farmers;

- **BtW motor mechanics:** 24 beneficiaries recruited and 17 placed in work-integrated learning;

- **BtW business digital services (4IR):** Cohort 1 completed with five successful placements and raised R5,8 million of funding. Cohort 2 on track with six new businesses and 23 employment opportunities created;
- **BtW welding:** 18 certified welders and 10 placed in apprenticeships;
- **BtW handyman services:** 38 beneficiaries with two launching a new business venture and the others successfully placed;
- **Alien vegetation removal:** 161 workers trained and employed, with the potential for eight new businesses.

For more detail refer to page 113.

##### Circularity

- **Agri-pilot:** Successfully concluded a proof-of-concept project in Sasolburg, demonstrating the potential of sustainable feedstock production, repurposing mine land and beneficiating mine water. The project trained and employed six BtW Iphepe farmers in bio-feedstock cultivation.

##### Economic development

- **PPE localisation:** Partnered with Eskom, Thungela and the Mpumalanga government to localise PPE manufacturing; completed a feasibility study and selected an SMME for further development.

These delivery streams were planned taking a localised, integrated approach to maximise resource utilisation and long-term sustainability. We actively engage with partners such as Impact Catalyst, non-governmental organisations (NGOs), universities, research institutions, government and industry associations to leverage expertise, resources and networks. These partnerships have yielded positive results in skills training, employability and circular-economy projects.

Stakeholder engagement is paramount, necessitating extensive external consultation and internal alignment. At the appropriate juncture, we will position our key projects externally, following further stakeholder engagement, subject to the readiness of the identified impact opportunities.

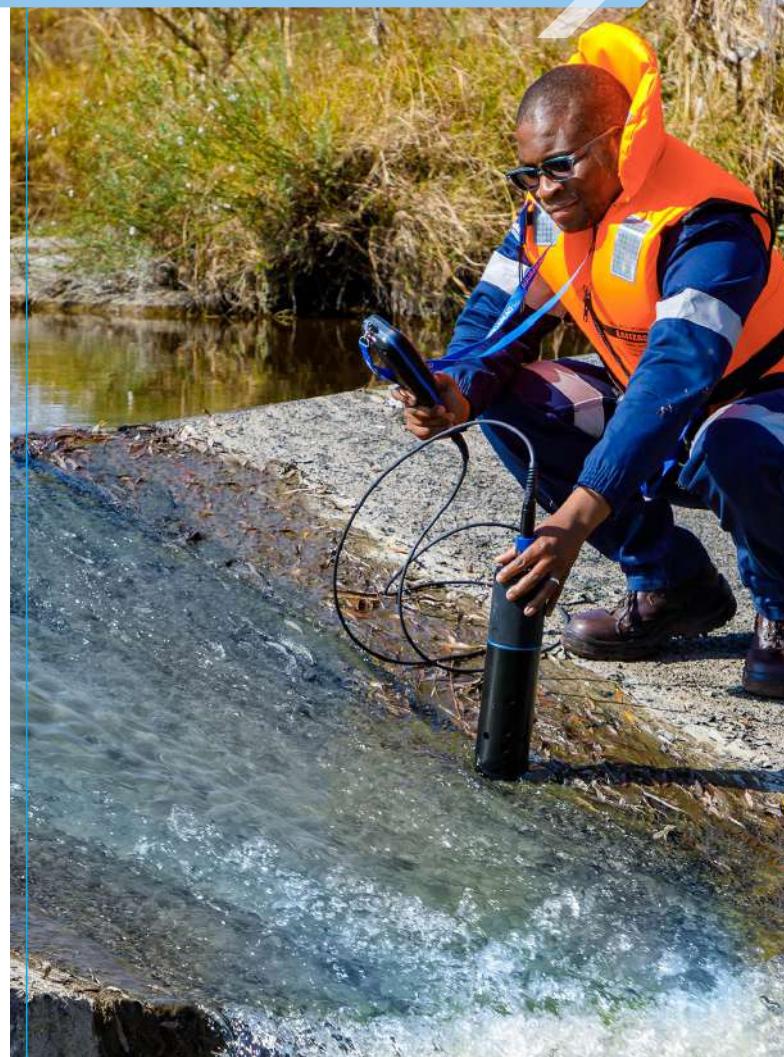
Our Just Transition Roadmap remains a dynamic, iterative process with ongoing stakeholder interactions aimed at gathering insights, learning from industry peers and other sectors and refining our roadmap for impact.

While we are making progress, we recognise challenges such as the pace of technological change, funding availability and equitable benefit distribution. We are committed to addressing these concerns through ongoing dialogue, proactive planning and continuous agility.

# ENVIRONMENT continued

## CLIMATE CHANGE continued

We continue to disclose our climate change management approach in line with the TCFD recommendations. The TCFD approach provides a structured way for us to explore, analyse and identify appropriate responses.



### TCFD index

TCFD RECOMMENDATION	PLACE OF DISCLOSURE	PAGES
<b>GOVERNANCE – Disclose the organisation's governance on climate-related risks and opportunities</b>		
a) Describe the Board's oversight of climate-related risks and opportunities.	Risk management: Risk management is integrated into our decision-making processes and daily operations Safety, social and ethics committee chairman's statement Group governance	29 70 120 – 126
b) Describe management's role in assessing and managing climate-related risks and opportunities.	Risk management: Risk management is integrated into our decision-making processes and daily operations Our material matters	28 – 30, 34 40 – 45
<b>STRATEGY – Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's business, strategy and financial planning where such information is material</b>		
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	Risk management: Risk management is integrated into our decision-making processes and daily operations Risk management: Our Group top risks by aspect and risk themes.	36 34, 36
b) Describe the impact of climate-related risks and opportunities on the organisation's business, strategy and financial planning.	Risk management Strategy Integrated thinking at Sasol: How the integrated thinking principles support value creation Part IV: Remuneration implementation report Our material matters	31 – 36 24 – 27 4 147 – 152 40 – 45
c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Strategy: Resilience of our portfolio	26 – 27
<b>RISK MANAGEMENT – Disclose how the organisation identifies, assesses and manages climate-related risks</b>		
a) Describe the organisation's processes for identifying and assessing climate-related risks.	Risk management: Risk management is integrated into our decision-making processes and daily operations Risk management: Risk management is integrated into our decision-making processes and daily operations	28 – 29 34
b) Describe the organisation's processes for managing climate-related risks.	Risk management: Risk management is integrated into our decision-making processes and daily operations Risk management: Risk management is integrated into our decision-making processes and daily operations	28 – 29 30 – 35
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management.	Risk management: Risk management is integrated into our decision-making processes and daily operations Risk management: Risk management is integrated into our decision-making processes and daily operations	28 – 29 30 – 35
<b>METRICS AND TARGETS – Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material</b>		
a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Strategy: Resilience of our portfolio Strategy: Our strategy to realise future Sasol	26 – 27 25
b) Disclose scope 1, scope 2 and, if appropriate, scope 3 GHG emission and the related risks.	Environment: Climate change (scope 3) Environment: Climate change (year in review)	81 76
c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Environment: Climate change Environment: Climate change (year in review) Environmental, social and governance (ESG) snapshot Part IV: Remuneration implementation report	74 76 71 147 – 152

# ENVIRONMENT

**continued**

## ENERGY EFFICIENCY

### OUR COMMITMENT

To continuously improve the energy efficiency (EnEf) of Sasol's manufacturing operations to:

- Save operating costs;
- Contain and reduce the environmental footprint of our operations;
- Support national energy conservation initiatives and government objectives; and
- Support the international Energy Productivity 100 (EP100) initiative.

### HIGHLIGHTS

**Winner of two awards** from the South African Energy Efficiency Confederation (SAECC) for 'Industrial Corporate Company of the Year 2023' and 'Industrial Energy Project of the Year' for the Sasolburg Gas Engine Improvement Project.

**International Association of Energy Engineers, Sub-Saharan award** for 'Industrial Energy Project of the year 2023' for the Sasolburg Gas Engine Improvement project.

### Programmes and initiatives

We have implemented programmes and initiatives to promote EnEf in the business. These include:

#### Research and development

Substantial investments have been made into the development of our EnMS due to the complex nature of our operations across the globe. Special focus was placed on developing in-house information management solutions integrated with specialised software. We continue to improve the current EnMS through a Daily EnEf monitoring system with the future potential of Artificial Intelligence (AI) capabilities.

#### Quality assurance

Quality assurance for the practice of our EnEf programme is vital to the accuracy of performance. We ascribe to the King IV combined assurance principles for our EnMS programme. To date, we have conducted

Level 2 assurance audits on our South African plants, and intend to progress to Level 3 audits by FY28.

#### Training

An EnMS training module has been developed and implemented on Sasol's E-Learning platform. It aims to promote awareness of EnEf practices, as well as improved reporting of the same within the Group.

All key EnEf stakeholders in our operations have been trained and declared competent via the training platform. We plan to extend the training and awareness programme to the Engineering and Projects team as part of their specific training and body of knowledge requirements.

### OUR GROUP APPROACH

Sasol has a standardised Energy Management System (EnMS) that applies the EnEf management principles according to the ISO 50001 guidelines. It is an integral part of our daily operations by reporting on EnEf performance for all Operating Platforms/Regional Platforms (OPs/RPs) on a monthly basis to reduce our carbon-intensive footprint and to deliver upon our long-standing commitment to promoting energy efficiency as a key business driver. We improve our EnEf performance through the following:

- Setting realistic, meaningful targets and reporting progress against them; and
- Following internationally acceptable EnEf standards and practices.

### PERFORMANCE

Between 2005 and 2015, we achieved a 16,6% improvement in EnEf for our operations in South Africa. Exceeding the 15% target under the South African Energy Accord. From 2015 there was a new target set to achieve another 15% from 2015 till 2030. The two targets have been combined to give us a target of 30% by 2030. Currently, we have achieved a 15,4% improvement from the FY05 baseline. We plan to improve our performance to exceed the National Energy Efficiency Strategy for 2030's objective.

Our long-term improvement roadmap has been developed and updated annually to forecast short, medium and long-term performance in line with our commitment of achieving a 30% EnEf improvement by 2030.

Under the Sasol 2.0 improvement programme, we monitor and report monthly on EnEf initiatives in various states of maturity.

Key performance indicator (%)	2024	2023	Target
Group EnEf – improvement from FY05 baseline	15,4	13,3	24
Group energy productivity (EP100) – improvement from FY10 baseline	14,5	12,4	21
Energy Operations EnEf – improvement from FY05 baseline	11,5	10,5	24

In FY24, there was an improvement of 2,1% for the Group and 1% for Energy Operations and Technology compared to the previous financial year.

In the second half of FY24, Group EnEf performance steadily improved due to improved plant stabilities and production volumes at:

- Secunda Operations there was improved coal supply, increased equipment availability and improved reliability and higher availability of natural gas from the Gas Sourcing Operations which has optimised power imported. Improved production volumes from the previous financial year, the resulted in an improved EnEf performance by 1,5%;
- Natref Operations there was improvements in production volumes, reduced energy consumption and stable operations resulted in a substantial energy efficiency improvement of 9,6% from the previous financial year;
- Chemicals Eurasia production volumes and EnEf performance steadily improved since April 2023; and
- Chemicals America, steady improvement in average net production volumes positively impacted EnEf performance.

Sasolburg Ekandustria Operations had operational challenges which, led to a deterioration in performance.

Despite these improvements, Sasol is still below the EnEf target of 24%. The re-establishment of stable plant operations in combination with the full implementation of our EnEf improvement roadmap will ensure the achievement of the 30% EnEf target by 2030.



# ENVIRONMENT continued

## LAND AND BIODIVERSITY



### OUR COMMITMENT

We commit to responsible use, preventing pollution and exercising a duty of care in respect of managing land and biodiversity in the areas where we operate, including in our fenceline communities.

### OUR GROUP APPROACH

We address land risk and associated contamination liabilities by managing the Group's top risk of major Safety, Health and Environment incidents. Activities include all our Southern Africa operations and projects. We undertake continuous monitoring of the environment, including ecological, groundwater, soil, noise and air monitoring. We are on a journey to fully understand our biodiversity footprint as we recognise the interconnectedness of biodiversity loss and climate change and the urgent need to include biodiversity in our short- and long-term ambitions.

### PERFORMANCE AND INITIATIVES

The partnership between Sasol and the Endangered Wildlife Trust (EWT) to mainstream biodiversity into our business continues. Acknowledging that every company can impact biodiversity both positively and negatively, we finalised a pilot assessment in terms of the Biological Diversity Protocol. This was done for Sasol Energy operations in Secunda and Sasolburg. The assessment is informing our approach to advancing our biodiversity management practices including reporting and disclosure. A Taskforce on Nature-related Financial Disclosure adoption gap analysis against this assessment has also been conducted.

For more detail on our pilot biodiversity footprint results refer to our website [www.sasol.com/esg](http://www.sasol.com/esg)

#### Mozambique

- The seismic lines rehabilitated on the PT5-C area in 2020 and on the production sharing agreement licence area in 2021 demonstrate excellent recovery. Some lines have achieved 100% vegetation recovery. We continue to monitor the rehabilitation process.
- Sensitive areas are protected by establishing buffer zones within which specified activities are prohibited or restricted.
- At project sites, we monitor invasive species and continue to raise awareness about their presence.

#### Eurasia

For environmental impact and the protection of biodiversity, Sasol Italy installed apiaries at our sites in Terranova dei Passerini and Sarroch with the help of Apicoltura Urbana.

In compliance with all applicable regulations, Apicoltura Urbana set up the apiaries, selecting Italian Ligustica bees which have particularly docile characteristics. The project aligns with SDGs 11, 12 and 15.

#### South Africa

At Secunda Operations:

- we continue to research, monitor and manage natural biodiversity assets in the semi-natural secondary area, which includes water and wetlands. Information is collated in a 'status of biodiversity' report describing various trends. Most indicators highlight a stable trend;
- we are establishing the state of ecosystem health based on key indicator groups such as Odonata (dragonflies). During the baseline assessment we achieved half of the expected species richness;
- work continues on the authorised large wetland rehabilitation initiative that will also contribute to improving other wetland functions like water purification and biodiversity improvements;
- we continue to contribute and support the terrestrial biodiversity monitoring at the Ramsar wetland conservancy, Verloren Vallei, which is part of the Mpumalanga Tourism and Parks Agency reserves through scientific assessments and reporting; and
- new introductions at the site include a small herd of buffalo as part of the biodiversity management plan.

At Sasolburg Ekandustria Operations:

- we are conducting a vegetation study to improve the quality of the veld in the nature reserve areas. A management plan was developed from the data collected and will be implemented during FY25; and
- we continue to manage two nature reserves, hosting 14 species of game including gemsbok, eland, giraffe, springbok, impala and black wildebeest.



# ENVIRONMENT continued

## WATER



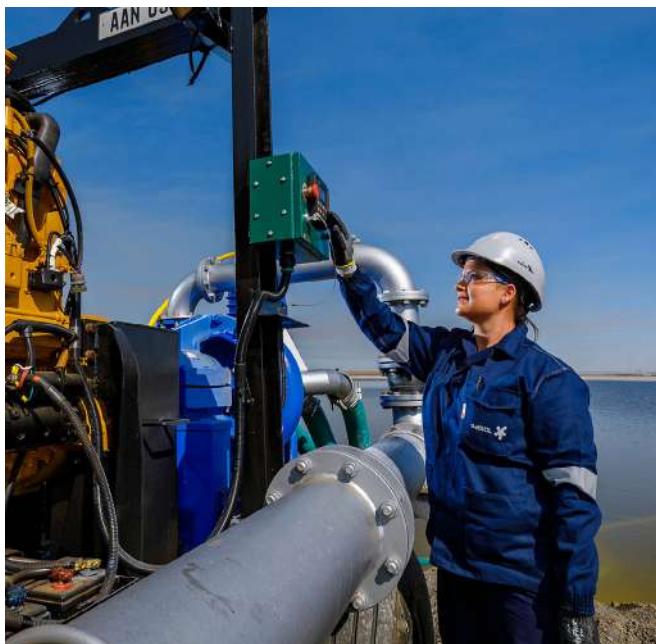
### OUR COMMITMENT

We are committed to the responsible use of natural resources and preventing pollution and degradation by exercising our duty of care in respect of quality of water. We are highly dependent on water for our processes and consider it a precious resource.

### HIGHLIGHTS

**Active monitoring** of progress against short-term water targets.

**Achieved an A- rating** for our CDP Water disclosure score in 2023.



### OUR GROUP APPROACH

We are a signatory to the UN Global Compact CEO Water Mandate and have adopted its Water Stewardship Framework in responding to water risks. Water supply and management is critically important to our operations, especially in water-stressed areas where our South African operations are located. We continuously measure, monitor and report water use-related data to keep track of risks to our water security.

In improving our water use efficiency and pollution prevention initiatives, we partner with host governments and others to resolve water-related challenges in the catchments within which we operate.

### PERFORMANCE

#### Our Carbon Disclosure Performance (CDP) Water Score

Since 2010, Sasol has been voluntarily reporting to the CDP Water disclosure initiative. We are scored in the Chemical sector. In 2023, we received an A-, which is in the Leadership band. This is higher than the Africa regional average of C, and also the Chemicals sector average of C. Sasol's improvement from a score of B in 2022 is indicative of the significant work done in the year.

For more detail on our CDP submission refer to our website [www.sasol.com](http://www.sasol.com)

#### Licence applications

#### Maintaining compliance with water use authorisations

- On 14 November 2023, Secunda Operations (SO) received a new water use licence (WUL), which is valid for seven years.
- Work to strengthen the dam wall for process water dam 10A at SO is nearing completion.
- The Groot Bossiespruit Wetland Reinstatement Project is progressing well.
- Sasol Mining's Syferfontein colliery received two WUL approvals for our existing business on 7 March and 3 April 2024. We await the outcome of three additional WUL applications for other Sasol Mining operations.

For more detail refer to the environmental compliance section pages 91 – 92.

- For Sasolburg Ekandustria Operations' (SEO) Sasolburg site, we obtained a WUL amendment that allows for higher discharge volumes, required to accommodate conditions in seasons when the rainfall is heavier than normal.

- At SEOs Ekandustria site, we require a WUL amendment to abstract groundwater to supplement potable water needs as well as section 21 (c) and (i) authorisation to expand the facility's storage capacity. Planned activities include construction within 500m of a wetland and a stream crossing to the planned new shooting bay.

Water use million cubic metres	2024	2023
River water use	105,4	87,8
Potable water use	8,9	11,3
Desalinated water	3,2	3,6
Other water use	11,1	11,4
<b>Total water use</b>	<b>128,6</b>	<b>114,1</b>

Increase ↑ Decrease ↓ No change —

The increase in total water used for FY24 compared to FY23 can be largely attributed to increased steam demand and operational instability at SO. Potable water use at SO decreased as a result of significant interruption to the potable water supply and using raw water as alternative supply where possible.

#### River water availability

#### Enabling sustainable supply of water from the Integrated Vaal River System (IVRS)

- Even though storage levels in the IVRS dropped over the last year, it still met demand from users, including Sasol.
- The system's lower volume is not expected to translate into a water supply risk in the short term, however, in the medium to longer term risks persist. The biggest water supply risk faced by Sasol operations relates to the poor integrity of the water supply

# ENVIRONMENT continued

## WATER continued

### PERFORMANCE continued

infrastructure, with several pump sets unavailable, specifically impacting SO. The long-term water security outlook could be negatively affected by the growing urban demand expected to be met by Phase 2 of the Lesotho Highlands Water Project. Project delays and the slow progress by municipalities in reducing both water losses and water demand present the future risk that restrictions could be placed on users of the IVRS.

- We are aware that water supply to the IVRS will be impacted by the planned six-month closure of the Lesotho Highlands Tunnel for maintenance work. The total annual supply to the IVRS is projected to be met by increasing supply prior to the shutdown and again following completion of the work. The outage of the tunnel is not projected to result in supply risk if conducted in the planned timeframe.

### River water quality

#### Enabling an adequate quality of water supplied from the IVRS

- The quality of water to SO as supplied from the Grootdraai Dam catchment remained within an acceptable range; and
- Sasol supported a partnership with the Water Research Commission and Rhodes University to assess long-term water quality trends in the Grootdraai Dam catchment. The assessment identified and prioritised opportunities to manage water quality in the catchment.

#### Chemical oxygen demand (COD) on wastewater discharges

- Aligned with information reported on the Department of Water and Sanitation's Integrated Regulatory Information System (IRIS) we report on the SEO barrage effluent discharge and SOs U53 discharge; and
- Total COD discharged decreased in FY24 when compared to FY23.

### FY24 OUTCOMES



- SO awarded the WUL for the Secunda site
- Sasol Mining's Syferfontein colliery received two new WUL approvals

	2024 COD tons/year	Compliance limit COD (mg/L)	2023 COD tons/year	2022 COD tons/year	2021 COD tons/year
SO	164	75	–	168	156
SEO	330	75	1 065	350	442
<b>Total</b>	<b>494</b>		<b>1 065</b>	<b>518</b>	<b>439</b>

#### Water targets and commitment for Sasol Energy

The Sasol Energy Business approved the methodology to develop short-term (Phase 1) and long-term (Phase 2) water targets. The Phase 1 targets for Sasol Energy's three largest water users being SO, SEO and Mining are being implemented.

- Work to maintain or achieve Green Drop status remains on track at both SO and SEO.
- We continued supporting multi-stakeholder catchment assessments to identify opportunities to advance management of the Upper Vaal including the Waterval catchment.
  - The Grootdraai dam water quality study in partnership with Rhodes University and the Water Research Commission was completed. The project has successfully established a framework for ongoing improvement in water management practices within the Grootdraai catchment area; and
  - SO signed a memorandum of understanding with Rand Water to investigate the feasibility for an offtake of treated effluent from the Sedibeng works as an alternative source to river water. A feasible solution has not been identified yet, but we remain open to consider this option should a feasible prospect be identified.

- We continued to support fenceline initiatives to address water, sanitation and other environmental priorities.

- In Sasolburg, we funded a greater Sasolburg/Zamdela sanitation system review to determine opportunities to reduce loss of raw sewage and to reduce stormwater ingress. We conducted remedial works on sewer pump stations and pipelines as well as routine maintenance as per the support agreement with the municipality; and

- In Secunda, we provided support to the community during the extensive potable water outage in the Govan Mbeki Municipality. We supplied bottled water and water tankers and installed tanks at schools. We also repaired critical infrastructure to support the sustainable supply of water to the community.

[www.sasol.com/esg](http://www.sasol.com/esg) Update to the water conservation and demand targets are provided in the table below and detailed information is on [www.sasol.com/esg](http://www.sasol.com/esg)

TARGET	SECUNDA OPERATIONS	SASOLBURG AND EKANDUSTRIA OPERATIONS	MINING
	<p><b>Total water use per ton saleable production (m<sup>3</sup>/ton)</b></p> <p>Maintain the condition-based water intensity (receiving feedwater &lt;300 uS/cm) at the FY16 baseline of 11,3 m<sup>3</sup> of water per ton of saleable product.</p>	<p>A 7,5% reduction in fresh-water usage for production on the Sasolburg sites by end of 2025 as measured against a FY21 baseline. This physically equates to a reduction in water use of 4 ML/day or to operate within a maximum water consumption of 50 ML/day as measured against a FY21 baseline.</p>	<p>To continue pursuing the existing potable water target for the Sasolburg sites of an average use of 150 ML/month (approx. 5 ML/day) over a financial year by end of 2025.</p>
PROGRESS	<p>SO's water intensity is currently 11,72 m<sup>3</sup>/t which is 5% above the target baseline value. The higher intensity is as a result of increased demand for energy and steam which were also impacted by production challenges. This will be addressed with improved operational stability.</p>	<p>The current performance shows an increase of 10% on the baseline value (55,43 ML/day). The increase is due to a reduction in the availability of recycled water (in part due to reduced flow from the municipality to the Sasol wastewater treatment works). This will be addressed with improved operational stability.</p>	<p>The SEO potable water use is currently 14% above target at 171 ML/month. Potable water use was impacted by raw water abstraction infrastructure challenges that necessitated use of potable water for production.</p>
			<p>Mining's water use for FY24 showed a 2,6% increase on the FY19 baseline and is well below the 15% limit in target.</p>

# ENVIRONMENT

continued ➤  
WASTE



## OUR COMMITMENT

We are committed to improving our waste management through moving up the waste hierarchy by avoiding, reducing, reusing and recycling the waste we generate.

## HIGHLIGHTS

We diverted **57%** (40%) of waste from landfills at SO.

Sasolburg Ekandustria Operations (SEO) continued to recycle **48%** (48%) of hazardous waste for FY24. The rest of the hazardous waste was disposed of in a responsible manner.

## PERFORMANCE AND INITIATIVES

### South African Operations

We strive to minimise our impact on the environment through various waste management programmes. These include initiatives to reduce the generation of waste; the integration of recycling programmes and waste diversions to reduce the amount of waste sent to landfills; and employee training to minimise waste. Below are some of the initiatives we have implemented:

#### Minimise waste to landfill and drive waste beneficiation

SEO issued a governance document to ensure that existing waste streams do not regress down the waste hierarchy and to maintain compliance with waste prohibitions with new waste streams.

Two projects at SEO to divert the high sulphur pitch waste stream from landfills continue. The one involves producing a product suitable as an alternative fuel resource and the other for incineration.



## OUR GROUP APPROACH

We continue exploring ways to improve waste management practices, notably in implementing waste avoidance and minimisation initiatives.

A trial is underway for biosludge that is currently bio-remediated and then used at Interwaste's Klinkerstene landfill site, now also used in clay brick manufacturing. SEO is also trialling the use of spent caustic wastewater at the Secunda waste recycling facility. Previously disposed of wax and polyvinyl chloride sweeping are now also sold.

In FY24, SO focused on tank cleanings in addition to the API dam clean out by prioritising options to rework product back into the process (avoid) or divert from landfill. Waste avoidance as well as waste minimisation both have cost minimisation/avoidance benefits.

#### Reducing the operational cost of waste streams

During FY24, SO optimised the operational cost of two high-volume waste streams. This was effected by managing the waste at its own authorised waste facilities. The initiative has a positive financial impact and mitigates the additional risks of transporting the waste on the national road to third-party waste management facilities. The exclusion process for a third high-volume waste stream was not approved by the Department of Forestry, Fisheries and the Environment due to additional information required to support the application. We anticipate making a resubmission in FY25.

Waste kiloton (kt)	2024	2023
Hazardous waste	251	277
Non-hazardous waste	224	207
Waste incinerated	94,1	95,9
Recycled waste	133	139

Increase ↑ Decrease ↓ No change —

The increase in non-hazardous waste was mostly attributed to a sump clean out at Mining operations. The decrease in hazardous waste generated is largely attributed to the on-site dams that were not desludged during the financial year at SO.

# ENVIRONMENT continued

## ENVIRONMENTAL COMPLIANCE



### OUR COMMITMENT

We are committed to adhering to applicable environmental regulatory requirements, consistent with our Code of Conduct and underpinned by various Sasol policies.

### OUR GROUP APPROACH

We follow a robust process of reporting and mitigating environmental incidents, including any deviations from legal requirements. Our approach is based on a classification system which includes assessing incidents based on their potential to create significant degradation or pollution to the environment. We collaborate with the authorities on environmental inspections conducted at our facilities. Our responses to findings include key remedial interventions aimed at sustaining compliance.

### PERFORMANCE

We consider all our operations in reporting, therefore the following environmental report is based on key compliance challenges, noting that not all of our operations experienced such challenges. The following are events that occurred at our various regions and our response to them:

#### NATREF

- The Environmental Management Inspectorate (EMI) conducted an inspection at Natref Refinery on 26 and 27 October 2023. Natref cooperated fully with the authorities and awaits the final report from the EMI.
- The Department of Water and Sanitation (DWS) annual site inspection by the Catchment Officer was conducted at Natref Sasolburg on 19 March 2024. No findings were raised.
- Natref's Durban Operations (NDO) received a contaminated land remediation order issued by the Department of Forestry, Fisheries and the Environment (DFFE) to NDO's Prospecton site. The order requires extensive monitoring activities and management of risk associated with petroleum hydrocarbons contamination. Further, a contaminated land remediation order was issued by DFFE for Fynnland site 1 and site 2 and was received by NDO from Transnet National Ports Authority (the landowner). The order requires extensive groundwater monitoring to monitor the plume migration and to implement institutional controls as required.
- Natref submitted its application for renewal of its water use licence (WUL) to DWS. Natref is collaborating with DWS to expedite the application towards a favourable decision. In this regard, Natref was requested to submit a geohydrological assessment which has since been completed and submitted to the DWS. The further processing of the renewal application is subject to the consideration of this update.
- Emissions resulting from the Vacuum Preflash Off-gas Furnace unit is currently a challenge post the installation of the LP Sour Gas Unit. Further investigation is ongoing to understand the sources of higher emissions. Natref reported the matter and is engaging the local licensing authority in this regard.

#### SASOL MINING

- On 17 October 2023, during a scheduled inspection carried out by the surface water team, a leak was detected on the pipeline between BS4 and Dam F. The incident was attended to, corrective measures implemented, and the leak stopped. The incident was reported to DWS.
- Sasol Mining is in the process of renewing its various WULs at its various mines. Certain challenges have been experienced with regards to the WUL renewal process by DWS. Processes are ongoing and Sasol Mining is engaging DWS in this regard.
- As previously reported, Sasol Mining had submitted an appeal to the Water Tribunal relating to a DWS decision not to grant the renewal of its Syferfontein WUL. While the appeal process was ongoing Sasol Mining received a Notice of Intention to Issue a Directive (Pre-directive) from DWS related to its water uses at Syferfontein mine. Sasol Mining submitted substantive representations to DWS on the Pre-directive and no further response was received. Further engagement with DWS resulted in Sasol Mining resubmitting its WUL renewal application for Syferfontein in accordance with DWS requirements. The application was successful, and Sasol Mining received its WUL for Syferfontein on 7 March 2024. Subsequently, both the appeal and pre-directive was withdrawn.

#### SEO

- An EMI inspection was conducted on site in Sasolburg on 8 April 2024. The inspection related to an Alien and Invasive Species permit for Category 1 plant species. The permit was initially required for populus alba which was subsequently removed. The EMI inspectors indicated that they were satisfied that no evidence of populus alba was present on site during the inspection. The permit therefore was no longer required.
- On 28 December 2023 an incident occurred at the Vinyl Chloride Monomers plant in Sasolburg, where an activated bursting disc resulted in a relief valve failure, venting reactor effluent gas to the atmosphere. The incident was due to the pressure excursion in the Oxychlorination system resulting in the bursting disc being ruptured exposing the safety relief valve to the gas. Dispersion model studies indicated that the significance of the incident was rated to be low based on its impact on the surrounding community and sensitive receptors. The incident was reported to the local licensing officer as well as to DFFE as a National Environmental Management Act (NEMA) Section 30 Incident.
- Sasolburg Operations (SO) have been experiencing challenges with Hydrogen Cyanide (HCN) emissions from its Cyanide Plant. Investigations have been done and upgrades to the plant have been completed. Plant optimisation and emission reduction activities on the plant continue, in addition flare tips will be installed, to reduce HCN emissions to virtually zero. SEO has engaged the local licensing officer on an agreed action plan.

# ENVIRONMENT continued

## ENVIRONMENTAL COMPLIANCE continued

### REGIONAL OPERATIONS AND ASSET SERVICES

- On 11 March 2024 a leak was detected on the Secunda Natref Integration (SNI) pipeline. Investigations revealed that the source of the leak was an illegal tie-in assembly with valves that had been welded onto the SNI pipeline. This device was used to tap into the pipeline to steal fuel. The device was removed and the pipeline was repaired. The leak was stopped and the necessary clean-up activities completed. The incident was reported to DFFE as a NEMA Section 30 Incident.
- On or about 25 January 2024, in the Wadeville area, a leak was detected on the Springs to Sasolburg Gas transmission pipeline. Given the potential immediate safety risk, the pressure in the pipe was reduced and a clamp was fitted to the pipeline to stop the leak. However, a second leak was identified on 5 February 2024. This leak was also stopped and immediately clamped. No significant environmental impacts were noted, however the incident was reported to DFFE as a NEMA Section 30 incident. DWS was also notified of the emergency work that was required to be carried out in the wetland area.

### SECUNDA OPERATIONS

- On 11 July 2023, SO was informed that the National Air Quality Officer (NAQO) had declined its application of June 2022 in terms of Clause 12A of the Minimum Emission Standards (MES) under the National Environmental Management: Air Quality Act, to be regulated on an alternative emission load basis for the sulphur dioxide ( $\text{SO}_2$ ) emissions from the boilers at SO steam plants from 1 April 2025 onwards.
- Following this, SO submitted its appeal of the decision to the Minister of Forestry, Fisheries and the Environment on 31 July 2023, as provided for in the NEMA of 1998. The appeal process allows the Minister to consider SO's 12A application afresh.
- On 5 April 2024, the Minister issued her decision, in terms of which she upheld Sasol's appeal and set aside the decision of the NAQO. The Minister concluded that SO's application met all the requirements of Clause 12A, and therefore replaced the NAQO's decision by permitting that load-based limits be applied from 1 April 2025 up to 31 March 2030. SO has submitted a further response to the Minister to finalise the regulatory requirements for the decision to take full effect, upon which the SO atmospheric emission licence will have to be varied accordingly.
- As reported previously, on 27 July 2022, the National Prosecuting Authority (NPA) served Sasol with a summons instituting criminal proceedings. The charges relate to historical aspects of environmental management at SO. The matter is presently before the courts and Sasol is adhering to the ongoing legal process.
- A leak on a Strip Gas Liquor pipeline resulted in flow of effluent in an underground structure which surfaced close by. The effluent flowed on surface towards a concrete stormwater channel and entered the API drainage channel and discharged into the Klipspruit River. The spilled effluent was subsequently diverted to a holding facility within the site and necessary repairs were completed to stop the pipeline leak. Various mitigation actions were initiated including monitoring of the Klipspruit River. The incident was reported to DWS and to DFFE as a NEMA Section 30 Incident.
- SO had applied to DWS for the renewal of its site-wide WUL, which was subsequently granted on 14 November 2023. SO continues to engage with DWS on challenges with regards to certain conditions of the renewed WUL. This process is ongoing.

### MOZAMBIQUE

- Two Government audits/inspections were conducted in FY24:
- The audit of the Mozambique Exploration, Remediation and Infill Campaign (MERIC) Project was conducted in October 2023 by the Mozambican Environmental Inspection Authority (AQUA). The audit report was issued in January 2024, finding zero non-conformances and noting four opportunities for improvement.
  - The inspection of the Production Sharing Agreement IPF (batch plant) was held in April 2024 by AQUA. The inspection audit report has not yet been issued by the authorities.
  - At the CPF facility, minor incidents with regards to effluent overflow and discharge of wastewater were reported to authorities as part of the normal reporting cycle. The accidental effluent overflows/ discharges were from the sewage system sumps and ponds. Sasol Mozambique is engaging with the Mozambique Water Authority (ARA Sul) in this regard.

### NORTH AMERICA

- On 24 January 2022, Sasol Chemicals (USA) LLC received a Notice of Potential Violation and Opportunity to Confer from the US Environmental Protection Agency (EPA). This was the result of a compliance audit performed by the EPA from January 2021 to July 2021.
- On 4 April 2024 Sasol received the final fully executed Administrative Order on Consent and Consent Agreement and Final Order. On 1 May 2024, Sasol paid a penalty and will complete by 3 April 2025 six compliance actions stipulated by the EPA. The signing of these agreements did not constitute any admission of fault or non-compliance.

# ENVIRONMENT continued

## ENVIRONMENTAL INCIDENT MANAGEMENT



### OUR COMMITMENT

At Sasol we are committed to prevent and mitigate the occurrence and recurrence of undesirable environmental events. Our commitment is underpinned by the risk-based One Sasol SHE Excellence approach, which articulates how Safety, Health and Environment (SHE) matters are managed in the Group.

### OUR GROUP APPROACH

We follow a standardised, four-tier classification system – level 1 (major), level 2 (significant), level 3 (moderate) or level 4 (minor) – for classifying, reporting and investigating environmental incidents. Incidents are reported to the relevant authorities in accordance with statutory and licensing requirements. Incidents are also reported monthly on the Sustainability Performance Management Module for the Group. Incident investigations are aligned with the SHE Incident Management Procedure which requires the identification of root causes to inform corrective and preventative measures, to ensure learning throughout the Group aimed at preventing recurrence.

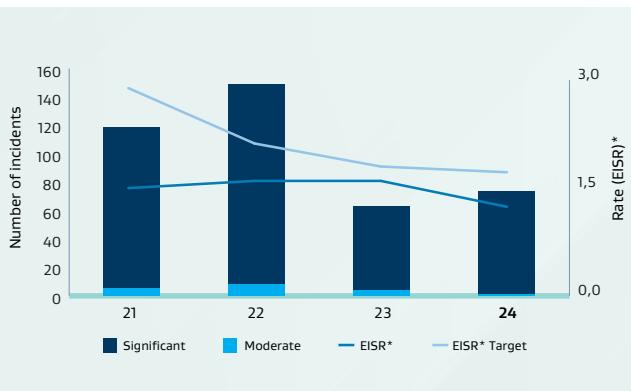
### PERFORMANCE

#### Trends

The classification methodology for environmental incidents for the South African Operations was revised in FY23. The updated classification places greater emphasis on the environmental impact of incidents and removes complexity and ambiguity.

No major environmental incidents have occurred in the last seven years.

One significant incident was reported in FY24 compared to four in FY23.



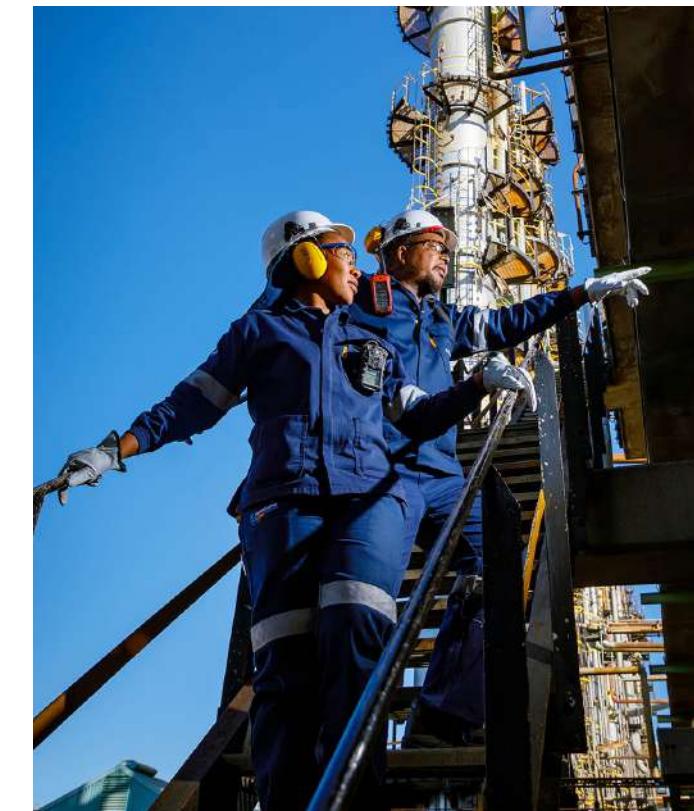
\* Environmental incident severity rate (EISR).

An environmental incident is registered as 'major' when a verified severe negative environmental impact due to volume or toxicity of release into the environment meets any of the following criteria:

- causes a major community outcry;
- necessitates immediate reporting; or
- if there is a recurring significant environmental incident (same root cause) that results in cumulative impacts leading to verified severe environmental impact and intervention by authorities.

#### Themes and focus areas

- Significant and moderate incidents were analysed to identify themes and focus areas.
- The one significant environmental incident reported in FY24 occurred at Mining. A failure on a pipeline resulted in loss of containment (release) of contaminated water into a watercourse.
- The main contributions to moderate incidents were overflow of storage structures and spillages, which remains similar to FY23.
- Theft and illegal hot tappings on pipelines resulting in environmental incidents are becoming more prevalent, although this is not currently one of the major contributors to total number of incidents recorded.



# ENVIRONMENT continued

## SUSTAINABLE USE OF PLASTICS



### OUR COMMITMENT

Sasol commits to having a meaningful impact on plastic waste leakage into the environment through value-chain collaboration on projects that contribute to a circular economy.

