CAPITAL MARKETS DAY

May 2025

Agenda

Today's speakers

Opening remarks

Muriel Dube

Our strategy to Strengthen, Grow and Transform

Simon Baloyi

Robust Financial Framework

Walt Bruns

Reset International Chemicals

Antje Gerber

Restore Southern Africa

Victor Bester

Grow and Transform

Sarushen Pillay

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These statements may also relate to our future prospects, expectations, developments and business strategies

OPENING REMARKS

"We are committed to building a resilient, competitive and sustainable Future Sasol - unlocking the potential from our foundation, responsibly navigating the energy transition and delivering value to all our stakeholders"

Muriel Dube
Independent non-Executive Director and Chairman of the Board

OUR STRATEGY TO STRENGTHEN, GROW AND TRANSFORM

- Strategic overview
- Strengthen the foundation
- Grow and Transform our business

Simon Baloyi
President and Chief Executive Officer

Reshaping for a new era

What you will hear today

01 Strengthen our foundation

02 Levers to unlock additional value

03 Clear targets, and plans with real progress

04 Positioning to grow and transform

05 Robust financial framework

Safety is the foundation of all we do

Our strategy | Strengthening today, building a sustainable tomorrow

STRENGTHEN
OUR FOUNDATION

- More efficient organisation
- Resilient Southern Africa
- Unlocking potential in International Chemicals

GROW AND TRANSFORM
OUR BUSINESS

- Transforming into a more sustainable business
- 30% GHG reduction by 2030[1]
- ERR: Lower capital and no turndown[2]

Driving performance to unlock shareholder value

1. Off the 2017 base 2. ERR no longer limits Secunda production

Strengthen | A more agile and effective organisation

Clear distinction between Business of Today and Business of Tomorrow

Leaner centralised functions

Strengthened our focus on ownership and delivery

Strengthen | Resetting the International Chemicals Business

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FY25	FY27	FY28
Creating a strong foundation	Stronger ability to manage own debt	Competitiveness reset
Positive cash flow before financing costs	**Significant contribution** to external interest	**US$750 - 850mn** EBITDA

>15% EBITDA

margin by FY28

Strengthen | Restoring the Southern Africa value chain and unlocking value

FY26	FY27	FY28
Step-up and stabilise	Ramp-up performance	Performance restored
Coal Quality improvement	**Operational Reliability**	**>7,4mt** Secunda Operations volume

US$50/bbl

SA value chain oil breakeven by FY28[1]

1. In nominal terms

Grow and Transform

- Uneven pace of transition
- Value accretive decarbonisation
- Agile and responsive
- Deliver shareholder value

Grow and Transform | Strategic focus areas aligned with delivering sustainable value

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Build integrated **power business** through Renewables

Grow in sustainable **fuels and chemicals**

Protect value from **gas business**

Further **opportunities**

Driving the transition to a stronger, more competitive business

Improved EBITDA generation

Strengthened Balance Sheet

Disciplined Capital Allocation

By FY28

Adj. EBITDA[1]

Up to R71bn

Net Debt[2]

