# Anglo American Platinum 2024 annual results

17 February 2025



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## Agenda

Safety

2024 highlights

Update on action plan

2024 performance

Capital structure as a stand-alone company

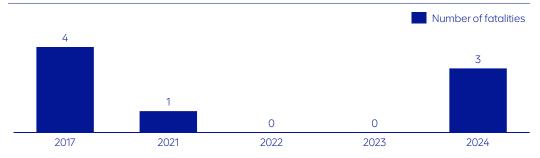
Demerger update

Q&A

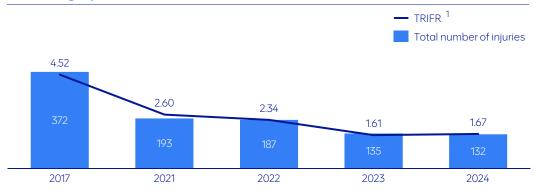


## Zero harm remains our top priority

## Fatalities at own operations



## Reducing injuries



#### Three fatalities at Amandelbult

Mototolo 13 years fatality free

Unki 13 years fatality free

Mogalakwena 12 years fatality free

## Continued safety focus

Embedding lessons learned to prevent repeats

Continuing to strengthen our safety maturity and culture

Integrating deep behavioural understanding into safety programmes

Improving contractor performance management

Emphasis on high-risk work and associated controls

# Robust performance in a difficult and evolving macro context

PGM basket price Refined PGM production **FBITDA** \$1,468 3.9 Moz R20bn 2023: 3.8 Moz Net cash AISC 2024 total dividend including customer prepayment Target: below \$1,050 R71.75 per share Dec 2023: R15bn

# Update on Action Plan



## Delivered on our commitments in 2024

Cost out savings

**/** 

R12bn

Target: R10bn (Opex and capital)

Restructuring

Complete

Target: 3,700 roles; 620 contracting companies

AISC



\$986

Target: below \$1,050

Unit cost

**/** 

R17,540

Target: R16,500-R17,500

H1 Cost curve position

3 of 4

Target: All assets in H1 of cost curve

Mortimer Smelter

✓ April 2024

Target: Care & maintenance by H12024

## Operational overview



# Resilient performance driven by operational excellence



## 2025 priorities

Continued focus on safe operations

Maintaining own-mined production

Continued focus on operational excellence

Progressing Mogalakwena underground

Der Brochen project ramp-up

Repurposing Mortimer Smelter to slag cleaning furnace

# Mogalakwena – operational excellence driving cost reductions and lower AISC

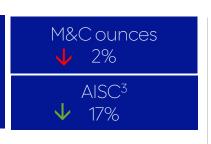
Tonnes mined

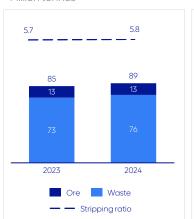
4%

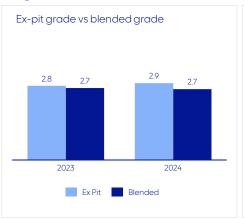
Adjusted mining sequence to mine less waste in medium-term

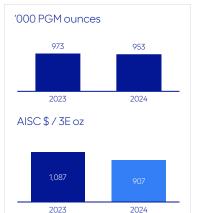
Million tonnes











## 2025 priorities

Pit optimisation: stabilised medium-term plan

Blended grade at 2.7 - 2.9 g/t

Commission mass pull reduction project

Progressing underground study and exploration decline

Continuing community relationship reset

## Mogalakwena pit optimisation unlocking value

Value-optimised open-pit mining plan leading to medium-term benefits

# Resequenced and optimised mine plan

Adjusted mining sequence to mine less waste supporting our value over volume ethos

~90-120 Mt

total tonnes per annum

Improving stripping ratios and 4E grade

~4.5-6.7

Stripping ratio

~2.7-3.0 g/t<sup>4</sup>

## Operational excellence

Optimised plan to drive operating effectiveness

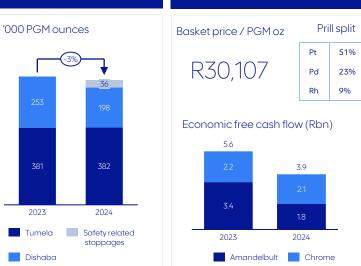
Improving on drill and blast and load and haul efficiencies