### OUR GROUP APPROACH

We acknowledge that plastic waste leakage into the environment is a concern, is unacceptable and we want to make a meaningful impact by:

- Executing our plastics sustainability approach through impact projects, innovation, education and collaboration;
- Collaborating in the value chain on projects and initiatives that promote and develop circularity; and
- Working with the government, relevant industry stakeholders and associations to maximise the impact of our contribution.

### PERFORMANCE

#### Plastics recovery programme

In November 2023, our Chemicals Business launched a plastics recovery programme aimed at advancing plastic circularity. This programme integrates initiatives in support of reducing plastic pollution by developing a more circular value chain. The programme includes work streams such as collection and sorting of plastic waste, mechanical recycling and advanced recycling. The programme will focus on the Vaal Triangle region with the mission, "To use our scale, local presence and technical ability to create value for Sasol and other stakeholders while reducing plastic waste". By integrating this value chain, we aim to positively impact underserved communities in the area, generate employment opportunities, enhance environmental cleanliness, and potentially expand our business portfolio.

To date we have completed a waste baseline study of the Vaal Triangle region to understand the waste footprint, challenges as well as types of plastic and other recyclables available. The objective is to assess potential options to improve waste recycling and recovery in the region. On our efforts for a technology solution for hard-to-recycle plastics, our discussions with a local pyrolysis technology provider are focused on reaching an agreement to assist in the development of a pyrolysis oil product, making it suitable for refinery integration.

#### Partnerships

In March 2024, Sasol's funding agreement of Polyco's innovative mobile recycling initiative, known as "Packa-Ching," ended. The contract, spanning five years, supported Packa-Ching's administrative costs and provided fuel subsidies for the mobile recycling units. Polyco had established 25 mobile recycling units and collected 18 million kilograms of recyclable waste.

The communities served received R18 million in exchange for their recyclable waste, and 105 jobs were created in the process. Sasol and Polyco have in principle agreed to continue and we are finalising the terms of a new agreement.

The Inkwazi Isu Project is a collaboration between various stakeholders to address the pollution problem in the city of Durban, with major role players from industry, local government and civil society. The project aims to meet the plastic pollution challenge through improving recycling infrastructure and education which will address the overwhelming problems caused by poor waste management. For Phase 1 Sasol provided grant funding for the conversion of two municipal garden sites into recycling buy-back centres. The Alliance to End Plastic Waste (AEPW) is funding the upgrade of another ten sites. Phase 1 of the project is in its third year of operation. In 2022, the project achieved a plastic collection of 4 kiloton (kt). In 2023, with the upgrade of more buy-back centres, 14 kt of plastic was collected and the forecast for 2024 is 18 kt. A second phase is under development.

The success of Sasol's partnership with AEPW on the Inkwazi Isu Project in KwaZulu-Natal supported a decision to renew our membership.

#### International Legally Binding Instrument (ILBI) on Plastics Pollution

In March 2022, Member states of the United Nations Environment Assembly adopted a resolution to establish the ILBI on plastic pollution.

At Sasol, we recognise that plastic pollution is a global problem and is best addressed utilising a coordinated and globally aligned response. As a result, we are working with government, industry

bodies and other stakeholders to contribute to the development of the ILBI through the Intergovernmental Negotiating Committee on Plastics Pollution.

As a producer and supplier of polymer, we are committed to sustainable development and the responsible use of plastics across the value chain. Plastics allows many sectors of the economy the ability to improve the quality of life for people. Plastics play a role in food and water security, preservation and hygiene, retail packaging, medical applications, personal care products as well as in the renewable energy sector. We recognise that plastics should not end up in the environment and that plastic pollution must end. We therefore support an ILBI to end plastic pollution, and advance sustainable development while accelerating the transition to a circular economy for plastics.



<sup>1</sup> AEPW co-funded the Inkwazi Isu project and developing a 2nd phase of the project in partnership with the eThekweni Municipality.

# SOCIAL – LABOUR

## HUMAN CAPITAL MANAGEMENT



### OUR COMMITMENT

Our People Promise is to provide a unique employee experience and a compelling value proposition to a diverse workforce in a safe and inclusive workplace. This contributes to ensuring that our employees are aligned and committed to Sasol's strategy.

### OUR GROUP APPROACH

Our approach is anchored around key aspects related to leadership, capability development, culture transformations; competitive compensation and benefits enhanced by a supportive and caring workplace; talent management, skills and competencies; people transformation to a green economy; performance management; and digital human resources.

### PERFORMANCE

#### Leadership capability development

**The aim is to develop inspiring and caring leaders who set the tone from the top as they are role models for our values in creating inclusive, innovative and high-performing work environments.**

The focus in FY24 was on building internal capability to ensure sustainability and continued scaling of the various capability development programmes across the organisation. Work continued with Leadership teams and individual leaders to strengthen Leadership Effectiveness and Capability. To develop inspiring and caring leaders who create inclusive, innovative and high-performing work environments in FY24, we:

- advanced the implementation of 'Investing in the Sasol Leader of the Future' programme. Leaders were assessed against 'What Good Looks Like' profiles to identify and address leadership capability gaps. Data insights derived from the process were used to enhance our culture priorities, talent, succession and development planning;
- continued to embed Founder's Mentality and the prioritised People First Leadership Capabilities through the Leader Essentials Programme;
- ensured leadership essentials focused on consistent leadership and talent management practices across Germany, Italy, South Africa, Lake Charles and Singapore;
- continued with the implementation of our development approach to build defined inspirational leadership capabilities at all layers of the organisation;
- continued to develop identified high-potential individuals in middle management roles through focused, integrated and accelerated talent development, career planning and mobility;
- launched the Advanced Energy Business Leadership Programme, introducing participants to the latest dynamics within the

Energy sector and providing leadership tools to navigate this continuously changing environment;

- continued to invest in the development of a virtual and digital learning platform intended to host various learning modalities and content;
- continued to strengthen frontline leadership capability through our Frontline Leadership Development programmes and modules; and
- assisted 364 leaders to complete the Leader-as-Coach training programme in Southern Africa. This is to ensure that participants are competent in applying the coaching style aimed at embedding technical, functional, managerial and behavioural competencies to improve the performance of subordinate employees. One-on-one coaches and mentors were identified and assigned to individuals for all leadership layers.

- **364 leaders completed the Leader-as-Coach training programme.**
- **7 078 employees received Leadership training.**
- **16 high potential individuals in the LEAP programme.**
- **234 Leaders completed the Leadership Essentials programme.**
- **20 Sasol leaders completed the Advanced Energy Business Leadership programme.**

#### Culture transformation

Through culture transformation we want to establish a diverse and high-performing workforce that experiences equity, inclusion, a sense of belonging and embraces innovation and collaboration.

During FY24, we therefore focused on gender equity, the inclusion of people with disabilities (PwD), employment equity and skills development, inclusive culture and practices:

#### Gender equity

- Our focus remained on ensuring equitable representation of women across all occupational levels and fostering an inclusive workplace culture by promoting equitable female participation in leadership succession and development initiatives; launching additional women network forums; and driving identified themes for women networks across the operating model entity.
- Our work on the empowerment of women addressed barriers to gender equity and placed emphasis on equitable representation, skills and capability building and ensuring an inclusive culture for women. Improving equitable gender representation across all role categories, with an emphasis on African and Coloured (AC) females in South Africa.
- Through our talent management processes, we increased the number of AC females in succession pools for senior leadership and critical roles and drove focused leadership programmes. The health and diversity of our pre-investment pools remains critical to ensuring the sustainability of our talent pipelines. Our Graduate Development Programme comprised of 48% females. Bursars comprised of 52% females while our Learnerships comprised of 36% females.
- In support of our commitment, our Group Executive Committee prioritised advancement of the Sustainable Development Goal 5.

## SOCIAL – LABOUR continued

### HUMAN CAPITAL MANAGEMENT continued

#### PERFORMANCE continued

##### Employee engagement

We worked to create an engaged, enabled and energised workforce. This empowered our leadership to improve employee engagement through our listening approach and various employee initiatives. This included tools such as change risk assessments, team effectiveness interventions, employee recognition, our PULSE engagement survey as well as townhall meetings.

Employee engagement and continuous listening are key enablers supporting our culture transformation and driving our People Promise to ensure our employees feel cared for, listened to and have a sense of belonging. To this end, we rolled out a PULSE culture dipstick survey, to determine our current organisational climate and track cultural changes post the Sasol Heartbeat 2022 employee engagement survey. The survey was rolled out to a target population of 19 779 employees.

With a response rate of 56% (11 076 responses), the survey highlighted important themes requiring our attention, such as continued embedding of the Sasol Values as well as on leaders living the Sasol Values; a focus on openness and trust and looking at ways to increase our employee value proposition. More focused attention is also required to:

- create a sense of belonging; make employees feel valued and recognised; and
- provide opportunities to learn and grow.

Prioritised attention is needed to address obstacles to an improvement of safety, such as:

- an emphasis on employee care;
- employee training; and
- managers leading by example, setting the tone from the top, and creating a conducive working environment.

At the centre of our cultural transformation in Southern Africa were the ‘leadership commitment journeys’. These focused on fostering a safe and caring workplace in support of Zero Harm as well as founders’ mentality to inculcate customer centricity and owner’s mindset, strengthening our employee experience and realising our People Promise.



The focus on promoting a culture of safety and Zero Harm continues to be a priority. We collaborated with Safety, Health and Environment, Ethics, Human Capital and Operations colleagues across Sasol to ensure an integrated approach to impact culture and safety behavioural change across all levels of the organisation. We realise that much more work is required to ensure that every one of our employees gets home safely to their families after each work day.

##### People with disabilities (PwD) inclusion

We continued implementing a campaign aimed at raising awareness and encouraging voluntary declarations of PwD in South Africa. Furthermore, we continued driving the external recruitment of PwD learners resulting in PwD representation of 265 in South Africa. 120 of these learners who completed their learnership programme were employed through our strategic partners such as Gauteng City College.

##### Employment equity (EE) and skills development

- Driving our EE and Broad-Based Black Economic Empowerment goals in South Africa and our commitment to localisation in Mozambique remain critical. Our FY28 five-year EE plan in South Africa, remains key towards effectively addressing identified barriers to transformation and supporting the realisation of our EE targets. The main focus of our EE plan remains improving the representation of AC men and women as well as PwDs across all occupational levels, while maintaining equitable representation across all population groups.
- We continued to hold ourselves accountable to our EE, localisation and diversity targets, in part, by incorporating our targets into our short-term incentive scorecard.
- The learning and development plans continue to support our work to increase diversity, equity, inclusion and belonging at Sasol and our FY28 5-year EE plan, delivering targeted learning and development interventions across the organisation. As a result, we continued to focus on development interventions and our career pre-investment pools such as learnerships, apprenticeships and bursaries which are critical to secure and develop a pipeline of future talent for Sasol.

##### Inclusive culture and practices

- Our strong focus on fostering a sense of belonging is evident in our continuous efforts to establish transparent communication channels. We also assess and evaluate our organisational culture and practices, demonstrating our dedication to improving and creating an environment where all employees feel valued, respected and empowered.
- We share best practice and learning through our Global Diversity and Inclusion Leadership Network.
- To strengthen our drive towards an inclusive culture, safe workplace and further embed Sasol’s Values of BE Accountable and BE Caring, our gender-based violence and femicide awareness drive challenged violence against women and children.
- Our women networks, including ‘Women in Operations’ and ‘Women in Mining’, remained catalysts in our work to deliver diversity, equity, inclusion and belonging. Key themes for these networks were wellbeing, career development, community engagement and mentorship and coaching. 306 women participated in our mentorship circles.

## SOCIAL – LABOUR continued

### HUMAN CAPITAL MANAGEMENT continued

#### PERFORMANCE continued

• Measures remained in place to protect female employees from potential hazards in their work environments during pregnancy and after the birth of a child while breastfeeding. These included measures to eliminate risks for the period of pregnancy prior to maternity leave and for a period of up to six months after childbirth.

• The implementation of inclusive policies, processes, and practices remain a critical factor in fostering an inclusive culture and practices.

Through our partnership with the Global UN Compact Network with the aim of improve inclusion and targeted gender equality, we participated in the Gender Gap Analysis tool aimed at helping organisations assess gender equality and inclusion across the workplace, marketplace and community. Sasol scored 91% – which puts us at the Leader category. Currently only 4% of companies in South Africa that participated are considered ‘Leaders’, this was also confirmed through the Heartbeat with the Value of inclusion being rated highly favourable by more than 71% employees across all layers and regions.

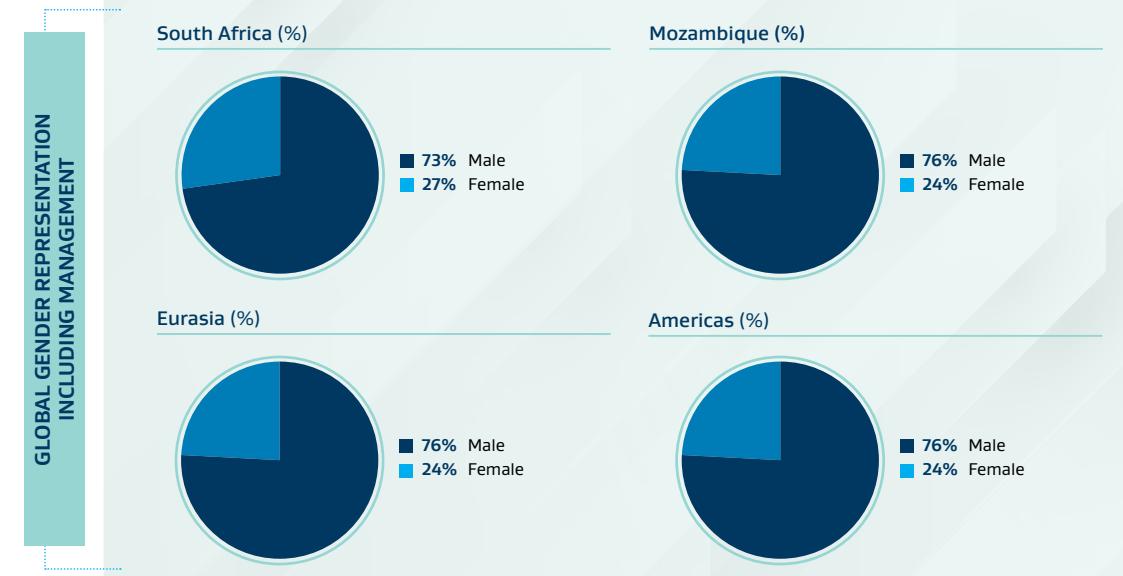
- 29% of females at senior management levels.
- 306 Women participated in our mentorship circles
- 120 People with disabilities appointed in South Africa.



**South African workforce diversity\***  
as at 30 June 2024

Occupational level	Male (M)				Total	Female (F)				Foreign nationals	Total	Grand total
	A	C	I	W		A	C	I	W			
Top management	10	2	4	8	24	5	0	2	2	9	0	0
Senior management	166	23	103	355	647	96	15	45	107	263	7	4
Middle management	999	114	200	884	2197	780	88	178	511	1 557	39	11
Junior management	5 245	249	252	2 340	8 086	1 907	173	142	827	3 049	22	12
Semi-skilled	5 880	99	40	472	6 491	1 459	52	14	109	1 634	82	1
Unskilled	468	40	25	84	617	296	27	8	15	346	1	0
Total permanent employees	12 768	527	624	4 143	18 062	4 543	355	389	1 571	6 858	151	28
Non-permanent	99	2	0	4	105	45	2	1	2	50	0	0
Total including non-permanent employees	12 867	529	624	4 147	18 167	4 588	357	390	1 573	6 908	151	28

\* Assured by KPMG – refer to pages 163 – 165.



## SOCIAL – LABOUR continued

### HUMAN CAPITAL MANAGEMENT continued

#### PERFORMANCE continued

##### Competitive compensation and benefits enhanced by a supportive and caring workplace

###### Delivering a compelling Employee Value Proposition (EmpVP)

Our Sasol People Promise aims to provide a unique employee experience and a compelling EmpVP to a diverse workforce through Sasol's Values of being safe, caring, inclusive, accountable and resilient.

We continue to demonstrate our EmpVP by focusing attention on communication on our campaign in South Africa and our comprehensive wellbeing strategy.

We regularly benchmark our employee benefits and compensation in each of the countries within which we operate to ensure we remain competitive to attract and retain our employees. Sasol deploys a robust performance management programme through which line managers and employee engagement on performance is encouraged throughout the performance cycle. We also offer our employees access to high-quality employee assistance programmes where this is not provided by the state. These are well utilised by employees and this benefit is also extended to immediate family members in our major employment locations, like South Africa. As part of our ongoing management development, Human Capital and line managers are equipped to manage conversations around compensation, including the increased disclosure requirement with regard to pay equity.

One of the key focus areas has been the implementation of our skills and capability strategy to improve competitiveness and unlock strategic value through the development of identified priority capabilities. This included the attraction and retention of engineers and technical skills.

###### Employer brand

Our employer brand is informed by what people think, feel and experience about Sasol as a place of work. We work to ensure that the Sasol employer brand remains relevant and compelling so that we attract and secure the right people who can excel in their careers and contribute towards Sasol's Purpose of 'Innovating for a Better World'

For FY24, we hired 787 employees globally across all role categories. Sasol has a global employee turnover rate of 9,84%.

##### Employee wellbeing

Employee wellbeing at Sasol remains one of the key enablers of a safe, caring, stable employment environment and a productive and engaged labour force across all our operations. Our approach to employee wellbeing, which is centred on three focus area, namely, emotional, physical and financial wellbeing, encourages employee-centric support where we attempt to assist colleagues at first contact. We continuously ensure that managers are better capacitated with skills to identify and appropriately manage wellbeing issues in the workplace.

FOCUS AREA Psychological safety	PURPOSE
EMOTIONAL WELLBEING	To enable employees to realise their own potential, cope with the normal stresses of life, work productively and maintain healthy relationships and interactions with others
FINANCIAL WELLBEING	To enable the employees to manage day-to-day finances, financial emergencies and pursue important life goals
PHYSICAL WELLBEING	To enable employees to prevent and manage non-occupationally induced illnesses and lifestyle diseases for optimal health

Our current focus is on further enhancing our employee wellbeing programme in alignment with our value of 'Caring' for our employees and their families.

##### Labour stability and employee productivity

###### Maintaining labour stability through effective and collaborative partnerships

To maintain a stable, productive and engaged labour and employment environment across all our operations in FY24, we continued:

- Driving identified high-severity incident related frontline leadership development with an enhanced focus on process safety fundamentals;

- Formal engagement structures such as partnership forums in Southern Africa, North America and Works Councils in Germany and Italy;
- Respecting the right to collective bargaining. 62% of our employees in Southern Africa are members of trade unions;
- Reviewing and updating our policies and procedures in line with business and legislative requirements;
- Improving employee productivity through clearly defined performance expectations to enable business outcomes;
- Implementing appropriate strategies for multi-sectoral wage negotiations;
- Employing labour from the open market. Under no circumstances are our employees subject to any form of forced and compulsory labour and we do not make use of child labour;
- Ensuring fairness, equality and the application of natural justice when addressing misconduct. We achieve this through our disciplinary code, which complies with applicable legal frameworks. We encourage timeous and consistent corrective action application of natural justice when addressing areas of misconduct and encourage timeous and consistent corrective actions;
- Enabling Sasol 2.0 commitments and mature functional value creation plan; and
- Supporting a just and equitable transition as we decarbonise.

##### People transformation towards a low-carbon future

We have established programmes for future workforce transition as we execute the decarbonisation roadmap. These include Project Ntsika, Bridge to Work Just Transition Impact projects.

###### Performance management

The primary purpose of Sasol's performance management process is to promote higher levels of employee performance, in support of the business strategy, associated goals and high-performance culture. Our performance management process follows a fixed cycle, with performance planning between line leaders and employees at the beginning of a financial year, followed by a mid-term review and concluding with final performance assessment at the end of the financial year. This process covers all employees outside of the collective bargaining units. This was the first year of managing and tracking performance progress using our newly implemented global 1HR platform.

## SOCIAL – LABOUR continued

### HUMAN CAPITAL MANAGEMENT continued

#### PERFORMANCE continued

##### Digital HR

In July 2023, Sasol implemented a suite of global HR technology consisting of 15 modules under a programme called Sasol 1HR. It consisted of SAP Success Factors talent suite including Employee Central (single, global standard database as the core system of record), SAP Concur (Travel and Expense management), Workforce Software (Time and Attendance module implemented in SA, USA, Italy and Mozambique), as well as Employee Central Payrolls (in-house payrolls in 4 countries). This initiative marked a pivotal moment for our organisation, transitioning approximately 32 000 employees across 22 countries to a unified, integrated modern enterprise cloud-based HR platform in a single go-live event.

Prior to Sasol 1HR, our HR technology infrastructure relied on several outdated disparate systems that were becoming more costly to maintain and were lagging the Sasol Group's technology advancement.

This shift not only mitigated future financial risks but also aligned with our commitment to sustainability, improved efficiencies and user experience, and compliance.

By consolidating data into a single system of record, Sasol 1HR enables more efficient workforce management and decision-making. This single source of truth is instrumental in reducing administrative overheads and improving the accuracy and reliability of people data.

Sasol 1HR equips us with the flexibility to swiftly adapt to changing demands and business environments. The platform's scalable architecture and advanced analytics capabilities empower us to respond proactively to economic shifts, workforce trends, and competitive pressures; and, leverages global economies of scale.

Since its implementation, Sasol 1HR has demonstrated tangible financial benefits. The initial year-on-year savings underscore the platform's value proposition and its role in driving operational efficiency. These savings are not only a testament to the platform's cost-effectiveness but also reflect our commitment to continuous improvement, value creation for our stakeholders and a return on investment for our investors.

As we look to the future, Sasol 1HR will continue to play a critical role in our sustainability journey. Its ability to integrate new technologies and adapt to evolving business needs ensures that we remain at the forefront of HR excellence, sustainability and the best user experience for our people.

#### Talent management, skills and competencies

##### Talent management

Attracting, developing and retaining high-performing people remains fundamental to creating value. Our talent management approach drives the building of our leadership capability and bench strength for the sustainability of our foundation and future business.

##### Skills and capacity building

In FY24, we remained focused on improving our competitiveness and unlocking value by developing priority capabilities to sustain our current operations, ready for the low-carbon future and access new opportunities. These capabilities included leadership development, commercial excellence in sales and marketing enabled through digitisation; operations excellence in ensuring reliability; procurement; the cost-effectiveness of operations; and low-carbon energy.

To develop and sustain a pipeline of future talent, we invested significantly in critical skills and core capability development. We invested a total of R1 233\* million for the Group for training and development, with Southern Africa constituting 92% of the spend which is equivalent to R1 137 million spent.

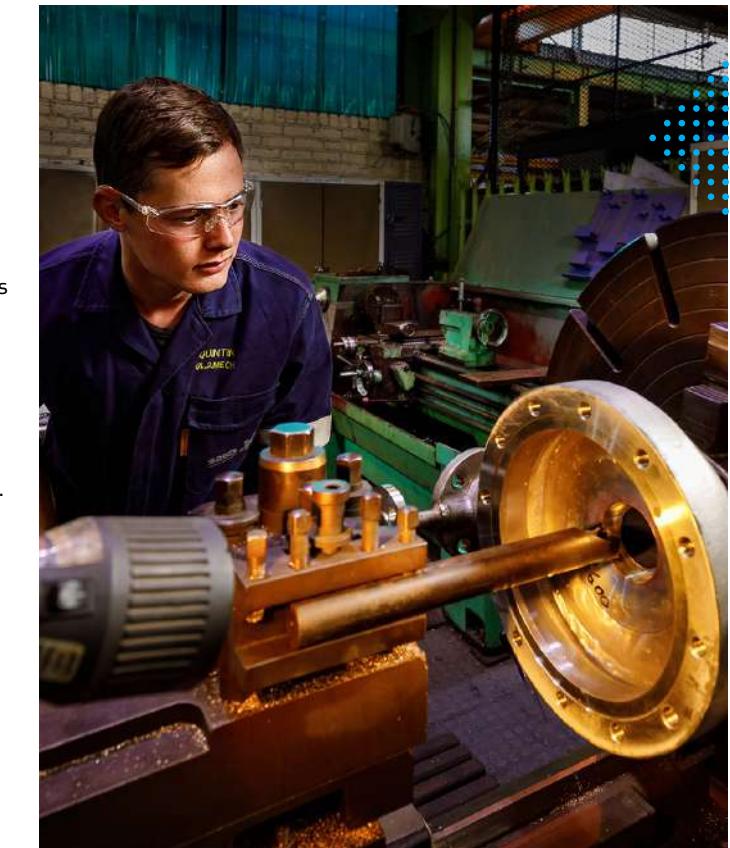
We developed 27 062 employees in various fields and programmes in South Africa. We also invested R619 million to bursaries, graduate development and, learnerships as well as our apprenticeship and internship programmes.

We continue to build and sustain technical and operational talent pools through the bursary and learnership programmes. During FY24, we funded 564 undergraduate and postgraduate bursaries focusing mainly on engineering, science and technology. Our skills academies remained favourably positioned to ensure a pipeline of artisans, critical to Sasol and the future development of South Africa and Mozambique. Trades offered in these academies include fitting, electrical, instrumentation welding, turning, fabrication and rigging. 1 324 artisan learners were trained in these programmes during FY24 and on average, 11% of the people in learnerships are permanently appointed within Sasol operations upon the completion of their training.

##### Skills development spend (R million)



- **R399 million** Employee Training and Development
- **R349 million** Learnerships
- **R188 million** Other (License Fees, Training Opex and Overheads)
- **R154 million** Graduate Development Programme
- **R91 million** Bursaries
- **R22 million** Technical Coaches and Mentors
- **R20 million** Technicians and Inspectors in Training
- **R10 million** Employee Study Aid



\* Assured by KPMG – refer to pages 163 – 165.

## SOCIAL – LABOUR continued

### OCCUPATIONAL SAFETY AND HSI PROGRAMME



#### OUR COMMITMENT

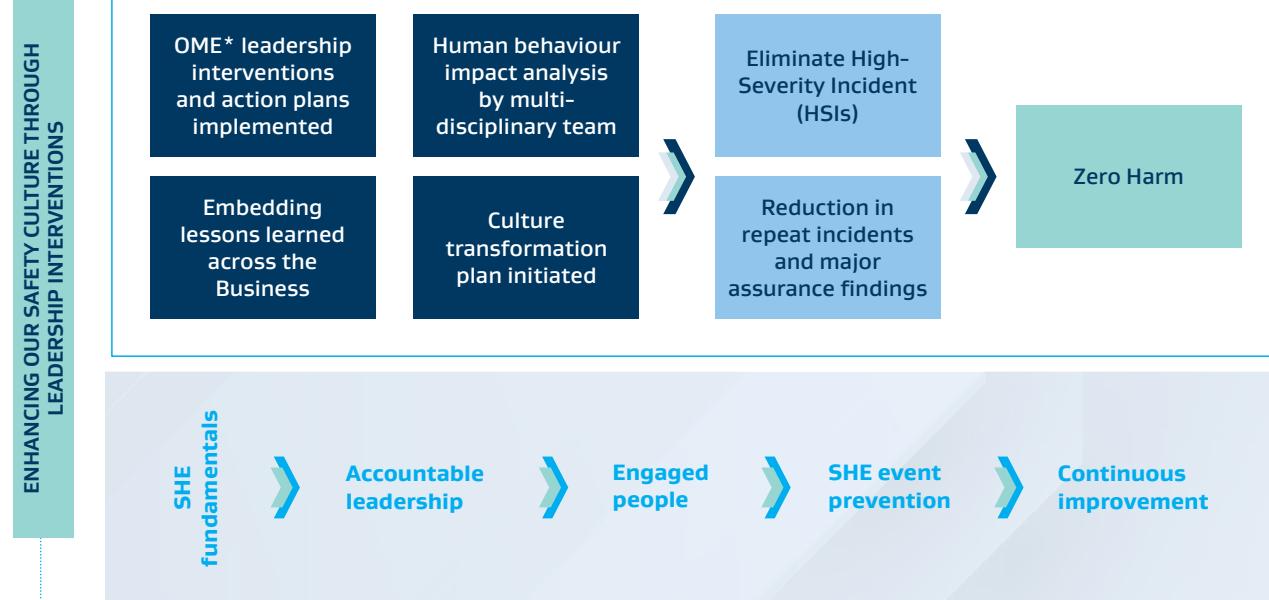
We are committed to humanising safety and strive for Zero Harm. Our commitment reflects proactive and sustained efforts to ensure that all employees and service providers return home safely each day.

#### OUR GROUP APPROACH

The safety of our people is a Material Matter and a Group top priority. Our approach centres on the following:

- Understanding our risk landscape and managing our activities in a way that eliminates incidents, minimises risk and promotes excellence in the performance of our operations; and
- Leveraging our risk-based approach to managing our top Safety, Health and Environment (SHE) risks (Key Undesirable Events) while strengthening our combined SHE assurance processes.

Our safety approach is built on a foundation of leadership and competency and is strengthened by clear policies and procedures relating to safety risk management, leading practice performance standards, incident investigation and behavioural science. Our values and people underpin our SHE policy promise, sustaining a positive culture in which SHE is embedded.



\* Operating Model Entities.

## SOCIAL – LABOUR continued

### OCCUPATIONAL SAFETY AND HSI PROGRAMME

#### INITIATIVES AND PERFORMANCE

Safety is a Group top priority and risk, which is managed by meeting the requirements in our enterprise risk management (ERM) framework, embedding our HSI Programme and the One Sasol SHE Excellence approach.

The focus remains to prevent HSI and incidents and manage our top priorities and Group risk. (Refer to the Risk Management pages 28 – 36).

At Sasol we have two values underpinning our Humanising safety efforts “Be Safe” and “Be Caring” which means we take care of our employees and service providers, we truly understand causes of incidents and accidents, we have high standards and care when it comes to rigour in our business because we want to send people home safely every day.

Key Performance Indicator (KPI)	Targets	Group performance
Fatalities	Zero	5
Hospitalisations*	90	59
Recordable Case Rate (RCR)	0,26	0,25
Lost Work Day Case Rate (LWDCR)	0,11	0,12

\* New key performance indicator – target is set for FY25.

Tragically, we had five fatalities for FY24, of which two occurred at Secunda Operations (SO) and three at our mining operations. Unfortunately in August, of the new financial year (FY25), we had one fatality at SO. The nature of incidents varies, each high-severity incident, fatality or potential high-severity incident is investigated thoroughly to understand the direct and root causes. Incident investigations are facilitated by independent chairpersons, and we leave no stone unturned to understand the organisation, workplace and individual factors that can contribute to these incident. Corrective actions are implemented, tracked and verified through assurance, ranging from climate and culture programmes, engineering solutions and behaviour-based corrections.

The leadership is increasing their presence in the field to be more visible, to confirm that systems are working as designed, and to engage and support their teams where barriers to safe working are experienced.

Additionally, line managers verify the effectiveness of critical controls in their respective operations and systemic issues or themes identified through the verification processes are analysed and translated into action plans with clear deliverables and milestones.

Our RCR has decreased from 0,27 to 0,25 due to relentless focus on high-severity incidents and high-risk activities with the leader-led necessary assurance practices.

Our LWDCR improved to 0,12 and is marginally above the target of 0,11 reflecting the positive impact of our HSI Programme and improving the hierarchy of controls of high-risk activities. FY24 had zero Category 2 LWDCs.

The number of hospitalisations decreased from 71 to 59 on the efforts of understanding HSIs and improving the hierarchy of controls ie, removal of the individual from the line of fire and utilising technology to improve safety.

#### Training

Sasol has a dedicated SHE Academy that provides training for all employees and service providers within South Africa and Mozambique, both in person and online. A range of SHE courses, and awareness training are related to the Company policies and procedures as well as standards. Some of the areas of consideration include but are not exclusive to SHE Legal compliance, Life Saving Rules (LSRs), Security, Environment, Process Safety Management, Workplace Safety, Emergency Management, Occupational Health and Hygiene, Product Stewardship. Every course has a specific target group based on Role and/or Business Risk. SHE training is mandatory before gaining access to Sasol facilities.

With Zero Harm a Group top priority, hazard identification training was rolled out in December 2023 to frontline operational service providers. This was as a result of injury investigations and is currently being applied at our Secunda and Sasolburg sites. Hazard identification training is a pre-requisite to permit to work training and standby training based on roles and business risk.

#### FY24 SAFETY TRAINING

Employees – face to face training

**4 714**

Employees – SHE Online courses

**19 170**

Service providers – face to face training

**60 340**

#### FY24 OUTCOMES

Extensive safety training

Hazard identification training was rolled out in December 2023

#### FY25 FOCUS

Safe, efficient and reliable operations is one of the Group top priorities for FY25.

- Prioritising safety: We are relentless in driving rigorous safety measures to ensure Zero Harm.
- Operational excellence: To assure safety in operational performance.

## SOCIAL – LABOUR continued

### OCCUPATIONAL HEALTH



### OUR COMMITMENT

We are committed to ensuring that our employees, service providers are healthy and provide safe environmental health to our communities.

### OUR GROUP APPROACH

Sasol follows an integrated risk approach to managing occupational health and wellbeing, where leading best practices inform our continuous improvement of occupational health performance towards our journey of Zero Harm.

Our occupational health approach, founded on governance framework requirements for occupational health and wellbeing services, delivered by capable healthcare professionals, includes:

- management of exposure to physical, chemical, biological and ergonomic factors;
- prevention of occupational diseases and injuries; and
- promotion of health and workability, rehabilitation and return-to-work as well as emergency response and curative services.

### TARGETED INTERVENTIONS

We implement occupational services according to the following functional areas:

#### Occupational medicine

Preventing and managing occupational and work-aggravated as well as lifestyle diseases through medical surveillance programmes, primary health care, injury-on-duty management and rehabilitation and return-to-work programmes.

#### Occupational hygiene

Identifying occupational health hazards and advising on the implementation of preventative controls and work practices to eliminate and/or mitigate exposures in the workplace.

#### Integration with employee wellbeing

Enabling a holistic approach to health and wellbeing of our employee and the employees of service providers.

#### Environmental health

Communicating and raising awareness on the health impacts of Sasol operations within the surrounding communities.

#### Service provider health delivery

Following an aligned approach to that of Sasol for the employees of service providers.

#### Medical emergency response

Facilitating a standardised approach to responding in medical emergencies.



### PERFORMANCE

Our indicators include work related/occupational related health incidents or diseases.

Key performance indicator	2024	2023
Irreversible occupational diseases	37	51
Occupational disease incident rate	0,046	0,064
Noise-induced hearing loss	9	17
Mining occupational diseases	31	28
Irreversible lung disease	13	15
Reversible occupational diseases (TB, heart related, work related upper limb disorder, other)	47	41

In FY24, a reduction in occupational diseases was reported. Exposure to workplace noise and dust were the health risks associated with the most occupational diseases reported. While being aware of the latency factor between risk exposure and the onset of disease, we are confident that the benefit of effective health risk exposure management with continuous improvement on engineering, administrative and personal protective equipment controls will reflect in later reporting periods. Our hearing conversation programme, following industry best practices, allows for the identification of early, non-reportable, hearing loss due to workplace noise exposure. Relevant investigation to determine the cause is conducted and mitigating factors, including the inspection and checking of hearing protection, removal of noise exposure and retraining on noise exposure are implemented.

## SOCIAL – LABOUR continued

### PROCESS SAFETY

#### OUR COMMITMENT

Our commitment is to ensure that we maintain reliable, safe and sustainable operations.

#### OUR GROUP APPROACH

We apply our process safety management (PSM) system to address process-related hazards, knowledge, safety risk management, safety performance and learning through experiences, thereby striving for Zero Harm. Process safety integrity is enabled through adhering to inherent safe design, asset management and operations discipline as guided by international best practice to maintain reliable and safe operations. Our PSM scope covers our employees and service providers.

#### PERFORMANCE continued

Process safety events are classified as follows:

- major
- significant
- moderate
- minor
- less severe events
- near misses.

The process safety incidents reported consist of major and significant incidents.

Key performance indicator	Targets	Group performance
Fires, explosions and releases severity rate (FER-SR)	5,3	5,4
Process safety incidents less than or equal to	18	15

None of the incidents resulted in fatalities.

A FER incident is registered as '**major**' when it meets any of the following criteria, namely if it:

- has a FER severity index score of 40 and greater;
- results in on-site fatality or multiple hospitalisation cases, or off-site injury; or
- results in direct financial loss greater than US\$1 000 000.

A FER incident is registered as '**significant**' when it meets any of the following criteria, namely if it:

- has a FER severity index score of 26 and greater but less than 40;
- results in a lost work day case (LWDC) or more serious injury;
- results in direct financial loss greater than US\$100 000; or
- causes a release in excess of the relevant threshold quantity for that chemical as defined by the Centre for Chemical and Process Safety.

To enable continuous improvement, our PSM priorities include:

- PSM element ownership (including leadership and culture and operational discipline toolkits) was reintroduced to familiarise new team members in the operational areas with the PSM procedures. This ensures better communication of responsibilities across the organisation. New toolkits have recently been included.
- Operational discipline, and leadership and culture self-assessment by operating model entities (OMEs).
- Field verification based on performance criteria of critical controls.
- Usage of OME action management system for all PSM actions.
- Reaching our target of training 8 000 frontline operations personnel in process safety. The training has nine modules ranging from the definition of process safety, process safety hazards in the plant, process safety bowtie, projects and constructions, Management Of Change (MOC) and pre-startup safety review, emergency response and incident investigation.

It includes an assessment to verify the understanding of the content provided to the operations personnel. We also rolled out Process Safety Fundamentals to Sasol personnel and service providers.

- Prevention of high-severity process safety incidents.
- Management of immediate danger to life or health (IDLH) substances. We are assessing the adequacy of existing controls (preventative and corrective) regarding the management of IDLH substances across Sasol OMEs and develop guidelines for a standardised approach where inadequacies are noted.
- Continuing to focus on the implementation of the MOC process to mitigate SHE risks related to personnel changes.
- Standardising our requirements regarding process safety competency across all Sasol sites. Additionally, we have developed: "Day in the Life of a Process Safety Engineer Programme."
- Performing annual audits regarding the status of PSM implementation to identify the areas of improvement. There is still an opportunity for improvement across all Sasol sites regarding MOC controls relating to personnel changes.
- Performing thorough analyses of the incident root causes and precursors, and implementing measures to prevent the recurrence of incidents. We have placed emphasis on the learnings from previous incidents and the prevalent control failures.
- Monitoring process safety leading and lagging indicators to identify and address weaknesses in the controls. Some of the leading indicators being monitored are process safety critical equipment (PSCE) failure before schedule, PSCE schedule adherence, process hazard analysis actions and MOCs.



## SOCIAL – LABOUR continued ENDURING OPERATIONS

### OUR COMMITMENT

Sasol is committed to achieving world class operations (WCO) through an embedded operational excellence culture.



### OUR GROUP APPROACH

The leadership team of Energy operations and Technology committed themselves to five key focus areas (the five strategic pillars) to stabilise Sasol's foundation business. All the pillars are interrelated and complement each other.



## SOCIAL – LABOUR continued

### ENDURING OPERATIONS continued

#### FY24 OUTCOMES

Good progress was made on some of the key components that were identified for our journey toward WCO, as reported in the previous year. WCO is built on the belief that our people have the answers to getting control over the basics and the sources of value that drive our results. This was the premise of the innovation initiative that was launched in 2022, intending to make innovation a sustainable way of working.

Post the launch of the innovation platform as a tool for employees to log ideas, there has been a rapid uptake in the use of the platform with more than 900 ideas having been submitted to date, with a potential value of more than R1 billion. Some of these ideas have already been implemented and benefits realised, with more than 50% of the ideas having been moved to the next stage of evaluation. The innovation platform and accompanying process, now scaled up to an organisational level, enables the culture of inclusivity by listening to our people and bringing Sasol's Purpose of "Innovating for a Better World" to life. It is through this culture of continuous improvement that will drive our journey towards WCO.

**Digital transformation** is a key enabler to WCO and we are developing our digital skills in all areas of the Sasol business. The digital teams in operations are focusing on optimising the performance of our assets, production processes and the automation of our business processes. Keeping with Sasol's commitment to safety and improving our employees' productivity, the digital teams are rolling out a Connected Worker programme. This entails the optimisation of the existing mobile network coverage on the various sites, the acquisition of purpose-designed mobile devices and the integration of the data from these systems into the existing enterprise resource planning and manufacturing execution systems.