Below US$3bn

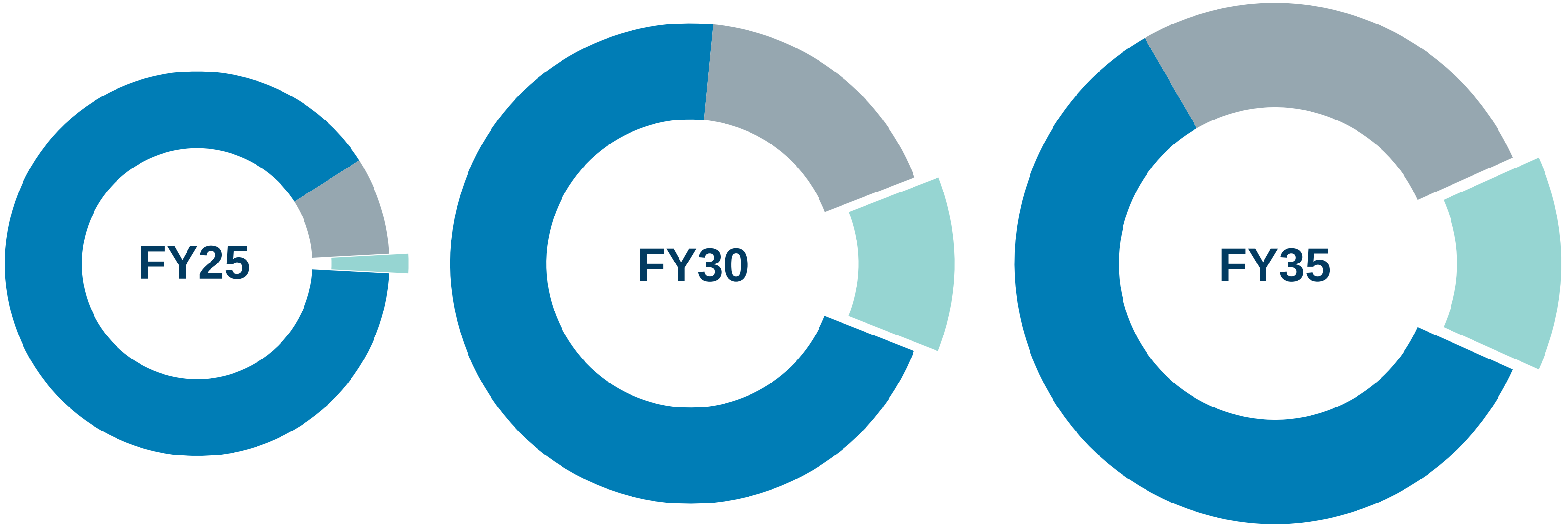
Sustainable and competitive shareholder value

1. Nominal terms
2. Net debt excluding lease liabilities

Sasol will evolve as we strengthen our foundation, and invest in sustainable growth opportunities

Strengthen | **Grow and Transform**

Illustrative growth depicting potential evolution of Sasol's portfolio



International Chemicals
Reset business fundamentals

Explore options to unlock value

Southern Africa
Improve competitiveness

Remain fossil fuel-based

Navigate pressures to carry business well into the next decade

New sustainable businesses
Incubate new sustainable businesses

Grow value and inherently decarbonise

ROBUST FINANCIAL FRAMEWORK

- Improve free cash flow to deliver value
- Maintain strict cost and capital discipline
- Deleverage balance sheet