Sustained M&C PGM production ~0.9-1.0 million oz

Reduction in AISC improving cost curve position

# Amandelbult – intentional reset of safety performance





# Metal prill split driving Driving Amandelbult cash generation down the cost curve



## 2025 priorities



Embed safe conventional mining excellence

Focus on cash generation

Positioning Amandelbult further down the cost curve

Mass pull reduction and recovery optimisation

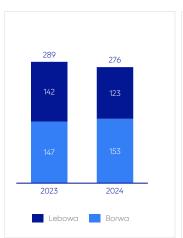
# Mototolo – productivity improvements mitigating end of life at Lebowa

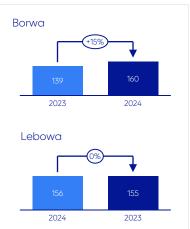


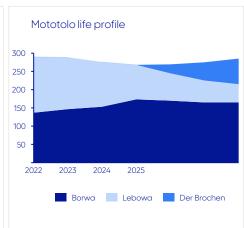
PGM oz / employee per annum

Der Brochen in execution Start ramp-up in 2025

'000 PGM ounces







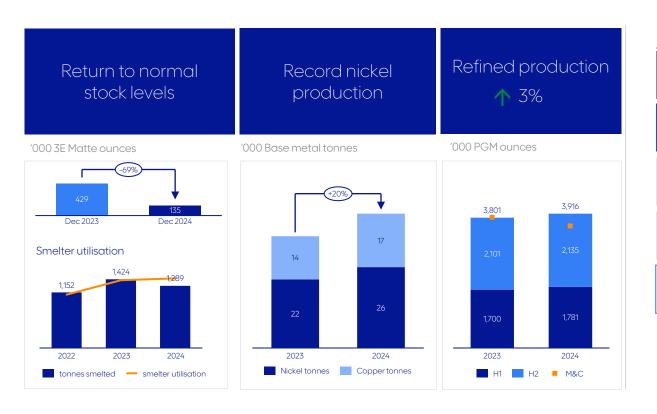
## 2025 priorities

Continue to improve asset stability and reliability

Der Brochen project ramp-up

Maximise PGM recovery and chrome yields

# Processing – stable and consistent performance drives normalised stock levels



# 2025 priorities Continue driving process stability Optimise stock levels through operational excellence

Mass pull at optimised recovery to achieve industry benchmark

Mortimer Smelter conversion to slag cleaning furnace

Optimised cost structures

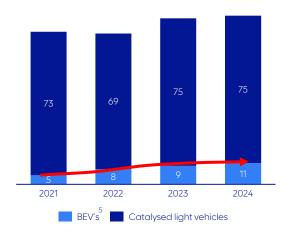
## Market performance



## Improving market sentiment as BEV growth slows

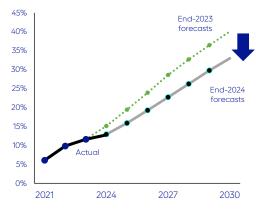
Catalysed vehicle sales steady as BEV growth slows...

Million vehicles



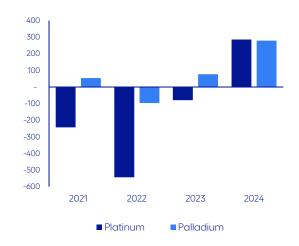
... prompting downgrade to longer-term BEV forecasts...