The newly launched Agile Coach Development Programme delivered the first class of 19 accredited internal Scrum Masters to support prioritised initiatives and projects. This supports our ambition of becoming a more customer-centric and competitive organisation by accelerating value delivery through agile ways of work. Since 2023, ten agile training modules have been conducted with a focus on continuous improvement and innovation to enable operational excellence (OE), with 665 employees attending the various modules.

#### Agile principles of Transparency, Inspection and Adaptation

were also adopted by Sasol leadership to define strategic direction during key sessions facilitated by the Group Executive Committee (GEC) and supporting teams. A new module is being developed to support agile leadership and will be piloted in FY25 with a selected group of Vice Presidents and Senior Managers.

To enable **reliable and predictable results through excelling in the basics**, five focus areas were identified with key outcomes and indicators defined, viz. safety, production volumes, stable production, predictable production and cost. A number of leading and lagging indicators would need to be measured and managed. This would include overall equipment effectiveness, mean time to repair, energy efficiency, adherence to operating plan, assurance against practices, etc.

**Predictable Production and Stable Production** focus areas, with emphasis during FY24 having been placed upon assurance measurements, continued to show progress as a key enabler underscoring the WCO pillar – getting the basics right, consistently, and sustainably. This eliminates the time spent attending to multiple equipment breakdowns and process instabilities thereby increasing efficiencies.

"Operational interruptions impacting Sasol's OMEs or value chains" was identified as one of the Group's Top Risks. Specific focus has been placed on the sub-risk of "failure of critical assets" to enhance the application of combined assurance and reporting to the GEC and Board.

Taking into consideration the number of interrelated and dependent Operational Core Processes (OCPs) that may impact asset integrity, reliability and performance, the following Key Result Areas (KRAs) were identified in FY23, carried over into FY24, over which assurance was provided:

- We understand the health and status of our critical assets;
- Our maintenance strategies and plans are adequate;
- We operate our assets in the most optimal way; and
- We effectively deploy capital to mitigate significant risks

The OCPs are positioned as key responses or critical controls in relation to the four mentioned KRAs.<sup>1</sup>

The overall assurance objective is further contextualised with "Failure of critical assets". The defined KRAs and linked OCPs, and assurance is aimed at testing whether operating platforms have proper processes in place to manage those defined critical assets and reduce the potential for the risk of failure occurring.

During FY24, effective assurance reporting was significantly improved with the implementation of advanced Power BI visualisation. This is key in focusing line management on assurance trends and efficacy of close-out actions, thus embedding a culture of continuous improvement.

OE as a capability has grown in the organisation from an awareness, competency, and knowledge perspective. This enabled action to be taken on the focus areas that were identified over the previous financial year, resulting in the progress seen in specific areas for this year. The challenge remains that OE is a transformation, requiring strong leadership support and coalition.

<sup>1</sup> Within the context of risk and assurance, a KRA is defined as an outcome that needs to be achieved to prevent the risk from materialising. This outcome is achieved through adequately designed and effectively performing key responses/critical controls.

# SOCIAL – LABOUR continued

## PRODUCT STEWARDSHIP



### OUR COMMITMENT

We are committed to ensuring safe chemicals management through continuously mitigating and improving the Safety, Health and Environment (SHE) impacts of our products. This is done while actively managing security across the product lifecycle, in a collaborative partnership with suppliers, customers and other stakeholders.

### HIGHLIGHTS

Sasol awarded multiple illustrious EcoVadis® medals.



Sasol South Africa Limited winner of the 2023 Chemicals Allied Industry Association (CAIA) Responsible Care® Award.

Sasol South Africa Limited winner of the 2023 Chemicals Allied Industry Association (CAIA) Responsible Care® Sustained High Performance Award.

### OUR GROUP APPROACH

Through our well-established product stewardship approach\*, we aim to ensure safe chemicals management throughout a product's lifecycle, while also ensuring that the chemistry contributes to society and benefits the environment. This is addressed by:

- **Establishing Trust in the Sasol Brand**

We do so by consistently fulfilling our commitment to product stewardship across the entire value chain. This not only mitigates product risk but also minimises any liability;

- **Maintaining a Team of Global Technical Experts**

Our team possesses a deep understanding of hazards, risks and regulatory requirements. They actively

drive continuous improvement to prevent product-related incidents and minimise health and environmental exposure; and

- **Engaging with Partners and Stakeholders**

We conscientiously collaborate with our partners and stakeholders along the value chain, promoting the safe and responsible practices related to storage, use, conversion and end-of-life management of our products.

\* [www](#) Product stewardship approach is stipulated in the Sasol Group Commitment to the Safe Management of Hazardous Products, refer to [www.sasol.com/esg](http://www.sasol.com/esg)

### PERFORMANCE

#### Designing safe products

Our commitment to providing a safe and competitive product portfolio involves an ongoing review process. Through our global team of Sasol experts, we proactively and continuously scan regulations, screen peer-reviewed scientific research on chemical safety, and engage in product development. This enables us to anticipate any legal changes that may impact products ahead of formal regulatory adoption.

#### Sasol adheres to various environmental and safety standards:

- **REACH Compliance:** Sasol has a few substances listed on the European Union's REACH candidate list, with production ceased of three products listed on the authorisation list.
- **Montreal Protocol and Stockholm Convention:** Sasol's value chain avoids materials related to these multilateral environmental agreements.
- **Basel Convention:** Sasol exports spent catalysts with precious metals for recovery, reducing the need for mining and promoting a circular economy.
- **International Cyanide Management Code:** Sasol product is certified under this voluntary code.

#### Substituting toluene in thinner formulations and in turposols

Sasol Chemicals has successfully identified less harmful hydrocarbon streams to replace toluene in our thinner solvents and in turposol. Replacing toluene in product formulations offers several advantages, particularly in terms of SHE impact. Using safer alternatives not only benefits human health but also contributes to a more sustainable and responsible approach by Sasol.

#### Sasol's International Sustainability and Carbon Certification (ISCC) PLUS certifications

The ISCC PLUS certification promotes environmentally, socially and economically sustainable production. Four of our Eurasian sites (Brunsbüttel, Marl, Augusta, and Terranova) are ISCC PLUS

certified to use bio-based and circular feedstocks on a mass balance basis to replace fossil-based feedstocks.

#### Sasol South Africa operations achieves Bureau of Indian Standards (BIS) certification

The BIS introduced stringent licensing requirements for various chemicals imported into India against requirements of the BIS Act of 2016. Achieving the BIS certification is a rigorous process. It however, has several advantages including aspects related to product quality assurance as well as recognition by the global community for their stringent requirements. Sasol Chemicals has obtained licences for four products enabling business development activities to continue and prosper in India while ensuring compliant exports of licenced products.

## SOCIAL – LABOUR continued

### PRODUCT STEWARDSHIP continued

#### FY24 OUTCOMES

Sasol won two awards at the Chemical and Allied Industries Association (CAIA) Responsible Care® 2023 awards ceremony in the following categories:

##### Responsible Care® Award

##### Responsible Care® Sustained High Performance Award

Responsible Care® is the global industry's voluntary initiative to drive continuous improvement in safe chemicals management and achieve excellence in environmental, health, safety and security performance. CAIA, the local custodian of Responsible Care® in South Africa, is responsible for setting and implementing the local principles which are based on the global commitment as per the International Council of Chemical Associations. These awards recognise that for Sasol, Responsible Care® is not a standalone initiative but rather entrenched in the fabric of how Sasol conducts its business, with a committed team effort across Sasol to deliver outstanding results consistently.



#### Sasol awarded three EcoVadis medals.

FY24 was a successful year as three Sasol entities received EcoVadis medals that underpin Sasol's strong sustainability focus. EcoVadis is one of the largest global sustainability ratings agencies, providing a comprehensive and holistic view of a company's sustainability performance. Sasol Germany GmbH is busy with an evaluation of the Gold medal achieved in 2023. Currently only the top 35% of applicants meet the strict requirements to receive a medal.

#### Sasol entities among the top EcoVadis certified companies globally:

Sasol Italy SPA

Platinum (Top 1%)

Sasol (China) Chemical Co. Ltd.

Bronze (Top 35%)

Sasol (USA) Corp.

Bronze (Top 35%)

#### Runner up for 2023 Responsible Care® Initiative of the year Renewable Energy for Metsimaholo Clinics

To mitigate the impact of power interruptions, Sasol funded and implemented renewable energy at clinics to ensure that communities will always have access to quality healthcare services through alternative renewables power supply. This programme demonstrates our commitment to make a positive impact on our communities while innovating for a better world through clean renewable projects.

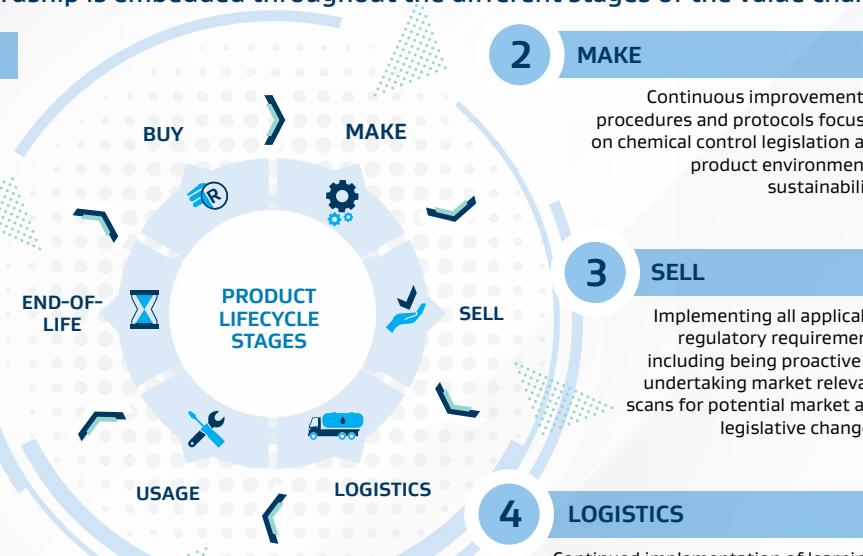
## SOCIAL – LABOUR continued

### PRODUCT STEWARDSHIP continued

Our commitment to Product Stewardship is embedded throughout the different stages of the value chain

#### 1 BUY

Our South African procurement processes limit the risk of inadvertent non-compliant purchases of controlled chemicals. To comply with the South African Hazardous Chemical Agents Regulations, Sasol undertook risk assessments and formed working groups to refine and enhance the procurement process information flow.



#### 2 MAKE

Continuous improvement of procedures and protocols focused on chemical control legislation and product environmental sustainability.

#### 3 SELL

Implementing all applicable regulatory requirements including being proactive by undertaking market relevant scans for potential market and legislative changes.

#### 4 LOGISTICS

Continued implementation of learnings from incident investigations, Transport Indicator of Performance (TIoP) analysis and collaborating with our respective logistics stakeholders. In FY24, Sasol prioritised the implementation and roll-out of an updated Sasol Transport Manual, which stipulated mandatory requirements and standards, to Sasol's logistics service providers.

#### 6 END-OF-LIFE

Active participation in initiatives such as the Recycling Oil Saves Lives Foundation and supporting the Extended Producer Responsibility Legislation ensures a responsible and sustainable end-of-life stage for our products.

#### 5 USAGE

Approximately 1 000 customer assessments and training during FY24 ensured the effective and responsible use of Sasol's products. The Sasol Chemicals Lifecycle management provides support through technical assessments and site evaluations. Sasol Energy prioritised petrol and diesel risk assessments as per the International Council of Chemical Associations guideline which confirmed that existing risk management and mitigation actions in the Safety Data Sheets remain valid and sufficient.

[www.sasol.com/product-stewardship](http://www.sasol.com/product-stewardship) Additional information is available on our website [www.sasol.com/product-stewardship](http://www.sasol.com/product-stewardship)

### Transport indicator of performance (TIoP)

Our TIoP is a Group-wide measure of the incident severity rate as a function of distance travelled during product transportation. This measure is split into two components, viz:

- first, reflecting avoidable incidents, where the transporter driver could reasonably have done something more to prevent an incident; and
- second, reflecting on the unavoidable component where all incident preventative controls were adhered to and nothing further could reasonably have been done to avoid the incident.

The number of incidents remained the same for FY24 and FY23. However, the distance travelled increased for FY24, hence the lower TIoP as compared to FY23. The improved performance can be largely credited to a heightened emphasis on reinforcing critical controls, informed by past incidents and multiple second-party audits.

Three third-party unavoidable fatalities were regrettably reported during this period. These incidents were investigated in detail with learnings widely communicated and shared, demonstrating a commitment to improving safety measures through a learning culture.

	2024	2023
Total severity of incidents	73	73*
TIoP	0,73	0,97*
Number of third-party and transporter fatalities	3	3

\* Values updated to reflect corrections made to specific incidents.

### EMERGENCY SIMULATION CONDUCTED ON MAJOR PRODUCT TRANSPORT CORRIDOR

We prioritise the safe distribution of our products, ensuring no harm to employees, the public, or the environment. Furthermore, we diligently adhere, as a minimum, to all applicable regulations governing product handling, storage, and transportation. Emergency Preparedness and Incident Management play a crucial role in this approach, with off-site Hazardous Material (Hazmat) exercises offering key stakeholders and especially emergency responders, practical exposure to potentially hazardous scenarios they may face.

Sasol as a manufacturer and distributor of sodium cyanide in South Africa conforms to the International Cyanide Management Code, which requires specific measures to be in place for the management of this chemical, including annual emergency preparedness exercises. For this purpose, an emergency response exercise was conducted with Imperial Logistics, along with various stakeholders, to assess the preparedness of all emergency responders involved in product transport emergencies. The Hazmat exercise provided a valuable opportunity, in a controlled environment, to ensure that responders are safe, effective, competent, and confident when handling incidents related to hazardous materials.

Extensive planning and preparation involved all relevant stakeholders. A key component of the preparation was providing training on dangerous goods transport, which was delivered by Sasol in conjunction with Road Incident Management System (RIMS), and relevant emergency services. This comprehensive approach ensured that everyone involved has the necessary knowledge and skills to handle hazardous materials prior to the exercise.

### Assessments undertaken by a team of experienced evaluators highlighted two critical observations:

- Stakeholder Participation:** The involvement and collaborative approach of key stakeholders such as traffic authorities, fire departments, medical services, hospitals, and disaster management teams is essential for an effective outcome as each stakeholder plays a critical role.
- Regular Training:** Ongoing training, practice exercises, and collaboration are key elements in helping stakeholders to improve their existing skills (technical, communication) to ensure an effective emergency response in critical situations.

## SOCIAL – LABOUR continued

### PRODUCT STEWARDSHIP continued

#### Life Cycle Assessment (LCA)

LCA is a standardised method for analysing the potential environmental impacts of products throughout their entire lifecycle (as described in ISO 14040 and ISO 14044). When the analysed impact category is limited to climate impact, it is referred to as a Product Carbon Footprint (PCF, ISO 14067 applies). This includes all greenhouse gases, the impacts of which contribute to the overall result as carbon dioxide equivalents.

The application of LCAs at Sasol began through participation in a project initiated by manufacturers of detergents and cleaning agents (including raw material manufacturers) called ERASM Surfactants Lifecycle Eco-Footprinting (ERASM-SLE).

This was followed by further projects, such as participation in an association project of the Oxygenated Solvents Producers Association (OSPA), to create an industry-standard dataset for butyl diglycol. We provided the data from the glycol unit in Marl for this purpose. Parallel to this, LCAs of the main products were also carried out internally. We are working systematically towards achieving complete coverage of our product portfolio with carbon footprints. Hence, we have extended the efforts to all Sasol sites. In addition to the corresponding ISO standard (ISO 14067), we also refer to the PCF Guideline from "Together for Sustainability". This provides recommendations specifically for PCF creation by the chemical industry in addition to the ISO standard. Sasol uses its carbon footprints to respond to the constantly

growing number of inquiries from our customers, as well as for internal purposes. As the current focus is on reducing the contribution to climate change, we are focused on creating carbon footprints. According to our position in the supply chains, we create them with the system boundaries of 'cradle-to-gate'. To communicate the carbon footprints, we use a fact sheet that contains information about the method in addition to the results. We provide customers with the fact sheet of the products they purchase after signing a confidentiality agreement for the carbon footprints available to us. Without a confidentiality agreement in place, we provide data ranges.

The LCA Coverage Table gives an overview about our progress. We plan to have PCF data available for Italy, China and the USA for the majority of the products. We then aim for a yearly update of the models. This will be used to update datasets related to plants, suppliers, lifecycle inventories and to analyse the impact of potential improvement measures on the PCF results.

#### LCA COVERAGE TABLE

LOCATION	COVERAGE (percentages refer to production volume)
GERMANY	Brunsbüttel: Organic products > 99%, inorganic > 95% Marl: > 60% (will increase significantly with the next iteration when the PCFs of raw materials produced at Italian sites are available)
SOUTH AFRICA	99 products covered by the integrated model
ITALY	First iteration expected first six months of FY25
CHINA	Analysis ongoing
USA	First iteration expected first six months of FY25



# SOCIAL – COMMUNITY

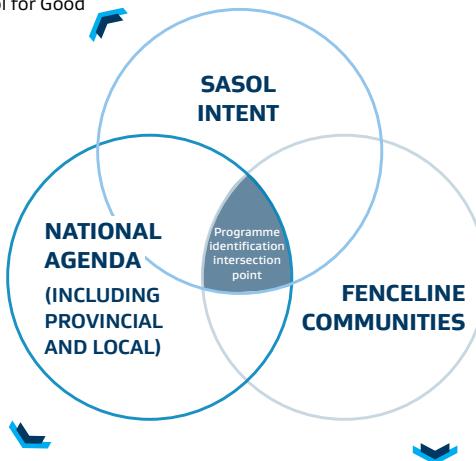
## SASOL IN SOCIETY

### OUR COMMITMENT

We aim to be a “catalyst for positive socio-economic change, driving shared value creation” to society. This is our Promise to Society. We upheld it for the past three years and will continue to do so, as we invest in initiatives that enhance economic participation, contributing to growth and improved quality of life within our operating geographies and fenceline communities.

Sasol's intent and strategy for SI based on these key **Focus Areas**:

1. Quality education
2. Bridge to Work
3. Quality Health
4. Community Infrastructures
5. Environmental stewardship
6. Sasol for Good



Key government plan at local, provincial, and national levels

Key priorities from the community stakeholders in our fenceline communities

Our SI focus areas enable streamlined delivery of impactful and responsive initiatives categorised as focus areas.

### OUR GROUP APPROACH

Our social investment (SI) approach is aimed at responding to community priorities. In this way, we deliver impactful and relevant programmes which create shared value among various stakeholders. This is accomplished by aligning Sasol's intent with the priorities of fenceline communities, national, provincial and local authorities within our operating geographies.

- 1 IMPACT** – Make a measurable socio-economic difference to stakeholders.
- 2 RELEVANCE** – Understand stakeholder expectations and respond effectively to diverse stakeholders.
- 3 SHARED VALUE** – Manage and proactively influence, engage and partner with stakeholders. Engage a ‘win-win’ shared value outcome. Collaborate with our partners and stakeholders along the value chain, promoting the safe and responsible practices related to storage, use, conversion and end-of-life management of our products.

We continue to actively contribute to the economy through our products, services and commitment to improve the lives of our fenceline communities. We do so through our SI and localisation strategies. Our investments are focused on the following focus areas and have contributed value to society and the economy in the following ways:

#### SOCIAL IMPACT FOCUS AREAS AND CONTRIBUTION TO SOCIETY AND THE ECONOMY

Focus areas	Quality Education	Bridge to Work Skills	Community Health and Service Infrastructure	Sasol for Good	Environment and Biodiversity
ECONOMIC IMPACT OF FOCUS AREAS	<ul style="list-style-type: none"> <li>• Early childhood education</li> <li>• Science, technology, engineering and mathematics (STEM) education</li> <li>• Technical education</li> <li>• Tertiary education</li> </ul>	<ul style="list-style-type: none"> <li>• Access to work and portable skills</li> <li>• Technical and vocational education and training (TVET) to work transition programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Quality community healthcare</li> <li>• Resilient local service infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Skilled volunteering, employee giving</li> <li>• Non-Governmental Organisations (NGOs) capacity building</li> <li>• Community support and philanthropy</li> <li>• Community development</li> </ul>	<ul style="list-style-type: none"> <li>• Community awareness and education</li> <li>• Community waste management education</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Enhancing the quality of Education:</b> Sasol has contributed R236,2 million on improving education outcomes, from early childhood development to graduate development and impacted over 10 million learners over the past ten years globally.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Bridge to Work Skills Development:</b> In the past year, over R126,4 million was invested to bridge the skills gap by increasing relevant skills for fenceline community beneficiaries, enhancing employability and portable skills for youth, women and unemployed people. This initiative has reached over 437 beneficiaries.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Improving the community Health and Service Infrastructure:</b> This year we invested R192,3 million globally to improve and enhance the quality of life of our fenceline communities by improving access to quality health systems and community service infrastructure reaching over one million beneficiaries.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Employee Engagement Through the “Sasol for Good” programme:</b> We invested R21 million in employee payroll giving, philanthropic and disaster relief support. This has assisted over 120 non-profit organisations and communities around our operating geographies in South Africa, China, North America, Italy and Germany.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Environment and Biodiversity:</b> This year we invested R16,4 million for environment awareness and education programmes for our communities which resulted in over 142 000 beneficiaries. We promote environmental education programmes to build sustainable communities.</li> </ul>

**Economic inclusion:** We support small businesses to contribute to economic growth in their operating geographies through economic transformation and local content programmes. Over R56,1 million was invested to support small and micro enterprises/businesses in our operations a loan totalling R102 million was advanced to businesses to enable them to do their businesses.



# SOCIAL – COMMUNITY continued

## SASOL IN SOCIETY continued



### Quality education

**Over the past 30 years, our investment in STEM education in schools extended and included Early Childhood Development and Education (ECDE), the Technical and Vocational Education and Tertiary Programme, Research and Technology and Sasol Human Resources.**

All these programmes are implemented through competent local partners, universities and other experts where we operate in South Africa, Mozambique and North America. We have a multi-pronged approach to addressing the needs of our operating geographies and our stakeholders.

The investments made over the years, positively impacts our beneficiaries, their families and society. We will continue to invest in the education of our communities in all our areas of operations.

**"Education is a human right, a powerful driver of development, and one of the strongest instruments for reducing poverty and improving health, gender equality, peace, and stability. It delivers large, consistent returns in terms of income, and is the most important factor to ensure equity and inclusion"** World Bank

#### WHAT WE ARE DOING

##### Stimulate early childhood education

To contribute to developing a strong foundation for learning to ensure school readiness and holistic development of children.

##### Supporting the Department of Education to improve STEM in schools

To support learning institutions to improve outcomes from education initiatives.

##### Technical education development

To support the development of technical and vocational skills to address the shortage of critical skills in South Africa. We raise awareness about technical vocational education in schools and TVET colleges and its contribution to the economy. We build capacity in these institutions and develop engineering-related skills in the sector.

##### Prepare future workforce through tertiary education

We invest in tertiary education to help individuals build the skills that will enable them to participate in the economy, contribute to social development and allow them to be responsible self-reliant citizens. We also support institutions with research and capacity building to advance innovation and improve South Africa's global competitiveness in scientific research.

##### Provide our beneficiaries with access to psychosocial support

To mitigate psychological and social challenges that hinder academic success of the learners we support.

### IMPACT

**Our Early Childhood Education programme touches learners, practitioners, parents and centre managers through play resources, training, parental support and engagement and infrastructure support. Our beneficiaries are talking about the difference our programmes have done in their lives:**

- Investing in early learning through ECDE, STEM programmes in schools, Technical Education and preparing our learners for the world of work through our Tertiary Programme. This is done mainly through Sasol Corporate Social Investment (CSI) globally and Sasol Foundation in South Africa.
- Investing in research through our Research and Technology division that contributes to the body of knowledge both for Sasol and the geographies where research is done.
- Investing in bursaries for the Sasol pipeline through our Human Resources Graduate Development Programme.

[www.sasol.com](http://www.sasol.com) For more information on how this programme has impacted the lives of our learners and employees in different regions, [www.sasol.com](http://www.sasol.com)

### THE IMPACT OF POSITIVE CHANGE IN OUR COMMUNITIES



#### Over R236,2 million

spent supporting STEM education at primary, higher and tertiary levels in South Africa, Mozambique and North America

### EDUCATION

#### More than 180

workbook titles, from Grade R to Grade 12, developed. Used by the Department of Basic Education and available as open source



#### 11 mobile science laboratories donated to reach more than 300

rural schools which do not have access to science laboratories

#### Over 10 million

learners in South Africa and beyond have accessed open source workbooks



#### Some 400

teachers reached annually through our technical teachers' conferences

#### 12 trade workshops equipped in South Africa, reaching over 10 000 learners



#### Approximately 2 700

bursaries granted to students from low-income households with some 1 500 graduating from the programme

#### More than 700

peer-reviewed publications produced by our research students at five universities



#### Over 17 000 students across Southwest Louisiana region received support for the "Chemical Education Foundation You Be the Chemist" challenge

#### Over 3 200

desks donated to schools in Mozambique to mitigate the shortage of school desks

#### 26 projects

received university grants for research with six beneficiaries awarded post-doctoral fellowships and four university research chairs funded on Green Hydrogen and Energy Modelling

## SOCIAL – COMMUNITY continued

### SASOL IN SOCIETY continued



#### Community environmental and biodiversity programme

##### Our community environmental programme is aimed at:

- Improving the quality of life, facilitating better access to community services and improving health outcomes linked to environmental risks;
- Assisting learners, educators and the community at large to understand the connection between the environment and economic opportunities and our dependency on the environment; and
- Support Sasol's offset programmes in communities.

## IMPACT

### South Africa

Our community environment programme deals with environment education, street clean-up, waste collections and recycling in our fenceline communities of Govan Mbeki and Metsimaholo Local Municipalities. In FY24, we:

- Reached 15 000 households through house-to-house education and awareness in Secunda;
- In Clairwood, KwaZulu-Natal (KZN) 215 volunteers participated in the community clean-up campaign that resulted in the removal of five main illegal dumps this was to ensure that the community sites are clean.
- 900 bags of waste collected in KZN, which is equivalent to 1,6 tons of recyclable waste.
- About 100 indigenous trees were planted in Govan Mbeki Municipality (GMM) schools, 234 at Bongani Mabaso Eco-Park and in 38 Zamdela and Ekandustria schools.

- Total of 881 405 tons of recyclables waste was collected and taken to recycling centres in GMM.
- 80 waste ambassadors were employed to assist in the waste management campaigns in GMM.

### Qatar

- Sasol Qatar collaborated with the United Nations for Education, Science and Culture organisation on an International Youth Day Event on the 2023 theme 'Green Skills, Opportunities and Challenges'.
- The event was followed by a similar collaboration with UNESCO on International Day for Women and Girls in STEM held at Qatar University. A dedicated Sasol STEM Zone was led by women who offered hands-on STEM activities to over 50 local schoolgirls between the ages of 8 and 14.
- We collaborated with the Ministry of Communications and Information Technology's Studio 5 to rollout a 'Bugs House for Insects'

challenge over 11 sessions, the sessions included workshop supporting ecology and possible contributions to biodiversity.

### North America

- In partnership with the City of Lake Charles, Sasol completed the restoration of Tuten Park, one of Sasol's partner parks. Through this initiative, Sasol has partnered with environmental groups to complete the rehabilitation of nearly 15 acres of green space that give community members access to walking trails and an outdoor learning centre.
- Over 100 employees and their families volunteered to support the 1 000 Trees in 1 000 Days initiative, planting more than 500 trees at Sasol's partner park in Lake Charles, Louisiana, to restore the local ecosystem. Within one year, over 625 trees were planted by Sasol employees.

## SASOL CHINA EMBARKS ON ITS FOURTH YEAR OF TREE-PLANTING INITIATIVE, FOSTERING ENVIRONMENTAL AWARENESS IN YOUTH

**In a commendable pursuit of environmental stewardship, Sasol China conducted its fourth annual tree-planting event on 16 March 2024, marking a continued commitment to fulfilling the civic duty of afforestation. This year's event saw the participation of approximately 70 individuals, including employees and their families, who collectively took a hands-on approach to contribute to the greening of the local community.**

A highlight of the event was the educational component tailored for the younger attendees. Children were given the opportunity to engage in a face-to-face encounter with the trees they planted. The children learned about the symbiotic relationship between trees and humans, and how these leafy stems contribute to the wellbeing of our planet by producing oxygen, providing habitat for wildlife, and combating climate change.

By involving children in the tree-planting process, Sasol China is hoping to help the next generation to be more environmentally

conscious and equipped with the understanding that their actions can have a positive impact on the world. The initiative also serves as a reminder of the importance of community involvement in environmental conservation efforts.

The event concluded with a sense of accomplishment and the hope that the seeds of environmentalism planted today will grow into a forest of change-makers tomorrow. Through this and similar initiatives, Sasol China is contributing to a legacy of sustainability that will benefit both current and future generations.



## SOCIAL – COMMUNITY continued

### SASOL IN SOCIETY continued



#### Bridge to work programme

**Skills development plays a pivotal role in creating sustainable livelihoods and driving both the formal and informal economies globally. We have seen a need to improve the standard of training due to the extraordinary challenges presented by the COVID-19 pandemic for skills development systems.**

We offer targeted interventions that provide youth with core skills, technical, vocational and work readiness training which enables them to become self-sustainable and positive contributors to local and national economies.

#### WHAT WE DO?

##### BUSINESS DIGITAL SERVICES



- 59 candidates have completed their technical skills training in various disciplines.
- Cohort 1 was completed with five successful placements and **R5,8 million** funding raised.
- Cohort 2 is on track with six new businesses created and **23** in the employment stream are currently busy with Work Integrated Learning.

##### WELDING SKILL PROGRAMME



- All learners **completed** the programme on 28 March 2024.
- Toolboxes for all **18 learners** have been ordered and received.
- All learners are **successfully registered** with Merseta.
- They are successfully registered on the **seven Unit Standard** as per the programme.

##### HANDYMAN PROGRAMME



- Technical and Work Integrated learning training are completed. **19 out of a target of 20 learners** graduated from the programme.
- **15 learners** took part in the National Youth Development Agency business management training and two have partnered to start a business and are receiving business development support.
- Technical and simulation training completed.

##### MOTOR MECHANICS PROGRAMME



- **One learner** who is placed at VW Witbank will be moved to Degen Motors in May 2024 to cover the modules VW is not able to cover.
- All **six motor mechanic learners** are performing well in terms of the modules in the logbook.
- **Three companies** (Pro Merc, Insyte Trading and Mamonde) were assisted on workplace approval process, and **two companies** (Pro Merc Auto in Pretoria West and Insyte Trading Sasolburg) signed letters of intent.

##### IPHEPE



- Trained **202** beneficiaries to enhance their agricultural skills and knowledge. Out of the trained beneficiaries, **108** are now actively engaged in farming.
- Successfully secured **R30 million** in funding to support agricultural initiatives.
- Established partnerships with industry leaders such as Tiger Brands and Ingrain to bolster crop production.
- Secured an offtake agreement with Daybreak Farms, benefitting **60** poultry farmers by guaranteeing a market for their produce.

##### ALIEN VEGETATION REMOVAL



- Trained and employed **161** beneficiaries, empowering them with skills and job opportunities.
- Identified potential for the establishment of eight new businesses, fostering entrepreneurial growth and economic development.

##### COMMUNITY SERVICE PROGRAMME



- Successfully mentored **54** entrepreneurs, with all participants remaining actively engaged in the programme.
- Participants reported an average revenue increase of **25%** as shown in their monthly financial reports, showcasing the programme's effectiveness in fostering financial growth and business compliance status.
- Over **50** new jobs were created directly due to business expansions facilitated by the programme.

## IMPACT

### Mozambique

#### Skills Training for the youth

- In FY24 trainers were trained in technical areas such as Mechanics, Electricity, and Welding, aiming for IFPELAC international certification, for trainers. Additionally, 307 students were trained in various fields including electricity, welding, as processing, mechanics, electrical installation and first aid.
- 130 students graduated from The Inhassoro Training Centre in the areas of welding, electricity and gas processing. The training of three management trainers in administrative management, and 10 trainers are currently being trained on pedagogical topics.

#### Employment and Skills for Development

- 207 graduates (comprising 99 females and 108 males) were equipped with skills through short-duration courses in Agro-processing. These courses were delivered via Mobile Units in partnership with IFPELAC.
- 231 graduates from ITC and the Mobile Units participated in a workshop facilitated by GIZ, focusing on preparation for entry into the job market.
- Of the CFP Inhassoro graduates assisted by the programme, 92 individuals (54 males and 38 females) have successfully secured employment.
- 36 CFP Inhassoro graduates (consisting of 22 males and 14 females) have secured internships.

#### North America

#### Business Development and Skills Training

- The Louisiana Small Business Development Centre at McNeese State University in Lake Charles offers confidential consulting and business training to existing and potential small business owners in the Southwest Louisiana area at no cost. Sasol is one of the Centre's largest corporate sponsors.
- In FY24 the development centre counselled over 450 distinctive clients and 20 industry-related clients. The centre was able to support over 60 additional community members through small business workshops.

## SOCIAL – COMMUNITY continued

### SASOL IN SOCIETY continued



#### Community Health and Service Infrastructure programme

**Sasol's community development programmes are premised on the needs of the fenceline communities and guided by our desire to strengthen relationships with our stakeholders and regulators.**

Access to healthcare services, basic water and sanitation infrastructure and electricity are basic human rights. As a good corporate citizen, Sasol cannot overlook some of the basic needs of its immediate neighbours due to the failure of service delivery. As set out in our commitment and our approach, we play a supporting and collaborative role with relevant stakeholders delivering services to our fenceline communities. This is done to create an enabling environment in which both communities and businesses can thrive. This is the reason we invest in:

- Infrastructure development;
- Health and wellness programmes for healthier communities who will be productive and in turn contribute positively to society; and
- Disability programmes.

#### IMPACT

##### South Africa

- Over 1,5 million young people reached through the HIV/AIDS education and awareness campaign implemented in KZN, in-person, and using social and broadcast media.
- Completed significant building and repairs of key water, sanitation, health, sports and road infrastructures in Sasolburg, Secunda and Ekandustria.
- Over 1 000 people went through screening and testing for chronic illnesses and optometry. 900 glasses were distributed on-site. Medication was given to those who have chronic illnesses and referred to the local clinics for follow-up. This was a partnership with the Department of Health.
- Rehabilitation of school assembly point in Ekandustria.
- Completed the rehabilitation of the roads and water reticulation systems in Zamdela and Sasolburg respectively.
- Lekwa Rural Water Provision project has commenced as part of the Sasol Mining social labour plan commitment, to the communities in Lekwa.
- Drilling of boreholes at four Ekandustria clinics and equipping with storage tanks and solar solutions to ensure uninterrupted water supply to the primary healthcare facilities. The boreholes were equipped with solar energy solution and filtration system

for functionality to ensure uninterrupted water supply while not contributing to additional operation costs to the facilities. This will benefit 81 891 community members and create 16 jobs.

##### Mozambique

- 37 communities are benefitting from the seven new installed boreholes resulting in: improved access to portable water; increased the sustainability of supply systems and boreholes; improved the hygiene and sanitation of the environment; and preventing water contamination.
- The sanitation project has commenced and is positively impacting the lives of 37 communities in Govuro, Inhassoro and Pande.
- US\$1,2 million has been invested to rehabilitate and improve the existing health centres of Pande and Doane.
- Upgrade of the Mangungumete health centre to a level of a Provincial Hospital in order to accommodate the communities around our operations who require healthcare.
- US\$2,6 million has been invested to build a secondary school in Tshitotso. This school will bring relief to most learners who have to travel far to access secondary school.
- Building of five blocks of school classrooms to enable learners to access learning in proper buildings in Govuro and Inhasorro.

#### SASOL ITALY IN SUPPORT OF DYNAMO CAMP



**For Sasol Italy, Corporate Social Responsibility is very important, which is why we have decided to get involved by supporting the Dynamo Camp Foundation. Dynamo Camp offers children and adolescents suffering from chronic diseases, in therapy or in the post-hospitalisation period, healthy siblings and their families specific Recreational Therapy programmes.**

The Camp, located in a WWF-affiliated oasis in the province of Pistoia -Oasi Dynamo-, organises activities and workshops conducted with the Recreational Therapy method and the assistance of qualified staff.

The Dynamo Recreational Therapy programmes consist of activities and workshops, which take place with the assistance of qualified staff at the Dynamo Camp facility and through the Dynamo Programmes project, in hospitals, pathology associations and family homes throughout Italy.

In October 2023, Sasol Italy donated the equivalent of two days of Dynamo Recreational Therapy for 25 children.

Recreational Therapy is the scientific basis that inspires the activities of Dynamo Camp, with the aim of having fun, but also and above all of promoting self-confidence with long-term benefits. This approach consists of tackling illness and related disabilities by focusing on children's abilities and potential, experienced through fun, inclusive and challenging activities, carried out with qualified assistance.

Overall, since the project's inception in 2007, in 13 years of its social mission, Dynamo Camp has hosted 8 799 sick children in Soli Camper programmes, 8 164 children, teenagers and parents in family programmes;

in addition, it has reached 25 340 sick children in hospitals, pathology associations and family homes with Recreational Therapy activities, thus offering assistance with Dynamo Recreational Therapy programmes to over 42 300 people.

Dynamo has visited our Milan offices explaining the project to all the employees. Before Christmas holidays we collected gifts to donate to children of Dynamo Camp and in April we attended the Milan Marathon running in support of Dynamo Camp.

## SOCIAL – COMMUNITY continued

### SASOL IN SOCIETY continued



#### Sasol for Good

**We encourage our employees to get involved in their communities by volunteering their time, skills and resources through company and employee-initiated social development causes. By doing so we leverage the considerable, diverse abilities and expertise of our employees as volunteers in causes that empower fenceline communities and co-create sustainable livelihoods.**

Causes benefit from employee giving, while employees are enriched with a greater understanding of community issues, which makes them advocates on those issues. We also support Non-Governmental Organisation (NGO) capacity building and philanthropic giving to support community NGOs. Through 'Sasol for Good', we give our employees 40 hours of paid leave per annum in which to volunteer. We also complement their financial contributions to fundraising initiatives of their choice via payroll deductions by matching gifts and volunteer grants.

**WHAT WE ARE DOING**



#### IMPACT

##### South Africa

- Over 1 200 employees, and other Group Executive members, participated in the Mandela Day event, packing over 9 500 hygiene packs which were distributed to the needy centres across the country.
- About R1,4 million was donated by 308 employees to 112 causes as part of our Sasol for Good Programme. This included Sasol's contribution to match employee donations.
- Through the Friendly Neighbour programme, Sasol partnered with 50 franchisee sites and 45 non-profit entities to uplift over 11 000 people in the fields of education, health, infrastructure and safety.

##### North America

- Over 120 North American employees participated in the 2023 Chem Expo where they demonstrated science experiments tied to Sasol's Lake Charles Chemical Complex end products to 2 100 students and teachers.

- In February 2024, Sasol held its annual Community Week to benefit fenceline communities through various community engagements. Throughout the week, over US\$150 000 in charitable contributions was directed to non-profit organisations (NPO), more than 20 small businesses were supported and over 500 employees participated in community engagements. The engagements included four volunteer initiatives to thank more than 30 emergency responders and plant 500 trees.

##### Eurasia

- Sasol Italy team donated €14 000 to NPO's.
- Sasol China joined World Cleanup Day, on 16 September 2023 with approximately 30 employees and their families gathered at Xiangshan Lake in Nanjing to actively contribute to a cleaner, healthier planet for present and future generations.



#### Development sponsorships

##### Contribution to sport in our fenceline communities.

We invest in Women's Sport Development, wheelchair basketball and Sasol Banyana Banyana and Sasol League. We also proactively invest in local stadiums, sport teams and amateur teams by assisting with improving the infrastructure, acquiring sport kits, building capacity of local sporting codes.

**WHAT WE DO**



#### IMPACT

- In Secunda, we invested in upgrading stadiums and refurbished over 550 chairs and the pitch. In addition, soccer kits, boots and other required materials was procured to assist in improving the local team's ability to compete.
- In Inhasorro, Mozambique we built a sports facility to significantly benefit the local youth. This included a grass football pitch, a multipurpose pitch, player changing rooms, public toilets and stands for spectators. It also included the water supply system and a security-enhancing perimeter wall. This facility will promote physical activity, teamwork, and community engagement among the youth, fostering a healthy lifestyle and a sense of unity in Inhasorro's young population.