Walt Bruns
Group Chief Financial Officer

A robust financial framework with clear priorities

01
Improve sustainable free cash flow

02
Deleverage balance sheet

03
Reinstate dividend

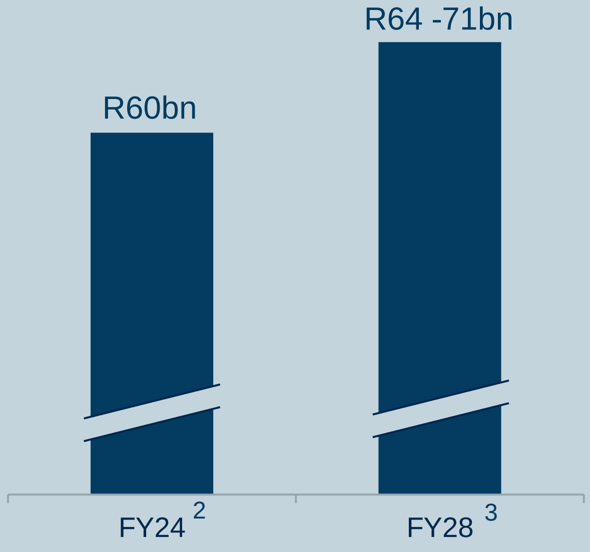
04
Disciplined capital allocation

Proactive risk management

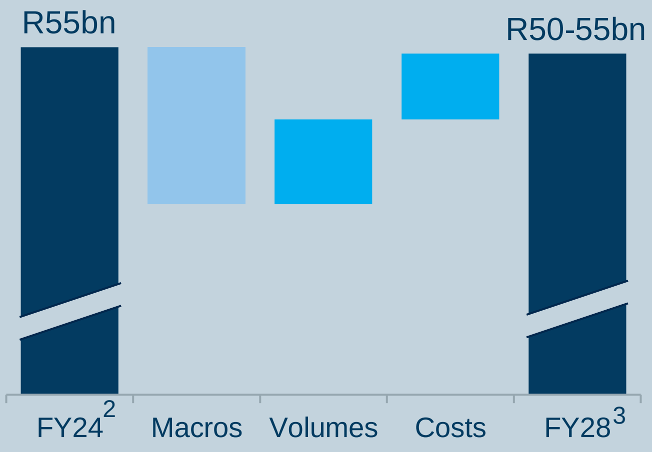
EBITDA growth through targeted improvements across the portfolio

EBITDA[1]
Rand bn

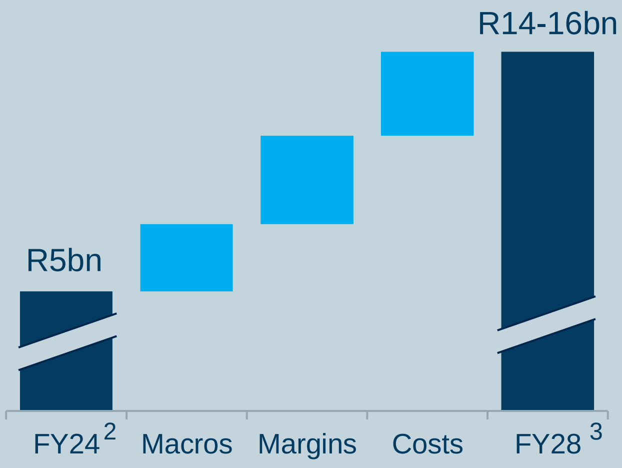
Group
Strengthen



Southern Africa
Restore



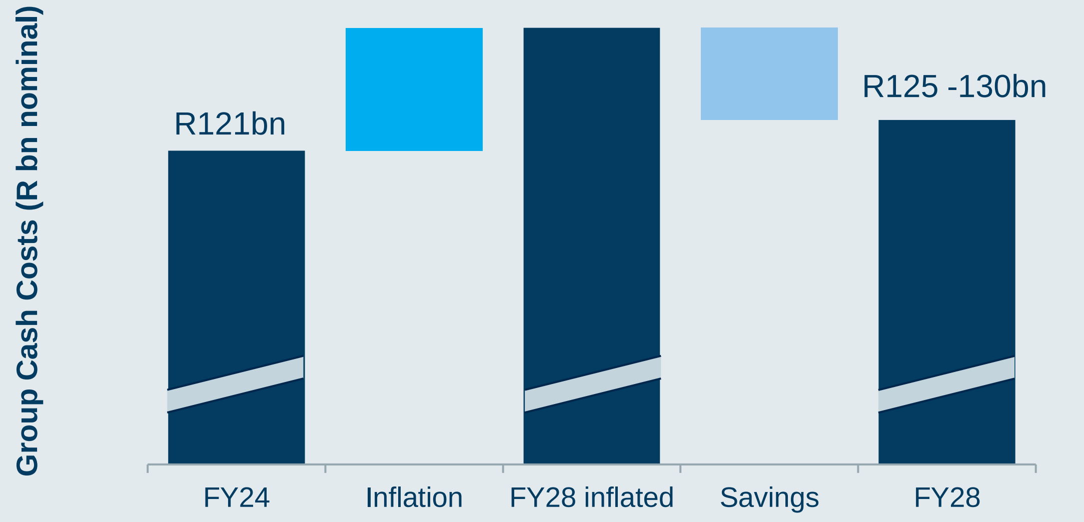
International Chemicals
Reset



1. Adjusted EBITDA: Adjusting EBIT for depreciation, amortisation, share-based payments, remeasurement items, change in discount rates of our rehabilitation provisions, all unrealised translation gains and losses and all unrealised gains and losses on our derivatives and hedging activities.
2. FY24 based on Brent Crude of ~US$85/bbl, Rand/dollar of R18,71
3. Nominal terms, FY28 based on Brent Crude of ~US$74/bbl, Rand/dollar of R18,30

