

PRESIDENT AND CHIEF EXECUTIVE OFFICER - SIMON BALOYI

**CAPITAL MARKETS DAY 2025
SCRIPT**

**TUESDAY, 20 MAY 2025
JOHANNESBURG**

Slide 53: Simon Baloyi | Conclusion




SASOL

CLOSING REMARKS

Simon Baloyi
President and Chief Executive Officer

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Slide 54: Sasol's investment case



Sasol's investment case

SASOL

POSITIONED FOR LONG-TERM VALUE CREATION

Strengthen our foundation

- IMPROVED PROFITABILITY
- GREATER RESILIENCE

Grow and Transform

- CLEAR TRANSITION STRATEGY
- ATTRACTIVE GROWTH PROSPECTS

KEY OPERATING AND FINANCIAL TARGETS BY FY28

- US\$ 50/bbl**
Oil breakeven¹ for Southern Africa
- EBITDA margin >15%**
International Chemicals
- R 10 - 15bn**
cost savings
- <US\$ 3bn**
Net debt²
- up to R71 bn**
EBITDA³
- ~757 MW RE**
online
- Additional ~1GW RE**
contracted

1. In Nominal terms
2. Net debt excluding lease liabilities
3. Adjusted EBITDA

Thank you Sarushen
Ladies and Gentleman

Sarushen, Victor and Antjes howed that Sasol's investment case is strong, and we are well positioned to deliver sustained value in a changing world.

We're committed to strengthening our foundation within the next three years.

Our value accretive approach to decarbonization will create value while leveraging the strengths we have today.

We are following a disciplined approach to capital allocation, which provides the balance sheet flexibility to enable growth and deliver sustainable returns to our customers and shareholders.

We have translated our strategy into specific targets and actionable plans to deliver meaningful value.

We are confident that we can deliver against the FY28 targets which is shown on the Slide. I shall provide you with regular feedback on our progress at future engagements.

Over the past year, we have taken decisive actions and made inroads towards delivering on our targets; most notably:

- We have commenced with the construction of the destoning plant and this is going to be a step change in our quality.
- We have Streamlined the organization reducing duplication and introducing efficiency.
- We have Made the hard decisions to mothball non-performing assets; this has started globally and we will extend this to the South African region and
- Most importantly we have also restored key relationships with critical partners and stakeholders.

We are committed, as Team Sasol, to building credibility through performance.

Slide 55: Reshaping for a new era



At the outset of this session I mentioned that that we are reshaping Sasol for a new era. What does this mean?

Reshaping for a new era means:

- Prioritizing value over volume, while we are maximizing production volumes those volumes will be placed in high gross margin channels and simultaneously for the plants that are on negative margins, we have to urgently fix those plants, mothball them or close them. We have already demonstrated this in International Chemicals and we will follow suit in the South African region.
- Cultivating a culture of cost and responsibility where every Sasol employee is a steward of our finances,
- and most importantly; delivering on our promises and commitments

To our employees, Team Sasol - I would like to commend you and thank you for your unwavering commitment, dedication, innovative spirit and resilience. These are the qualities that truly sets us apart.

To our shareholders in this room and online, the last four years have not been easy, thank you for your unwavering support. Team Sasol stands before you today, fully committed to this transformative journey to deliver value for you.

To our customers, we are your partner and credible supplier of high-quality products and innovative solutions. We appreciate your continued business

To our host communities, thank you for your support. Sasol will not be the same without you

To all our stakeholders and partners, we are committed to be a force for Good and a partner of choice in the just energy transition.

In closing, ladies and gentleman I want to assure you that:

we are a resilient team and are committed to our course. From the operators that are running the plants right now as I speak to you, from miners that are underground, 100m underground busy running our the continuous miners right now as I speak to you. To all our global employees that are listening to this broadcast. To the chairperson and the board, the chairman is here in the room.

We will leave no stone unturned to ensure that we achieve our goals.

We will do this with care and dedication.

We will give it our all, no obstacle will stand in front of us because our Blood is Blue – we are Sasol! Thank you to all of you, I hand you over to Tiffany.