## SOCIAL – COMMUNITY continued

### SUSTAINABLE PROCUREMENT



#### OUR COMMITMENT

We are committed to the sustainable supply and delivery of goods, services and products thereby maximising shared value. Through mutually beneficial relationships with our supply chain stakeholders, we endeavour to understand, translate and proactively deliver on commitments, on time and at the required quality and price. We are committed to developing our fenceline communities and prioritising local procurement.

#### OUR GROUP APPROACH

We hold our suppliers to the same standard that we hold ourselves. Our approach towards economic growth entails embracing principles of sustainability through socially and environmentally responsible procurement practices. It also includes fostering fenceline community growth; finding opportunities for local manufacturing; and targeting procurement with historically disadvantaged groups. Sound principles and governance processes underpin our integrated approach.

#### TARGETED INTERVENTIONS

##### Palm oil and renewable feedstocks

Sasol produces a limited quantity of products using sustainably sourced raw materials including palm and coconut oil derivatives. As a member of the Roundtable on Sustainable Palm Oil (RSPO), Sasol has implemented a RSPO mass balance certification for all related production sites. Furthermore, a Palm Oil Policy is in place which was updated in FY23, specifying requirements for the traceability of related products.

We have also implemented an International Sustainability and Carbon Certification (ISCC) supply chain certification for selected products to broaden our product portfolio with sustainability credentials. This mass balance certification allows us to procure selected non-palm-derived feedstocks with sustainability credentials and offer certified ISCC PLUS products to our customers.

##### Renewable electricity procurement

- Our Chemicals business have signed a Power Purchase Agreement (PPA) contracts for the two German plants Marl and Brunsbüttel to replace fossil power with green power, resulting in a scope 2 reduction for the two plants of approximately 25 ktpa and 5 ktpa, respectively. In addition, the utility providers in Marl (E.ON) and Novaky (SSE) have switched from coal to natural gas and nuclear respectively, further reducing scope 2 emissions by 70 ktpa in Marl and 0,3 ktpa in Novaky.
- In Italy, two 0,5 MW and 1 MW solar power plants located in the Augusta area have been recently built and connected to the public grid.

- In North America, we are working with the local power supplier, Entergy, in Lake Charles, Louisiana to partner on their Green Tariff Agreement that allows for smaller and incremental uptakes. The first increment will go into effect in FY25/26 and will result in a 10 kt/a reduction in scope 2 CO<sub>2</sub>e.
- In China, 30% of the annual electricity requirements at the plant in Nanjing China is covered by green electricity.

##### Conflict Minerals

Sasol makes an annual submission as part of our United States Securities and Exchange Commission filing in terms of the Dodd-Frank Wall Street Reform and Consumer Protection Act 68 of 2008, on our use of any of the four minerals that have been linked to conflict in African countries (known as conflict minerals).

##### Procurement of banned and restricted substances

We screen all orders for inbound chemicals and materials to ensure that we do not procure illegal or banned substances. Where substances are restricted or controlled, permits are in place and are managed by our Product Stewardship function, to ensure adherence to all related requirements

##### Zero tolerance for unethical behaviour

We encourage all our suppliers and stakeholders to 'speak up' against any suspicious unethical and economic crime activities to ensure that we collectively adhere to the provisions and principles of ethical sourcing and procurement. In South Africa, investigations relating to potential cases of Broad-Based Black Economic Empowerment (B-BBEE) fraud (fronting) are actively investigated.

Suppliers are de-selected where unethical behaviour is identified. Our robust processes and internal controls resulted in a small number of suppliers (five) being deselected as a result of B-BBEE fronting.

Suppliers and service providers are required to operate within the ethical and legal parameters stipulated in the Sasol Supplier Code of Conduct as well as the Anti Bribery and Corruption (ABAC) and Business Human Rights policies. The Sasol ethics line is available globally to Sasol employees and external parties to report suspected unethical supply chain activities. South African suppliers have access to two separate training modules on the Sasol Supplier Management website, under the Ethics section on our website [www.sasol.com/esg](http://www.sasol.com/esg)

We continue to regularly communicate with suppliers on ethics, ABAC and Business Human Rights (BHR). The number of South African-based suppliers trained on ethics and compliance increased to 4 331, or 70% of our registered suppliers. In addition to the 2 896 ABAC risk assessments completed, 1 516 BHR risk assessments were concluded. We also reviewed previous ABAC risk assessments and during FY24 1 198 and 127 re-screenings took place for medium and high-risk suppliers respectively.

During FY24 in Eurasia the due diligence was conducted for 358 new suppliers as well as for 82 suppliers as re-assessment. In total 2 442 suppliers are currently under continuous monitoring in Eurasia. In Americas we have 2 547 suppliers under continuous monitoring using a digital solution. During FY24 in Americas the due diligence was conducted for 302 new suppliers as well as for 952 suppliers as re-assessment.

## SOCIAL – COMMUNITY continued

### SUSTAINABLE PROCUREMENT continued

#### TARGETED INTERVENTIONS

As part of our supply chain risk management, we continuously develop both our structures and processes to meet changing conditions including new requirements arising from the German Supply Chain Due Diligence Law (LkSG).

For more details refer to the Human Rights section pages 127 – 128.

As a company with a global value chain, we actively advocate for compliance with laws, international codes of conduct, and human and environmental rights, both within our own business and along our value chains. Our goal is to achieve competitive prices through our professional procurement organisation, establish stable and reliable supply chains, and at the same time meet ethical and environmental standards. In close collaboration with our suppliers, we strive to improve sustainability in the supply chain and minimise risks.

#### Supplier environmental, social and governance (ESG) screening and audits

We assess our significant suppliers' performance on ESG matters and develop action plans to remedy issues in our supplier base. In Europe, we use EcoVadis to rate our critical suppliers on their ESG performance. These 186 suppliers contribute to more than 50% of the external spend, with an average score of 62, improving constantly over time. In South Africa, we conducted 539 safety and/or technical audits where new suppliers were introduced or where current suppliers changed their scope of work.

A sustainable procurement questionnaire was sent to 660 suppliers, which constitutes 78% of our supplier base on spend. These include a number of key areas of importance to assess their ESG maturity. Of these, 33% completed the questionnaire. The results showed that the biggest areas of risk lies in the Community stakeholder engagement and Corporate Social Investment, climate change and water management areas.

Audits are undertaken on suppliers which include the technical capability and competence of suppliers, where applicable suppliers are requested to illustrate their processes and procedures linked to environmental aspects as well as the safe handling of chemicals and hazardous materials. Safety, being

Sasol's first priority is assessed through the Safety Accreditation audits which are risk-based where suppliers perform work on the Sasol Sites.

#### Environmental impact reduction

Focused sourcing projects to reduce the environmental impact of our purchased materials and goods are planned and executed. These projects include but not limited to the following:

- A change from imported pine for our wooden pallets to locally sourced pine not only reduces spend per pallet and reduce scope 3 emissions. The local supplier will plant seven trees for every tree felled.
- The project to install solar Photovoltaics for Sasol Retail filling stations is nearing completion with contracts of approximately R500 million to be awarded in the next few months, this project will assist in alleviating the impact of loadshedding and ensure business continuity for Sasol.
- The Brunsbüttel plant supplemented its gas requirements with biomethane, a renewable and green energy source. The introduction of green nitrogen replacing conventional nitrogen will reduce Scope 3 emissions.
- South African vehicle emissions standards currently specify that new vehicles sold in the country must comply with exhaust emission level Euro II or higher emissions levels. In 2018, Sasol Energy purchased nine Euro VI fuel tanker trucks to add to its existing fleet. In 2022, eight locally assembled Euro V trucks were purchased, and a further four Euro V trucks were added to the fleet in 2023.

#### Economic Transformation

Sasol aims to achieve a diverse, transformed, sustainable and high-performing supplier base by accelerating and supporting the development of small medium enterprises (SME). We follow a comprehensive strategy that transcends compliance, aiming to transform local economy in South Africa and Mozambique.

For more detail refer to Economic Inclusion pages 118 – 119.



#### PERFORMANCE

##### Economic transformation In South Africa

- Increased our spending with Black-owned Small, Medium and Micro Enterprises (SMMEs), by more than 40% in our fenceline communities.
- Provided funding of R101,8 million to 34 suppliers.
- Spent R56,6 million developing suppliers, of which 35% is with majority Black women-owned businesses.
- Actively track our spend with Black women-owned businesses. In FY24, we spent R11,3 billion with 1 202 SMME suppliers. This represents 14% of our preferential procurement spend.
- On localisation, over R250 million of the committed R680 million by Sasol has been achieved thus far.
- Preferential procurement statistics include spending of R44 billion with Black-owned businesses and R27 billion with Black women-owned businesses.

##### Mozambique

- PPA Operation's spend with Mozambican companies in FY24 was US\$37 million (FY19: US\$17 million) exceeding the FY24 target of US\$30 million.
- The Mozambique Exploration, Remediation and Infill Campaign set-aside process was successfully concluded during FY24, with a total of nine contracts being awarded to locally owned Mozambique companies. The spend increased compared with spending during the previous campaign.
- US\$1,8 million was disbursed to 54 Inhambane SMMEs, of which 13 are partially women owned. Through the fund, local companies have significantly improved their cash flow that empowered them to invest in new equipment and expand their businesses.
- 40 companies received in-person tailor-made training and mentoring sessions during FY24 as part of the enterprise and supplier development process.
- An ISO 9001: 2015 Quality Management System (QMS) certification programme was launched and 15 companies are enrolled in the programme.

## SOCIAL – COMMUNITY continued ➤

### ECONOMIC INCLUSION



#### OUR COMMITMENT

We are committed to leveraging our supply chain to advance the transformation imperative, thereby ensuring the integration of small, medium and micro enterprises (SMMEs) as well as firms owned by historically disadvantaged persons (HDPs), particularly in the areas where we operate.

#### OUR GROUP APPROACH

We strive to deliver maximum shared value for our organisation and our stakeholders that is built on robust, mutually beneficial relationships. This is achieved by supporting smaller businesses, through funding and development interventions, enabling their meaningful participation within our supply chain. Furthermore, we drive localisation and economic transformation of large enterprises in our supplier base to create more opportunities for the integration of small businesses in our fenceline communities.

#### PERFORMANCE

##### Economic transformation in South Africa:

- We invested R56,6 million in development support;
- R101,8 million Funding to 34 suppliers; and
- The Siyakha fund ended the year with 60 loans beneficiaries and a balance of R713,5 million loan book.

The impact of the investment has been demonstrated by:

- The 1 341 new jobs created;
- 2 015 jobs sustained; and
- Small medium enterprise (SME) revenue growth of 21,3%; profit increase of 4%; and interest rate saving of R24,4 million.

Our Broad Based Black Economic Empowerment (B-BBEE) spend:

- Black-owned spend: R44 091 million; and
- Black-owned women spend: R27188 million.



##### BUSINESS DEVELOPMENT SUPPORT IMPACT

**R56,6 million**  
SME development spend



**R2,1 million**  
23 beneficiaries supported  
Grant funding

##### DEVELOPMENT SUPPORT

**241**

small businesses under development

**235** 100% Black-owned

**89** 100% Black women-owned

**170**

SMEs trained during FY24

**628**

SME attended our market access events



##### SIYAKHA FUNDING IMPACT

###### LOAN BOOK PERFORMANCE

Standard loans: **R696,5 million**  
Purchase order loans: **R17,0 million**

Loan book balance as at June 2024

Loans approved as at June 2024

Finance cost savings as at June 2024

**R85,3 million**  
**R55,2 million**

**R22,1 million**  
**R2,3 million**



**44**  
number of beneficiaries on the Post Investment Support programme



**15**  
number of beneficiaries on the Advisor Board/Mentorship programme



**21,3%**  
FY23 revenue increase

**7**  
supplier graduations

**1 341**  
jobs created



**2 015**  
jobs sustained

Based on 30 FY23 and FY24 AFS received to date

##### GOVERNANCE AND COMPLIANCE

**86%**  
valid Broad-Based Black Economics certificates

**81%**  
FY23 Annual financial statements

**63%**  
Companies and Intellectual Property Commission Annual Returns

**73%**  
valid South African Revenue Services pins

**72%**  
valid insurance cover

**100%**  
asset verification

## SOCIAL – COMMUNITY continued

### ECONOMIC INCLUSION continued

#### Enterprise Supplier Development (ESD) Case Studies

##### CASE STUDY 1: SIYAKHA TRUST



##### Brief overview description

The Sasol Siyakha Enterprise and Supplier Development Trust, established in 2007, serves as a comprehensive funding support mechanism aimed at empowering Black-owned businesses within the Sasol value chain. With a singular focus on fostering inclusive economic growth, the Trust:

- fosters the creation, development, and accelerated growth of transformed suppliers, contractors, and entrepreneurs; and
- offers funding support, skills transfer (business, financial, and entrepreneurial), and embedding good governance practices in funded entities.

These objectives are pursued with the aim of enhancing capacity and viability of beneficiary businesses, driving their long-term success and impact, and beyond. This also contributes to our prioritised United Nations Sustainable Development Goals (SDGs) 8 and 11. In furthering its objectives, access is provided to the following:

- **Grant funding:** Provided to qualifying businesses across various sectors, to overcome financial hurdles and seize growth opportunities, with a focus on ESD programme participants.

##### Post-Investment Support and Mentorship:

Dedicated post-investment support and mentorship to equip businesses with sound financial management practices and enhanced operational capabilities.

##### Tailored funding solutions:

Diverse funding options available beyond grants.

##### Outcome/Performance

Over R1,2 billion disbursed to SMEs over the life of the fund. The Trust has significantly contributed to fostering economic empowerment and diversity. The Trust's impact extends beyond financial support, with key achievements highlighting its role in advancing Sasol's sustainability objectives.

[www.sasol.com/esg](http://www.sasol.com/esg) For more detail refer to our website [www.sasol.com/esg](http://www.sasol.com/esg)

##### Excellence in action

**Faithrich Logistics**, a 100% Black-owned SME in the Vaal Triangle, exemplifies the transformative power of the Trust. Sasol Siyakha Trust's R18 million investment in 2019 empowered Faithrich Logistics. They consolidated debt, expanded their truck fleet, and have consistently met repayment goals. This responsible management led to further support: a R3,3 million loan for a new building in 2022 and a recent R20 million loan for trucks tied to a new Salt transportation contract. This ongoing partnership fuels Faithrich Logistics' growth. Through the Trust, they have emerged as a significant player in the transportation and logistics industry and is now a regular Sasol supplier.

##### CASE STUDY 2: WOMEN IN MINING INCUBATOR PROGRAMME

##### Brief overview description

The Sasol Women in Mining Incubator Programme commenced in May 2023, aiming to empower South African female entrepreneurs leading SMEs, with the potential to join Sasol's supply chain. This initiative offers technical expertise, business development training, mentorship, and financial coaching to help SMEs grow and unlock their full potential, in line with SDG 8. Recognising the unique challenges faced by female founders, aligning with SDG 5, the programme specifically addresses these hurdles while fostering job creation in the sector through tailored support, mentorship, and access to market opportunities.

Key interventions and impact areas to the benefits of SMEs:

- technical engineering expertise to support commercialisation and scale;
- personal entrepreneurial development;
- practical tools and strategies for business development and growth; and

- one-on-one diagnostics, mentorship, and business financial coaching for developing SMMEs.

##### Mining Indaba 2024

As part of the development programme, participants were able to attend the **2024 Mining Indaba** event. The event fosters dialogue, knowledge exchange, and collaboration within the global mining community. Discussions focus on key issues, challenges, and opportunities. Participants gained exposure to topics such as investment, policy and regulation, sustainability and responsible mining, market trends and commodity prices, technology and innovation, exploration and development. The Indaba also featured a Sasol-sponsored "Leveraging technology to accelerate women in mining" showcase, highlighting innovative stations and sustainable practices that support women in the mining sector.

[www.sasol.com](http://www.sasol.com) For more information on our impact and case studies refer to our website [www.sasol.com](http://www.sasol.com)



# GOVERNANCE ➤

## GROUP GOVERNANCE

### OUR COMMITMENT

Sasol is committed to ensuring sustained value creation. We encourage a transparent and honest environment and align our practices with the United Nations Guiding Principles on Business and Human Rights and, as asserted in our Code of Conduct, we do business in an ethical way. Good governance is embedded in the sound judgement and good behaviour of those who are charged with ensuring the success of Sasol.

Our commitment to being a good corporate citizen and sustainably growing the business remains unwavering, driven by our Purpose 'Innovating for a better world'. We are committed to improving the social, economic and environmental wellbeing of the communities in which we operate.



### Board of Directors

Our Board of Directors (the Board) focuses on ensuring that strategy, sustainability, risk and performance considerations are appropriately balanced and effectively integrated into the activities of the organisation.

During the year the Board dealt with several significant issues aligning with our Material Matters.

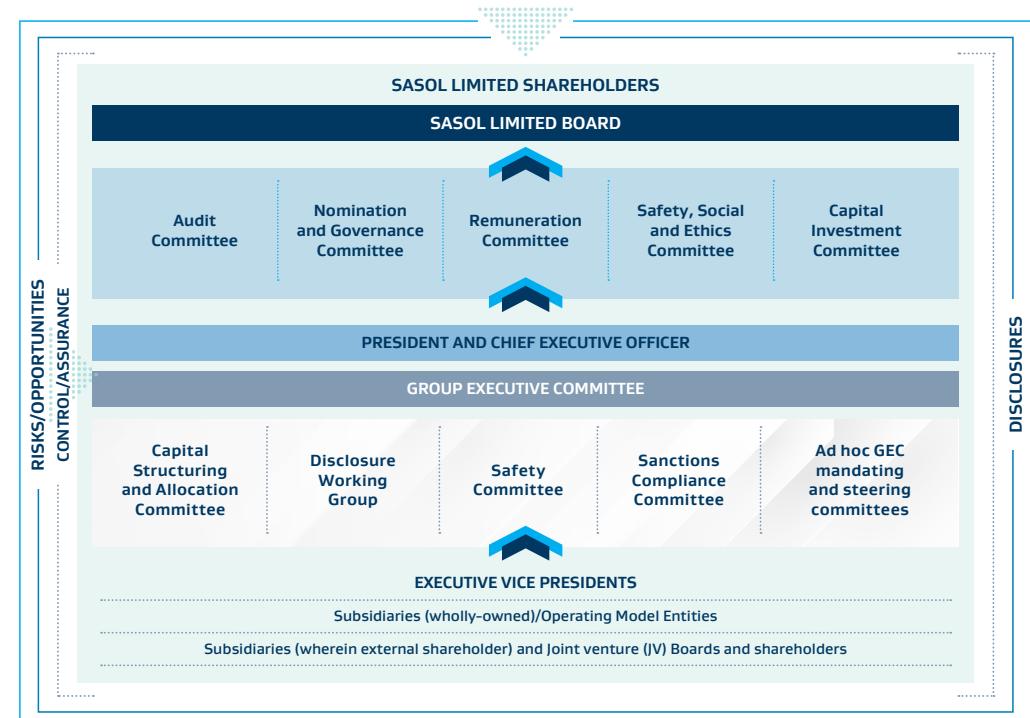
- For more detail regarding Material Matters refer to page 40.
- Refer to the statement from Lead Independent Director page 18.

### Our Material Matters

- Safety of our people
- Environmental stewardship
- Transforming for resilience
- Strengthening relationships with stakeholders and regulators
- Sustainably decarbonising for Future Sasol

### Our governance structure

The Sasol Group is managed through its governance structures, which are regularly reviewed and provide for the assignment of authority while enabling the Board to retain effective control. The necessary policies and processes are in place to ensure all Group entities adhere to essential Group requirements and minimum governance standards. As a direct or indirect shareholder, Sasol Limited exercises its rights and is involved in the decision-making of its subsidiaries on significant matters. Subsidiaries have adopted the governance framework as appropriate and have aligned their Memoranda of Incorporation and Shareholder Agreements with the Group's governance framework.



# GOVERNANCE

continued ➤

## GROUP GOVERNANCE

continued

### Board compliance

We are a values-based organisation and are committed to the highest standards of business integrity and ethics in all our activities. The Board ensures that Sasol is governed effectively through ethical consciousness and conduct, in accordance with good corporate governance practice, appropriate and relevant non-binding industry rules, codes and standards and internal control systems.

- The Board is satisfied that it fulfilled all its duties and obligations in the 2024 financial year.
- The Board confirms that Sasol complies in most significant respects with the governance standards imposed on domestic United States' companies listed on the New York Stock Exchange (NYSE) and that Sasol applies all the principles of the King IV Report on Corporate Governance for South Africa 2016 (King IV™)\*.
- The Board further confirms that the Company is in compliance with the provisions of the Companies Act 71 of 2008 as amended (the Companies Act), specifically relating to its incorporation, and is operating in conformity with its Memorandum of Incorporation.
- In the year under review, there were no material violations of any laws or regulations, nor were any material penalties or fines imposed on the Company or its Directors for contraventions of any laws or regulations.
- As a company listed on the Johannesburg Stock Exchange and on the NYSE for purposes of our American Depository Receipt program, Sasol is subject to, and has implemented controls to provide reasonable assurance of its compliance with all relevant requirements in respect of its listings.
- Specific areas of law have been identified as key Group legal compliance risk areas (safety, health and environmental laws, anti-bribery and anti-corruption laws, sanction laws, data privacy laws and competition law). Controls, aimed at achieving a balanced approach to compliance and to mitigate the risks in these areas have been implemented.
- The Board and its Committees continue to closely monitor the implementation of the Company's legal compliance policy and processes and improve thereon to mitigate the risk of non-compliance with the laws in the various jurisdictions in which Sasol does business.



\*A statement on Sasol's application of the principles of King IV™ is available on our website [www.sasol.com](http://www.sasol.com)



For more details on the responsibilities, powers, policies and processes of the Board, its Directors and the Company's executives and other officials, refer to the Board Charter, together with the Company's Memorandum of Incorporation available on our website [www.sasol.com](http://www.sasol.com)

### Independence of our Board

In terms of our Memorandum of Incorporation, the Board shall consist of a maximum of 16 Directors. Up to five may be Executive Directors. One-third of Directors must retire at every Annual General Meeting and are eligible for re-election. The Board determined that it would comprise a maximum of 14 Directors.

Directors may serve on the Board for up to nine years, extendable annually up to a maximum of 12 years. The Board's succession plans aim to achieve an optimal balance between independence and continuity on both the Board and its Committees. Previously, it was reported that Ms Nomgando Matyumza and Mr Stephen Westwell's terms were extended following a review and confirmation of their independence. Mr Westwell retired as interim Chairman and Independent, non-Executive Director on 1 June 2024, after serving on the Board for 12 years.

Ms Matyumza will retire as independent, non-Executive Director on 8 September 2024 after serving on the Board for 10 years.

Their experience, knowledge and independent judgement significantly benefitted the Company during their tenure as Directors.

**All non-Executive Directors are considered to be independent.**

**Sasol has a rigorous process in place to manage conflicts of interests. The Nomination and Governance Committee is also of the view that no Director is over-committed.**

The Nomination and Governance Committee considers the commitments of Directors when they are first appointed, as well as annually, or at any other time when a Director's circumstances change and warrant re-evaluation. This is done to determine whether a Director has sufficient time to discharge his or her duties effectively and is free from conflicts that cannot be managed satisfactorily. Should the Nomination and Governance Committee be of the view that a Director is over-committed or has an unmanageable conflict, the Chairman will meet with that Director to discuss the resolution of the matter to the satisfaction of the Committee.

Mr Andreas Schierenbeck stepped down as non-Executive Director of Sasol Limited on 31 October 2023. His external business responsibilities required significantly more dedication and time than originally envisaged and there was a concern that some green energy sector opportunities being pursued by Sasol might have potentially placed him in conflict with Sasol's interests. Mr Sipho Nkosi also stepped down as Chairman and non-Executive Director on 10 November 2023. Mr Nkosi came to the conclusion that, while he was comfortable that he would be able to comply with the conflicts of interest requirements of the Companies Act and of the Company, he was concerned that some of his business interests may be perceived to place him in conflict with the interests of Sasol. The Board appointed Mr Stephen Westwell, who was the Lead Independent Director, as the interim Chairman of the Board with effect from 11 November 2023. Ms Muriel Dube was appointed as Lead Independent Director on 1 March 2024.

**GOVERNANCE**

continued ➤

**GROUP GOVERNANCE** continued**Our Board of Directors**

➤ Sasol's Board of Directors is responsible for strategic direction and control and brings independent, informed and effective judgement to bear on material decisions reserved for the Board.



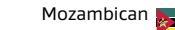
**Simon Baloyi** (48)  
Executive Director  
and President and  
Chief Executive Officer  
(Appointed: 2024)

South African



**Manuel Cuambe** (62)  
Independent  
non-Executive Director  
(Appointed: 2016)

Mozambican



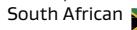
**Tim Cumming** (67)  
Independent  
non-Executive Director  
(Appointed: 2024)

South African



**Muriel Dube** (52)  
Independent  
non-Executive Director and  
Lead Independent Director  
(Appointed: 2018)

South African



**Martina Flöel** (64)  
Independent  
non-Executive Director  
(Appointed: 2018)

German



**Kathy Harper** (61)  
Independent  
non-Executive Director  
(Appointed: 2020)

American



MScEng (Chemical)  
MSc (Engineering  
Management)  
Management Programme  
INSEAD Business School

BEng (Electrical)  
Postgraduate Certificate  
in Management Studies

BSc (Hons) Engineering  
BA, MA (Politics, Philosophy  
and Economics)

BA (Human Sciences)  
BA (Hons)(Politics)  
MSc (Environmental Change  
and Management)  
Executive Certificate: Climate  
Change and Development

MSc (Chemistry)  
PhD (Chemistry)

BSc (Industrial  
Management) MBA  
Certificate in  
cybersecurity oversight  
(National Association  
of Corporate Directors)



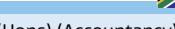
**Vuyo Kahla** (54)  
Executive Director  
(Appointed: 2019)

South African



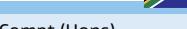
**Trix Kennealy** (66)  
Independent  
non-Executive Director  
(Appointed: 2017)

South African



**Nomgando Matyumza** (61)  
Independent  
non-Executive Director  
(Appointed: 2014)

South African



**Mpho Nkeli** (60)  
Independent  
non-Executive Director  
(Appointed: 2017)

South African



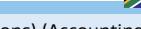
**Hanré Rossouw** (49)  
Executive Director and  
Chief Financial Officer  
(Appointed: 2022)

South African



**Stanley Subramoney** (65)  
Independent  
non-Executive Director  
(Appointed: 2021)

South African



BA, LLB  
Advanced Management  
Programme (MIT Sloan School  
of Management)

BCom (Hons) (Accountancy)

BCom, BCompt (Hons),  
CA(SA)  
LLB  
Retiring on 8 September 2024.

BSc (Environmental Science)  
MBA  
Retiring on 31 August 2024.

BEng (Chemical) BCom (Hons)  
MBA  
Resigned as Executive Director  
and Chief Financial Officer  
effective 31 August 2024.

BCompt (Hons) (Accounting  
Science), CA(SA)

Mr David Eyton will join the Board as independent non-Executive Director on 1 September 2024. Mr Walt Bruns will join the Board as Executive Director and Chief Financial Officer on 1 September 2024.

**COMMITTEES**

Denotes Chairman  
of Committee

Audit Committee  
member

Capital Investment  
Committee member

Nomination  
and Governance  
Committee member

Remuneration  
Committee member

Safety, Social  
and Ethics  
Committee member

www

The roles and functions of the  
Chairman, Lead Independent  
Director and President and  
CEO are described in the Board  
Charter available on our website  
at [www.sasol.com](http://www.sasol.com)

# GOVERNANCE

continued ➔

## GROUP GOVERNANCE

continued

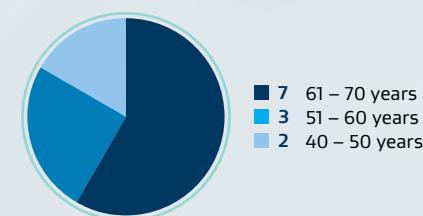
### Diversity of our Board as at 30 June 2024

The Board's diversity and skills ensure that Sasol is guided to deliver a sustainable organisation. Directors are chosen for their corporate leadership skills, experience and expertise. A combination of different business, geographic and academic backgrounds as well as diversity in age, gender and race allow for robust debate and more considered decision-making, supporting the sustainable growth of the business.

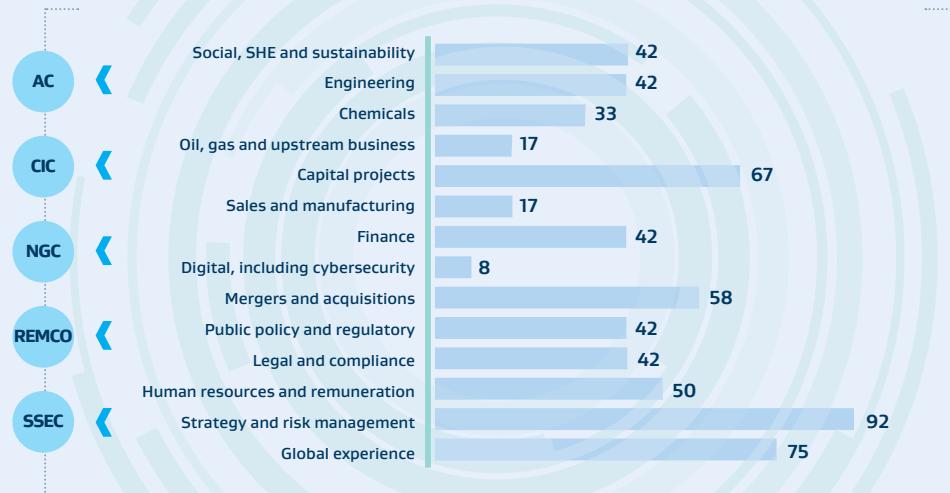
It is the Board's policy that broader diversity at Board level will be promoted, all facets of diversity will be considered in determining the optimal composition of the Board and, where possible, be balanced appropriately. All Board appointments are made on merit, having due regard for the benefits of diversity which the Board as a whole requires to be effective.

<b>AC</b>	Audit Committee
<b>CIC</b>	Capital Investment Committee
<b>NGC</b>	Nomination and Governance Committee
<b>REMCO</b>	Remuneration Committee
<b>SSEC</b>	Safety, Social and Ethics Committee

Age (years)

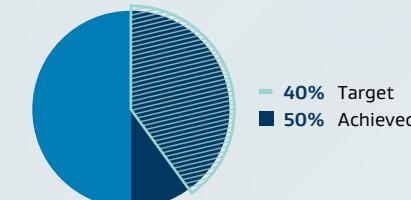


### Our Board has the following skills and experience (% of Directors)

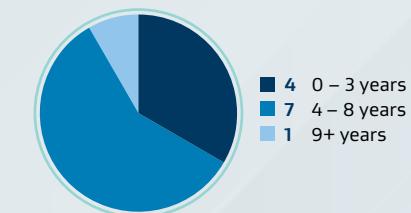


Diverse skills and experience within each Board Committee ensures more robust strategic planning and is essential for the Board to effectively guide the Company towards success.

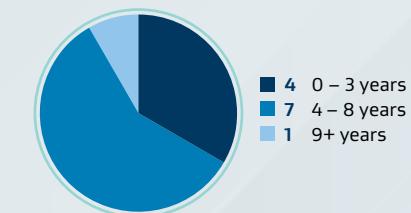
### Women (%)



### Tenure

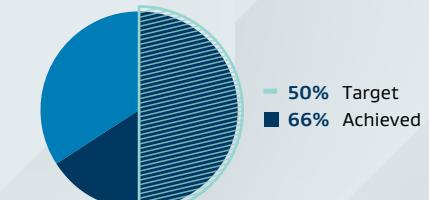


### Independence



### Historically disadvantaged individuals (%)

% of South African Directors



### Independence



### Succession of our Board

Considerable focus was given to succession this year. Leadership capability development, to ensure Sasol has the right leaders in place now and in the future, is crucial. The Board consciously embarked on a process to reduce its size and refresh its skills and competence in a systematic manner to ensure it will effectively lead Future Sasol. Factors taken into consideration include continuity, Sasol's global presence, aspirations and strategic objectives, the complexity of its operations and the most significant challenges it is likely to face over the short and long term. Some of these plans were, however, overtaken by certain events during the year, among others, the resignation of Mr Sipho Nkosi and Mr Andreas Schierenbeck. Sasol also announced that Mr Hanré Rossouw will step down as Executive Director and Chief Financial Officer on 31 August 2024 to pursue a new career opportunity. Ms Nomando Matyumza will retire as non-Executive Director on 8 September 2024 when she reaches the tenth anniversary of her appointment to the Sasol Board.

As part of the succession strategy, Mr Simon Baloyi was appointed to succeed Mr Fleetwood Grobler as Executive Director and President and Chief Executive Officer from 1 April 2024. Mr Tim Cumming, who has extensive experience in remuneration matters, the mining and financial services sectors, was appointed as Independent non-Executive Director from 1 June 2024. He will succeed Ms Mpho Nkeli, who will retire on 31 August 2024 as non-Executive Director and Chairman of the Remuneration Committee.

Mr David Eyton will also join the Board as Independent, non-Executive Director from 1 September 2024. His extensive experience in the oil and gas sector and background in the energy transition and digital technologies will be valuable to Sasol as we progress our transition.

Mr Walt Bruns will replace Mr Hanré Rossouw as Executive Director and Chief Financial Officer on 1 September 2024.

[www.sasol.com](#) Sasol's Form 20-F will provide more detail regarding skills and experience of each Director.

# GOVERNANCE

continued ➞

## GROUP GOVERNANCE

continued

### The Board and its Committees

The Board Charter and terms of reference of the Board Committees are reviewed as and when required but at least every second year to ensure they remain relevant and aligned with the Companies Act and other relevant regulatory requirements, King IV™ and governance best practices.

The Board uses its meetings to discharge its governance and regulatory responsibilities. Its work plan and those of its Committees outline the matters which should be dealt with at meetings and are aligned with the responsibilities and requirements set out in the Board Charter and the terms of reference of its Committees. Matters considered include strategy, operational and financial performance, risk and opportunity, environment, social and governance (ESG) and compliance, and other material matters to be decided.

The Board directly assumes responsibility for the governance of risk. To support the Board in ensuring effective risk management oversight, not only one Committee, but all Board Committees are responsible for ensuring the effective monitoring of risks within the ambit of each Committee's scope. In monitoring and providing oversight on Sasol's risk, each Committee will consider potential opportunities as appropriate.

For more detail refer to Risk management page 28.

For the reporting period, the Board held eight meetings, two strategy meetings and five additional special meetings.

#### MEETINGS AND ATTENDANCE



\* Due to prior commitments, Messrs Manuel Cuambe, Andreas Schierenbeck and Vuyo Kahla could not attend some of the meetings. Ms Dube could also not attend the meeting on 23 February 2024 due to a family bereavement. Dr Martina Flöel could not attend a meeting due to a delayed flight.

### The Company Secretary

The effective functioning of the Board is facilitated and supported by the Company Secretary. The Company Secretary is not a Director of Sasol Limited and provides a central source of guidance and support on matters of good governance and changes in legislation while maintaining an arm's length relationship with the Board and Directors. Ms Michelle du Toit was the Company Secretary until her retirement on 30 June 2024.

Ms Helaine Joubert was appointed as acting Company Secretary upon the retirement of Ms du Toit. The Board is satisfied that Ms Joubert is competent and has the appropriate qualifications and experience to serve as acting Company Secretary.

### Effectiveness of our Board

Newly appointed Directors are apprised of Sasol's business and their duties and responsibilities as Directors. Directors are also given the opportunity to visit Sasol's plants and operations. The development of industry and Group knowledge is a continuous process, and Directors are briefed on legal developments and changes in the risk and general business environment on an ongoing basis. The Board, its Committees and Directors are entitled to seek independent professional advice concerning the Company's affairs and to gain access to any information they may require in discharging their duties as Directors.

It is the policy of the Board to formally evaluate its performance and effectiveness, and that of its Committees, Directors and the Chairman, every second year. A formal evaluation was conducted in 2023. The Board concluded that it is effective, and the Directors are satisfied that the evaluation process is contributing to the improvement of the Board's performance and effectiveness. The Board will continue to further evolve its role of overseeing the effective execution of strategy and ensuring that the strategy translates into adding value to shareholders and building a sustainable business. Enhancing data based strategic decision-making and the independent, diverse perspective provided by Directors to add value to management's thinking is crucial to ensure resilience.



# GOVERNANCE

continued

## GROUP GOVERNANCE

continued

### Our Board Committees

The Committees established by the Board play an important role in enhancing standards of governance and effectiveness within the Group.

Audit Committee		
CHAIRMAN: GMB Kennealy		
MEMBERS	MEETINGS	ATTENDANCE
MBN Dube*	5	100%
KC Harper		
S Subramoney		

\* appointed as member on 11 August 2023  
\*\* to retire as member on 8 September 2024

#### Mandate

- To oversee:
  - The quality and integrity of Sasol's integrated and financial reporting.
  - The qualification, independence and effectiveness of the internal and external audit functions.
  - Compliance with legal and regulatory requirements to the extent that it might have an impact on financial statements.
  - Financial market risk management and hedging matters.
  - The strategic direction of digital and Information Management (IM) development in a manner that supports the Group in achieving its strategic objectives and ensuring the optimal return on digital and IM investment.
  - That the control environment of information and technology is appropriately managed and that any risks posed by pursuing or not advancing certain digital strategies are addressed.

#### Key matters dealt with in 2024 and focus areas for 2025

- Financial performance, specifically considering the impact of market volatility, geopolitical uncertainty and disruption resulting in impairments and fair value adjustments.
- Balance sheet and liquidity management. It is key to drive resilience and cash flow improvement, and essential that capital allocation principles prioritise and strengthen our balance sheet.
- Financial management, key audit matters and significant areas of judgement. The Committee will continue to ensure financial systems, processes and controls operate effectively and respond to changes in the operating and regulatory environment.
- Ensuring the integrity and effectiveness of reporting.
- Successfully managed the mandatory audit firm rotation. KPMG was appointed as the external auditor with effect from 1 July 2023.
- Ensuring effective combined assurance, internal control and risk management and dealing with material weaknesses that are reported.
- Overseeing the further development of Sasol's digital strategies and technology solutions and monitoring cybersecurity and information and operating technology issues.
- Assessing risks on matters such as going concern, impairments of assets and fair values.

Capital Investment Committee		
CHAIRMAN: M Flöel*		
MEMBERS	MEETINGS	ATTENDANCE
S Baloyi**	7	100%
MJ Cuambe		
TJ Cumming#		
MBN Dube		
VD Kahla		
GMB Kennealy		
HA Rossouw***		
KC Harper##		

\* appointed as Chairman of the Committee on 16 November 2023  
\*\* appointed as member from 1 April 2024, replacing Mr Fleetwood Grobler who retired on 31 March 2024  
\*\*\* will resign as member on 31 August 2024  
# appointed as member from 1 June 2024  
## appointed as member on 11 August 2023

#### Mandate

- To evaluate mergers, acquisitions, investments, divestments and disposals prior to approval by the Board.
- To monitor these mergers, acquisitions and Board-approved investments, divestments and disposals, as well as the Company's capital allocation and asset review programmes.
- To monitor Sasol's innovation and technology developments, ensuring these developments support the medium- to long-term strategic direction of the Company.

#### Key matters dealt with in 2024 and focus areas for 2025

- Overseeing investments and divestments and ensuring prioritisation of investments that best support the sustainability of the organisation.
- Monitoring progress of Mozambique projects and strategic approaches to developing large-scale natural gas import opportunities for South Africa.
- Monitoring the Group's capital performance and guiding on prioritised capital expenditure.
- Intensifying the discussion on Sasol's innovation and technology developments to ensure alignment with the Company's medium- to long-term strategic direction.
- Providing direction and assurance on strategic considerations and risks in respect of potential investments, divestments, mergers and acquisitions.

Nomination and Governance Committee		
LEAD INDEPENDENT DIRECTOR: MBN Dube		
MEMBERS	MEETINGS	ATTENDANCE^
M Flöel*	12	91%
GMB Kennealy		
MEK Nkeli		

\* appointed as member from 16 November 2023  
^ due to prior commitments Mr Nkosi, Ms Nkeli, Ms Dube and Ms Kennealy could not attend certain of the additional special meetings

#### Mandate

- To ensure effective corporate governance.
- To assist with the composition of the Board and its Committees, succession planning and the appointment of Directors.
- To manage the performance of the Board, its Committees and the Directors.
- To monitor compliance and provide reasonable assurance regarding the quality, integrity and reliability of compliance risk management.
- To assist with ensuring that shareholders' needs, interests and expectations are understood and taken into account.
- To monitor the vulnerability of the Company to takeovers and ensuring that adequate systems are in place to respond to takeover advances.