Structurally reducing our cost base

Cost performance[1]



Optimising cost through…

External spend	Centralisation, smart contracting and reduced scope
Internal spend	Improved efficiency and effectiveness
Utilities	Increased use of low-cost renewable energy
Asset portfolio optimisation	Decisive action on underperforming assets

Disciplined execution driving cost savings of R10 - 15bn against inflation by FY28

1. Includes fixed and variable cost – excludes external feedstock and white product purchases

Disciplined capital allocation driving balance sheet strengthening

REVISED CAPITAL ALLOCATION FRAMEWORK

1st order allocation

01 **Maintain** safe and reliable operations

02 **Selective Growth** and **Transform**

03 **Net debt[1] sustainably[2] <US$ 3billion**

Pay dividends of 30% of free cash flow[3]

2nd order allocation

Further **debt reduction**

Invest in larger **Growth** and **Transform**

Deliver additional shareholder returns

04

01 **Optimise maintain capital**
Ensuring continued safe and reliable operations

02 **Selective Growth and Transform (1st order)**
Smaller, high return growth projects and incremental transform initiatives

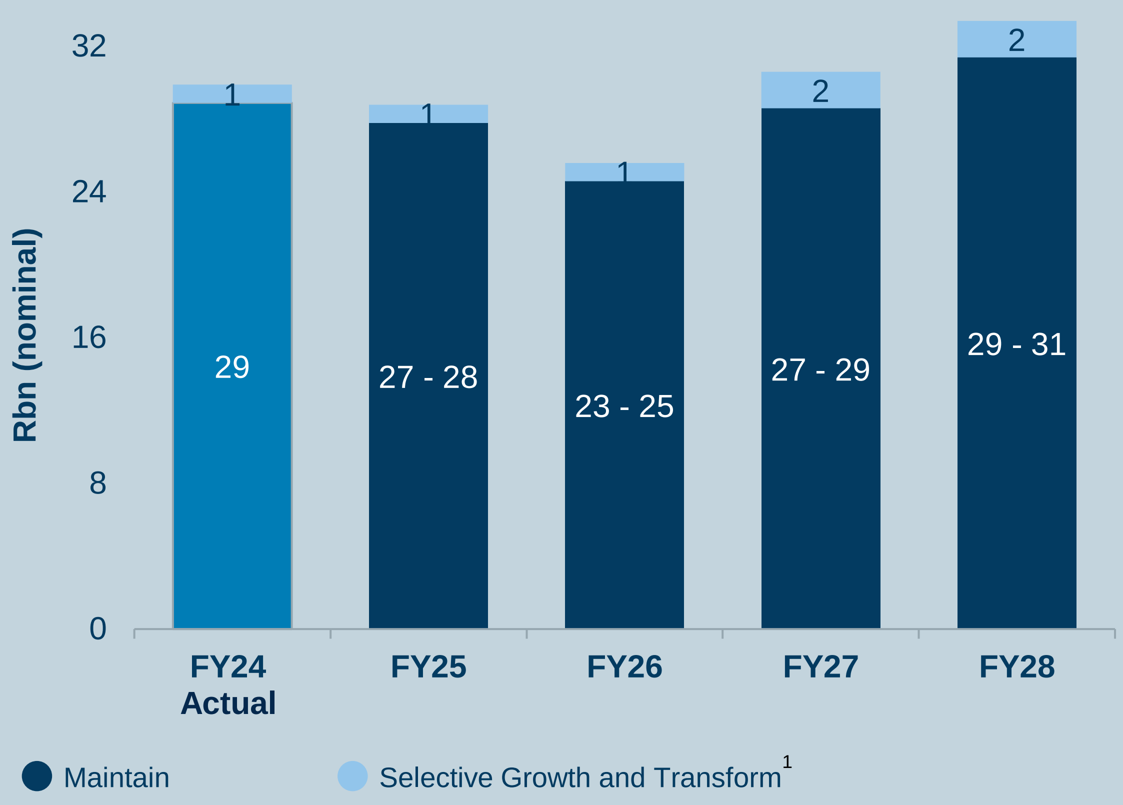
03 **Strengthen the balance sheet**
Reinforce financial resilience to manage volatility