BEV <sup>5</sup> share of light vehicle production



...and contributing to improved market sentiment

Annual flows into ETFs, 6 '000 ounces



## PGM metal deficits continue in the medium-term

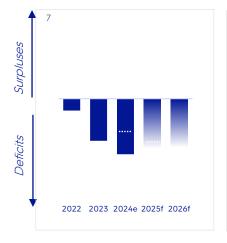
Platinum

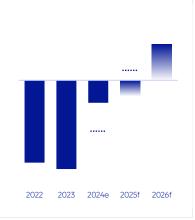
Prolonged deficits

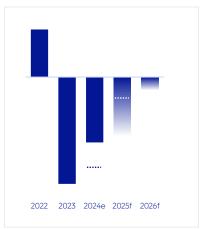


Rhodium

Deficit to continue in next
few years







#### Outlook

Vehicle sales and production growing

Slower growth in BEVs, with potential for further change in USA

Mine supply forecast to be lower while recycling picks up more slowly

Automotive inventory normalisation

Improving sentiment

····· Forecast at 2024 interim results

Financial performance

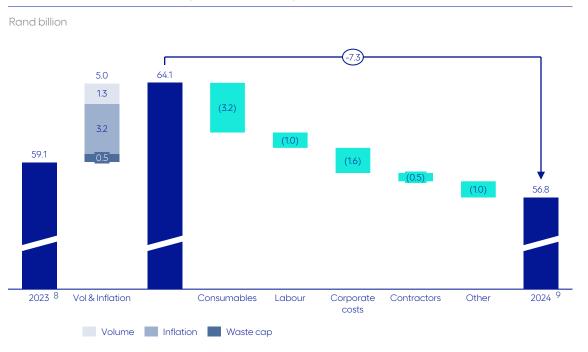


# Decisive action plan mitigating impact of lower PGM prices

Revenue Basket price / PGM oz Cost and capital savings R109bn R12bn R26,695 2023: R125bn Net cash AISC / 3E oz Operating free cash flow R18bn R15bn Dec 2023: R15bn Target: below \$1,050 2023: R3bn

## Delivered ~R7 billion from cost out initiatives

## Operational cost-out programme savings delivered



#### 2025 focus

Deliver ~R4bn from a 2024 base

Labour and contractors ~R1 bn

Consumables ~R2bn

Corporate and other ~R1bn

# Cost saving initiatives enabled a reduction in unit cost and AISC <sup>3</sup>

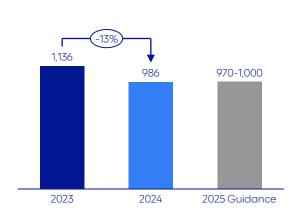
#### Unit cost

R/PGM oz

# 2023 Lower own CPI & FX Cost improvements 2024 2025 Guidance

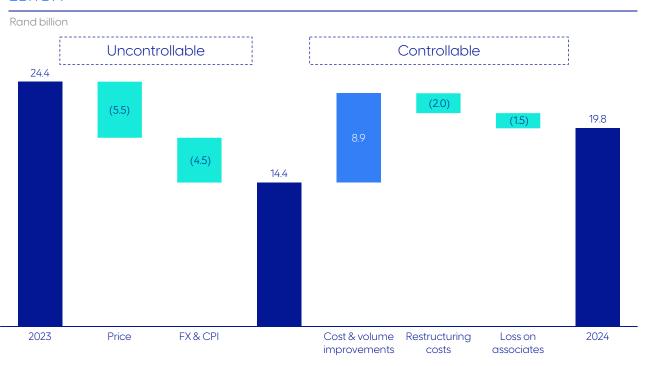
#### All-in sustaining cost

\$ per 3E ounce



## Robust EBITDA supported by cost improvements

#### **FBITDA**



PGM basket price \$1,468/PGM ounce decreased 11%

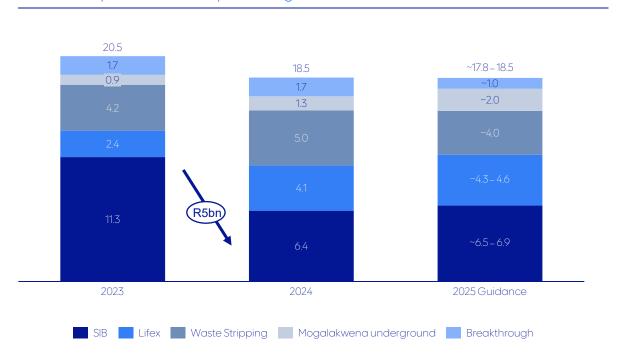
Strengthening of the ZAR and inflationary pressures

Cost saving initiatives exceeding target

Once-off restructuring costs

# Asset integrity retained whilst optimising capital efficiencies

Focused expenditure whilst preserving cash outflow<sup>10</sup>



#### 2025 focus

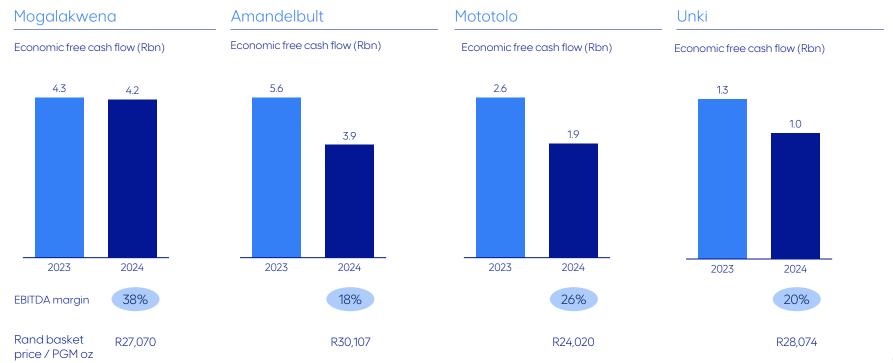
SIB focused on asset integrity, HME and tailings facilities