#### Key matters dealt with in 2024 and focus areas for 2025

- Significant time was spent on succession planning, ensuring the right skills and competence are available to effectively lead Future Sasol.
- Reviewing the composition of the Board and its Committees and managing potential conflicts of interests.
- Ensuring general corporate governance mechanisms and the framework are appropriate and effective in view of developments in the Group and its business environment.
- Ensuring optimal performance by the Board, its Committees and the Directors and addressing areas identified for improvement during the evaluation process.
- Ensuring that our shareholders' needs, interests and expectations are understood and taken into account in the Group's strategy and balanced with other stakeholder needs and interests while also maintaining regular and transparent communication and disclosure.
- Ensuring effective risk management oversight, specifically in relation to material risks within the ambit of the Committee's responsibilities.

# GOVERNANCE

continued ➤

## GROUP GOVERNANCE

continued

### Our Board Committees as at 30 June 2024 continued

#### REMCO Remuneration Committee

CHAIRMAN: MEK Nkeli\*

MEMBERS	MEETINGS	ATTENDANCE
MJ Cuambe TJ Cumming** M Flöel	NNA Matyuma*** S Subramoney	4 ➤ 100%

\* to retire as non-Executive Director and Chairman of the Remuneration Committee on 31 August 2024

\*\* appointed as member of this Committee on 1 June 2024 and will take over as Chairman of the Remuneration Committee on 1 September 2024

\*\*\* to retire as member on 8 September 2024

#### Mandate

- To ensure the Group remunerates its employees fairly, responsibly and transparently by, *inter alia*, implementing affordable, competitive and fair reward practices so as to promote the achievement of strategic objectives and positive outcomes in the short, medium, and long term.
- To monitor and ensure remuneration related governance is maintained and to provide a channel of communication between the Board and management on remuneration matters.

#### Key matters dealt with in 2024 and focus areas for 2025

- Ensuring effective reward practices and governance throughout the execution of the Remuneration Policy.
- Continuing to engage with shareholders on the Group's key focus areas in our Remuneration Policy and Implementation Report and ensuring the appropriateness of our reward practices.
- Reviewing short-term and long-term incentive plan targets and design principles to ensure ongoing relevance and alignment with our strategic direction.
- Comprehensive review of the long-term incentive plan rules as well as the introduction of the post termination service shareholding requirements for members of the Group Executive Committee, including Executive Directors.
- Reviewing the status of healthcare and retirement plans in the Group.
- Reviewing people retention risks.

For more detail refer to the Remuneration Report page 133.

#### SSEC Safety, Social and Ethics Committee

CHAIRMAN: MBN Dube

MEMBERS	MEETINGS	ATTENDANCE
S Baloyi* MJ Cuambe TJ Cumming**	M Flöel VD Kahla MEK Nkeli	5 ➤ 100%

\* appointed as member from 1 April 2024, replacing Mr Fleetwood Grobler who retired on 31 March 2024

\*\* appointed as member of the Committee on 1 June 2024

#### Mandate

- To perform the role of a Social and Ethics Committee as required in terms of the Companies Act.
- To ensure that the manner in which Sasol governs social and ethics performance promotes an ethical culture and that Sasol conducts itself as a responsible corporate citizen.
- To monitor the Group's policies and standing in relation to ethical and optimal labour and employment practices and care for our people.
- To monitor Sasol's strategies, policies, performance and the progressive implementation of its sustainability, safety, health and environment (SHE), social and ethics practices.
- To provide strategic oversight of matters relating to people within the organisation, with the main objective of creating a globally competitive workforce and to ensure employees work towards accomplishing the strategic objectives of the Company.

#### Key matters dealt with in 2024 and focus areas for 2025

- Ensuring processes are in place to promote an ethical culture which encourages safety.
- Humanising safety and ensuring the safety of our employees, suppliers, customers and communities – the Committee continues to closely monitor the implementation of the safety remediation programme and the processes being put in place to avoid the occurrence of high-severity incidents.
- Monitoring the Group's activities relating to good corporate citizenship and ensuring the protection of human rights.
- Ensuring Sasol's sustainability, specifically focusing on climate change, our air and water compliance obligations and Sasol's impact on the environment, including ensuring sustainable water and biodiversity management, and the implementation of initiatives to reduce plastic pollution.
- Continuing with ensuring our stakeholder relationships are strengthened to ensure, among others, economic transformation, localisation and a just transition.
- Providing oversight on matters relating to substantive sustainability risks and liabilities and monitoring key responses and developments.



The CEO is not a member of the Audit Committee, Remuneration Committee nor the Nomination and Governance Committee but attends meetings by invitation. He is requested to leave the meeting, where appropriate, before any decisions are made that relate to him personally.

NGC AC CIC SSEC

Mr Stephen Westwell resigned as member of these Committees upon his appointment as interim Chairman of the Board on 11 November 2023

CIC REMCO SSEC

Mr David Eyton will join these Committees as a member on 1 September 2024

For more detail refer to the Report of the Chairman of the Safety, Social and Ethics Committee and other sustainability matters page 69.

# GOVERNANCE

continued

## HUMAN RIGHTS



### OUR COMMITMENT

We are committed to uphold and respect human rights by ensuring integration of its principles into our business practices. In determining our salient issues, we use the guidance of the United Nations Guiding Principles (UNGPs) on Business and Human Rights (BHR).

### OUR GROUP APPROACH

The UNGPs define salient issues as 'the human rights that are most at risk of the most severe negative impacts through a company's activities or business relationships'. We have used this as guidance to identify our own. The Executive Vice President: Commercial and Legal and Sasol's Vice President for Compliance, Ethics and Governance Laws are responsible for implementing the Sasol human rights programme, assisted by an internal Human Rights team. This is overseen by the Safety, Social and Ethics Committee (SSEC), a delegated Committee of the Sasol Limited Board of Directors (the Board), responsible for among others the implementation of Sasol's BHR framework and overall approach to human rights. The Board has the ultimate responsibility for overseeing Sasol's commitment to respect human rights in line with Sasol's policies.

### OUR COMMITMENT

- Respecting diversity;
- Safe and healthy working environment;
- Supply chain related risks including modern slavery;
- Respecting the rights of local communities; and
- Managing Sasol's environmental 'footprint'.

The responsibility for implementing Sasol's human rights programme, the related procedures, and embedding relevant actions in the business resides with the leadership of the various Operating Model Entity(ies) (OME(s)). In Germany, a Human Rights Officer has been appointed as the responsible person for monitoring the human rights programme according to the German Supply Chain Act implemented risk management system. It is the responsibility of every employee to know and understand the human rights obligations and/or requirements set out in our Human Rights Policy and remain vigilant to ensure third party's compliance with this policy.

Our approach to BHR is aligned with international standards, guidelines such as the UNGPs and the United Nations Global Compact and national laws and regulations in the jurisdictions in which we operate. Our BHR policies and procedures encompass our own operations, supply chain, joint ventures and other business partners.

### PERFORMANCE

#### Embedding of our risk management approach

We continue with our internal implementation of initiatives to embed the BHR framework, which is continuously assessed taking into account the rapidly evolving regulatory landscape. This includes the application of the German Supply Chain Due Diligence Act to our operations in Germany and the impact of European Union Council of the Corporate Sustainability Due Diligence Directive. The German Supply Chain Due Diligence Act requires certain companies to conduct human rights due diligence extending to their supply chains.

During the course of FY24, our BHR Critical Control Framework (CCF) was approved and implemented across Sasol. The CCF is part of the BHR risk management programme and sets out minimum Sasol Group controls which are applicable to OMEs to mitigate and minimise the risk of non-compliance with the regulatory requirements or themes. We maintain a risk-based BHR Due Diligence Screening process for suppliers.

This process continuously assists in the identification of suppliers' salient human rights risks, facilitate engagement with Sasol on human rights related issues, so that their key risks or challenges are mitigated appropriately. They must also demonstrate the steps they have taken to effectively mitigate any identified human rights risks, set out measures in place to proactively identify and help us assess potential human rights impacts within our own business operations, supply chain and business relationships.

[www.sasol.com/esg](http://www.sasol.com/esg) For more detail on our BHR due diligence processes refer to our website [www.sasol.com/esg](http://www.sasol.com/esg)

In embedding our BHR approach and to address identified areas of improvements highlighted by due diligence processes including self-assessments, we are in the process of reviewing and updating our Human Rights Policy. It will not only capture our BHR commitments, but also sets out our:

- related governance and management structures;
- grievance mechanisms; and
- identified salient human rights impacts in line with the UNGP on Business and Human Rights.

- 1 The development of a systematic approach to identify, prevent, mitigate and account for human rights impact in line with the expectations of UNGP 17;
- 2 A human rights focused self-assessment process led by individual Sasol business units, to identify risks in relation to the five salient human rights risks areas; and
- 3 The implementation of systematic risk mitigation procedures.

# GOVERNANCE

continued ➞

## HUMAN RIGHTS continued

### PERFORMANCE continued

#### Awareness and training

Employee training and engagement is one of the identified critical control measures in the Sasol BHR CCF. During the course of FY24, Sasol revised the frequency of its internal employee BHR training from annual to biennial. The next training cycle to be undertaken by the identified target audience during the course of FY25, focuses on why forced labour and human trafficking should matter to all of us. It will identify red flags and address it wherever possible, as well as how companies undertake a due diligence to prevent forced labour in their supply chain.

The target for BHR training includes, but is not limited to, employees:

- at senior and mid-management throughout Sasol;
- at optimisation levels in operations or functions;
- in procurement, sales and marketing;
- those who engage with external parties such as regulators, customers, suppliers and competitors; and
- who are involved in the approval and execution of Sasol sponsorship and Corporate Social Investment initiatives.

In addition to the biennial training, we also offer BHR introductory training to our new employees as part of the induction programme. This introduces new colleagues to Sasol's human rights commitments, policies and procedures.

Training on human rights is also extended to registered vendors in South Africa and Mozambique, as part of the supply chain

awareness programme. This covers the requirements of the Supplier Code of Conduct, Sasol Human Rights Policy and the Sasol Anti-Bribery and Corruption Policy. As at 30 June 2024, the total number of vendors trained for the FY24 is recorded as 4 331, a 22% increase from the previous year.

As part of our continued communication on BHR, our Chief Executive Officer:

- prepares a Human Rights Message on the South African Human Rights Day celebrated on 21 March each year, which is communicated and socialised across Sasol via standard corporate communication channels including wallpaper messaging; and
- annually circulates the Slavery and Human Trafficking Statement.

#### Publication of annual slavery and human trafficking statements

We continue, in compliance with Section 54 of the United Kingdom Modern Slavery Act, 2015 and in compliance with the California Transparency in Supply Chain Act of 2010 (Transparency in Supply Chain Act), to respectively publish statements describing measures we have taken to ensure the eradication of human trafficking from our business and supply chains. For more information on our UK Annual Slavery and Human Trafficking Statement, refer to:

[www.sasol.com/suppliers/north-america/become-supplier](#)



# GOVERNANCE

continued

## ETHICS



### OUR COMMITMENT

We are committed to high ethical standards and combating corruption throughout our sphere of influence. This is an important part of our drive to deliver social value through our core activities.

### OUR GROUP APPROACH

Sasol's ethics strategy is principles based and anchored in the Company's shared values, especially the value of accountability.

**The Sasol ethics programme has two main focus areas:**

- One being proactive – to advance and promote an ethical culture across the Sasol Group.
- The other being reactive – which ensures that all reports of potential transgressions are appropriately received, investigated, and resolved.

The success and longevity of the Sasol ethics programme relies on the correct tone at the top of the organisation, which includes a visible demonstration of leadership's belief in, and commitment to, an ethical organisation.

### PERFORMANCE

#### Holding a strong ethical culture

Sasol conducted an externally run Ethics Opportunity and Risk Assessment, to improve the management of ethics within Sasol. This comprehensive assessment has identified opportunities to improve our ethics management program and included an Ethics Management Maturity Assessment. The Ethics Management Assessment scored Sasol's ethics program at 83% which confirms "good compliance with minor improvements that can still be made."

#### Anti-corruption, anti-bribery and competition (anti-trust) law

We provide annual training on compliance and ethics. Our guidelines, standards and procedures are updated regularly in line with changes in the law.

Sasol rolled out three separate compliance training modules in FY24. The compliance training included competition law, anti-bribery and sanctions. This training is provided to employees identified as posing a higher risk of being exposed to compliance risks. The process targets employees on role category execution and above.

#### Whistleblower policy

Sasol promotes a culture in which all stakeholders and employees are encouraged to speak up and report unethical, illegal, or undesirable conduct involving Sasol and those implicated, without fear of retaliation and reprisal. Sasol has zero tolerance for any victimisation or retaliation against any whistleblower who in good faith makes a report or against any witnesses who supports an ethics investigation.

[www](http://www.sasol.com/esg) Refer to our website [www.sasol.com/esg](http://www.sasol.com/esg)

#### 24-hour EthicsLine

The Sasol EthicsLines are confidential and independent systems which ensure the anonymity of callers. Separate systems are operated for callers from South Africa, Mozambique and US, vs callers from China and Europe to ensure that the local whistleblower laws and data privacy laws are adhered to.

The Sasol EthicsLine is available globally 24 hours a day/seven days a week via the phone, the web and email. It is also available in multiple languages.

In FY24, we received 623 calls on our EthicsLine, some of which had multiple allegations, around 39% more than in FY23.

623

reported to the Sasol  
Global Helpline



116

confirmed breaches of  
the Code of Conduct



1

employee dismissed



# GOVERNANCE

continued ➞

## ETHICS

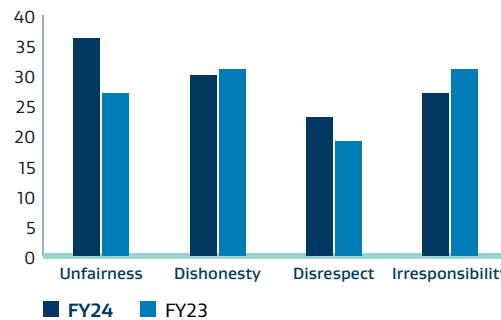
continued

### PERFORMANCE

continued

Out of the 116 substantiated allegations, 45 are still undergoing disciplinary actions and awaiting final sanctions. The other substantiated investigations resulted in various management actions.

#### Ethical misconduct substantiated allegations



#### Ethics training and awareness

**Sasol employees receive ethics training and awareness on an annual basis to foster a resilient ethical culture, where ethical behaviour is the norm and is reflected in everything that we do and in every business decision.**

**To increase the discourse on ethics, our CEO includes ethics messages in his Townhall addresses to employees.**

Compliance training 99% employees who fall within the target audience, completed the anti-bribery and competition law training.

Annual compliance confirmation was received for more than 6 578 employees (from Executive level to CEO and President level). In this process targeted employees acknowledged that they understand and will comply with, *inter alia*, Sasol anti-bribery policies, competition law policies, Code of Conduct and the Human Rights Policy. Confirming that they have also addressed any potential conflicts of interest.

#### Managing conflicts of interest and gifts, entertainment and hospitality

We manage and monitor conflicts of interest in accordance with the Sasol Conflicts of Interest Policy and the Process Guidelines and relevant regulations.

1 260 employees elected to complete the conflict-of-interest training.

By managing gifts, entertainment and hospitality, we work to reduce possible fraud or corruption by our employees, and stakeholders and ensure adherence to the South Africa Prevention and Combating of Corrupt Activities Act, 12 of 2004 and Foreign Corruption Practices Act.

1 544 employees elected to complete the managing gifts, entertainment and hospitality computer-based training.

## OUTCOMES

### NATURE OF TRAINING

### NUMBER OF PEOPLE

	FY24	FY23
Sasol Code of Conduct	1 208	1 326
Exploring Ethics and Economic Crime	207	313
New Employees Orientation programme – Ethics training	850	2 068
Global Anti-bribery Compliance Challenges	7 148	6 788
Conflicts of interest	1 260	2 354
Gifts, entertainment and hospitality	1 544	2 118
Economic Sanctions	7 028	6 805
Competition (Anti-Trust) Law	6 696	6 619
Data Privacy in Practice	5 079	1 810
Ethics Officers training	2	4
Ethics Coordinators training	1	1
Ethics Investigators training	21	5

[www.sasol.com/esg](#) For more detail on our ethics programme refer to our website [www.sasol.com/esg](#)

#### Promotion of Access to Information Act

Sasol received a joint information request in terms of the South African Promotion of Access to Information Act (PAIA), 2 of 2000, from Just Share and AmaBhungane Centre for Investigative Journalism on 10 August 2023. The remit of the request entailed certain records of engagements between Sasol and specific government departments regarding South Africa's policy and regulatory approach to climate change mitigation and adaptation, South Africa's energy mix, the just transition to a low-carbon economy, any associated infrastructure and resource exploration activities, and the implementation of air quality laws. Sasol disclosed the relevant documents for the period January 2021 to September 2023.

Sasol further received several third-party consent requests, from the Department of Forestry, Fisheries and the Environment (DFFE), in terms of PAIA, for the disclosure of information related to Sasol's greenhouse gas reporting and Pollution Prevention Plan submissions submitted to the DFFE in accordance with the National Greenhouse Gas Emissions Reporting Regulations and the National Pollution Prevention Plan Regulations. Sasol agreed to the disclosure of the information, subject to the redaction of certain proprietary and commercially sensitive information aligned with the provisions of PAIA.

## GOVERNANCE

continued

### INFORMATION MANAGEMENT AND CYBERSECURITY

#### OUR COMMITMENT

We are committed to ensuring a secure information management and cybersecurity environment by taking the necessary steps to address and minimise any associated risks.

IM Governance forms a subset of Sasol Corporate Governance with a groupwide risk management process that is aligned to international standards and best practice. Cybersecurity is noted as a Top Risk for Sasol and oversight lies with the Audit Committee.

For more detail refer to Risk management on page 28.

The IM structure is approved by the Group Executive Committee of the organisation and renders a service to all subsidiaries of Sasol including Corporate Office. Regional specific legal and regulatory requirements are taken into consideration when delivering IM services and solutions.

**EVP COMMERCIAL AND LEGAL**  
Chief Information Officer

**GEC**  
EVP Commercial and Legal (a member of the Board)

**BOARD**  
Audit Committee

#### PERFORMANCE

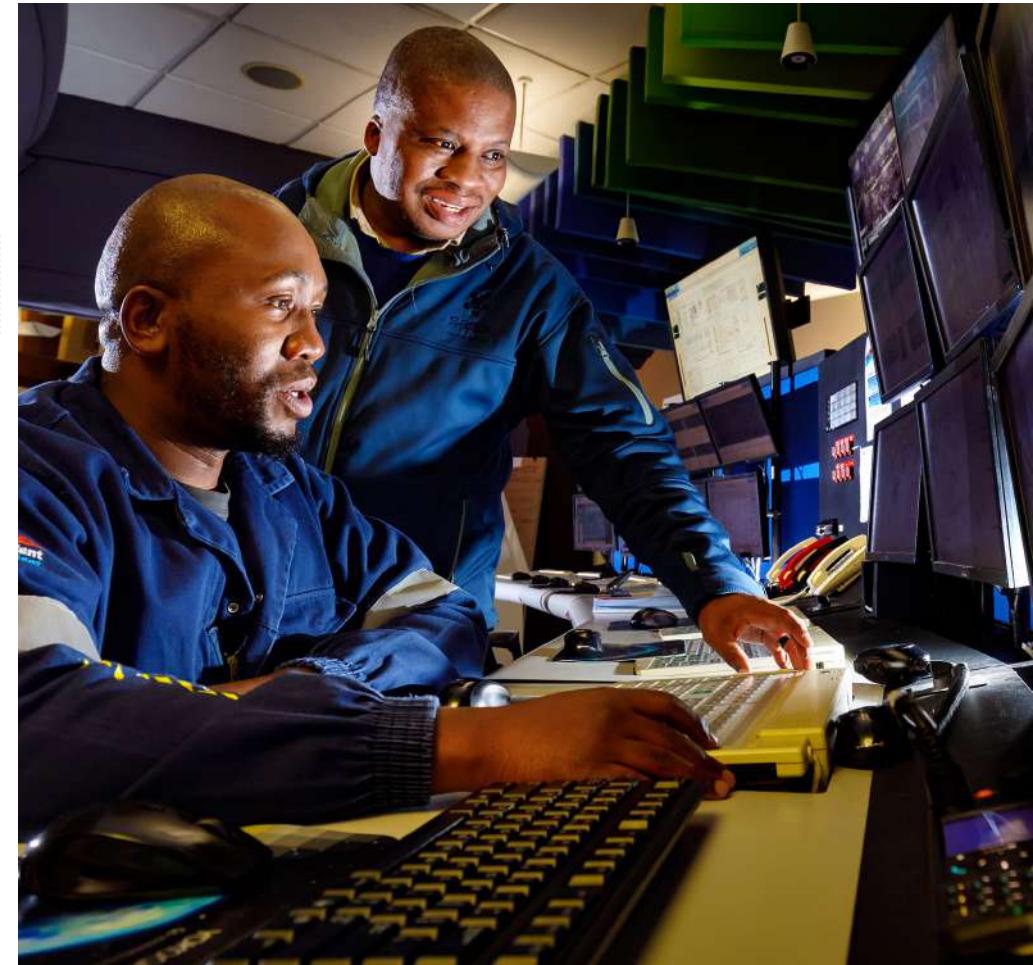
In FY24, focus has been on Continuously Improving our Customer Experience, Growing IM Talent and Digital Enablement, progressing our Cloud Journey, improving Data quality, enabling strategic Business and Digitalisation initiatives, exploring the value cases for AI and Generative AI for Sasol, optimising our spend on Outsourced services, Mobility applications for Retail Fuels business and ensuring the continued focus on cybersecurity to secure the organisation.

Although we are operating in a financially constraint environment that is challenging our ability to deliver on the IM strategic objectives of operational efficiency, operations management and protecting the organisation through cybersecurity; the organisation has sufficient protection in place and has not experienced any major cybersecurity incidents that had a material impact on our business strategy, operations and financial reporting. Training is offered on the use of IM systems and tools.

IM's focus for our supply chain is ensuring the confidentiality, integrity and availability of data; document retention requirements; data privacy; information classification and security.

Moving our datacentres from on-premise to Cloud is part of our commitment to sustainability. IM makes use of a service provider for disposal of its e-waste according to environmentally friendly ISO14000 standards and supports Sustainable Computing.

Information Management (IM) looks to direct the effective and efficient use of IT solutions and services in enabling the organisation to achieve its goals and strategic objectives, by establishing appropriate decision bodies and governance artefacts like policies and processes.



# GOVERNANCE

continued

## NON-FINANCIAL DATA (NFD) MANAGEMENT AND GOVERNANCE



### OUR COMMITMENT

Our commitment to meeting the needs of our stakeholders for reliable, complete and accurate data, remains paramount. Our Non-financial Data (NFD) includes aspects related to Safety, Health and Environment (SHE) as well as Sustainability Data (SD). We employ a combined assurance model to our NFD.

### OUR GROUP APPROACH

The Sasol Group Procedure for NFD Reporting sets out a clear reporting processes together with the relevant key performance indicators, ensuring completeness and accuracy. This is supported by timeous collection of NFD that enables both efficient internal and external reporting. Additional detailed reviews have been undertaken to ensure our readiness to adopt and support the new reporting requirements. By leveraging our current data management platform, the SAP Sustainability Performance Management (SuPM) module, we are able to solicit key NFD at an Operating Model Entity (OME) level. SuPM provides us with the capability to meet the data governance requirements set out in our Group Procedure and ensures data is efficiently reviewed and approved at the appropriate levels.

In employing the combined assurance model, we believe that the robust external assurance process provides enhanced confidence in the quality, reliability and accuracy of our NFD. This year, a new third-party auditor (KPMG) was introduced to provide assurance on both our financial and NFD. Given the forthcoming new NFD reporting standards for the International Sustainability Standards Board, the Corporate Sustainability Reporting Directive and the United States Securities and Exchange Commission, harmonisation between Sasol's financial and NFD reporting processes are of paramount importance.

### PERFORMANCE



### Continuous improvement of our non-financial data reporting processes

The New Reporting Requirements (NRR) working group has been established to ensure seamless integration of new and upcoming reporting requirements. It also coordinates and integrates the deliverables related to the respective working streams. In addition, the NFD reporting process is supported by Sasol's Procedure for the Measurement, Reporting and Verification of greenhouse gases.

The journey to evolve our operating model by streamlining and reorganising to strengthen our One Sasol identity makes it necessary to reconfigure our SAP SuPM system to reflect these organisational changes. This reconfiguration will be conducted in phases as levels of the new streamlined model are communicated in the upcoming months.

In addition, Sasol is currently investigating replacement options for our existing reporting SAP SuPM platform. This has been a key stream of the NRR working group, where the scope and system requirements have been reviewed and approved. The enhancement of the reporting platform will allow efficiencies in the collection, analysis and presentation of NFD in line with industry best practice and the new reporting requirements. It remains our imperative to ensure that we are able to efficiently provide decision-useful information to our stakeholders.

# REMUNERATION REPORT

for the year ended 30 June 2024



We are committed to ensuring that our Remuneration Policy is aligned with our Purpose and that the outcome thereof supports performance in terms of our People, Planet and Profit targets.

This report contains four parts:

Part I	Remuneration at a glance	134
Part II	Remuneration Committee Chairman's background statement	137
Part III	Section A: Executive Remuneration Policy (including non-Executive Directors)	140
Part IV	Section B: Remuneration Policy applicable to the wider workforce (below the Group Executive Committee)	146
	Remuneration Implementation Report	147

# PART I: REMUNERATION AT A GLANCE

## Our Remuneration Policy

Our Remuneration Policy supports the implementation of Sasol's strategy as this translates into the key priority areas. A culture that is high-performing, sustainable, and values-driven continues to be a primary goal. The design of the policy aims to balance the requirements for cost containment, risk management, and value creation for stakeholders through the design of appropriate, market-aligned rewards.

### In FY24, changes made included the:

- reduction from 35% to 30% of the long-term incentives in the form of restricted share awards with a five-year vesting period to Executive Directors and Prescribed Officers;
- revision of targets applicable to short-term and long-term incentive awards to align with key priorities for our next financial year(s);
- application of the fatality penalty in the short-term incentive plan to all employees globally and not only to the Group executive and the employees in the business unit where the fatality occurred; and

- the approval and implementation of the 2023 Executive Compensation Recovery Policy relating to the Securities and Exchange Commission Executive Recovery provisions for erroneously awarded incentive-based compensation (Section 10D of the Securities Exchange Act of 1934 and the updated NYSE listings requirements).

The Committee has for some time been tracking vertical and horizontal pay gaps across race and gender groups. We have done so in all locations where we employ more than 250 employees to ensure that our remuneration processes are free from systemic discrimination.

The disclosure of pay gaps, in alignment with the requirements of the Companies Amendment Act 2024, is included in this report.

## Principles of our Remuneration Policy

- Reward is a cornerstone of our Employee Value Proposition (EmpVP) and is well integrated with the total employment offering.
- We strive to offer all employees a balanced mix of remuneration programmes benchmarked against the market median with actual distribution around the median based on performance, competence, and scarcity of skills.
- We are committed to fair, equitable and transparent remuneration practices supporting recognition of equal pay for work of equal value.
- Entry-level salaries are either determined by the Company, or negotiated through collective bargaining processes. These are higher than what is considered a living wage for each jurisdiction and is enhanced by benefits offered under our employee value proposition.
- The remuneration mix depends on the position in the organisational structure as well as market practices in the relevant geography.
- Executive remuneration has a strong link to shareholder interests, particularly through the design of variable pay structures.
- In setting incentive metrics, we consider value drivers which are mostly within management's control, particularly in the STI targets, ensuring financial performance which results in positive free cash flow and progress on our Environmental, Social, and Governance (ESG) metrics.
- Appropriate approval processes are in place to prevent conflicts of interest and to mitigate risks that may unintentionally result from our remuneration programmes.
- The Committee is empowered to intervene in situations where formulaic outcomes appear to be inappropriate, not aligned with business performance, and those circumstances have been unduly influenced by factors outside management's control.

## OUR REMUNERATION PHILOSOPHY

To attract and motivate qualified, skilled, and engaged employees to work towards achieving the Group's strategic objectives in a values-driven manner and to responsibly and sustainably create stakeholder value.

We implement fair, equitable and responsible pay practices which are free from discrimination and substantiated through the principles set out in our Remuneration Policies.

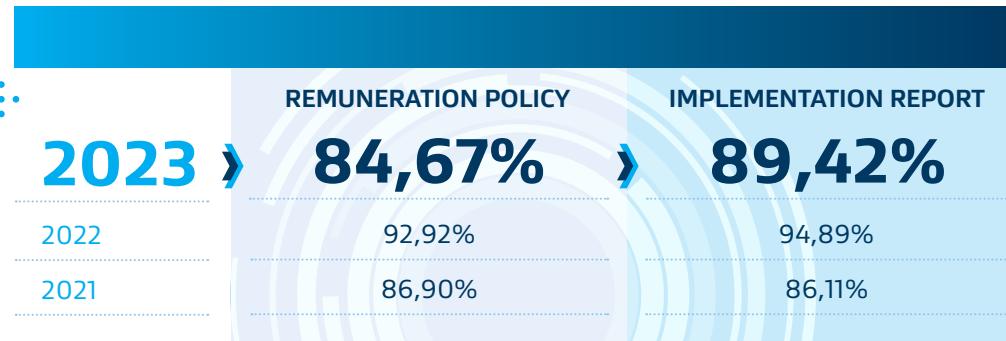


## PART I: REMUNERATION AT A GLANCE continued

### Shareholder feedback

We are grateful for the constructive feedback from our shareholders on our Remuneration Policy and Remuneration Implementation Report, and their ongoing support.

### Non-binding advisory votes in support of the Remuneration Policy and Remuneration Implementation Report



In the event that at least 25% of the voting rights exercised are against the Remuneration Policy or Implementation Report at the annual general meeting (AGM) the Board invites dissenting shareholders to engage with Sasol after such AGM.

The Committee has taken note of the reduction in support of the Policy and the Implementation Report and has taken steps to obtain feedback from institutional advisors.

### The revised operating model

In an effort to rediscover our ‘One Sasol’ identity, we have refined our operating model. The portfolios of the ‘business of today and business of tomorrow’, but to promote greater focus and accountability, as well as improved collaboration within the Group Executive Committee (GEC).

The Remuneration Committee “The Committee” has considered the remuneration implications of all role changes and appointments.

### GEC Remuneration

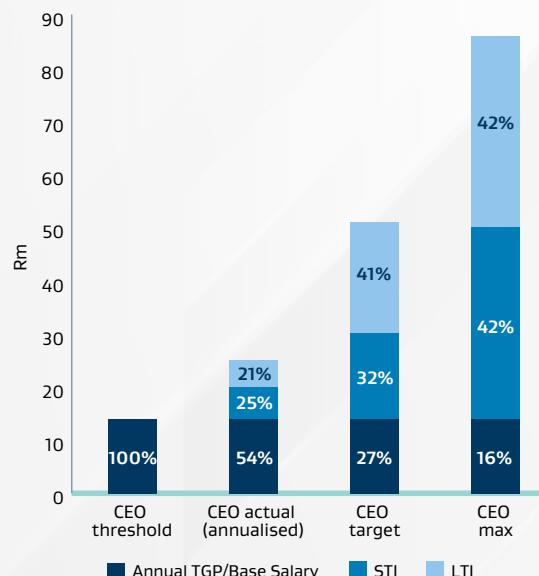
The Remuneration Committee has considered remuneration adjustments where justified in terms of the revised portfolios and/or the appointments. Annual salary increases aligned with inflation were made effective 1 October 2023; promotional and market related adjustments were approved as appropriate.

### Remuneration mix

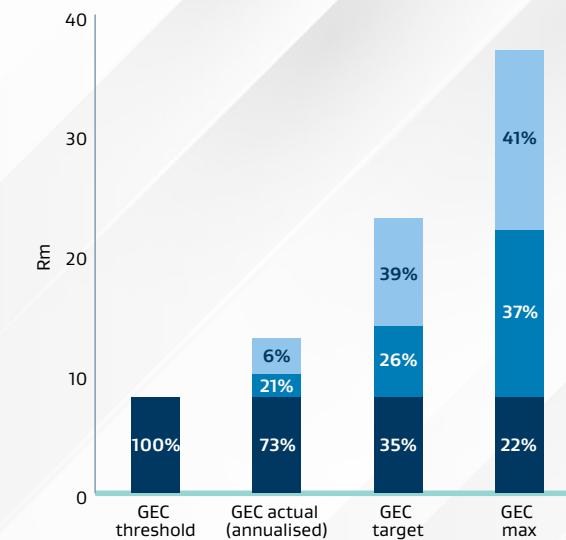
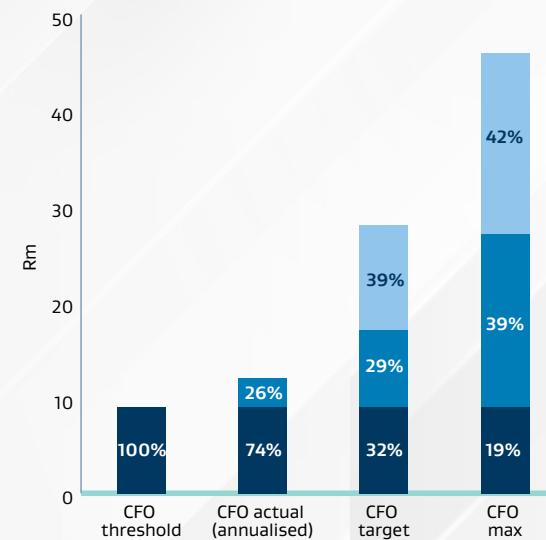
For newly appointed GEC members, on appointment LTI awards were made subject to Sasol being in an open period at the time. The target STI and LTI awards were adjusted in accordance with the new role categories.

The following graph illustrates the threshold, target, and potential maximum earnings at stretch level in terms of the different parts of the pay mix approved by the Committee for members of the GEC. In addition, the outcome against the targets set for the year under review, is included. The quantum and mix between guaranteed and variable pay components were again evaluated as part of the benchmarking process. The Committee intends to review the short-term incentive formula in FY25, which may impact the pay mix, more specifically the maximum potential earnings.

### Remuneration outcomes against target



### Executive Management 2024 remuneration mix



# PART I: REMUNERATION AT A GLANCE

continued

## REMUNERATION POLICY SUMMARY

The following tables provide summarised information pertaining to the different pay components of our Remuneration Policy:

### DESIGN PRINCIPLES

<b>Fixed pay and benefits</b>	<ul style="list-style-type: none"> <li>Attraction and retention of employees</li> <li>Internal equity and external competitiveness</li> <li>Recognition of experience, competence and performance</li> <li>Benchmarked to location market median</li> <li>Benefits include participation in retirement, risk insurance and health insurance plans. These enhance our employee value proposition and support our intent of being a responsible employer</li> </ul>
<b>Short-term incentives<sup>1</sup></b>	<ul style="list-style-type: none"> <li>Promote value creation including safe and sustainable performance</li> <li>Alignment with Group and Business financial and non-financial priorities</li> <li>Personal performance influences final outcome</li> <li>Additional penalty for fatalities across the Group</li> </ul>
<b>Long-term incentives<sup>1</sup></b>	<ul style="list-style-type: none"> <li>Attraction and retention of senior employees and scarce and critical skills</li> <li>Alignment with shareholders' long-term value creation</li> <li>Competitive total reward package</li> <li>Three-to-five-year vesting periods supporting retention efforts and longer-term decision-making</li> <li>Minimum shareholding and post-ceSSION shareholding requirements for Executive Directors and Prescribed Officers promoting long-term decision making</li> </ul>

### ELIGIBILITY

<b>Fixed pay</b>	<ul style="list-style-type: none"> <li>All permanent and non-permanent employees</li> </ul>
<b>Short-term incentives<sup>1</sup></b>	<ul style="list-style-type: none"> <li>All permanent employees excluding Mining non-managerial underground employees participating in a production bonus plan</li> </ul>
<b>Long-term incentives<sup>1</sup></b>	<ul style="list-style-type: none"> <li>Executive and senior management, scarce and critical skills meeting eligibility criteria</li> </ul>

### FREQUENCY OF PAYMENT/SETTLEMENT

<b>Fixed pay</b>	<ul style="list-style-type: none"> <li>Monthly/bi-weekly (United States only)</li> <li>Annual increase effective 1 July or 1 October</li> </ul>
<b>Short-term incentives<sup>1</sup></b>	<ul style="list-style-type: none"> <li>Annually in September if approved for payment</li> </ul>
<b>Long-term incentives<sup>1</sup></b>	<ul style="list-style-type: none"> <li>GEC LTI awards: <ul style="list-style-type: none"> <li>– performance shares (70% of total award) <ul style="list-style-type: none"> <li>– 50% after three years</li> <li>– 50% after an additional two years</li> </ul> </li> <li>– restricted shares (30% of total award) <ul style="list-style-type: none"> <li>– 100% after five years</li> </ul> </li> </ul> </li> </ul> <p>Dividend equivalents in LTIs are awarded based on the vesting percentage at the vesting date(s). For other participants, the vesting periods vary between three and five years.</p>

### MINIMUM SHAREHOLDING REQUIREMENT (MSR) % OF ANNUAL PENSIONABLE REMUNERATION AT TIME OF APPOINTMENT

- President and CEO: 300%
- Group Chief Financial Officer: 200%
- Other Executive Directors and Prescribed Officers: 100%
- Vested LTIs to be retained (after settlement of taxes), and not sold, until the MSR is met
- 18-month post-ceSSION shareholding requirements are in place

### REMUNERATION OUTCOMES ➔ FY24

The following table provides a snapshot of the outcomes of pay decisions which were taken by the Committee:

### PAY OUTCOMES ➔ FY24

<b>Fixed pay</b>	<p><b>Employees not included in collective bargaining units</b></p> <ul style="list-style-type: none"> <li>Annual salary increases granted were typically aligned with inflation (October 2023) SA: 6%; US: 3,6%, Germany: 4%</li> </ul> <p><b>Employees covered by collective bargaining/co-determination agreements</b></p> <ul style="list-style-type: none"> <li>Increases in most jurisdictions are determined under multi-year agreements which either come to an end in FY24 or in FY25 SA: average 6,5%; US: 2,75%, Germany: 3,25% + €1 500; implementation dates vary according to agreements</li> </ul>
<b>Short-term incentives<sup>1</sup></b>	<ul style="list-style-type: none"> <li>STI calculated in terms of TGP/Base salary x target% x Group STI% x IPF%. The following percentage reflect the Group STI%: <ul style="list-style-type: none"> <li>GEC 38,81%</li> <li>Rest of participants between 42,81% and 48,81% depending on role category and entity in which employed</li> </ul> </li> </ul>
<b>Long-term incentives<sup>1</sup></b>	<ul style="list-style-type: none"> <li>LTIs granted in FY22, subject to corporate performance targets (CPTs) will vest for the GEC at 83,64% in FY25 calculated over the performance period 1 July 2021 – 30 June 2024</li> </ul>

<sup>1</sup> Malus and Clawback Policy and Executive Compensation Recovery Policy apply to all variable pay awards.



## PART II: REMUNERATION COMMITTEE CHAIRMAN'S BACKGROUND STATEMENT



**“The Committee takes seriously its responsibility to ensure that all employees are fairly and appropriately rewarded, balancing this with the need to deliver shareholder value.”**

Mpho Nkeli ➤ Chairman of Remuneration Committee

### KEY MESSAGES

- Alignment of reward outcomes with Company performance.
- Continuously improve the line of sight with the variable pay plan targets.
- We have a Zero Harm policy. The fatality penalty is now more broadly incorporated into our short-term incentive plan calculations.
- Vertical pay gaps for South Africa will be disclosed as required.
- We value stakeholder inclusivity and collaborate broadly.
- The appointment of the new GEC members strengthens our executive leadership and our ability to create value for our stakeholders.

### Dear stakeholders

#### An overview

Every year when deciding rewards for our people, the Committee reviews the performance of the Group against various financial and non-financial targets which align with our key priorities,

considering the context within which this was delivered and those factors that fall both within and outside management's control.

The Committee works to ensure that management delivers on the objectives set by our Board over the short and long term.