04 **Larger Growth and Transform capital shifted**
Prioritise larger, value-accretive investments once balance sheet allows

1. Net debt excluding lease liabilities
2. Assumes no major once-off impacts and that forecast net debt remains below US$3bn, supporting consistent dividend payments through the cycle
3. After tax, interest and 1st order capital expenditure

Disciplined capital spend focused on value and efficiency

1st order capex profile



R15 - 20bn capex reduction against previously guided targets

Shutdown and Renewals capital

Reduce costs through improved sourcing and scope optimisation

Feedstock replacement

Costs reduced as Mozambique PSA development ends

Increased mining capital for continued coal supply

Environmental

Revised ERR results in lower capital expenditure

Reduced spend as compliance projects near completion

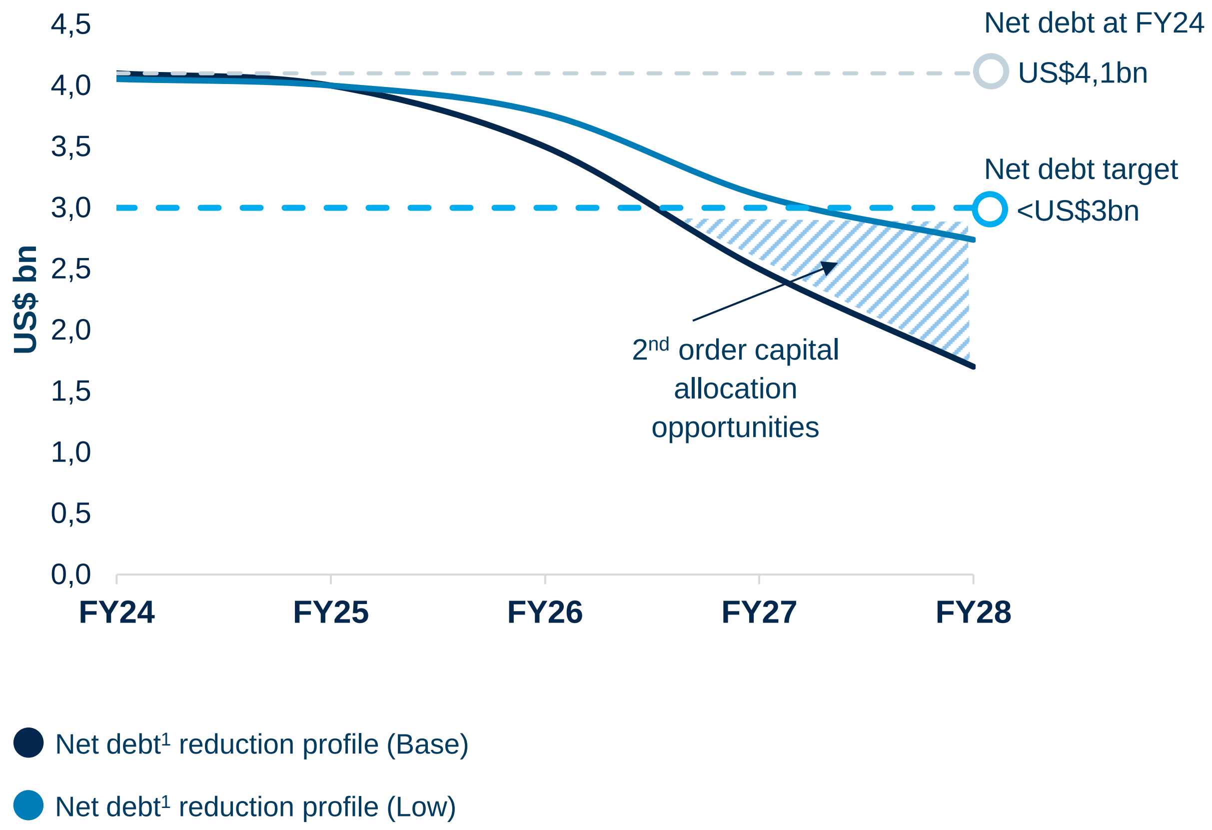
Selective Growth and Transform

Funding small growth and transform initiatives

1. Further selective Growth and Transform capital investment is contingent on the availability of recycled carbon tax proceeds