Replacement capital focused on Der Brochen, Tumela 1 subshaft development, ventilation shafts and new tailings facilities

Progressing the Mogalakwena underground project

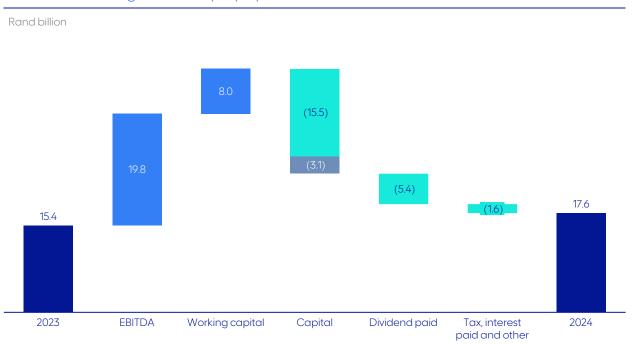
Improved effectiveness and efficiency of project delivery

# Own mines cash generative with strong EBITDA margins



## Strong and flexible balance sheet

## Net cash including customer prepayment



Net cash excluding the customer prepayment increased to R5.7 bn

Invested in sustaining capital to ensure the sustainability of our business

R3.1bn on discretionary capital

Sufficient liquidity

Capital structure as a stand-alone company



## Targeted capital structure as a stand-alone



The demerger catalyses considerations of an appropriate, stand alone capital structure



Balancing capital returns to shareholders while ensuring the ability to execute against our strategic priorities

#### Confidence underpinning our capital structure

- World class resource endowment
- Continued investment in mining operations and processing assets
- Benefits of an integrated value chain
- Delivering operational excellence favourable cost position

## Cornerstones of an optimal capital structure

Strong, resilient balance sheet

Headroom for continued investment in portfolio

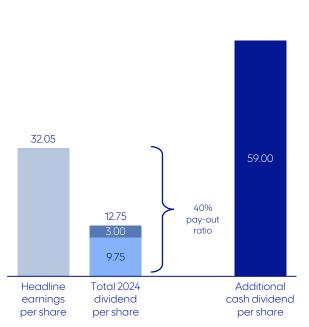
Limited reliance on commodity price improvements

Leverage ratio below 1.0 through the cycle

## Returns to shareholders

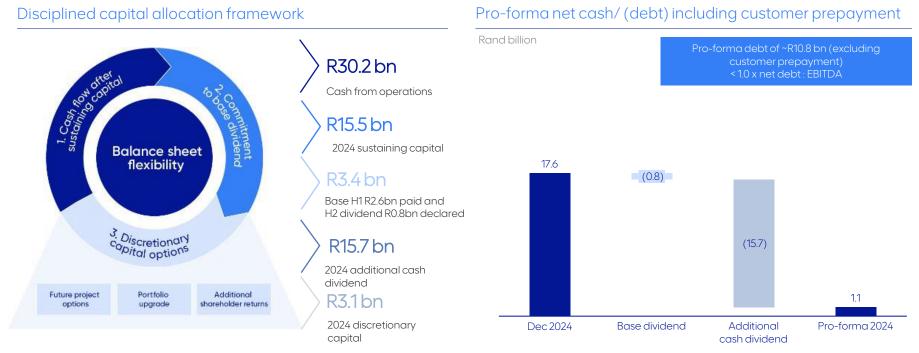
#### 2024 earnings and dividend per share







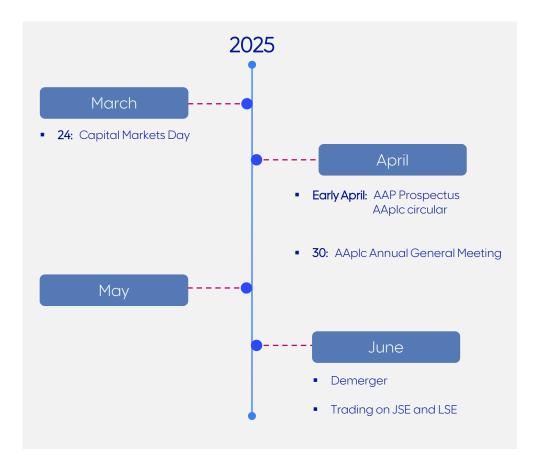
# Strong cash generation & balanced capital allocation framework supports returns to shareholders