#### Engaging with shareholders

At our FY23 AGM in January 2024, support for the policy reduced to 84,67% compared to 92,92% in 2022. There was also a decline in shareholder support for the Remuneration Implementation Report, with 89,42% of votes in support of the non-binding advisory resolution, compared to 94,89% in 2022.

The outcomes against the two advisory votes still show that the vast majority of shareholders believe that our approach to remuneration and the interests of our shareholders are aligned.

However, as part of our approach to stakeholder inclusivity, and to obtain greater insights into reasons for not supporting the policy and the report, we again engaged with shareholders representing 40% of Sasol shares. We always appreciate the candid feedback which is duly considered by management and the Committee and helps shape our decisions.

Summarised thematic feedback where some shareholders do not agree with our policy, as well as the Committee's responses include:

Thematic feedback	Committee's responses
Improved alignment between the non-financial incentive plan targets and the strategic priorities	Management is currently reviewing Sasol's strategy in the lead up to the FY25 Capital Markets Day which will be considered in the FY26 target setting process.
Disclosure of actual pay gaps	The Committee approved the disclosure of pay gaps in this report.
The use of an actual free cash flow target as opposed to the free cash flow/turnover ratio is preferred	Free cash flow (FCF) is heavily influenced by macro economic factors outside of management's control. By using FCF as a ratio to turnover, to be improved steadily over the historic ratios, the impact of macros on these results, is neutralised and management is incentivised to convert turnover into cash.
The individual performance factor (IPF) range of 0%-150% used as a multiplier in the STI calculation, can result in a pay-out much better than the group's final STI result	We have held the view that the IPF range can result in a much lower or higher score; and as it has to balance out an average of 100% across a cohort of employees, it prevents overspending on the incentive pool which is created under the group scorecard. However, we will be reviewing this formula in FY25.
Corporate performance targets used in the LTI plan to be more stretched and focused on rewarding improved operational performance	For FY25, we reduced the weighting associated with the ROIC target, and introduced a net debt reduction target (through sustainably improved operational performance).



## PART II: REMUNERATION COMMITTEE CHAIRMAN'S BACKGROUND STATEMENT continued



Thematic feedback	Committee's responses
The use of restricted shares not accepted by some	<p>Sasol's LTI plan has been designed as a mechanism to attract and retain employees in senior management and more senior levels across the world, in addition to creating alignment with shareholders and rewarding executives for driving performance. Restricted shares used in combination with performance shares is standard practice in the US and increasingly common in other countries where we compete for talent. The cliff edge vesting period of five years for these shares, is more stringent than the typical cliff edge vesting period of three or annual vesting over a four year period. At the time when we introduced restricted shares, we reduced the target LTI award for the CEO from 200% of base salary/TGP to 150% and for the CFO from 150% of base salary/GP to 125% to compensate for the reduced risk associated with performance shares. Therefore, the Committee believes that on balance, the combination of restricted and performance shares meets the objectives to drive performance, align the interests of management and shareholders, be competitive across the globe and retain our key talent over a long period.</p>
In general, we were pleased to hear that shareholders appreciated our regular engagements, detailed disclosures, balanced scorecard approach in the assessment of performance and the five year vesting period on a substantial portion of our long-term incentives combined with the implementation of the post-termination vesting holding requirements.	<p>Among these was the simplification of programmes focused on improving safe behaviours and culture. We extended the application of the penalty in the STI plan for fatalities to all employees, rather than just the Group leadership and employees in the business in which a fatality occurred.</p> <p>We acknowledge that the changes in leadership and the executive structure announced in the year – like with any transition at the top of an organisation – had the potential to cause uncertainty or excitement among employees. This required careful oversight, as well as renewed focus on ensuring an attractive employee value proposition, to mitigate retention risks.</p>
<b>The year under review</b>	

### Prioritising our people

In FY24 the Committee gave its priority attention to overall people initiatives, and to remuneration practices to both ensure the safety and wellbeing of Sasol's people and to developing and retaining the skills to deliver Future Sasol.

Amid global cost-of-living increases, with the associated pressure on disposable income, and high rates of unemployment in South Africa, the Committee also concerned itself with the support programmes in place at Sasol to aid our employees from an emotional and financial wellbeing perspective.

We continued to monitor internal pay ratios. In addition to the analysis of vertical pay gaps, the Committee also reviews horizontal pay gaps on a race and gender segmented basis on data in South Africa, the USA, Germany and Italy. The analysis, consistent with prior years, shows that there is no evidence of systemic pay discrimination based on race or gender and that where there are pay gaps, these are mainly attributed to experience. Horizontal pay gaps for our South African employees are disclosed in this report.

### The Group Executive Committee

In line with our new operating model, a number of changes to the GEC were announced in the year.

For more detail refer to page 23.

With every appointment and departure, the Committee deeply deliberates remuneration packages ensuring consistency, fairness and equity. Benchmark data is consulted and market adjustments which could result in significant increases to salaries, especially when executives are promoted to more senior roles, were approved by the Committee when considered appropriate.

### Key Remuneration Outcomes

#### Fixed pay

In the year, global inflation trended lower, and increases awarded to Sasol employees were adjusted accordingly. For employees covered by collective bargaining agreements, the Committee approved increase budgets that were typically higher than inflation and, in all cases, the collective agreements ended within the approved budgets. We value our relationships with our labour partners and their role in promoting the interests of their members, our employees.



## PART II: REMUNERATION COMMITTEE CHAIRMAN'S BACKGROUND STATEMENT continued

### Results

#### Short-term incentives

In FY24 the reward outcomes based on the Group's STI plan were in line with Sasol's overall performance, with a total score for the GEC of 38,81% of the maximum opportunity of 150% on the Group STI scorecard.

 Details are disclosed in the Remuneration Implementation Report.

In line with our policy, outcomes in excess of 100% in respect of our non-financial targets, were moderated down to 100% as the financial targets collectively, were not achieved which reduced the outcome by 10,21 percentage points.

The Remuneration Policy allows for the CEO to recommend a modification to the final scores on the STI scorecard based on a review of the extent to which a business unit or function has detracted or contributed to the Group performance. This range is between 80% and 120%. The Committee approved the CEO's recommendation of an 80% modifier. The same modifier was applied to the GEC STI score.

Following five tragic fatalities in the year, a 15% penalty was applied to the STI score for the GEC; additionally, all employees' STI scores had been reduced through the application of a penalty of between 5% and 13% which was dependent on seniority, and the business unit where they are employed.

Individual performance was assessed against a balanced scorecard, in the range of 0-150%, which is a final multiplier in the STI calculation. For members of the GEC, the individual performance factors (IPFs) approved on the basis of their individual performance agreements were in the range of 90% and 110%.

The Committee believes that these STI outcomes which for the GEC, after all modifiers, reduced the outcome by 38%, are a fair representation of the results achieved. While significantly below target, we still wanted to give recognition to our employees for performance outcomes achieved.

#### Long-term incentives

For LTI participants, subject to service criteria also being met, LTIs granted in FY22 will vest in FY25 at 83,64% to the GEC.

One of the metrics in the FY22 LTI performance targets was Sasol's inclusion in the Dow Jones Sustainability Index (DJSI). Top-ranking businesses from a range of industries are acknowledged as leaders in their respective sectors and are listed in the DJSI based on their total sustainability performance. The November 2023 DJSI score was 67, a substantial improvement in our Sasol's DJSI ratings compared to prior years and also saw Sasol being included in the 2024 S & P Global Sustainability Yearbook. Inclusion in the Yearbook bears testament to the Company's commitment to sustainability, and the transparent communication of our progress.

#### MSR

To incentivise performance that is aligned to shareholders' interests, Sasol has in-service Minimum Shareholding Requirements (MSRs) for Executive Directors and Prescribed Officers, as well as an 18-month post-termination MSR for members of the GEC. Good progress continued to be made in this regard in the year for GEC members who have been in their portfolios for a few years. Messrs Kahla, Griffith and Ms Mokoena met their MSR targets during the course of the year. Similar MSR targets were set for the newly appointed GEC members and will be closely monitored.

#### Board fees

As approved at the 2023 AGM, fees for non-Executive Directors (NEDs) were adjusted in line with US inflation in January 2024.

#### Independent Advisor

Mr David Tuch, Managing Director at Alvarez & Marsal Taxand UK LLP (A&M), continued to act as an Independent External Advisor to the Committee in FY24. A&M provided information on global

reward trends as well as market insights into discussions on executive reward matters. The Committee is satisfied with A&M's independence.

#### Looking forward

As the current STI design relates to a lesser extent to employees from first level supervisor to more operational roles, the Committee approved the introduction of a pilot incentive plan for the four lowest levels in our organisation. This two-tier approach will be piloted in South Africa in FY25 and will replace between 40% and 70% of the target incentive that previously would have been earned under the Group scorecard. The balance of the target incentive will still be linked to performance against the targets included in the Group scorecard.

The design is simple, easier to track and communicate but will still only be made available for payment after the end of the financial year.

Under the leadership of a new President and CEO, Sasol is embarking on a journey to evaluate the current strategy to be presented at the FY25 Capital Markets Day. The Committee extensively debated the incentive targets for FY25, considering that the strategy is under review, but ensuring a continuous focus on the most important key priorities of ensuring safe sustainable operations, managing costs, delivering free cash flow, reducing the net US\$ debt and continued focus on reducing our carbon footprint. The STI scorecard has fewer metrics to ensure the right focus. We want to ensure that these targets drive focused delivery against realistic targets set in the context of our current environment, and contribute to an attractive employee value proposition enabling the attracting and retention of the employees we need to be successful.

For FY25 annual increases effective 1 October 2024, we have considered the Group's cash flow situation and approved annual increases of not more than 70% of CPI for employees outside of collective bargaining structures.



### Appreciation

The voting outcomes at the latest AGM regarding remuneration at Sasol indicated that a substantial majority of our shareholders are satisfied with the work of the Committee. We do not take this endorsement for granted and remain committed to ensuring that Sasol's Remuneration Policy and the implementation thereof is fair and responsible; supports the delivery of the Group's strategy; addresses Material Matters; and creates and preserves value for our stakeholders.

On behalf of the Committee, I thank all Sasol's employees for their hard work and commitment in a volatile macro context. I would like to note Sasol's appreciation to shareholders for their continued constructive engagement and look forward to their endorsement of the resolutions on our Remuneration Policy and Remuneration Implementation Report at the 2024 AGM.

After seven years on the Board at Sasol, I will be stepping down on 31 August 2024 and will hand over the chairmanship of this Committee on 1 September 2024 to Tim Cumming, who joined the Board as a non-Executive director on 1 June 2024.

I would like to extend my personal thanks to all members of the Committee, to management, and to our shareholders, for their support over the years and wish them well in the period ahead. I know I leave you in good hands.

**Mpho Nkeli**  
Chairman of Remuneration Committee

19 August 2024

## PART III: SECTION A – EXECUTIVE REMUNERATION POLICY (INCLUDING NEDs)

### Overview of remuneration elements

Here we provide a comprehensive report on Remuneration Policy elements applicable to our Executive Directors and Prescribed Officers:

#### REMUNERATION – SECTION A

		EXECUTIVE REMUNERATION	NEDs
<b>Fixed Pay:</b>	<b>Policy</b> Base salary or total guaranteed package (TGP) depending on location. TGP includes the base salary and the cost of all employer contributions to approved benefit funds. Broad pay bands are set with reference to location and sector median benchmarks that reflect the complexity, scope and scale of our business to ensure that we attract and retain the employees required to drive the Group's strategic objectives. The Committee approves the cost of annual increases after considering market and economic data as well as affordability. Individual increases are approved by the Committee or the Board considering the approved benchmarks, tenure and performance.	<b>Application</b> In jurisdictions outside of South Africa, Executive Directors and Prescribed Officers receive a base salary; in South Africa, they receive a TGP. Salaries are paid monthly to all employees except for those in the United States who receive bi-weekly payments. German employees receive a thirteenth cheque. Employees who are promoted are considered for salary adjustments as justified. Market adjustments are considered for purposes of internal equity and external competitiveness. Annual salary increases are applicable effective 1 October.	NEDs are paid a fixed annual fee in respect of their Board membership and supplementary fees for Committee membership or Chairmanship. The annual fee is divided by four and a quarterly fee is paid at the end of every Board cycle regardless of the number of meetings held in that quarter. For NEDs not appointed for the full quarter, a pro rata calculation is made. VAT is excluded from approved fees and paid on top of as and when required.
<b>Benefits and Allowances</b>	Benefits include, but are not limited to, membership of a retirement plan, healthcare, and risk cover which in some cases are partly subsidised by the Company. <ul style="list-style-type: none"> <li>Informed by market practice, Executives can structure a car allowance from their TGP, receive a car allowance or a dedicated Company-owned vehicle may be provided.</li> <li>A Company pool vehicle and chauffeur service is available.</li> <li>Sasol-owned/leased accommodation may be utilised for business and private use.</li> <li>Security risk assessments and provisions are available.</li> <li>Additional benefits and allowances are offered to employees on expatriate assignments.</li> </ul>	Benefits are offered for retirement, for reasons of sickness, disability, or death. Beneficiaries of employees who pass away while in service receive an additional insurance payout. The quantum depends on the retirement plan selected. Car allowances and Company cars are taxed in accordance with the relevant jurisdiction requirements. Private use of benefits are taxed accordingly.	NEDs are eligible to receive a reimbursement of actual travel expenses incurred per Board cycle.
<b>VARIABLE PAY</b>			
<b>STI</b>	<b>Policy</b> We apply a single STI structure based on a Group scorecard. The detailed targets in the Group scorecard are approved at the August Committee meeting for the new financial year, ensuring alignment with the strategic priorities. The Committee can exercise discretion to vary incentive outcomes as deemed appropriate considering the Group's performance. Targets, metrics and weightings are disclosed in the Implementation Report and reviewed annually. The Committee supports a ratio of 70% towards financial targets and 30% towards non-financial targets, as appropriate to support our integrated strategy. If financial targets are not achieved, the outcome against non-financial targets in excess of 100% is moderated back to 100%. Target incentive percentages are aligned with the market median. The Group Scorecard is designed to evaluate outcomes in terms of the threshold (0%); target (100%) and stretch (150%). Where appropriate, a straight-line between these points determines the required performance levels for progressive outcomes. The Malus and Clawback Policy as well as the Sasol Executive Compensation Recovery Policy (SEC s10(d)) is applicable in respect of variable pay.	<b>Application</b> Every quarter, the Committee reviews year-to-date performance against the Group STI. Individual scorecards, which are based on well-defined objectives, cover specific projects or strategic focus areas which are not included in the Group STI scorecard. The fatality penalty of three percentage points per fatality is deducted from the final STI percentage to a maximum of 20%. Individual performance is assessed against strategic priorities which are cascaded from the group strategy, and is assessed on a scale of 0%–150%. An average IPF across the GEC and GEC1 cohorts, may only exceed 100% if approved by the Committee. The Committee approves the final Group STI outcomes in the August meeting after the end of the financial year, also considering affordability and overall organisational performance. The Committee applies their discretion in terms of the final score. Approved pay-outs are processed with the September salary. The absolute maximum of pay-outs is calculated at TGP/Base salary x Target% x Group Score (0–150%) x IPF (0–150%). This formulae will be reviewed by the Committee in FY25.	NEDs are not eligible to participate in the STI Plan.

STI performance outcomes for FY24 are set out on page 148.

## PART III: SECTION A – EXECUTIVE REMUNERATION POLICY (INCLUDING NEDs) continued

### REMUNERATION – SECTION A continued

		EXECUTIVE REMUNERATION	NEDS
LTI	<p><b>Policy</b></p> <p>Equity- or cash-settled awards are granted annually, on appointment and/or upon promotion, where the underlying value is tied to the market value of a Sasol ordinary share for Southern African participants or an American Depository Receipt (ADR) for international participants, subject to vesting conditions.</p> <p>Annual awards are made with reference to a percentage of fixed pay, the employee's performance over the preceding year, and the organisation's requirement for skills retention.</p> <p>Vesting of awards is subject to the achievement of Corporate Performance Targets (CPTs) and/or service criteria.</p> <p>A split vesting period of three and five years applies to performance shares. The balance of the annual award is granted in the form of restricted shares with a cliff vesting period of five years.</p>	<p><b>Application</b></p> <p>LTI form an important part of our reward mix. Target awards as well as the annual corporate performance targets are reviewed annually to ensure ongoing market competitiveness as well as alignment to strategic priorities over the medium to long term. The maximum pay-out under LTIs is calculated at: No. of LTIs x CPT% (0%–200%) x share price at the time of vesting.</p> <p>The Committee considers the potential impact of windfall gains/ windfall losses at the vesting date.</p> <p>Employees leaving Sasol's service for reasons of dismissal, resignation or mutually agreed separation will forfeit outstanding LTI awards. Good leavers, referring to service termination for reasons of retirement, retrenchment, ill-health retain outstanding awards but vesting conditions remain in place.</p>	NEDs are not eligible to participate in the LTI Plan.
MSR	<p><b>Policy</b></p> <p>The use of restricted shares supports the achievement of MSRs as well as improved alignment with shareholders' interests over the long term. Targets, metrics and weightings are disclosed in the Implementation Report and are reviewed annually for new awards.</p>	<p><b>Application</b></p> <p>MSRs are applicable to all Executive Directors and Prescribed Officers and are stated as a percentage of annual pensionable salary on the appointment date, or as reviewed thereafter:</p> <ul style="list-style-type: none"> <li>• President and CEO: 300%</li> <li>• Group Chief Financial Officer: 200%</li> <li>• Other Executive Directors and Prescribed Officers: 100%</li> </ul> <p>Participants may sell or retain the vested shares once vesting conditions and MSRs have been met.</p> <p>The MSRs are linked to post-cessation holding requirements for a period of 18 months post the service termination date.</p>	

## PART III: SECTION A – EXECUTIVE REMUNERATION POLICY (INCLUDING NEDs) continued

### REMUNERATION – SECTION A continued

#### EXECUTIVE REMUNERATION

<b>Clawback and Malus</b>	<p>The Clawback and Malus policy applies to all awards made under the short-term and long-term incentive plans (award), to employees in Senior and Executive management positions (participants). Company refers to the Sasol Group of Companies.</p>	
	<p><b>Clawback Policy</b> This policy refers to the recoupment, during a period of up to three years after the payment/settlement of an award, from a current or former recipient of the award.</p> <p>Trigger events for the Clawback policy include:</p> <ul style="list-style-type: none"> <li>• the discovery of a Material misstatement resulting in an adjustment to the Company's audited accounts;</li> <li>• the discovery that any information or the assessment of any performance condition(s) used to determine an award was based on erroneous, inaccurate, or misleading information, and lead to a Material error in the calculation of an award;</li> <li>• any act of or omission by the participant which has directly or indirectly contributed to any inaccuracy, error, or misleading information referred to in the paragraphs immediately above;</li> <li>• the discovery of an event that occurred prior to award, vesting, or accrual that has led to the censure of the Company by a regulatory authority or has had a Materially detrimental impact on the reputation of the Company, which event was caused by or ought reasonably to have been prevented by the participant;</li> <li>• the discovery of an event that occurred prior to award, vesting, or accrual that amounted to a Material failure or error in risk management or financial management (which event was caused by or ought reasonably to have been prevented by the participant); and/or</li> <li>• the discovery of conduct that occurred prior to award, vesting, or accrual which, in the reasonable opinion of the Committee, amounts to gross misconduct by the participant.</li> </ul> <p>In addition, the Committee approved the Recovery of Erroneously Awarded Compensation Policy (Recovery Policy) which applies to Executive Directors and Prescribed Officers (Executive Officers). Where the Company is required to prepare a Restatement due to material noncompliance with any financial reporting requirements, the provisions of the Recovery Policy will govern the recovery of erroneously awarded compensation from Executive Officers. Where the provisions of the Recovery Policy are not triggered, the provisions of the Clawback and Malus Policy will apply.</p> <p>The detailed policies are available on our website.</p>	<p><b>Malus Policy</b> This policy refers to the reduction and forfeiture in full or in part of an award before the relevant vesting date or accrual date.</p> <p>The Committee may exercise its discretion to determine that an award is subject to Malus as a result of one or more of the following Trigger events, having been identified before the vesting or accrual of an award:</p> <ul style="list-style-type: none"> <li>• the Company financial statements having been Materially restated (other than a restatement due to an appropriate change in accounting policy or to rectify a minor error);</li> <li>• the discovery that any information or the assessment of any performance or other condition(s) used to determine an award was based on erroneous, inaccurate, or misleading information, and led to a Material error in the calculation of an award;</li> <li>• the Company having suffered a Material downturn in its financial performance;</li> <li>• the Company at any time suffered a Material failure or error in risk management or financial management, (which failure or error was caused by or ought reasonably to have been prevented by the participant);</li> <li>• the Company having been censured by a regulatory authority, which censure was caused by or ought reasonably to have been prevented by the participant;</li> <li>• the Company suffered Material harm to its good name and reputation, which harm was caused by or ought reasonably to have been prevented by the participant;</li> <li>• the participant having deliberately misled the Company on the financial performance or position of the Company;</li> <li>• the participant's actions having amounted to misconduct or poor work performance that did not result in a termination of employment; and/or</li> <li>• any other matter which, in the reasonable opinion of the Committee, is required to be considered to comply with prevailing legal and/or regulatory requirements.</li> </ul>
<b>Employee Wellbeing</b>	<p>Employee wellbeing services and programmes are available to all employees, executives and NEDs.</p>	

## PART III: SECTION A – EXECUTIVE REMUNERATION POLICY (INCLUDING NEDs) continued

### Regulatory compliance

#### Our reporting complies with the:

- The Johannesburg Stock Exchange (JSE) Listings Requirements;
- Requirements of the United States Securities and Exchange Commission (SEC) for foreign private issuers;
- South African Companies Act and other relevant statutory requirements;
- Principles and recommended practices of King IV™.

### Remuneration Committee Risk and Governance

Sasol conforms to all applicable statutes and remuneration governance codes in the different jurisdictions where it conducts business.

The Committee is appointed by the Board to assist in ensuring that the Group pays its employees in a fair, responsible, and transparent manner by putting in place affordable, competitive, and equitable reward systems that encourage the accomplishment of strategic goals and favourable results over the short, medium and long term.

www The Committee's Terms of Reference and the Group Remuneration Policy are available on our website [www.sasol.com](http://www.sasol.com)

Following careful evaluation of performance in relation to the pre-approved targets that were established for the performance period, all incentive pay-outs, and the vesting of performance LTIs are authorised. Salary increases are approved individually by the Committee for Prescribed Officers and by the Board for Executive Directors and the Company Secretary.

The President and CEO; EVP: Human Resources and Corporate Affairs; the Group CFO; the EVP: Commercial and Legal and SVP: Group Reward and Human Capital Solutions attend Committee meetings or parts thereof, by invitation.

Members of management are recused from meetings when matters impacting their own remuneration are discussed. In all meetings, the Committee discusses and confirms all decisions taken without management present.

The Committee ensures effective risk management oversight in relation to material remuneration risks within its scope and will exercise its discretion within the Group's overall risk framework. The following processes mitigate against unintended outcomes and risks:

- The policy is transparent and made available to all stakeholders.
- All executive reward policy exceptions are approved by the Committee or the Board, as appropriate.
- Incentive plan design principles and targets as well as the reward mix are reviewed annually.
- The vesting of LTI Plans is subject to performance and/or time-based criteria and awards are never backdated.
- Executives do not approve their own benefits or remuneration and are recused from all discussions relating to their own remuneration.
- The maximum incentive awards, based on performance outcomes, are capped by a pre-approved formula.
- The Committee retains discretion to alter any reward outcome if this is considered to be in the best interests of the Company.
- MSRs and post-cessation shareholding requirements are implemented for Executive Directors and Prescribed Officers.
- A comprehensive Malus and Clawback Policy as well as an Executive Compensation Recovery Policy apply.
- The Committee considers reward-related risks on a quarterly basis which includes a five-year forecast reward heat map.



## PART III: SECTION A – EXECUTIVE REMUNERATION POLICY (INCLUDING NEDs) continued

### The use and application of remuneration benchmarks

One of the Committee's key tasks is to preserve the relevance, integrity, and consistency of benchmarking. Management also consults survey reports from various large remuneration firms. In addition to survey data, we use benchmark data from the approved peer group to develop pay bands and incentive target percentages as well as for the comparison of employee benefits.

The peer group includes a balanced combination of companies that have a primary listing on the JSE Ltd and international chemicals and energy companies, and includes those with a broadly similar geographic footprint and/or product suite and/or size. For the calculation of the executive paylines in South Africa, Germany and the US, a cost-of-living factor between these countries and the countries where the data originates from, is applied.

The following peer group was used for purposes of Executive and NED remuneration benchmarking.

JSE primary listed companies	Chemicals companies	Energy companies
Anglo American Platinum	Albemarle Corp	Continental Resources
AngloGold Ashanti	Covestro AG	Devon Energy Corporation
Gold Fields	Eastman Chemicals Co	Hess Corporation
Impala Platinum Holdings	Evonik Industries AG	Imperial Oil
MTN Group	Lanxess AG	Origin Energy
Sibanye Stillwater	Solvay SA	Repsol

Effective 1 July 2021, the Committee considered and approved a separate peer group to be used for the relative total shareholder return (rTSR) measurement in our LTI awards. Some larger competitors (not included for benchmarking purposes) were also included. No changes were made to the peer group for FY24.

JSE primary listed companies	Chemicals companies	Energy companies
AECI	BASF	Continental Resources
Anglo American Platinum	Dow Chemicals	Devon Energy
AngloGold Ashanti	Eastman Chemicals Co	Hess Corporation
Glencore	Lanxess AG	Imperial Oil
MTN Group	Lyondell Basel	Origin Energy
Sibanye Stillwater	Solvay SA	Repsol

These peer groups will be reviewed in FY25. The Committee does not consider changes in the peer group as a material policy change.



### Special retention awards and sign-on or buy-out awards

The Sign-on (Buy-Out) and Retention Policy may be used in the recruitment and retention of candidates as part compensation for variable pay awards forfeited with the previous employer due to the resignation, or for retention purposes.

Retention shares may be granted under the LTI Plan, as approved by the Committee or the Board.

In all cases, retention, buy-out or sign-on awards are subject to work-back periods. In cases where the work-back period is not completed, LTIs are forfeited, and cash awards must be repaid.

### Executive service contracts

- Members of the GEC have permanent employment contracts with notice periods of three to six months.
- The contracts provide for salary and benefits as well as participation in incentive plans based on Group, Business and individual performance as approved by the Board.
- EVPs who are members of the South African Sasol Pension Fund are required to retire from the Group and as Directors from the Board at the age of 60, unless they are requested by the Board to extend their term.
- Perquisites offered to the members of the GEC are disclosed in the Remuneration Implementation Report.

## PART III: SECTION A – EXECUTIVE REMUNERATION POLICY (INCLUDING NEDs) continued



### Termination arrangements applicable to Group Executive Committee (GEC)

Remuneration Policy component	Voluntary termination ie, resignation	Involuntary termination ie, retrenchment, redundancy, retirement or other reasons included under the definition of 'good leaver' as stipulated in the Sasol LTI Plan
<b>Base salary</b>	Payable up to the last day of service including the notice period either in exchange for service or in lieu of the notice period.	Payable up to the last day of service including a three-to-six-month notice period.
<b>Health insurance</b>	Benefit continues up to the last day of service.	Benefit continues up to the last day of service; SA employees who qualify for the post-retirement subsidy continue to receive the employer's contribution post-retirement.
<b>Retirement and risk plans</b>	Employer contributions are paid up to the last day of service. In most countries, the employee is entitled to the full value of the investment fund credit and any returns thereon; alternatively benefits under (now closed) Defined Benefit Funds in our European operations.	
<b>Severance payments</b>	Subject to Committee or Board approval, an <i>ex gratia</i> separation package may be agreed upon which shall not exceed a 12 month total package.	A severance package equal to three weeks' salary per completed year of service is offered which may be increased for voluntary retrenchments at the Committee's discretion.
<b>STI</b>	If the Executive resigns on or after 30 June there is an entitlement for consideration of the STI which may have been approved for the previous financial year, subject to the achievement of performance targets.	A pro rata incentive may be considered for the period in service during the financial year subject to the meeting of performance targets and only if approved for the rest of employees.
<b>LTI</b>	All unvested LTIs are forfeited.	All vesting conditions remain unchanged.

The Remuneration Committee, considering the interests of shareholders and the Company, retains the discretion to make decisions which align with the remuneration philosophy.

### Chairman and NED remuneration

NEDs are appointed to the Sasol Limited Board based on their competencies as well as insight and experience appropriate to assist the Group in setting the long-term strategy, providing independent oversight in respect of performance against Group top priorities and holding Executives accountable to deliver business results over the short, medium and long term. Consequently, fees are set at levels to attract and retain the calibre of NEDs necessary to contribute to a highly effective board of a complex, multi-dimensional and multinational organisation.

NEDs do not receive STIs and do not participate in LTI Plans. No arrangement exists for compensation in respect of loss of office.

From a fairness and equality perspective, all NED fees are set in US\$; however, for NEDs living outside of Europe, the UK, or North America, a downward cost-of-living factor is applied. The exchange rate to the NED's home country is fixed for a period of time to smooth out volatilities in the amounts processed quarterly.

Any fee adjustments for the NEDs are considered by the Board and recommended to shareholders for approval.

## PART III: SECTION B – KEY PRINCIPLES FROM OUR REMUNERATION POLICY APPLICABLE TO THE WIDER WORKFORCE BELOW THE GEC

We herewith provide details of the key remuneration principles which apply to permanent and non-permanent employees below the GEC, to inform specifically the pay gap ratios disclosed in the Implementation Report.

### REMUNERATION – SECTION B

Sasol's job architecture follows a broad banded approach with seven broad bands (excluding enterprise leadership or the GEC).

Location specific, roles in the first three to five bands are covered by collective bargaining or co-determination agreements with our respective labour partners. Where possible, we prefer multi-year agreements, to support labour stability. These agreements include the minimum salaries, annual salary increases, in some cases allowances, benefits and incentives.

Employees have the opportunity to participate in approved health insurance, risk insurance and retirement funds. We consider our benefit structures important in the quantification of our total employee value proposition. The Committee reviews the status of all benefit funds annually. Specific benefits are in place for employees who lose their lives in the course of duty and Sasol aims to support these employees and their families as best as possible.

#### Group Leadership, Leadership, Senior and Middle management

Remuneration principles for roles in these bands, are aligned with those for our GEC, with the exception of a requirement for minimum shareholding requirements. The pay mix is reviewed annually, set as appropriate for each role category approved by the Committee.

Salaries are benchmarked through the use of reputable survey houses in each of our locations with reference to the market median. The annual increase costs are determined by considering the projected market movement, inflation, and affordability and approved by the Committee.

The Group STI scorecard is applied in the calculation of short-term incentives and approved by the Committee. Individual performance is a factor in the final STI calculation. Individual performance is assessed on a regular basis as part of our high performance culture and is a multiplier in the variable pay awards. The average IPF across different employee groups cannot exceed 100%.

At the discretion of the Committee, employees in these role categories are eligible for participation in our long-term incentive plans, subject to the meeting of performance and time based vesting conditions. Vesting periods vary from three to five years. Except in the case of death, there is no accelerated vesting on the long-term incentives. Scarce and critical skills, retention requirements, personal performance and competitive market positioning are considered when these awards are made.

The Malus and Clawback policy applies to all variable pay awards.

### SHARE PURCHASE PLAN

The Share Purchase Plan in South Africa is an important component of our employee value proposition. It was established as a vehicle to encourage long-term savings and a route to own Sasol share units. Monthly after tax payroll deductions fund the purchase of these share units which are matched by the employer subject to the rules of the plan, up to a maximum of R7 200 per annum. The tax on the matching units, is paid by the participant. For the cycle ending February 2024, there were 10 893 participants in the plan and the cost of the matched award was R70 981 677.

### Supervisory, Operational and General workers

Depending on the location and the type of role, permanent employees may be included in collective bargaining agreements.

All of our employees receive a market related base salary, are required to participate in our benefit structures, and receive allowances either in line with legislation, or sectoral determinations. Our Mining underground employees participate in a Mining productivity bonus plan and other employees participate in a short-term incentive plan.

Annually the Committee considers the entry level salaries paid to our employees to confirm that these meet our fair pay principles and align with the living wage benchmarks. In South Africa, Sasol's entry level salaries are higher than the minimum wage determined in the sectoral agreements.

Non-financial benefits differ for every location and do not form part of these agreements; nor are they disclosed or included in the disclosure of our lowest salaries.

Non-permanent employees receive a basic salary and may participate in some benefits but are not permitted to participate in our variable pay plans. These employees are typically employed under our Learnership and Graduate recruitment plans and, in some cases, to fill in for periods of prolonged absenteeism or increased requirement for manpower.

### Fatality Penalty

In FY24, the Committee approved that the fatality penalty, subject to codetermination agreements, is extended to all our employees. This means that there is a deduction of at least one percentage point from the final short-term incentive score for every fatality. Further differentiation is in terms of the level of the employee position, and the OME where the fatality occurred as indicated in the following table:

Level	Standard penalty deducted from the Group STI score	Additional penalty* applied to employees in the same entity where the fatality occurred
Group Leadership and Leadership	1%	+2%
Senior management	1%	+1,5%
Middle management and lower	1%	+1%

\* to a maximum of 20%

### EMPLOYEE WELLBEING

More details about our Wellbeing programme are included in the Sustainability Report. Depending on the requirement of each of our locations, bespoke wellbeing programmes are implemented to enhance the quality of life of our employees. In South Africa where we employ the largest workforce, the wellbeing plan covers financial, emotional, physical and legal wellbeing offers. The Employee Wellbeing programme is comprehensive and digitally enabled.

## PART IV: REMUNERATION IMPLEMENTATION REPORT

This section provides the Implementation Report which results from the decision taken by the Committee in terms of the policy. It sets out the relationship between Company performance and Executive Directors' and Prescribed Officers' remuneration outcomes as well as progress against the MSR.

The tables in this section provide information on all amounts received or receivable for the GEC for FY24 (including the President and CEO, Executive Directors and Prescribed Officers).

Pay gap disclosures are also provided.

### Remuneration Implementation Report Structure

Incentive Plan outcomes	<ul style="list-style-type: none"> <li>Group performance targets for STI awards and performance results.</li> <li>Performance vs. Corporate performance targets in respect of LTIs that are due to vest in FY25, as at the end of the performance period 30 June 2024.</li> </ul>
Executive Directors and Prescribed Officers (tabulated separately)	<ul style="list-style-type: none"> <li>Disclosure of remuneration and benefits paid or payable in terms of the Total Single Figure methodology. Included is an estimated value relating to the vesting of LTIs in FY25, in respect of the performance period ended 30 June 2024.</li> <li>Outstanding LTI holdings.</li> <li>Progress against MSR.</li> </ul>
Pay gap disclosure	<ul style="list-style-type: none"> <li>Disclosure of pay gaps for South Africa aligned with the requirements of section 30A of the Companies Amendment Act, 2024.</li> </ul>
NEDs	<ul style="list-style-type: none"> <li>Fees approved for and paid in FY24.</li> </ul>

### Key Remuneration Outcomes

Salary/TGP adjustments	Annual inflation aligned increases were approved for 1 October 2023, and in some cases, market or promotional adjustments were approved.
STI	Outcomes in respect of the Group scorecard as approved by the Committee for the GEC: 38,81% out of a target of 100% and a maximum opportunity of 150%
LTI:	for the performance period ending 30/6/2024 83,64% out of a target of 100% and a maximum opportunity of 200%

### Pay gap disclosures

Globally, there is an increased focus on pay gap reporting as many believe, as we do, that this will promote a fairer and more equal society.

In South Africa, historical inequalities have left a legacy of economic disparities based on factors such as race and gender. Pay gap disclosure is seen as a mechanism to ensure a dedicated focus on pay inequities within an organisation.

Over the past three years, the Committee has annually reviewed the internal pay gaps using the Group's adopted pay gap methodology which compares the median total target remuneration (TTR) of 10% of the highest Sasol earners per country with the median TTR of the lowest 10% Sasol earners per country. More recently, the methodology has compared the TTR of 5% of the highest Sasol earners per country with the median TTR of the lowest 5% Sasol earners per country. In addition, horizontal pay gaps by role category as defined by our organisational job architecture principles, by race and gender, have been analysed for all countries where we permanently employ more than 250 employees.

Target remuneration, in addition to actual remuneration, is used for year-on-year comparisons to also consider the influence of macroeconomic factors that impact on the STI and LTI outcomes. The Committee plays a pivotal role in driving efforts to disclose and address pay gaps within the Group. By monitoring, analysing, and recommending actions to promote pay equity, the Committee contributes to fostering a fair and inclusive workplace culture.

The pay gap disclosures that follow provide two sets of data, namely:

- Actual earnings in compliance with the Section 30B of the Companies Amendment Act, 2024; and
- Total target remuneration, in line with our policy, which we believe provides useful information to mitigate the fluctuations in business and market performance that impact the variable pay outcomes and provide a more stable analysis of year-on-year movements.

Additionally, the following data is included:

- Total remuneration of the lowest and highest paid employees;
- Average total remuneration of all employees;
- Median total remuneration of all employees; and
- The ratio between the total remuneration of the top 5% highest paid employees and the total remuneration of the bottom 5% lowest paid employees.

We are providing the pay disclosure data in terms of our interpretation of the requirements under the Companies Amendment Act, 2024. Additional data which we believe provides an improved perspective on the actual pay gaps, is indicated on [page 159](#).



## PART IV: REMUNERATION IMPLEMENTATION REPORT continued

### STI Plan outcomes

In the following table we provide the outcomes against the FY24 performance targets that were set for the Group STI Plan:

KPI – Key Performance Indicator FY23	Weighting FY24	Threshold Rating = 0%	Target Rating = 100%	Stretch Rating = 150%	Achievement	Actual Outcome	Moderated Outcome
<b>ESG (People) (20%)</b>	<b>Process Safety</b>	5%	20 – 19	18	≤16	Fires, Explosions and Releases amounted to 14	7,08% <b>5,00%</b>
	<b>Occupational Safety</b>	5%	13,11 – 11,39	11,40 – 9,68	≤9,69	Sasol achieved a high-severity injury rate (HSI) of 15,22	0,00% <b>0,00%</b>
	<b>Talent Risks</b>	5%	50%	70%	100%	95% of plan	7,50% <b>5,00%</b>
	<b>Gender Equity</b>	5%	Global review of succession plans, identification of talent risks including scarce and critical skills and development and delivery of capability development plans for these roles Increase female representation in supervisory and leadership positions through utilisation of opportunities			7,50%	<b>5,00%</b>
<b>ESG (Planet) (10%)</b>	<b>Advancing sustainability: Climate Change</b>	5%	0%	1%	1,5%	5,62% <b>5,00%</b>	
		5%	Energy efficiency improvement using 30 June 2023 as the basis for assessment In-house Quality Control and Assurance (QCA) framework for carbon offsets applicable to the Energy, Chemicals and ecoFT businesses implemented by 30 June 2024			1,124% <sup>3</sup> improvement Strengthen our climate change knowledge through collaborative education, training and knowledge sharing across the Group	7,50% <b>5,00%</b>
<b>Group Financials (Profit) (70%)</b>	<b>Sales volumes produced</b>	25%	Fuels (excl. imports) and Chemicals sales volumes from 5% below target to target	– FY24 Fuels sales volumes 52,0mm bbls (excl. imports) – FY24 Chemicals sales volumes 6 796kt	Fuels (excl. imports) and Chemicals sales volumes from target to 5% above target	Energy 2,2% below target Chemicals 7,2% below target Between target and stretch target	7,00% <b>7,00%</b>
	<b>Cash cost optimisation</b>	10%	CFC of <= R66,4bn	CFC = R64,4bn	CFC of <= R62,4bn	Between target and stretch target	12,76% <b>12,76%</b>
	<b>Capital Expenditure</b>	15%	FY24 first order capital expenditure <R25,5bn or >R34,5bn	FY24 first order capital expenditure = R26,5bn or R28,5bn	FY24 first order capital expenditure between R28,5bn and R31,5bn	Stretch target achieved	22,50% <b>22,50%</b>
	<b>Cash flow generation</b>	20%	3% below the targeted FY24 FCF/Turnover ratio = 15%	FY24 FCF/Turnover ratio = 18%	3% above the targeted FY24 FCF/Turnover ratio = 21%	Below threshold at 13,70%	0,00% <b>0,00%</b>
	<b>Total score<sup>1</sup></b>						<b>77,47% <b>67,26%</b></b>
<b>Discretionary modifier applied (80%)<sup>2</sup></b>							<b>53,81%</b>
<b>Fatality penalty</b>							<b>(15,00%)</b>
<b>Final Score (GEC)</b>							<b>38,81%</b>

#### Notes

<sup>1</sup> The STI Policy allows for the normalisation of performance outcomes for macroeconomic factors (Brent crude oil price, ZAR/\$ exchange rate), factors impacting performance outside of management's control (eg Eskom outages, extreme weather events, *force majeures*) and alignment of baselines or budgets with the impact of divestitures or acquisitions.