Accelerating deleveraging through free cash flow delivery

Net debt[1] projection, with dividend reinstatement planned



Increased resilience to macroeconomic shifts

Increased equity share of enterprise value uplift

Improved credit rating metrics and **lower financing costs**

Disciplined 2nd order capital allocation in line with framework

1. Net debt excluding lease liabilities.

Ongoing macro volatility reinforces the need for resilience and responsiveness

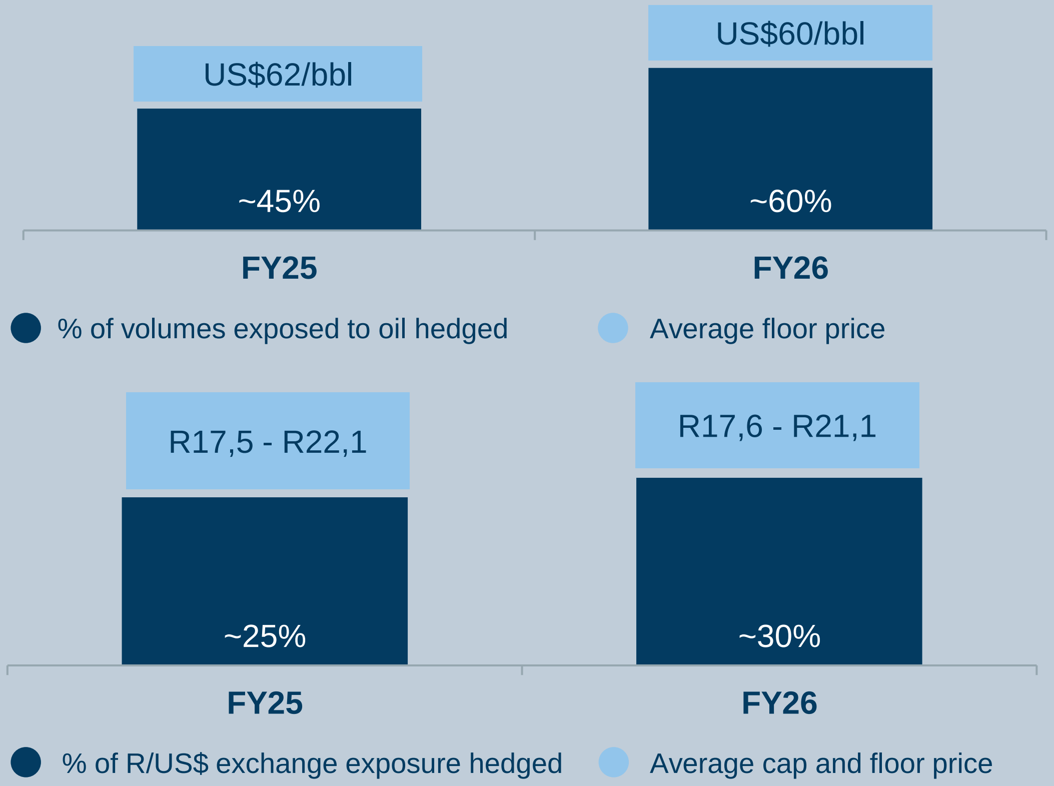
Current resilience

Liquidity position >US$3bn

Proactive management of debt maturities

Hedging in place

Hedge book in place



10c change in average Rand/US$ = R680m EBIT impact[1]
US$1/bbl change in crude oil = R610m EBIT impact[1]