Demerger update and management's medium term focus



## Demerger 2025 key dates and focus areas



## Key focus areas

Continued delivery of our strategy to ensure the safe and efficient delivery of our targets

Fit for purpose organisational structure

Responsible and orderly separation from Anglo American

Preparation for secondary listing on the London Stock Exchange

# Our transition to a new standalone company with a new fit-for-purpose leadership structure



Craig Miller
Chief Executive Officer

#### Changesto exco

- Riaan Blianaut
- Sicelo Ntuli
- Wade Bickley
- Benny Oeyen stepped down 31 December 2024



Willie Theron

Mining
Operations



Agit Singh
Processing
Operations



Sayurie Naidoo Chief Financial Officer



Yvonne Mfolo Corporate Affairs and Sustainability



Virginia Tyobeka
People and
Organisation



Martin Poggiolini
Corporate
Development



Hilton Ingram Marketing

Resilient performance in 2024 underscores our readiness

Transition to a more focused, competitive, independent company

Still rooted in South Africa with secondary listing in London

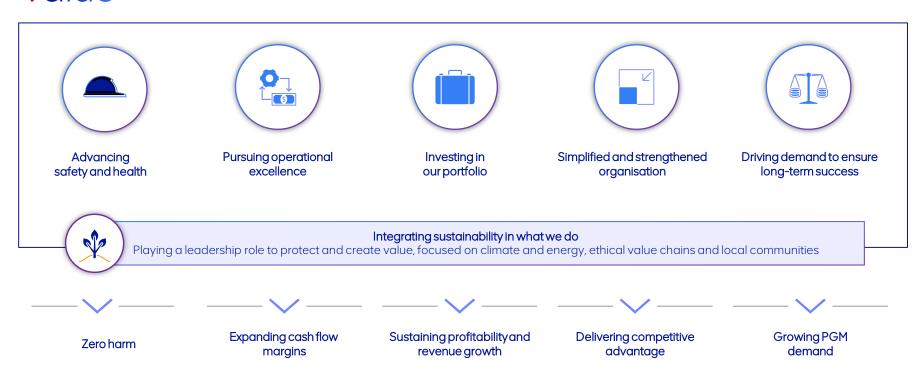
Formidable established platform to work from

Fully integrated value chain

Remain a leader in the PGM industry

- Demerger presented an opportunity to review the executive structure to address business challenges, streamline roles and enhance strategic alignment.
- The aims is to concentrate on simplicity, clarity and operational efficiency with a focus on strong expertise in mining and processing.
- The structure emphasises a local operational presence in South Africa and brings previously regional and group functions directly under Anglo American Platinum to avoid redundancy.

# Strategically shaping our future, driving stakeholder value



## Building a more resilient organisation

- 1 Delivery against Action Plan announced in February 2024
- 2 Rightsized business to deliver on strategy operational restructuring completed
- (3) Processing assets stability from significant targeted investments made
- (4) Mogalakwena optimised mine plan progressed
- Demerger from Anglo American plc into a stand-alone PGM company listed on JSE and LSE on track

# Thank you



Q&A



# Appendix



#### Meaningful contribution to society

Taxes and royalties

Local procurement

R3 billion

R28 billion

Salaries and wages

Social investment

R16 billion

R0.6 billion

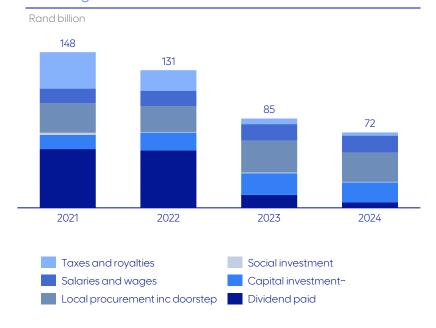
Capital investment 11

Dividends paid 12

R19 billion

R5 billion





#### Production and cost guidance

	Unit	2025 Guidance	2026 Estimate	2027 Estimate
Metal-in-concentrate (M&C)				
Total PGMs	(Mounces)	3.0 – 3.4	3.0 – 3.4	3.0 – 3.5
- own-mined	(Mounces)	2.1 – 2.3	2.1 – 2.3	2.3 – 2.5
- Purchase of concentrate (POC)	(Mounces)	0.9 – 1.1	0.9 – 1.1	0.7 – 1.0
Refined PGM production	(Mounces)	3.0-3.4	3.0 – 3.4	3.0 – 3.5
Unit cost	(R/PGM oz)	17,500-18,500		
All-in sustaining costs (AISC)	US\$/3E oz	~970-1,000		
Capex	(R billion)	17.8. – 18.5	19.0 – 19.8	19.0 – 20.1