<sup>2</sup> Given the overall performance of the Group and affordability of an incentive payout, a further downward modifier of 80% was applied to the final STI outcome, before the fatality adjustment.

<sup>3</sup> This figure excludes Chemicals America.

Below threshold

Between threshold and target

Meeting or exceeding target

## PART IV: REMUNERATION IMPLEMENTATION REPORT continued

### STI Plan outcomes

#### Here we give the STI performance score as well as the discretionary modifier applied:

We scored above target, at stretch in all but one of the People measures on the Group scorecard. The one People measure which was not achieved was Occupational safety, viz. high-severity injury rate, the score being below the threshold.

For the Planet measures we scored slightly above target for energy efficiency and at stretch for the Climate change measure.

For the four Financial measures we scored below threshold for Cash flow generation, between threshold and target for Sales volumes produced and between target and stretch for Cash cost optimisation and Capital expenditure.

- The final outcome of the FY24 Group STI scorecard was 77,47%;
- After application of normalisation in respect of non-financial outcomes the score was reduced to 67,26%;
- The discretionary modifier applied was 80%, bringing the score to 53,81%; and
- The fatality penalty as per the approved policy was applied as indicated in the table below:

#### The following fatality penalties were applied for FY24:

Role Categories	Standard Penalty	Chemicals	Mining <sup>1</sup>	Energy <sup>2</sup>	Corporate Centre
Group Executive Committee	15%	15%	15%	15%	15%
Leadership	5%	5%	11%	7%	5%
Senior management	5%	5%	9,5%	6,5%	5%
Supervisory and Operations <sup>3</sup>	5%	5%	8%	6%	5%

#### Notes:

<sup>1</sup> There were three fatalities in Sasol Mining.

<sup>2</sup> There was one fatality attributed to ROAS and one to Secunda Operations. The SHE Accountabilities team allocate the fatality penalties to the respective OME that was in control of the specific work conducted, which is not necessarily where the fatality occurred.

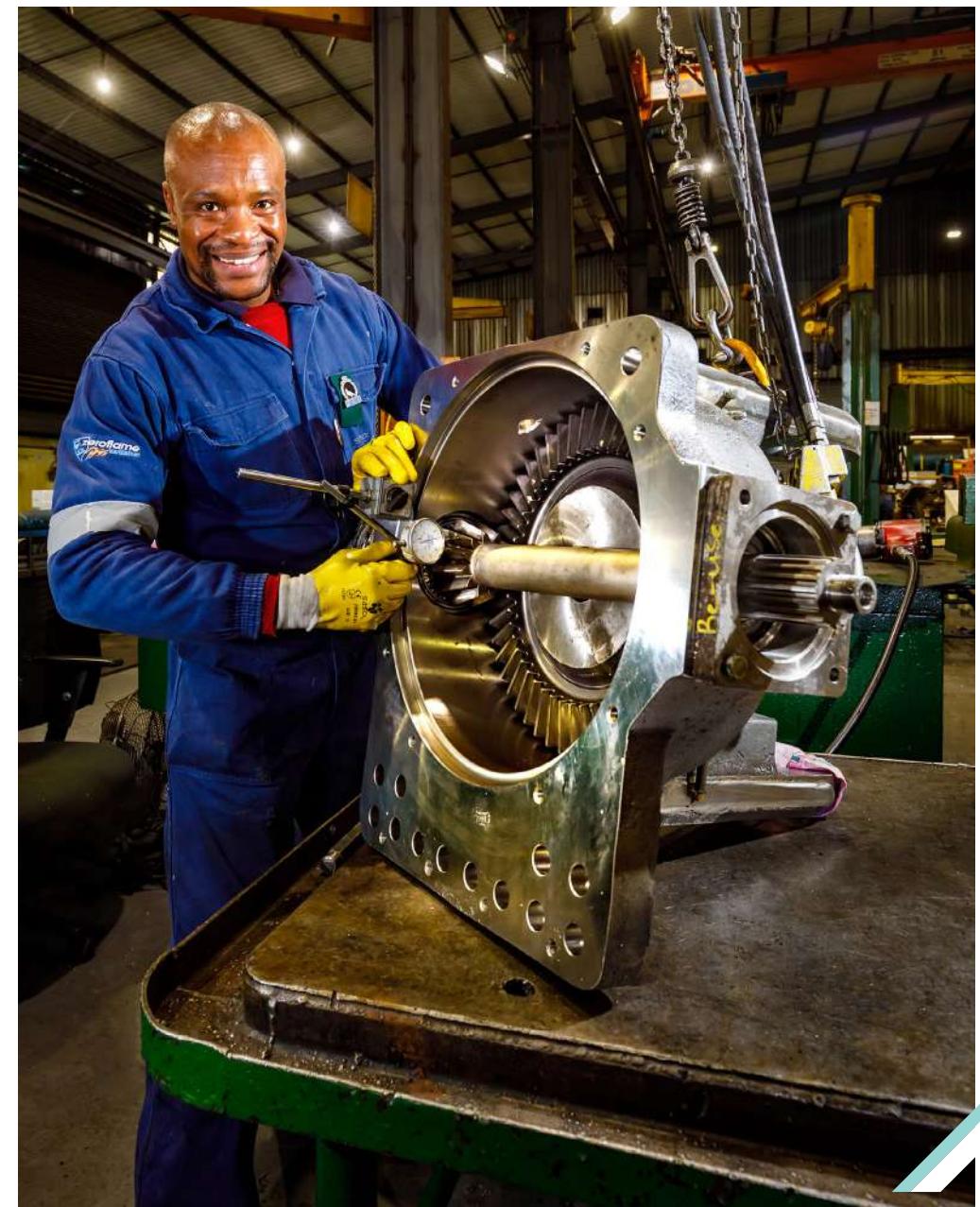
<sup>3</sup> The applicability of the fatality penalty is subject to co-determination agreements.

#### This resulted in the following final STI scores:

GEC: 38,81%

All other STI participants: between 42,81% and 48,81% depending on role category and entity employed.

The individual performance factor was determined based on the assessment of performance outcomes against the agreed performance contract whereas 100% refer to all objectives having been met. For the GEC, the IPF ranged between 90% and 110%.



## PART IV: REMUNERATION IMPLEMENTATION REPORT continued

### FY21 LTI award renewable energy target

In our FY23 Remuneration Implementation Report, we confirmed that the measurement of the renewable energy metric for the FY21 LTI awards, accounting for 25% of the corporate performance target, would be deferred until more clarity was available in respect of Eskom's grid access. The Committee agreed that this portion will be deferred until no later than 31 December 2026, and as a penalty for the delayed vesting, a vesting outcome in excess of 100% is no longer possible and the previously approved stretch target was changed to the target (100%).

### LTI Plan outcomes – FY22 awards

In the next table we provide the outcomes against the corporate performance targets (CPTs) under which the FY22 LTI awards, were made. These awards are due to partially vest in FY25 in respect of the performance period 1 July 2021 to 30 June 2024. For the GEC and SVPs, 50% will vest and the balance will be deferred for a further two year period. These LTIs were granted at a price of, JSE: R384,69 and R262,82 (ADR: \$24,53 and \$17,43) and will vest at the closing price on the day before the vesting date.

	Weighting	Threshold <sup>2</sup> (Rating = 0%)	Target (Rating = 100%)	Stretch (Rating = 200%)	Achievements	Weighted Achievement
<b>Holistic focus on ESG matters</b>	25%	Achieve a sustainable 3% reduction (equating to 1.8mtpa CO <sub>2</sub> e) in Scope 1 and Scope 2 emissions off a 2017 baseline by end FY24 for the Energy business	Achieve a 3,8% reduction (equating to 2.36mtpa CO <sub>2</sub> e) in Scope 1 and Scope 2 emissions off a 2017 baseline by end FY24 for the Energy business	Achieve a 4,5% reduction (equating to 2.78mtpa CO <sub>2</sub> e) in Scope 1 and Scope 2 emissions off a 2017 baseline by end FY24 for the Energy business	Energy KPI score 11% (3,88% reduction)	10,6%
		40% RE power <sup>3</sup> for our Chemical operations in Europe <sup>4</sup> and Americas by end FY24	60% RE power <sup>3</sup> for our Chemical operations in Europe <sup>4</sup> and Americas by end FY24	80% RE <sup>3</sup> power for Chemical operations in Europe <sup>4</sup> and Americas by end FY24	Chemicals KPI score 0%	0%
		Within 10% of the DJSI inclusion score by November 2023	Within 6% of the DJSI inclusion score by November 2023	Within 3% of the DJSI inclusion score by November 2023	DJSI score 67	4%
<b>Return on Invested Capital<sup>6</sup></b>	25%	ROIC (excl AUC) at SA WACC of 13,5% per annum	ROIC (excl AUC) at SA WACC of 13,5% +1% = 14,5% per annum	ROIC (excl AUC) at SA WACC of 13,5% +2% = 15,5% per annum	FY22 at stretch (44%), FY23 below threshold (13,2%) and FY24 above target (17,2%)	19%
		ROIC (excl AUC) at US WACC of 8% per annum	ROIC (excl AUC) at US WACC of 8% +0,5% = 8,5% per annum	ROIC (excl AUC) at US WACC of 8% +1% = 9% per annum	Averaging below threshold for all 3 years	0%
<b>Relative TSR measured against the peer group</b>	25%	Below the 50 <sup>th</sup> percentile of the index <sup>1</sup>	60 <sup>th</sup> percentile of the index	75 <sup>th</sup> percentile of the index	15 <sup>th</sup> percentile, below threshold	0%
<b>Growth on adjusted EBITDA<sup>5</sup></b>	25%	Adjusted EBITDA growth of compound CPI for three financial years	Adjusted EBITDA growth of compound CPI +2% for three financial years	Adjusted EBITDA growth of compound CPI +4% for three financial years	FY24 EBITDA above stretch target	50%
<b>Achievement</b>				0 – 200% range <sup>1</sup>		83,6%

<sup>1</sup> Threshold = 50% vesting at median performance compared to 0% for other targets – straight line in-between threshold, target and stretch;

<sup>2</sup> 0% applies to ROIC and growth in adjusted EBITDA;

<sup>3</sup> Renewable energy power targets may be met through recognised energy attribution certificates;

<sup>4</sup> Nanjing excluded from the baseline and measurements;

<sup>5</sup> Based on 3-year historic average adjusted EBITDA (FY19 – FY21). CPI weighted on regional EBITDA contribution to the Group; and

<sup>6</sup> Split between SA and US done on the allocation of invested capital (since earnings is already considered in adjusted EBITDA).

## PART IV: REMUNERATION IMPLEMENTATION REPORT continued

To assist with the interpretation of the vesting potential of the FY23 and FY24 awards, the following information is provided on targets that were approved by the Committee for these awards. For FY23, this data was previously disclosed.

### FY23 LTI corporate performance targets

KPI – Key Performance Indicator	Weighting	Threshold (Rating = 0%)	Target (Rating = 100%)	Stretch (Rating = 200%)
Holistic focus on ESG matters	25% (equally divided between Energy and Chemicals targets)	Achieve a sustainable 3,55% reduction (equating to 2,3mtpa CO <sub>2</sub> e) in Scope 1 and Scope 2 emissions off a 2017 baseline by end FY25:  a) for the Energy businesses 3,5% b) for the Chemicals business 5%	Achieve a sustainable 4,18% reduction (equating to 2,7mtpa CO <sub>2</sub> e) in Scope 1 and Scope 2 emissions off a 2017 baseline by end FY25:  a) for the Energy businesses 4,0% b) for the Chemicals business 8%	Achieve a sustainable 4,9% reduction (equating to 3,2mtpa CO <sub>2</sub> e) in Scope 1 and Scope 2 emissions off a 2017 baseline by end FY25:  a) for the Energy businesses 4,5% b) for the Chemicals business 15%
% indicates contribution towards the roadmaps of Energy and Chemicals businesses, respectively				
Return on Invested Capital (ROIC)	Sasol SA 30%  Offshore 10%	ROIC (excl AUC) at SA WACC of 13,5% per annum  ROIC (excl AUC) at US WACC of 8% per annum	ROIC (excl AUC) at SA WACC of 13,5% +1% = 14,5% per annum  ROIC (excl AUC) at US WACC of 8% +0,5% = 8,5% per annum	ROIC (excl AUC) at SA WACC of 13,5% +2% = 15,5% per annum  ROIC (excl AUC) at US WACC of 8% +1% = 9% per annum
Relative TSR vs the peer group	35%	50 <sup>th</sup> percentile of the index	60 <sup>th</sup> percentile of the index	75 <sup>th</sup> percentile of the index



## PART IV: REMUNERATION IMPLEMENTATION REPORT continued

### FY24 LTI awards

For members of the GEC including Executive Directors and Prescribed Officers, 70% of the LTI awards granted in 2023 are subject to the achievement of the following CPTs, in addition to time-based vesting of between three and five years. The balance of the award (30%) is subject to a five-year time-based vesting criteria.

KPI – Key Performance Indicator	Weighting	Threshold (Rating = 0%)	Target (Rating = 100%)	Stretch (Rating = 200%)
<b>Maintain our roadmap to reducing our carbon footprint<sup>1</sup></b>	15%	Maintain Scope 1 and 2 emission reductions achieved since FY17 baseline by FY25 of 3.55% to end FY26.	Maintain Scope 1 and 2 emission reductions achieved since FY17 baseline by FY25 of 4.18% to end FY26.	Reduce Scope 1 and 2 emission reductions achieved since FY17 baseline by FY25 of 4.9% to end FY26.
		Energy Business emission reduction of 3.5% for an equivalent production output of 7.6mtpa.	Energy Business emission reduction of 4% maintained for an equivalent production output of 7.6mtpa.	Energy Business emission reduction of 4.5% maintained for an equivalent production output of 7.6mtpa.
		Chemical Business: Advance the capital project portfolio to achieve agreed level of definition (Gate 4) to realise a 20% accumulated reduction.	Chemicals Business: Advance the capital project portfolio to achieve agreed level of definition (Gate 4) to realise a 25% accumulated reduction.	Chemical Business: Advance the capital project portfolio to achieve agreed level of definition (Gate 4) to realise a 30% accumulated reduction.
<b>Improve our contribution to the circular economy</b>	10%	Increase total recyclable material and quantity of waste activated sludge diverted from incinerators by end FY26:	Increase total recyclable material and quantity of waste activated sludge diverted from incinerators by end FY26:	Increase total recyclable material and quantity of waste activated sludge diverted from incinerators by end FY26.
		a) 90% of biosludge diverted from incinerators and fed to gasification, 10% landfilled offsite.	a) 95% of biosludge diverted from incinerators and fed to gasification, 5% landfilled offsite.	a) 100% of biosludge diverted from incinerators and fed to gasification, 0% landfilled offsite.
		b) Cumulative total of 11 314 tons of recyclables diverted from landfill by end FY26.	b) Cumulative total of 47 500 tons of recyclables diverted from landfill by end FY26.	b) Cumulative total of 55 000 tons of recyclables diverted from landfill by end FY26.
<b>Focus on social responsibility through increased access to the economy for Black-owned women enterprises</b>	5%	Increase total procurement spend by 20% with 100% Black women-owned businesses off 2023 baseline by end FY26.	Increase total procurement spend by 25% with 100% Black women-owned businesses off 2023 baseline by end FY26.	Increase total procurement spend by 30% with 100% Black women-owned businesses off 2023 baseline by end FY26.
<b>Return on Invested Capital (ROIC)</b>	Sasol SA 30%	ROIC (excl AUC) at SA WACC of 15,4% per annum	ROIC (excl AUC) at SA WACC of 15,4% + 1% = 16,4% per annum	ROIC (excl AUC) at SA WACC of 15,4% + 2% = 17,4% per annum
	Sasol Offshore 10%	ROIC (excl AUC) at US WACC of 9,1% per annum	ROIC (excl AUC) at US WACC of 9,1% + 0,5% = 9,6% per annum	ROIC (excl AUC) at SA WACC of 9,1% + 1% = 10,1% per annum
<b>Relative TSR vs the peer group</b>	30%	50 <sup>th</sup> percentile of the index	60 <sup>th</sup> percentile of the index	75 <sup>th</sup> percentile of the index

<sup>1</sup> Emission reductions. Should FY26 production exceed 7,6mtpa the associated equivalent reduction relating to production will be determined.

## PART IV: REMUNERATION IMPLEMENTATION REPORT continued

### Executive Directors

#### A. Executive Directors' remuneration and benefits

Executive director	S Baloyi <sup>3</sup>		FR Grobler <sup>4</sup>		VD Kahla		HA Rossouw <sup>5</sup>	
	2024 President and CEO from 1/4/2024 R'000	2023 R'000	2024 President and CEO until 31/3/2024 R'000	2023 R'000	2024 R'000	2023 R'000	2024 R'000	2023 R'000
Salary	2 503	–	10 615	13 117	8 216	7 762	7 901	7 468
Risk and Retirement funding	385	–	–	–	388	380	894	844
Vehicle benefit	75	–	–	–	–	–	–	–
Healthcare	36	–	117	143	132	114	–	–
Taxable fringe benefits <sup>6</sup>	7	–	55	44	570	635	38	25
<b>Total salary and benefits</b>	<b>3 006</b>	–	<b>10 787</b>	<b>13 304</b>	<b>9 306</b>	<b>8 891</b>	<b>8 833</b>	<b>8 337</b>
Short-term incentive <sup>1</sup>	1 473	–	4 882	10 364	2 579	4 242	2 804	5 060
Long-term incentive <sup>2</sup>	2 675	–	5 492	17 028	2 794	14 681	–	–
<b>Total annual remuneration</b>	<b>7 154</b>	–	<b>21 161</b>	<b>40 696</b>	<b>14 679</b>	<b>27 814</b>	<b>11 637</b>	<b>13 397</b>

#### Notes

<sup>1</sup> Short-term incentives approved based on the Group results for FY24 and payable in the FY25 financial year. Incentives are calculated as a percentage of total guaranteed package/base salary as at 30 June 2024 x Group STI achievement x Individual Performance Achievement.

<sup>2</sup> Long-term incentives gains for 2024 represent the annual and on-appointment grant awards made between 27 September 2021 and 25 May 2022. The illustrative amount is calculated in terms of the number of LTIs x Corporate performance target achieved where relevant (between 83,6% and 95,1%) x June 2024 average share price. The actual vesting date for the awards is between 27 September 2024 and 25 May 2025 subject to the company being in an open period. Dividend equivalents accrue at the end of the vesting period, to the extent that the LTIs vest. 50% of the vested LTIs and accrued dividends will be released in FY25 and the balance in FY27, subject to the rules of the LTI plan. As there are no further performance conditions attached to the balance of the 50%, the full amount is disclosed in the single figure table.

<sup>3</sup> Mr Baloyi was appointed as Executive Director, President and CEO from 1 April 2024. His current remuneration has been apportioned between his 9-month service as a Prescribed Officer and 3-month service as President and CEO. A substantial market adjustment was approved for 1 October 2024.

<sup>4</sup> Mr Grobler resigned as Executive Director, President and CEO on 31 March 2024.

<sup>5</sup> Mr Rossouw tendered his resignation as Group CFO on 1 May 2024, but will serve the contractual 6 month notice period. All unvested LTIs will be forfeited upon his resignation.

<sup>6</sup> Taxable fringe benefits may include vehicle insurance, security costs and other contractually agreed benefits.

#### B. Unvested long-term incentive holdings (number and intrinsic value)

Executive Directors	S Baloyi <sup>5</sup>		FR Grobler		VD Kahla		HA Rossouw	
	Number	Intrinsic value <sup>1</sup> R'000	Number	Intrinsic value <sup>1</sup> R'000	Number	Intrinsic value <sup>1</sup> R'000	Number	Intrinsic value <sup>1</sup> R'000
Balance at beginning of the year	–	–	296 695	69 207	178 871	41 723	32 734	7 636
Awards granted <sup>2</sup>	–	–	86 491	21 354	38 537	9 514	44 086	10 884
Change in value <sup>1</sup>	–	(655)	–	(33 088)	–	(18 613)	–	(7 911)
Effect of corporate performance targets	–	–	(7 263)	(1 380)	(6 264)	(1 190)	–	–
Dividend equivalents	–	–	10 081	1 915	4 419	839	–	–
Awards settled <sup>3</sup>	–	–	(44 607)	(8 031)	(34 693)	(7 295)	–	–
Effect of changes in Executive Directors	79 004	11 565	(341 397)	(49 977)	–	–	–	–
<b>Balance at the end of the year<sup>4</sup></b>	<b>79 004</b>	<b>10 910</b>	–	–	<b>180 870</b>	<b>24 978</b>	<b>76 820</b>	<b>10 609</b>

#### Notes

<sup>1</sup> Intrinsic values at the beginning and end of the year have been determined using the closing price of:  
30 June 2024 R138,10  
30 June 2023 R233,26  
Change in intrinsic value for the year results from changes in share price.

<sup>2</sup> LTIs granted on 28 August 2023.

<sup>3</sup> Long-term incentives settled represent long-term incentives that vested with reference to the Group results for 2023 that was settled in the 2024 financial year. Difference between the long-term incentive gains disclosed in 2023 and the amount settled in 2024 is due to difference in actual share price at vesting date and the share price at date of disclosure. 50% of the award that vested in 2024 is still subject to a continued employment period of two years.

<sup>4</sup> Includes a total of 45 414 conditional LTIs issued in FY21 for which the renewable energy CPT has been deferred up to 31 December 2026.

<sup>5</sup> On-appointment award could not be made in May 2024, due to the Executive Director being placed in a precautionary closed period and this award will be combined with the annual award, when the closed period is lifted in FY25.

## PART IV: REMUNERATION IMPLEMENTATION REPORT continued

### Executive Directors continued

#### C. Progress against Minimum Shareholding Requirement (MSR)

**Outstanding shares subject to continued employment only until 2028  
(excluding accrued dividend equivalents includes RLTI<sup>s</sup>)**

Beneficial Shareholding	Minimum Shareholding Requirement (MSR)	Achievement period (CY)	Units	Beneficial shareholding – 30 Jun 2024	Post tax vesting Sept and Oct 2024 <sup>1,2,9</sup>	Beneficial shareholding value (including CY2024 post tax vesting)	% MSR Achieved – end CY2024 <sup>9</sup>	Number of shares to vest in CY2025 <sup>3,4,5</sup>	Number of shares to vest CY2026 – 2028 <sup>6,7,8</sup>	Total number of vested shares subject only to continued employment <sup>6,7,8</sup>	Pre-tax value of vested shares subject only to continued employment (up to CY2028) <sup>10</sup>
S Baloyi <sup>11</sup>	R25 200 000	2029	7 430	R1 769 961	R737 536	R2 507 497	10%	7 691	22 925	30 616	R3 862 208
FR Grobler	R22 050 000	2024	68 930	R19 059 315	R1 828 506	R20 887 821	95%	110 008	85 543	195 551	R24 668 759
HA Rossouw	R11 200 000	2027	–	–	–	–	0%	–	24 683	24 683	R3 113 760
VD Kahla	R5 098 706	2025	18 489	R5 158 042	R930 072	R6 088 115	119%	47 021	41 608	88 629	R11 180 548

**Notes**

- <sup>1</sup> Includes the 2nd tranche of the award made in October 2019. The CPT applied to this award was 54,31%.
- <sup>2</sup> Includes the 1st tranche of the award made in September 2021. The CPT applied to this award is 83,6%.
- <sup>3</sup> Includes the 2nd tranche of the award made in March 2020. The CPT applied to this award is 54,31%.
- <sup>4</sup> Includes the Restricted award made in December 2020. This award is only subject to a 5-year vesting period.
- <sup>5</sup> Includes the 2nd tranche of the award made in December 2020 when the annual September 2020 award was delayed to December 2020 due to the precautionary trading period at the time. The CPT applied to this award is 67,34%.
- <sup>6</sup> Includes the Restricted awards made in September 2021, November 2022 and August 2023. These awards are only subject to a 5-year vesting period.
- <sup>7</sup> Includes the 2nd tranche of the award made in September 2021. The CPT applied to this award is 83,6%.
- <sup>8</sup> Includes the Restricted portion of the on-appointment awards made to Messrs Rossouw and Baloyi in May 2022. These awards are subject to a 5 year time based vesting period.
- <sup>9</sup> Once the MSR has been achieved, the executive will be allowed to sell vested shares held in excess of the MSR.
- <sup>10</sup> Average June 2024 share price used of R126,15.
- <sup>11</sup> On-appointment award could not be made in May 2024, due to the precautionary closed period and this award will be combined with the annual award, when the closed period is lifted.



## PART IV: REMUNERATION IMPLEMENTATION REPORT continued

### Prescribed Officers

#### A. Prescribed Officers' remuneration and benefits

Prescribed officers	S Baloyi <sup>3</sup>		V Bester <sup>4</sup>		HC Brand <sup>5</sup>		AGM Gerber <sup>6</sup>		BV Griffith <sup>7</sup>		C Herrmann <sup>8</sup>	
	2024 R'000	2023 R'000	2024 R'000	2023 R'000	2024 R'000	2023 R'000	2024 R'000	2023 R'000	2024 R'000	2023 R'000	2024 R'000	2023 R'000
Salary	4 352	4 773	1 386	—	—	5 088	1 943	—	9 594	11 023	1 845	—
Risk and Retirement funding	857	1 017	211	—	—	1 492	51	—	2 012	812	142	—
Vehicle benefit	225	300	—	—	—	234	75	—	—	—	—	—
Healthcare	106	126	28	—	—	101	21	—	311	365	25	—
Taxable fringe benefits	20	179	1 001	—	—	2 531	113	—	469	546	648	—
<b>Total salary and benefits</b>	<b>5 560</b>	<b>6 395</b>	<b>2 626</b>	<b>—</b>	<b>—</b>	<b>9 446</b>	<b>2 203</b>	<b>—</b>	<b>12 386</b>	<b>12 746</b>	<b>2 660</b>	<b>—</b>
Short-term incentive <sup>1</sup>	4 418	3 672	479	—	—	3 553	—	—	2 730	6 087	577	—
Long-term incentive <sup>2</sup>	—	4 103	1 086	—	—	6 045	—	—	2 935	7 169	2 062	—
<b>Total annual remuneration</b>	<b>9 978</b>	<b>14 170</b>	<b>4 191</b>	<b>—</b>	<b>—</b>	<b>19 044</b>	<b>2 203</b>	<b>—</b>	<b>18 051</b>	<b>26 002</b>	<b>5 299</b>	<b>—</b>

Prescribed officers	BP Mabelane <sup>9</sup>		CK Mokoena		SD Pillay <sup>10</sup>		CF Rademan <sup>11</sup>		H Wenhold <sup>12</sup>	
	2024 R'000	2023 R'000	2024 R'000	2023 R'000	2024 R'000	2023 R'000	2024 R'000	2023 R'000	2024 R'000	2023 R'000
Salary	6 153	7 778	6 655	6 283	1192	—	2 314	6 753	3 548	—
Risk and Retirement funding	290	380	363	357	192	—	—	—	1 039	—
Vehicle benefit	—	—	—	—	38	—	—	—	71	—
Healthcare	47	60	157	143	28	—	—	—	75	—
Taxable fringe benefits <sup>13</sup>	22 625	1 008	21	15	—	—	249	2	28	—
<b>Total salary and benefits</b>	<b>29 115</b>	<b>9 226</b>	<b>7 196</b>	<b>6 798</b>	<b>1 450</b>	<b>—</b>	<b>2 563</b>	<b>6 755</b>	<b>4 761</b>	<b>—</b>
Short-term incentive <sup>1</sup>	—	4 227	2 119	3 380	422	—	1 624	3 200	1 378	—
Long-term incentive <sup>2</sup>	—	15 876	2 295	5 929	778	—	—	—	3 791	—
<b>Total annual remuneration</b>	<b>29 115</b>	<b>29 329</b>	<b>11 610</b>	<b>16 107</b>	<b>2 650</b>	<b>—</b>	<b>4 187</b>	<b>9 955</b>	<b>9 930</b>	<b>—</b>

#### Notes

- <sup>1</sup> Short-term incentives approved based on the Group results for FY24 and payable in the FY25 financial year. Incentives are calculated as a percentage of total guaranteed package/base salary as at 30 June 2024 x Group STI achievement x Individual Performance Achievement.
- <sup>2</sup> Long-term incentives gains for 2024 represent the annual and on-appointment grant awards made between 27 September 2021 and 25 May 2022. The illustrative amount is calculated in terms of the number of LTIs x Corporate performance target achieved where relevant (between 83,6% and 100%) x June 2024 average share price. The actual vesting date for the awards is between 27 September 2024 and 25 May 2025 subject to the company being in an open period. Dividend equivalents accrue at the end of the vesting period, to the extent that the LTIs vest. 50% of the vested LTIs and accrued dividends will be released in FY25 and the balance in FY27, subject to the rules of the LTI plan. As there are no further performance conditions attached to the balance of the 50%, the full amount is disclosed in the single figure table.
- <sup>3</sup> Mr Baloyi was appointed as Executive Director, President and CEO from 1 April 2024. His current remuneration has been apportioned between his 9-month service as a Prescribed Officer and 3 month service as President and CEO.
- <sup>4</sup> Mr Bester was appointed as EVP: Energy Operations and Projects from 1 April 2024. When Mr Bester joined in May 2022, a staggered buy-out agreement was implemented to partially compensate for variable pay already earned with his previous employer but forfeited upon resignation before the vesting date. The last tranche of R1 million was paid in May 2024.
- <sup>5</sup> Mr Brand retired on 30 June 2023. Taxable fringe benefits include a R2 516 801 million accumulated leave encashment paid with his final salary.
- <sup>6</sup> Ms Gerber was appointed on 15 April 2024 as Prescribed Officer and EVP: International Chemicals on a German employment contract, payable in Euros. Taxable fringe benefits include accommodation costs for a three-month period, per her contract of employment.
- <sup>7</sup> Mr Griffith stepped down as Prescribed Officer and EVP Chemicals on 14 April 2024. His Retirement funding includes a contractually agreed retirement gratuity of \$65 000.
- <sup>8</sup> Mr Herrmann was appointed as Prescribed Officer and EVP: Marketing and Sales Energy and Chemicals Southern Africa from 1 April 2024 on a German employment contract, expatriated to South Africa. His salary continues to be paid in Euros. Taxable fringe benefits include relocation costs from Germany to South Africa.
- <sup>9</sup> An agreement was reached with Ms Mabelane regarding her resignation from the Company on 31 March 2024. Taxable fringe benefits include an agreed separation payment. She has no further rights to any other compensation.
- <sup>10</sup> Dr Pillay was appointed as Prescribed Officer and EVP: Business Building, Strategy and Technology from 1 April 2024.
- <sup>11</sup> Mr Rademan retired as Prescribed Officer and EVP: Sasol Mining on 31 October 2023. A pro rata STI payment in respect of Mining specific objectives achieved for the contract period, was approved by the Committee. Mr Rademan did not receive any LTIs for the contract period.
- <sup>12</sup> Mr Wenhold was appointed as Prescribed Officer and EVP: Mining, Risk and SHE from 1 November 2023.
- <sup>13</sup> Taxable fringe benefits may include vehicle insurance, security costs, leave encashment on service termination and other contractually agreed benefits.

## PART IV: REMUNERATION IMPLEMENTATION REPORT continued

### Prescribed Officers continued

#### B. Unvested long-term incentive holdings (number and intrinsic value)

Executive Directors	S Baloyi		V Bester <sup>6</sup>		BV Griffith		C Herrmann <sup>6</sup>		BP Mabelane		CK Mokoena		S Pillay <sup>6</sup>		H Wenhold	
	Number	Intrinsic value <sup>1</sup> R'000	Number	Intrinsic value <sup>1</sup> R'000	Number	Intrinsic value <sup>1</sup> \$'000	Number	Intrinsic value <sup>1</sup> \$'000	Number	Intrinsic value <sup>1</sup> R'000	Number	Intrinsic value <sup>1</sup> R'000	Number	Intrinsic value <sup>1</sup> R'000	Number	Intrinsic value <sup>1</sup> R'000
Balance at the beginning of the year	54 763	12 774	–	–	146 862	1 818	–	–	148 998	34 755	112 126	26 155	–	–	–	–
Awards granted <sup>2</sup>	32 325	7 981	–	–	53 337	703	–	–	38 358	9 471	31 655	7 816	–	–	33 923	7 650
Change in value <sup>1</sup>	–	(7 799)	–	(174)	–	(761)	–	200	–	(12 434)	–	(13 332)	–	(186)	–	(10 664)
Effect of corporate performance targets	(393)	(75)	–	–	(3 015)	(31)	(587)	(6)	(28 870)	(5 484)	(2 530)	(481)	424	81	(608)	(115)
Dividend equivalents	2 373	451	–	–	3 487	35	2 634	27	7 865	1 494	3 652	694	–	–	3 673	698
Awards settled <sup>3</sup>	(10 064)	(1 767)	–	–	(18 597)	(196)	(14 116)	(174)	(37 626)	(8 958)	(17 282)	(3 228)	–	–	(15 577)	(2 734)
Awards forfeited	–	–	–	–	–	–	–	–	(38 358)	(5 615)	–	–	–	–	–	–
Effect of changes in Prescribed Officers <sup>4</sup>	(79 004)	(11 565)	20 927	3 064	(182 074)	(1 568)	70 909	550	(90 367)	(13 229)	–	–	19 754	2 892	83 659	19 675
Balance at the end of the year	–	–	20 927	2 890	–	–	58 840	597	–	–	127 621	17 624	20 178	2 787	105 070	14 510

<sup>1</sup> Intrinsic values at the beginning and end of the year have been determined using the closing price of:

30 June 2024 R138,10 (\$10,14)

30 June 2023 R233,26 (\$12,38)

Change in intrinsic value for the year results from changes in share price.

<sup>2</sup> LTIs granted on 28 August 2023 and 17 November 2023 (H Wenhold only).

<sup>3</sup> Long-term incentives settled represent long-term incentives that vested with reference to the Group results for 2023 that was settled in the 2024 financial year. Difference between the long-term incentive gains disclosed in 2023 and the amount settled in 2024 is due to the difference in actual share price at vesting date and the share price at date of disclosure.

<sup>4</sup> Mrs Mabelane resigned effective 31 March 2024. In terms of the 2022 LTI Plan rules, her 28 August 2023 award as well as all prior LTI awards, lapsed on resignation.

<sup>5</sup> Includes a total of 22 401 conditional LTIs issued in FY21 for which the renewable energy CPT has been deferred up to 31 December 2026.

<sup>6</sup> On-appointment award for Messrs Bester, Herrmann, Pillay and Ms Gerber could not be made in May 2024, due to the Prescribed Officer being placed in a precautionary closed period and this award will be combined with the annual award, when the closed period is lifted in FY25.

The total IFRS2 charge for LTIs awarded to the Executive Directors and the Prescribed Officers in 2024 amounted to R30 million (30 June 2023: R29 million) and R41 million (30 June 2023: R45 million).



## PART IV: REMUNERATION IMPLEMENTATION REPORT continued

### C. Progress against Minimum Shareholding Requirement (MSR)

Beneficial Shareholding	Outstanding shares subject to continued employment only until 2028 (excluding accrued dividend equivalents, includes RLTI)											
	Minimum Shareholding Requirement (MSR)	MSR Achievement period (CY)	Units	Beneficial shareholding – 30 Jun 2024	Post tax vesting Sept and Oct 2024 <sup>1,2,13</sup>	Beneficial shareholding value (including CY2024 post tax vesting)	% MSR Achieved – end CY2024 <sup>13</sup>	Number of shares to vest in CY2025 <sup>3,4,5,6,7,8</sup>	Number of shares to vest CY2026 – 2028 <sup>9,10,11</sup>	Total number of vested shares subject only to continued employment	Pre-tax value of vested shares subject only to continued employment (up to CY2028) <sup>12</sup>	
V Bester <sup>15</sup>	R4 550 000	2030	–	–	–	–	0%	3 225	14 056	17 281	R2 179 998	
A Gerber <sup>14,15</sup>	\$531 200	2030	–	–	–	–	0%	–	–	–	–	
BV Griffith	\$465 000	2026	31 135	\$448 279	\$74 247	\$522 527	112%	41 014	81 976	122 990	\$851 091	
C Herrmann <sup>14,15</sup>	\$430 800	2030	–	–	\$39 316	\$39 316	9%	15 648	29 996	45 643	\$315 851	
BP Mabelane	R5 075 000	2026	19 566	R4 693 492	–	R4 693 492	92%	–	–	–	–	
CK Mokoena	R4 188 219	2026	16 221	R4 187 602	R764 040	R4 951 642	118%	37 697	52 928	90 625	R11 432 344	
SD Pillay <sup>15</sup>	R4 060 000	2030	3 285	R414 403	R258 866	R673 269	17%	1 475	12 898	14 372	R1 813 040	
H Wenhold	R4 970 000	2029	7 756	R1 593 393	R1 044 068	R2 637 461	53%	26 055	49 519	75 574	R9 533 635	

#### Notes

<sup>1</sup> Includes the 2nd tranche of the award made in October 2019. The CPT applied to this award was 54,31%.

<sup>2</sup> Includes the 1st tranche of the award made in September 2021. The CPT applied to this award is 83,6%.

<sup>3</sup> Includes the 2nd tranche of the award made in March 2020. The CPT applied to this award is 54,31%.

<sup>4</sup> Includes the retention award made to Mr Wenhold in his previous position as SVP: Sasol Mining, in March 2022. This award is subject to a 3-year time based vesting period.

<sup>5</sup> Includes only the restricted portion of the SVP on-appointment award made to Mr Bester in May 2022.

<sup>6</sup> Includes the 2nd tranche of the on-appointment award made to Mr Herrmann in November 2020.

<sup>7</sup> Includes the restricted award made in December 2020 which is subject to a 5-year time based vesting period.

<sup>8</sup> Includes the 2nd tranche of the award made in December 2020 when the annual September 2020 award was delayed to December 2020 due to the precautionary trading period at the time.

<sup>9</sup> Includes the restricted awards made in August 2023 which are subject to a five year time based vesting period.

<sup>10</sup> Includes the 2nd tranche of the award made in September 2021. The CPT applied to this award is 83,6%.

<sup>11</sup> Includes the restricted awards made in September 2021, November 2022 and August 2023 which are subject to a five year vesting period.

<sup>12</sup> Average June 2024 share price used of R126,15 (ADR: \$6,92).

<sup>13</sup> Once the MSR is achieved, the executive will be allowed to sell vested shares held in excess of the MSR.

<sup>14</sup> Ms Gerber and Mr Herrmann's Euro salaries have been converted to USD at appointment date.

<sup>15</sup> On-appointment award could not be made in May 2024, due to the precautionary closed period and this award will be combined with the annual award, when the closed period is lifted in FY25.



## PART IV: REMUNERATION IMPLEMENTATION REPORT continued

### Beneficial shareholding

#### D. Sasol Limited Directors' interests in securities (Beneficial shareholding) as at 30 June 2024

Beneficial shareholdings <sup>2</sup>	2024 <sup>1</sup> Total beneficial shareholding <sup>3</sup>	2023 Total beneficial shareholding
<b>Executive directors</b>		
S Baloyi	7 430	–
FR Grobler	68 930	45 299
VD Kahla	18 489	16 419
<b>Non-Executive directors</b>		
MBN Dube	24	24
NNA Matyumza	6	6
S Subramoney	2 548	2 548
<b>Total</b>	<b>98 057</b>	64 296

#### Notes

<sup>1</sup> Unvested Long-term incentives for Executive Directors not included.

<sup>2</sup> Unless indicated otherwise, beneficial shareholding comprises Sasol Ordinary and Sasol BEE Ordinary Shares.

<sup>3</sup> Total beneficial shareholding includes both direct and indirect shareholding.