Available levers

Extend cost reduction

Defer discretionary capital spend; reduce working capital

Further portfolio optimisation

1. Sensitivities applicable for FY25

Executing a robust financial framework to deliver shareholder value

	By FY28
Improved earnings and operational performance	Up to **R71bn** EBITDA[1] generation through management actions
Optimised working capital	Maintain working capital in target range of **15,5% - 16,5%**[2]
Disciplined cost and capital spend	**R10 - 15bn** annual costs savings[1] **R15 - 20bn** cumulative capital savings[1]
Strengthened balance sheet	Net debt sustainably **below US$3bn**[3]
Proactive risk management	Strong **liquidity position** **Extended** hedging program

Sustainable and **competitive** shareholder value

1. Adjusted EBITDA in nominal terms
2. 12-month rolling average net trading working capital percentage to turnover
3. Net debt excluding lease liabilities

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COMFORT BREAK

The journey continues at 11:15 AM

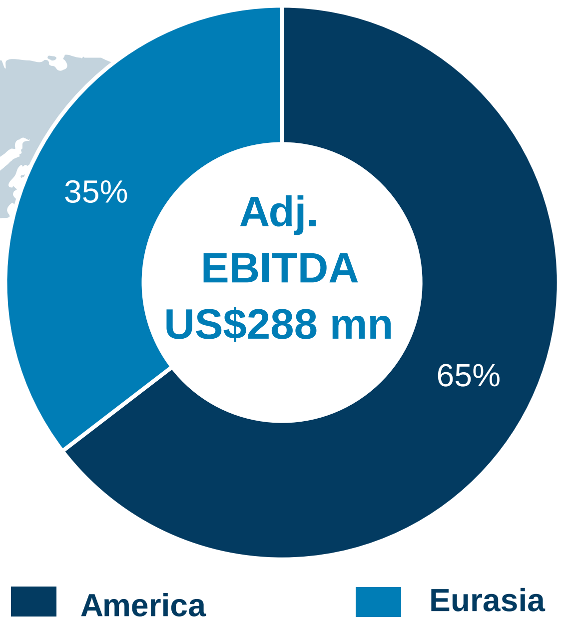
INTERNATIONAL CHEMICALS RESET

- Profitability challenges are being addressed
- Strong turnaround plan
- First results delivered

Antje Gerber
Executive Vice President: International Chemicals

International Chemicals | Who we were in FY24

Turnover ~US$4bn | EBITDA margin ~6 % | 4 000 customers in 88 countries | Employees ~4 000



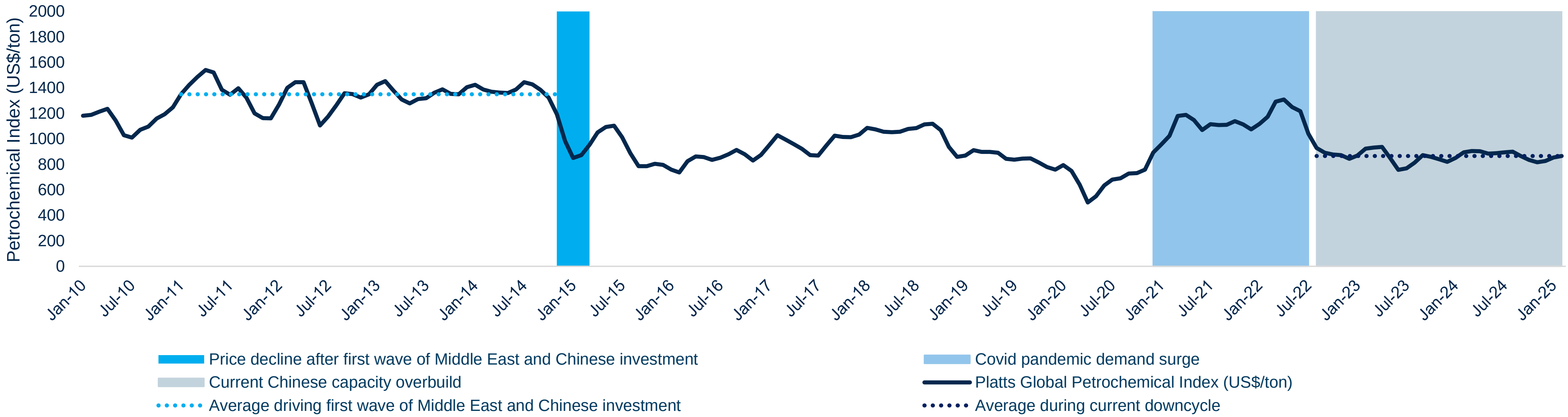
All numbers based on FY24

- Commercial / Sales Office
- Production Site

Northern Hemisphere sites only

External macro environment remains challenged in the near-term

Platts Petrochemical Index (US$/ton)