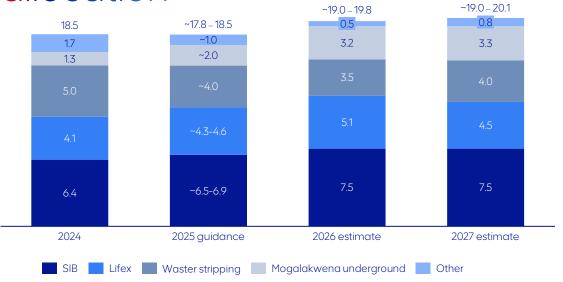
The average M&C split by metal is Platinum: c.44%, Palladium: c.32% and Other: c.24%.

In 2025, POC volumes will be lower than 2024 reflecting the impact of the Siyanda POC agreement transitioning to a 4E metals tolling arrangement early in the year, as well as Kroondal having transitioned to a 4E metals tolling arrangement in September 2024.

In 2027, own-mined production benefits from higher grades at Mogalakwena, Dishaba projects coming online at Amandelbult and the steady ramp-up of Der Brochen, while POC is impacted by anticipated lower third-party receipts. Refined production excludes toll refined material. Production remains subject to the impact of Eskom load-curtailment. Refined production is usually lower in the first quarter than the rest of the year due to the annual stock count and planned processing maintenance.

## Capital guidance aligned to disciplined capital

allocation



2025 Focus

SIB focused on asset integrity, HME and tailings facilities

Replacement capital focused on Der Brochen, Tumela 1 subshaft development, ventilation shafts and new tailings facilities

Progressing the Mogalakwena twin exploration declines

Improved effectiveness and efficiency of project delivery

 $The \ capital \ guidance \ for \ 2025 \ was \ set \ following \ a \ reprioritisation \ of \ the \ portfolio \ and \ rephasing \ of \ certain \ projects.$ 

Lower sustaining capital of between R14.8 billion and R15.5 billion for 2025 will be focused on ensuring the integrity and reliability of our assets across the value chain, investing in heavy mining equipment (HME) to support the increase in waste mining and tailings infrastructure at Mogalakwena, and progressing the Mototolo-Der Brochen life extension expected to be completed in 2027.

Lower capitalised waste resulting from the pit-optimisation strategy that will still enable the delivery of 0.9-1M M&C ounces.

## **EBITDA** sensitivity

Sensitivity analysis - 2024	lysis - 2024 Spot 31 Jan 2025		EBITDA Impact of 10% change in average realised price and FX
Commodity / unit			
Platinum (\$/oz)	971	955	2,340
Palladium (\$/oz)	992	1,003	1,878
Rhodium (\$/oz)	4,650	4,637	1,495
Gold (\$/oz)	2,793	2,559	333
Nickel (\$/ton)	15,280	16,926	666
Copper (\$/ton)	8,944	9,040	253
Chrome (\$/ton)	201	246	392
Basket price (\$/ PGM ounce)	1,489	1,468	7,864
Currency			
South African rand	18.57	18.24	7,357

### Net cash flow by mine

Assets	Net cash 31 December 2023	Net Cash generated/ (Utilised)	SIB and Waste Capital	Economic 13 free cash flow		4 Deferred Consideration	interest	Effect of exchange rate changes on cash		Customer prepayment		Net cash 31 December 2024
Mogalakwena		12,514	(8,291)	4,223	(3,957)							
Amandelbult		4,479	(544)	3,935	(778)							
Mototolo		2,260	(401)	1,859	(1,706)	(1,254)						
Unki		1,755	(711)	1,044	(197)							
Modikwa		794	(332)	462	(35)							
Kroondal		679	(1)	678	(1)							
Purchase of concentrate, Tolling & Trading		9,904	(833)	9,071	(435)							
Other		(2,923)	(302)	(3,225)	(56)	336	(2,406)	170	(5,441)	699	(823)	
	15,446		(11,415)	18,047	(7,165)	(918)	(2,406)	170	(5,441)	699	(823)	17,610

<sup>\*</sup> Project capital: Life extension, Breakthrough, and Mog UG Data may not add as they are round independently.