#### E. Prescribed Officers interests in securities (Beneficial shareholding) as at 30 June 2024

Beneficial shareholdings <sup>2</sup>	2024 <sup>1</sup> Total beneficial shareholding <sup>1,2</sup>	2023 Total beneficial shareholding
S Baloyi	–	2 474
HC Brand	–	17 591
BV Griffith <sup>3</sup>	31 135	18 821
BP Mabelane <sup>4</sup>	19 602	68
CK Mokoena	16 221	12 298
SD Pillay <sup>5</sup>	3 635	–
CF Rademan <sup>6</sup>	1	1
H Wenhold <sup>7</sup>	9 147	–
	<b>79 741</b>	51 253

#### Notes

<sup>1</sup> Unvested Long-term incentives for Executive Directors not included.

<sup>2</sup> Direct beneficial shareholding comprises Sasol Ordinary and Sasol BEE Ordinary Shares.

<sup>3</sup> Mr Griffith's shareholding comprises ADRs. Mr Griffith retired with effect 15 April 2024.

<sup>4</sup> Resigned with effect 29 February 2024.

<sup>5</sup> Appointed with effect 1 April 2024.

<sup>6</sup> Retired with effect 31 October 2023.

<sup>7</sup> Appointed with effect 1 November 2023.



## PART IV: REMUNERATION IMPLEMENTATION REPORT continued

This page provides pay gap, lowest, highest, average and median earning data in line with the Companies Amendment Act No. 16, 2024. In addition, we also include for a comparison, the target variable pay awards which is the amounts due if all incentive targets for these short-term and long-term awards have been met. The highest earner actual data may differ from what is disclosed in the Executive Director and Prescribed Officer (ED/PO) tables as this data reflects what was actually processed and not what was accrued or approved by the Committee.

### Section A: Pay information and pay gap data using actual payroll data as processed in the periods 1 July 2022 – 30 June 2023 and 1 July 2023 – 30 June 2024.

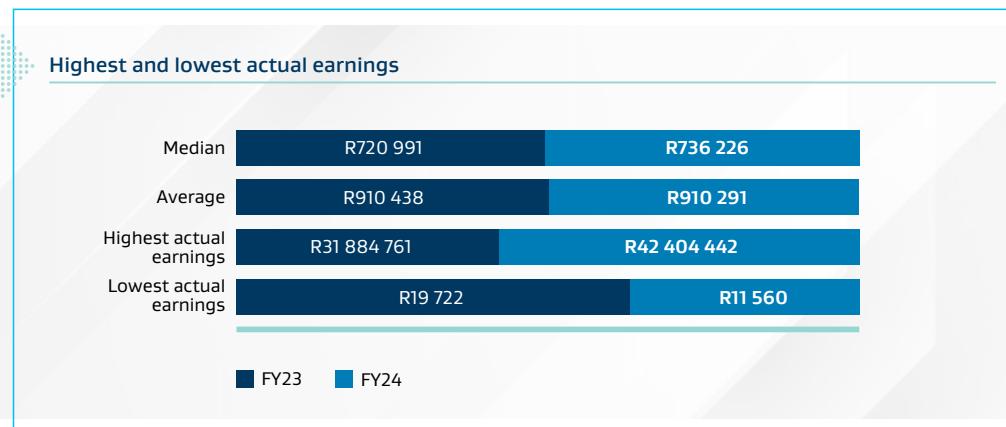
Data analysis includes all permanent and non-permanent employees but excludes learners who are in training and receive a stipend. The short-term incentives and long-term incentives processed through the payroll during FY23 and FY24, are included.

In addition:

- Payments for employees who only worked a portion of the year, are not annualised which means that where an employee was only employed for one month, we only disclose the one month's earnings;
- Employer contributions to employee benefit funds as well as leave encashments at service termination, all allowances and overtime are included; and
- Benefits in kind which include transportation, uniforms, meals on site etc., are excluded.

The data is based on a headcount of 25 125 in FY23 and 26 279 in FY24.

#### A. Actual earnings and allowances + actual STI + LTI gains



### Section B: Pay information and pay gap data using actual payroll data fixed, and contingency pay, and target incentive amounts; for the periods 1 July 2022 – 30 June 2023 and 1 July 2023 – 30 June 2024.

The difference in the data included in this section, is as a result of the following principles differently applied than in Section A:

- Variable pay amounts are set at the target levels for different role categories and not the actual amounts processed; this approach eliminates substantial year-on-year changes in variable pay amounts which improves, in our view, tracking of the pay gaps;
- The earnings data for non-permanent employees are excluded; and
- The earnings for employees who worked for less than one year, are annualised.

This data set is based on a headcount of 24 930 in FY23 and 25 758 in FY24.

#### B. Actual earnings and allowances + target STI + target LTI



The year-on-year differences in the highest earnings are mostly caused by variable pay awards. The year-on-year differences in the lowest earnings, relates to employees only being employed for a portion of the year as well as the position the employee was employed in. The change in median and average earnings relate to the growth in headcount at different levels in the organisation.

#### Ratio of Top 5% vs. Bottom 5%

	FY23		FY24	
	Bottom 5%	Top 5%	Bottom 5%	Top 5%
Sample Size	1 256	1 256	1 313	1 313
Average	R230 909	R3 364 216	R200 385	R3 326 004
Ratio	14.57		16.60	

The difference in the ratio of the average actual earnings of the top 5% vs the average of the bottom 5% is mainly attributed to the change in the headcount and the jobs that these employees occupy. Year on year changes in variable pay settlements (STI & LTI) have also impacted the changes in the average amounts.

#### Ratio of Top 5% vs. Bottom 5%

	FY23		FY24	
	Bottom 5%	Top 5%	Bottom 5%	Top 5%
Sample Size	1 256	1 256	1 287	1 287
Average	R348 259	R2 877 423	R363 025	R3 087 161
Ratio	8.26		8.50	

The slight increase in the target pay ratio between the top 5% earners and the bottom 5% earners, year-on-year, is attributed to the employment of more senior employees and specialists in critical roles over the period.

# ALIGNMENT BETWEEN THE GROUP TOP PRIORITIES AND THE METRICS SET FOR FY25 STI AND LTI AWARDS

Looking forward, we continue to align our incentive targets with key priorities.

The following table provides the KPIs which the Committee approved for FY25.

Detailed targets and weightings will be disclosed in FY25.



2025 Group top priorities		2025 Group incentive key performance metrics	
<ul style="list-style-type: none"> <li>Putting safety first by enforcing strict safety regulations to ensure Zero Harm</li> <li>Achieving operational excellence thus ensuring that our production targets are consistently and safely met</li> <li>Revitalising our culture to enhance our employee value proposition and providing growth opportunities for our employees</li> <li>Strengthening our stakeholder confidence and trust through continued delivery on community, regulatory and shareholder promises</li> </ul>	<b>PEOPLE</b>	<b>STI:</b> <ul style="list-style-type: none"> <li>Process safety</li> <li>Operational safety – through intensified focus on reduced Hospitalisations in respect of injuries sustained at work, requiring medical intervention</li> </ul>	
<ul style="list-style-type: none"> <li>Focusing on environmental stewardship and licence to operate by delivering on our environmental compliance commitments and progressing our GHG reduction roadmap</li> </ul>	<b>PLANET</b>	<b>STI:</b> <ul style="list-style-type: none"> <li>Energy efficiency improvement</li> </ul> <b>LTI:</b> <ul style="list-style-type: none"> <li>Reduction in GHG emission intensity</li> </ul>	
<ul style="list-style-type: none"> <li>Delivering the FY25 budget including supporting Sasol 2.0 initiatives for cash fixed cost, gross margin, capex and working capital</li> <li>Maximising cash flow by focusing on opportunities to enhance cash generation thereby reducing net debt</li> <li>Advancing our future growth value streams and delivering sustainable returns through disciplined capital allocation</li> <li>Prioritising cost efficiencies including feedstocks</li> <li>Embedding Customer Centricity, optimising margins and cash generation through meeting our customer expectations in order to unlock value and growth for Sasol</li> </ul>	<b>PROFIT</b>	<b>STI:</b> <ul style="list-style-type: none"> <li>Production volumes at Synfuels</li> <li>Cash fixed cost management</li> <li>Free cash flow/turnover ratio</li> <li>Capital expenditure management</li> <li>Gross margin</li> </ul> <b>LTI:</b> <ul style="list-style-type: none"> <li>Return on invested capital (ROIC) outperforming weighted average cost of capital (WACC)</li> <li>Relative total shareholder return (rTSR) assessed against the peer group</li> <li>Sustainable net debt (US\$) reduction</li> </ul>	

The Committee aims to ensure continued alignment between the incentive targets and Sasol's key priorities. In the STI scorecard, we approved a stronger emphasis on financial outcomes and included gross margin as a target. In the LTI scorecard, we reduced the weighting for ROIC and included a sustainable net debt reduction target. We believe these targets will support the required focus on key areas which need to be delivered on in FY25–27.



## PART IV: REMUNERATION IMPLEMENTATION REPORT continued

### NED fees

Aligned with clause 24 of the Company's MOI, with effect from 1 January 2024 until the earlier of the resolution passed by the shareholders at the AGM held on 19 January 2024 being replaced, the remuneration payable to non-Executive Directors of the Company for their services as Directors of the Company, is as listed in the table below:

	July – December 2023		January – June 2024 <sup>1,2,3,4</sup>	
	NEDs permanently residing outside of Europe/UK/North-America (US\$)	NEDs permanently residing in Europe/UK/North-America (US\$)	NEDs permanently residing outside of Europe/UK/North-America (US\$)	NEDs permanently residing in Europe/UK/North-America (US\$)
Chairman of the Sasol Limited Board (all inclusive)	297 800	360 500	307 000	371 700
Non-Executive Director	104 500	125 400	107 700	129 300
Lead Independent Director (additional to directors' fee)	41 800	50 200	46 000	55 200
Audit Committee Chairman	31 400	36 600	31 400	36 600
Audit Committee member	20 900	25 100	20 900	25 100
Other Committee Chairman <sup>5</sup>	20 900	25 100	20 900	25 100
Other Committee members <sup>5</sup>	12 500	15 200	12 500	15 200

### Notes:

- <sup>1</sup> Fees are exclusive of value-added tax (VAT) which is added for directors who are registered for VAT.
- <sup>2</sup> Paid in US dollar or home country currency as appropriate.
- <sup>3</sup> Exchange rate for conversion from US dollar to home country currency will be fixed for a period of 12 months to prevent exchange rate fluctuations in the actual fees paid for the ensuing 12-month period.
- <sup>4</sup> Consideration will be given to the adjustment of remuneration with an average US CPI percentage effective 1 January 2025.
- <sup>5</sup> Also applies to any ad hoc Committee constituted by the Board from time to time.

### Non-Executive Directors' remuneration

Non-Executive directors	Board Meeting Fees <sup>1,2</sup> R'000	Lead Independent Director Fees <sup>1,2</sup> R'000	Committee Fees <sup>1,2</sup> R'000	Ad Hoc or special purpose Board Committee <sup>1,2</sup> R'000	Total <sup>1</sup> 2024 R'000	Total <sup>10</sup> 2023 R'000
SA Nkosi (Chairman) <sup>3</sup>	1 936	–	–	–	1 936	5 053
S Westwell (Lead Independent Director) <sup>4</sup>	4 794	314	504	–	5 612	4 480
MJ Cuambe	1 983	–	702	–	2 685	2 860
MBN Dube <sup>5</sup>	2 927	–	1 341	–	4 268	3 163
M Flöel <sup>6</sup>	2 380	–	1 163	–	3 543	2 989
KC Harper <sup>7</sup>	2 380	–	729	–	3 109	2 633
GMB Kennealy	1 778	–	945	–	2 723	2 731
NNA Matyumza	1 778	–	560	–	2 338	2 340
MEK Nkeli	1 778	–	769	–	2 547	2 553
A Schierenbeck <sup>8</sup>	785	–	190	–	975	1 293
S Subramoney	1 778	–	560	–	2 338	2 340
TJ Cumming <sup>9</sup>	161	–	56	–	217	–
<b>Total</b>	<b>24 458</b>	<b>314</b>	<b>7 519</b>	<b>–</b>	<b>32 291</b>	<b>32 435</b>

### Notes

- <sup>1</sup> Fees exclude VAT.
- <sup>2</sup> Board and Committee fees are based in USD, thus impacted by the USD/ZAR foreign exchange rates as determined from time to time. For non-Executive Directors permanently residing outside of the UK, Europe and North America, effective 1 January 2023, the exchange rate was fixed for the following 12 month period using the average exchange rate from 1 July 2021 to December 2022. Effective 1 January 2024, the exchange rate was fixed for the period using the average exchange rate from July 2022 to October 2023. A cost-of-living factor is also applied to the fees for these directors.
- <sup>3</sup> Mr Nkosi resigned from the Board, effective 10 November 2023. A pro rata portion of the Board Chairman fee was paid in Q2 FY24.
- <sup>4</sup> Mr Westwell was appointed as the interim Chairman of the Board effective 11 November 2023. Subsequently, Mr Westwell was paid a pro rata portion of the Board Chairman, Lead Independent Director and Committee fees in Q2 FY24. Mr Westwell retired as Chairman of the Sasol Limited Board, effective 1 June 2024 and received a pro rata portion of the Board Chairman fee for Q4.
- <sup>5</sup> Ms Dube was appointed as a member of the Audit Committee effective 11 August 2023. A pro rata portion of the Audit Committee quarterly fee was paid in Q1 FY24. Ms Dube in her capacity as Lead Independent Director, additionally carried out the responsibilities of acting Chairman of the Board on the retirement of the Chairman. Subsequently, Ms Dube received payment for one third of the Board Chairman fee and two thirds of the Board, Lead Independent Director, member of Nomination & Governance, Capital Investment Committee and Chair of the Safety, Social and Ethics Committee fee for Q4 of FY24.
- <sup>6</sup> Dr Flöel was appointed as the Chairman of the Capital Investment Committee and member of the Nomination Governance Committee effective 16 November 2023. A pro rata portion of the Capital Investment Committee Chairman and Nomination Governance Committee quarterly fee was paid in Q2 FY24.
- <sup>7</sup> Ms Harper was appointed as member of the Capital Investment Committee effective 11 August 2023. A pro rata portion of the Capital Investment Committee quarterly fee was paid in Q1 FY24.
- <sup>8</sup> Mr Schierenbeck resigned from the Board effective 31 October 2023. A pro rata portion of the Board and Committees was paid in Q2 FY24.
- <sup>9</sup> Mr Cumming was appointed as a Sasol Limited NED and member of the Capital Investment Committee, Remuneration Committee and Safety, Social & Ethics Committee, effective 1 June 2024. Mr Cumming received a pro rata portion of the Board & Committee fees for Q4 FY24.
- <sup>10</sup> 2023 fees include VAT.

# DATA AND ASSURANCE ADMINISTRATION



Data assurance is essential to enable trusted and trustworthy practices. Unlocking the value of data requires that we ensure effective data-collection methodologies are maintained and governed.

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# ASSURANCE INDICATORS

## Selected key performance indicators (KPIs)

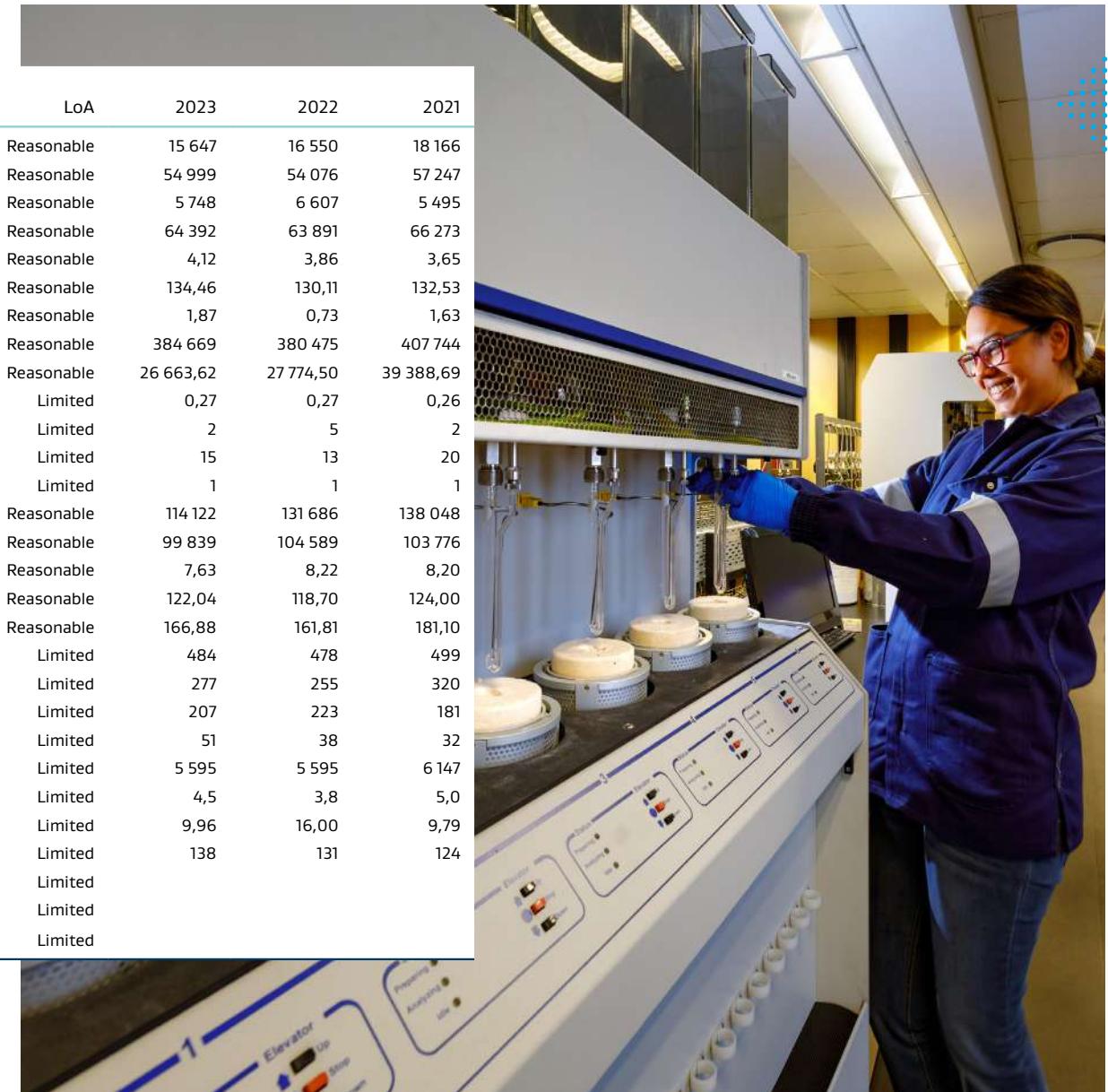
	2024	LoA	2023	2022	2021
Product meant for external sale (kiloton (kt))	16 055	Reasonable	15 647	16 550	18 166
Greenhouse gases: direct carbon dioxide (CO <sub>2</sub> ) Scope 1 (kiloton (kt))	55 502	Reasonable	54 999	54 076	57 247
Greenhouse gases: Indirect carbon dioxide (CO <sub>2</sub> ) Scope 2 (kiloton (kt))	5 313	Reasonable	5 748	6 607	5 495
Greenhouse gases: total greenhouse gases (CO <sub>2</sub> equivalent) (kiloton (kt))	64 819	Reasonable	64 392	63 891	66 273
Greenhouse gases: Intensity (rate)	4,04	Reasonable	4,12	3,86	3,65
Greenhouse gases: Direct methane (CH <sub>4</sub> ) (kiloton (kt))	133,35	Reasonable	134,46	130,11	132,53
Greenhouse gases: Nitrous oxide (N <sub>2</sub> O) (kiloton (kt))	3,17	Reasonable	1,87	0,73	1,63
Total energy use (thousand gj)	387 961	Reasonable	384 669	380 475	407 744
Total material use (kiloton (kt))	36 858,00	Reasonable	26 663,62	27 774,50	39 388,69
Recordable case rate (RCR)	0,25	Limited	0,27	0,27	0,26
Fatalities (number)	5	Limited	2	5	2
Total major and significant fires, explosions and releases (FERs) (number)	15	Limited	15	13	20
Major and significant road product transport incidents	1	Limited	1	1	1
Total water use (thousand cubic meter)	128 557	Reasonable	114 122	131 686	138 048
Water recycled (thousand cubic meter)	99 987	Reasonable	99 839	104 589	103 776
Atmospheric emissions: Particulates: fly ash (kiloton (kt))	7,55	Reasonable	7,63	8,22	8,20
Atmospheric emissions: Nitrogen oxides (NO <sub>x</sub> ) (kiloton (kt))	114,04	Reasonable	122,04	118,70	124,00
Atmospheric emissions: Sulphur oxides (SO <sub>x</sub> ) (kiloton (kt))	160,87	Reasonable	166,88	161,81	181,10
Total waste (kiloton (kt))	475	Limited	484	478	499
Hazardous waste (kiloton (kt))	251	Limited	277	255	320
Non-hazardous waste (kiloton (kt))	224	Limited	207	223	181
Total irreversible occupational diseases (IIRD) (number)	37	Limited	51	38	32
Area dedicated to biodiversity and conservation (hectares)	5 327	Limited	5 595	5 595	6 147
Fire, explosion and release severity rate (FER-SR)	5,4	Limited	4,5	3,8	5,0
High-severity injury – severity rate (HSI-SR)	15,22	Limited	9,96	16,00	9,79
Recycled waste (kiloton (kt))	133	Limited	138	131	124
Greenhouse gases (GHG) scope 3 emissions (tCO <sub>2</sub> e)*		Limited			
Workforce diversity (number)**		Limited			
Skills development spend (rands millions)***		Limited			

\* For more detail refer to assurance page 81.

\*\* For more detail refer to workforce diversity page 97.

\*\*\* For more detail refer to skills development spend page 99.

 For more information on our data performance, reporting criteria and KPI definitions, please refer to [www.sasol.com/investor-centre/integrated-reports](http://www.sasol.com/investor-centre/integrated-reports)



# INDEPENDENT AUDITOR'S ASSURANCE REPORT ON SELECTED KEY PERFORMANCE INDICATORS

## To the Directors of Sasol Limited

We have undertaken an assurance engagement on selected key performance indicators (KPIs), as described below, and presented in the Sasol Limited ("Sasol" or "the Group") Integrated Report for the year ended 30 June 2024 ("the Report"). This engagement was conducted by a multidisciplinary team including health, safety, social, environmental 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, as set out on page 163 of the Report. The selected KPIs described below have been prepared in accordance with Sasol Limited's reporting criteria included on pages 10 – 12 in the performance data for the year ended 30 June 2024 supplementary disclosure (the "Reporting Criteria"). The Reporting Criteria are available on the website <https://www.sasol.com/investor-centre/integrated-reports>.

**Table A: Reasonable assurance on the following KPIs (marked with a 'Reasonable' on page 163 in the Report)**

Key Performance Indicator	Unit of Measure	Boundary
Product meant for external sale	Kilotons (kt)	Group
Greenhouse gases: total Greenhouse gases (CO <sub>2</sub> equivalent)	Kilotons (kt)	Group
Greenhouse gases: direct Carbon dioxide (CO <sub>2</sub> ) Scope 1	Kilotons (kt)	Group
Greenhouse gases: indirect Carbon dioxide (CO <sub>2</sub> ) Scope 2	Kilotons (kt)	Group
Greenhouse gases: direct Methane (CH <sub>4</sub> )	Kilotons (kt)	Group
Greenhouse gases: nitrous oxide (N <sub>2</sub> O)	Kilotons (kt)	Group
Greenhouse gases: Intensity	Rate	Group
Total energy use	Thousand gj	Group
Total material use	Kilotons	Group
Total water use	Thousand cubic meter	Group
Water recycled	Thousand cubic meter	Group
Atmospheric emissions: particulates (fly ash)	Kilotons (kt)	Group
Atmospheric emissions: nitrogen oxides (NO <sub>x</sub> )	Kilotons (kt)	Group
Atmospheric emissions: sulphur oxides (SO <sub>x</sub> )	Kilotons (kt)	Group

**Table B: Limited assurance on the following KPIs (marked with a 'Limited' on pages 81, 97, 99 and 163 in the Report)**

Key Performance Indicator	Unit of Measure	Boundary
Greenhouse gases (GHG) Scope 3 emissions: category 3 Fuel and energy related activities – page 81	tCO <sub>2</sub> e	Group
Greenhouse gases (GHG) Scope 3 emissions: category 5 Waste generated by operations – page 81	tCO <sub>2</sub> e	Group
Greenhouse gases (GHG) Scope 3 emissions: category 6 Business travel – page 81	tCO <sub>2</sub> e	Group
Greenhouse gases (GHG) Scope 3 emissions: category 11 Use of sold products – page 81	tCO <sub>2</sub> e	Group
Recordable case rate (RCR)	Rate	Group
Fatalities	Number	Group
High severity injury – severity rate (HSI-SR)	Rate	Group
Total major and significant fires, explosions and releases (FERs)	Number	Group
Fire, explosion and release severity rate (FER-SR)	Rate	Group
Major and significant road product transportation incidents	Number	Group
Total irreversible occupational diseases (IROD)	Number	Group
Hazardous waste	Kilotons (kt)	Group
Non-hazardous waste	Kilotons (kt)	Group
Total waste	Kilotons (kt)	Group
Recycled waste	Kilotons (kt)	Group
Area dedicated to biodiversity and conservation	Hectares	Group
Skills Development Spend – page 99	Rands Million	Group
Workforce Diversity – page 97	Number	South Africa

## Directors' Responsibilities

The Directors are responsible for the selection, preparation and presentation of the selected KPIs in accordance with the accompanying Sasol Limited 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 control relevant to the preparation of the 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 the Report users.

## Inherent Limitations

The Greenhouse Gas (GHG) emissions quantification is subject to inherent measurement 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)*.

# INDEPENDENT AUDITOR'S ASSURANCE REPORT ON SELECTED KEY PERFORMANCE INDICATORS

continued

KPMG Inc. 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.

## Auditor's Responsibility

Our responsibility is to express either a reasonable assurance opinion or limited assurance conclusion on the selected KPIs as set out in tables (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 Information*, and, in respect of greenhouse gas emissions, in accordance with ISAE 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the International Auditing and Assurance Standards Board. Those Standards require 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 in accordance with ISAE 3000 (Revised) and ISAE 3410 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 control relevant to Sasol Limited'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 Sasol Limited;
- Assessing the suitability in the circumstances of Sasol Limited's use of the applicable reporting criteria as a basis for preparing the selected information; and
- 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 reasonable assurance opinion.

### (b) Limited assurance

A limited assurance engagement undertaken in accordance with ISAE 3000 (Revised) and ISAE 3410 involves assessing the suitability in the circumstances of Sasol Limited'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 Sasol Limited's selected KPIs have been prepared, in all material respects, in accordance with the accompanying Sasol Limited 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 we:

- Interviewed management 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 in our interviews;
- Tested the processes and systems to generate, collate, aggregate, monitor and report the selected KPIs;
- Performed a controls walkthrough of identified key controls;
- Undertook site visits and conducted interviews with relevant key personnel and KPI data owners to understand the data collection and report preparation processes and the associated key controls;
- Inspected supporting documentation on a sample basis and performed analytical procedures to evaluate the data generation and reporting processes against the reporting criteria;
- Evaluated the reasonableness and appropriateness of significant estimates and judgments made by the directors in the preparation of the selected KPIs; and
- Evaluated whether the selected KPIs presented in the Report are consistent with our overall knowledge and experience of sustainability management and performance at Sasol Limited.

## Reasonable Assurance Opinion and Limited Assurance Conclusion

### (a) Reasonable assurance opinion

In our opinion and subject to the inherent limitations outlined elsewhere in this report, the selected KPIs set out in table A of the Subject Matter paragraph above for the year ended 30 June 2024 are prepared, in all material respects, in accordance with Sasol Limited's reporting criteria.

### (b) Limited assurance conclusion

Based on the procedures we have performed and the evidence we have obtained and subject to the inherent limitations outlined elsewhere in this report, nothing has come to our attention that causes us to believe that the selected KPIs as set out in table B of

the Subject Matter paragraph above for the year ended 30 June 2024 are not prepared, in all material respects, in accordance with Sasol Limited's reporting criteria.

## Other Matters

The selected KPIs relating to prior reporting periods have been subject to assurance by different assurance practitioners. Assurance procedures were not performed by KPMG on the selected KPIs included in the previous Report or on any of the prior years' restatements.

The maintenance and integrity of the Sasol Limited's website is the responsibility of Sasol Limited 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 assurance report that may have occurred since the initial date of its presentation on Sasol Limited 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 Sasol Limited 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 Sasol, for our work, for our report, or for the conclusion we have reached.

## KPMG Inc.

Registered Auditor

**KPMG Inc.**

Per Safeera Loonat  
Chartered Accountant (SA)  
Registered Auditor  
Director

29 August 2024

KPMG Crescent  
85 Empire Road  
Parktown, Johannesburg  
2193

# CONTACT DETAILS

## Contact details

### Shareholder helpline

Information helpline: 0800 800 010  
Email: [sasol@jseinvestorservices.co.za](mailto:sasol@jseinvestorservices.co.za)

### Assistance with Annual General Meeting (AGM) queries and proxy forms

Telephone: +27(0) 11 053 0100  
Email: [sasol@jseinvestorservices.co.za](mailto:sasol@jseinvestorservices.co.za)

### Depository bank

J.P. Morgan Depository Receipts  
383 Madison Avenue, Floor 11  
New York, NY 10179  
United States of America

### Direct purchase plan

J.P. Morgan offers a convenient way for you to buy ADRs through the Global Invest Direct Program ("GID Program"). If you wish to participate or review the Program brochure, please visit [adr.com/shareholder](http://adr.com/shareholder). At the bottom of the page click on 'View All Plans' and select Sasol Limited to request an enrolment kit or you can call 1-800-990-1135 or 1-651-453-2128.

With the Program, you can:

- purchase ADSs without a personal broker;
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### Questions or correspondence about Global Invest Direct

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Overnight mail:  
Shareowner Services  
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United States of America

**Website**  
[www.sasol.com](http://www.sasol.com)



Comprehensive additional information is available on our website: [www.sasol.com](http://www.sasol.com)

# FORWARD-LOOKING STATEMENTS

## Forward-looking statements

Sasol may, in this document, make certain statements that are not historical facts and relate to analyses and other information which are based on forecasts of future results and estimates of amounts not yet determinable. These statements may also relate to our future prospects, expectations, developments, and business strategies. Examples of such forward-looking statements include, but are not limited to, the capital cost of our projects and the timing of project milestones; our ability to obtain financing to meet the funding requirements of our capital investment programme, as well as to fund our ongoing business activities and to pay dividends; statements regarding our future results of operations and financial condition, and regarding future economic performance including cost containment, cash conservation programmes and business optimisation initiatives; recent and proposed accounting pronouncements and their impact on our future results of operations and financial condition; our business strategy, performance outlook, plans, objectives or goals; statements regarding future competition, volume growth and changes in market share in the industries and markets for our products; our existing or anticipated investments, acquisitions of new businesses or the disposal of existing businesses, including estimates or projection of internal rates of return and future profitability; our estimated oil, gas and coal reserves; the probable future outcome of litigation, legislative, regulatory and fiscal developments, including statements regarding our ability to comply with future laws and regulations; future fluctuations in refining margins and crude oil, natural gas and petroleum and chemical product prices; the demand, pricing and cyclical of oil, gas and petrochemical product prices; changes in the fuel and gas pricing mechanisms in South Africa and their effects on prices, our operating results and profitability; statements regarding future fluctuations in exchange and interest rates and changes in credit ratings; total shareholder return; our current or future products and anticipated customer demand for these products; assumptions relating to macroeconomics; climate change impacts and our climate change strategies, our development of sustainability within our businesses, our energy efficiency improvement, carbon and greenhouse gas emission reduction targets, our net zero carbon emissions ambition and future low-carbon initiatives, including relating to green hydrogen and sustainable aviation fuel; our estimated carbon tax liability; cybersecurity; and statements of assumptions underlying such statements. Words such as "believe", "anticipate", "expect", "intend", "seek", "will", "plan", "could", "may", "endeavour", "target", "forecast" and "project" and similar expressions are intended to identify forward-looking statements but are not the exclusive means of identifying such statements. By their very nature, forward-looking statements involve inherent risks and uncertainties, both general and specific, and there are risks that the predictions, forecasts, projections, and other forward-looking statements will not be achieved. If one or more of these risks materialise, or should underlying assumptions prove incorrect, our actual results may differ materially from those anticipated. You should understand that a number of important factors could cause actual results to differ materially from the plans, objectives, expectations, estimates and intentions expressed in such forward-looking statements. These factors and others are discussed more fully in our annual report on Form 20-F and in other filings with the United States Securities and Exchange Commission. The list of factors discussed therein is not exhaustive; when relying on forward-looking statements to make investment decisions, you should carefully consider foregoing factors and other uncertainties and events, and you should not place undue reliance on forward-looking statements. Forward-looking statements apply only as of the date on which they are made, and we do not undertake any obligation to update or revise any of them, whether as a result of new information, future events or otherwise.

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# GLOSSARY AND ABBREVIATIONS

## Please note

One billion is defined as one thousand million, bbl – barrel, bscf – billion standard cubic feet, mmscf – million standard cubic feet, oil references Brent crude, mmboe – million barrels oil equivalent.  
All references to years refer to the financial year ended 30 June. Any reference to a calendar year is prefaced by the word "calendar".

<b>ADR/s</b>	American Depository Receipt/s	<b>GDP</b>	Gross domestic product	<b>N<sub>2</sub>O</b>	Nitrous oxide	<b>t/cm/s</b>	Tons per continuous miner per shift
<b>AGM</b>	Annual General Meeting	<b>GEC</b>	Group Executive Committee	<b>NACD</b>	Certificate in cybersecurity oversight	<b>TGP</b>	Total guaranteed package
<b>AGOA</b>	African Growth and Opportunities Act	<b>GHG</b>	Greenhouse gas	<b>Natref</b>	National petroleum refiners of South Africa (Pty) LTD	<b>TSR</b>	Total shareholder return
<b>AUC</b>	Assets under construction	<b>GID</b>	Global Invest Direct Program	<b>NAQO</b>	National Air Quality Officer	<b>TTR</b>	Total Target Remuneration
<b>B-BBEE</b>	Broad-Based Black Economic Empowerment	<b>GM</b>	Gross margin	<b>NED</b>	Non-Executive Director	<b>US</b>	United States of America
<b>bbl</b>	Barrels	<b>GRI</b>	Global Reporting Initiative	<b>NERSA</b>	National Energy Regulator of South Africa	<b>US\$/ton</b>	US Dollar per ton
<b>b/d</b>	Barrels per day	<b>GTL</b>	Gas-to-Liquids	<b>Net debt:</b>	EBITDA – EBITBA as defined in the loan agreements	<b>UN</b>	United Nations
<b>BFP</b>	Basic Fuel Price	<b>GTP</b>	Gas-to-power	<b>NGOs</b>	Non-governmental organisations	<b>UN SDG/s</b>	United Nations Sustainable Development Goal/s
<b>Board</b>	Board of Directors	<b>GTRs</b>	Group top risks	<b>NYSE</b>	New York Stock Exchange	<b>VAT</b>	Value added tax
<b>boe</b>	Barrels of oil equivalent	<b>H<sub>2</sub></b>	Hydrogen	<b>OT</b>	Operations Technology	<b>WACC</b>	Weighted average cost of capital
<b>BPEP</b>	Business Performance Enhancement Programme	<b>HSI</b>	High-severity incident	<b>PA</b>	Per annum	<b>ZAR</b>	South African Rand
<b>bscf</b>	Billion standard cubic feet	<b>HRIS</b>	Human Resources Information System	<b>PDRI</b>	Plan, Do, Review and Improve		
<b>CAM</b>	Combined Assurance Model	<b>HSI-SR</b>	High-severity incident – severity rate	<b>PM</b>	Particulate matter		
<b>capex</b>	Capital expenditure	<b>HEPS</b>	Headline earnings per share	<b>PPA</b>	Power purchase agreement		
<b>CEO</b>	Chief Executive Officer	<b>IFRS</b>	International Financial Reporting Standards	<b>PPA</b>	Pande-Temane Petroleum Agreement		
<b>CF2</b>	Clean fuels specifications	<b>IM</b>	Information Management	<b>PSA</b>	Production Sharing Agreement		
<b>CFC</b>	Cash fixed cost	<b>IRA</b>	Inflation Reduction Act	<b>PT5-C</b>	Exploration area		
<b>CFO</b>	Chief Financial Officer	<b>IT</b>	Information Technology	<b>PTL</b>	Power-to-liquids		
<b>CGU/s</b>	Cash generating unit/s	<b>IPF</b>	Individual performance factor	<b>Ptx</b>	Power-to-X		
<b>CHEPS</b>	Core headline earnings per share	<b>JSE</b>	JSE Limited	<b>PV</b>	Photovoltaic		
<b>CO<sub>2</sub></b>	Carbon dioxide	<b>JV/s</b>	Joint venture/s	<b>RCF</b>	Revolving credit facility		
<b>CPI</b>	Consumer Price Index	<b>KPI/s</b>	Key performance indicator/s	<b>RCR</b>	Recordable case rate		
<b>CPTs</b>	Corporate Performance Targets	<b>kt</b>	Kilotons	<b>RE</b>	Renewable energy		
<b>CTL</b>	Coal-to-liquids	<b>ktpa</b>	Thousand tons per annum	<b>RED</b>	Renewable energy directive		
<b>CTRG</b>	Central Térmica de Ressano Garcia S.A.	<b>LBIT</b>	Loss before interest and tax	<b>Rm</b>	Rand millions		
<b>CY</b>	Calendar year	<b>LCCC</b>	Lake Charles Chemicals Complex	<b>ROIC</b>	Return on invested capital		
<b>CHEPS</b>	Core headline earnings per share	<b>LCCP</b>	Lake Charles Chemicals Project	<b>ROMPCO</b>	Republic of Mozambique Pipeline Investment Company (Pty) Ltd		
<b>DEPS</b>	Diluted earnings per share	<b>LIP JV</b>	Louisiana Integrated Polyethylene Joint venture	<b>RP</b>	Response Plan		
<b>EAP</b>	Employee assistance programme	<b>LTI/s</b>	Long-term incentive/s	<b>rTSR</b>	Relative total shareholder return		
<b>EBIT</b>	Earnings before interest and tax	<b>LTIP</b>	Long-term incentive plan	<b>SAF</b>	Sustainable aviation fuel		
<b>EBITDA</b>	Earnings before interest, tax, depreciation and amortisation	<b>LWDCR</b>	Lost workday case rate	<b>SAPREF</b>	South African Petroleum Refineries		
<b>EGTL</b>	Escravos Gas-to-Liquid	<b>MES</b>	Minimum Emission Standards	<b>SARs</b>	Share Appreciation Rights scheme		
<b>EmpVP</b>	Employee Value Proposition	<b>MGP</b>	Maximum Gas Price	<b>SARS</b>	South African Revenue Services		
<b>ENREF</b>	Engen Oil Refinery	<b>MM</b>	Material Matters	<b>Sasol 2.0</b>	Group-wide transformation programme		
<b>EPS</b>	Basic earnings per share	<b>mm bbl</b>	Million barrels	<b>SDG/s</b>	Sustainable Development Goal/s		
<b>ERM</b>	Enterprise risk management	<b>mmboe</b>	Million barrels oil equivalent	<b>SEC</b>	Securities and Exchange Commission		
<b>ERR</b>	Emission reduction roadmap	<b>m bbl</b>	Thousand barrels	<b>SHE</b>	Safety, health and environment		
<b>ESG</b>	Environmental, social and governance	<b>mm tons</b>	Million tons	<b>SO</b>	Secunda Operations		
<b>EVP/s</b>	Executive Vice President/s	<b>mmscf</b>	Million standard cubic feet	<b>SO<sub>2</sub></b>	Sulphur dioxide		
<b>FCTR</b>	Foreign currency translation gains	<b>mm<sup>3</sup></b>	Million cubic metres	<b>SSEC</b>	Safety Social and Ethics Committee		
<b>FER-SR</b>	Fires explosions and releases – severity rate	<b>MOI</b>	Memorandum of Incorporation	<b>STEM</b>	Science, Technology, Engineering and Mathematics		
<b>FT</b>	Fischer-Tropsch	<b>MOU</b>	Memorandum of Understanding	<b>STI/s</b>	Short-term incentive/s		
<b>FY</b>	Financial year	<b>MSR</b>	Minimum Shareholding Requirement	<b>TCFD</b>	Task Force on Climate related Financial Disclosures		
		<b>MW</b>	Megawatt				



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