#### Cost breakdown

2024	Cost base (Rbn)	Volume %	PGMs (koz)	Labour	Contractors	Utilities Co	nsumables	Maintenance	Sundries
Opencast Mining	8.9	45%	964	18%	4%	2%	36%	33%	7%
Conventional Mining	10.7	29%	642	53%	4%	9%	14%	9%	11%
Mechanised Mining	7.1	26%	585	39%	10%	7%	20%	13%	11%
Concentrating	9.3			13%	2%	25%	23%	23%	14%
Processing	13.1			19%	1%	29%	15%	18%	18%
Total	49.1	100%	2,192	28%	4%	16%	21%	19%	12%
2023	Cost base (Rbn)	Volume %	PGMs (koz)	Labour	Contractors	Utilities Co	nsumables	Maintenance	Sundries
2023 Opencast Mining	Cost base (Rbn)	Volume %	PGMs (koz)	Labour 16%	Contractors 5%	Utilities Co	nsumables 36%	Maintenance	Sundries 8%
Opencast Mining Conventional Minina		41%	985	16% 52%		2% 9%	36%	33% 9%	8%
Opencast Mining Conventional Mining Mechanised Mining	9.2 11.7 9.8	41% 29% 30%	985 704 772	16% 52% 36%	5% 4%	2% 9% 7%	36% 15% 20%	33% 9% 19%	8%
Opencast Mining Conventional Mining	9.2 11.7 9.8	41% 29% 30%	985 704 772	16% 52% 36%	5% 4%	2%	36% 15% 20%	33% 9%	8% 11%
Opencast Mining Conventional Mining Mechanised Mining	9.2 11.7 9.8	41% 29% 30%	985 704 772	16% 52% 36%	5% 4% 10%	2% 9% 7%	36% 15% 20%	33% 9% 19%	8% 11% 8%

### Rand basket price

		Mogalakwena	Amandelbult	Mototolo	Unki	Modikwa AAP share	Exit & C&M <sup>15</sup> mines	Mining	POC	Company (ex-trading) <sup>16</sup>
	Net sales revenue (US\$ million)									
	from platinum	428	325	131	115	63	13	1,076	696	1,784
	from palladium	484	153	88	101	58	8	894	357	1,297
	from rhodium	133	281	111	52	53	13	644	488	1,172
	from other PGMs	167	133	62	59	30	5	456	430	875
	from base metals	363	16	11	83	10	0	483	121	604
	from chrome	-	208	0	-	7	-	214	-	214
а	Total revenue	1,575	1,115	404	411	222	39	3,767	2,091	5,946
b	PGM ounces sold	1,061	676	307	267	162	30	2,503	1,575	4,078
c = a ÷ b x 1,000	US\$ basket price per PGM ounce 16	1,484	1,651	1,318	1,540	1,365	1,299	1,505	1,328	1,468
d	Exchange Rate achieved on sales (ZAR: US\$)	18.24	18.24	18.24	18.24	18.24	18.24	18.24	18.24	18.24
e = c x d	ZAR basket price per PGM ounce	27,070	30,107	24,020	28,074	24,880	24,274	27,447	24,212	26,695

Data may not add as they are round independently.

### All-in sustaining cost (AISC)

		Mogalakwena	Amandelbult	Mototolo	Unki	Modikwa	Kroondal	Mining
	Cost (\$ million)							
	Cash operating costs	781	710		253		1	2,164
	Other costs and marketing	180	219	51	80	26	22	586
	SIB and waste stripping capital	452	30	22	39	18	0	561
а	Total costs	1,413	959			211	23	3,311
	Revenue from other metals other than 3E							
b	Other metals excluding 3E	(527)	(353)	(72)	(141)	(46)	(5)	(1,143)
c = a-b	All-in sustaining costs	886	606	253	231	165	18	2,168
d	3E ounces sold	977	567	255	237	139	24	2,199
e = c x 1,000	÷ d US\$AISC / 3E oz sold	907	1,070	992	976	1,186	724	986
	Average 3E price achieved (\$ / 3e oz)	1,070	1,340	1,295	1,133	1,259	1,441	1,188
	Realised \$ cash margin / 3e ounce sold	163	270	303	157	73	717	203

### Simplified EBITDA per PGM ounce

(R million)		Mogalakwena	Amandelbult incl 15 EDD <sup>17</sup>	Mototolo incl Der Brochen	Unki	Modikwa AAP share	Exit mines & Care and maintenance	Mined	POC & Toll	Trading	Other	Company	Company – (ex trading)
a = (b x c)/1000 d	<sup>0</sup> *Net revenue	28,728	20,340	7,367	7,486	4,041	728	68,690	39,832	465		108,987	108,522
b	Basket price per PGM ounce	27,070	30,107	24,020	28,074	24,880	24,274	27,447	24,212	60		26,695	26,613
С	PGM ounces sold	1,061	676	307	267	162	30	2,503	1,575	7,743		11,820	4,077
d	Other revenue								1,693			1,693	1,693
e = (f x g)/1000 h	<sup>0</sup> + Cash operating costs	14,767	12,938	4,616	4,653	3,084	14	40,072	29,306	22		69,400	69,378
f	Cash operating cost / PGM oz	15,489	22,313	16,697	19,389	21,705	-	18,283	-				
g	PGM ounces produced	953	580	277	240	142	-	2,192	1,361			3,553	3,553
h	POC, toll and other costs								29,306	22		29,328	29,306
i = (j + k + l + m n)	Other costs	2,933	3,772	841	1,369	422	554	9,890	4,136	(0)	5,748	19,776	19,776
j	- Metal inventory	1,031	1,428	355	284	233	357	3,688	3,072	-	-	6,760	6,760
k	- Other costs	1,791	1,137	434	756	129	192	4,439	1,065	-	4,405	9,909	9,909
1	- Royalties	111	180	28	329	16	4	668	-	-	-	668	668
m	- Chrome	-	1,027	24	-	44	-	1,095	-	-	-	1,095	1,095
n	- Market & development costs										1,343	1,343	1,343
o = (e + i)	Total costs	17,700	16,710	5,457	6,022	3,506	567	49,962	33,443	22	5,748	89,175	89,153
p=(a-o)	EBITDA	11,028	3,630	1,910	1,464	535	161	18,728	6,389	443	(5,748)	19,812	19,369
q = (p ÷ a)	EBITDA margin	38%	18%	26%	20%	13%	22%	27%	16%	95%	0%	18%	18% 4

Data may not add as they are round independently

#### Footnotes

- 1) Total recordable injury frequency rate (TRIFR) is a measure of all injuries requiring treatment above first aid per 1,000,000 hours worked (slide 4)
- 2) On a like-for-like basis, normalised for Kroondal in the prior period 2023 (slide 9)
- 3) All-in sustaining costs (AISC) (slide 10-12) (Slide 21)
- 4) 4E grade increases to 3.0 g/t in 2027 (slide 11)
- 5) Battery Electric Vehicle (BEV) (slide 16)
- 6) Exchange trading funds (ETF) (slide16)
- 7) Historical data from Johnson Matthey, 2024, Johnson Matthey adapted by Anglo American Platinum, 2025 onwards Anglo American Platinum (slide 17)
- 8) FY 2023 costs exclude 50% own-mined Kroondal costs to compare on a like-for-like basis (slide 20)
- 9) FY 2024 excludes restructuring costs of R1.5 billion and demerger related expenses of R700 million (slide 20)
- 10) Total capital excludes capitalised interest (slide 23) (slide 40)
- 11) Capital investment excludes capitalised interest (slide 38)
- 12) Dividends include dividends paid to Thobo employee trust of R137m (Slide 38)
- 13) Economic free cash flow includes working capital and excludes royalties paid (Slide 42)
- 14) Project capital: Life extension, Breakthrough and Mogalakwena Underground (slide 42)
- 15) Care and Maintenance (Slide43)
- 16) The Company basket price excludes revenue from tolling, trading and leasing deemed cost of sales (Slide 43)
- 17) 15 East Drop down (15 EDD) (Slide 45)
- 18) Marketing chart sources: (Slide 16)
  - Chart 1: Anglo American platinum estimates using nationally available data
  - Chart 2: Average of Global Data's Light Vehicle Engine Forecast Q4 2023 and S&P Global's Global Powertrain Forecast January 2024 v the same reports for Q4 2024 and January 2025 respectively
  - Chart 3: Anglo American Platinum estimates using ETF and ETC company data

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