Economic conditions likely to remain challenging in 2025 and 2026	Muted demand to continue for longer	Global geopolitical uncertainties/structural challenges poses risks to outlook	Evolving sustainability targets and regulatory policies	Gas pricing (EU) – currently higher than historical levels and continues to be volatile

Source: S&P Global, March 2025

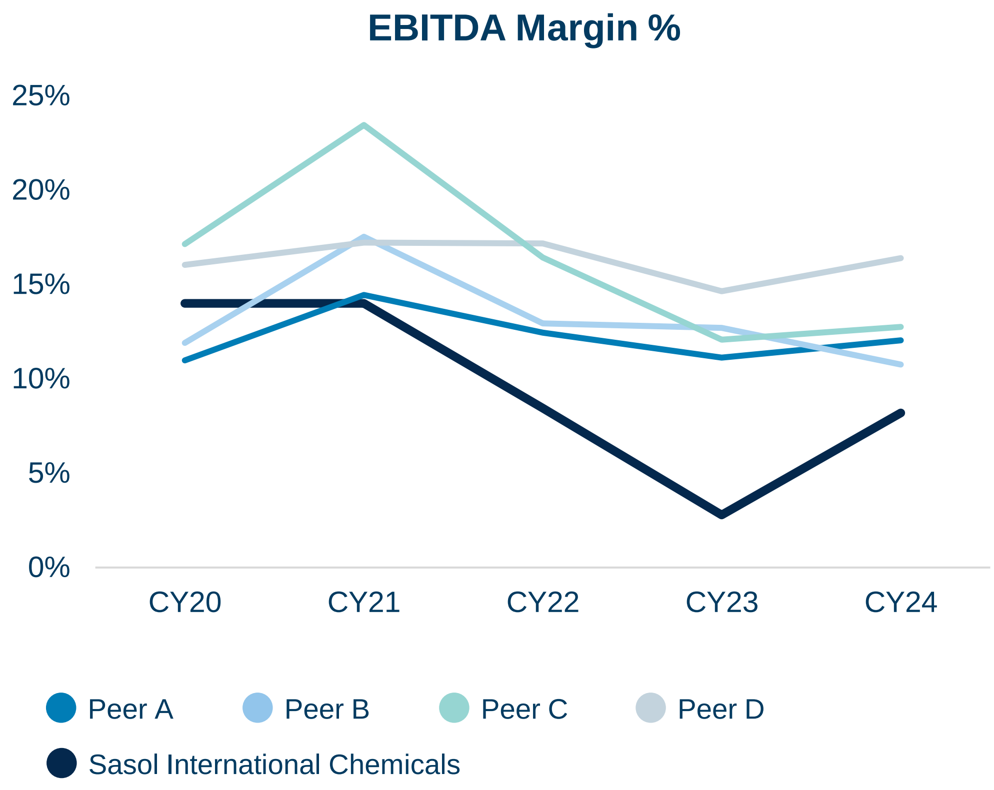
Lagging margins vs peers highlighted the need for structural change

01 Recent investments have not realised full value

02 Operational reliability

03 Sub-optimal organisational design

04 High overhead fixed costs



EBITDA margin of 6,4% vs. average peer level of 12,5% in FY24

We are leveraging our competitive advantages

Feedstock
Cost effective feedstock and energy cost in North America

Assets
Capacity to meet future demand

Customers
Exceptional relationship with customers and brand owners

Products
Tailored portfolio addressing the needs of multiple markets

R&D
Product innovation through R&D centres of excellence

Sustainability — ~12 % GHG emissions reduction achieved to date[1]

People — Harnessing the expertise of our people

1. Targeting 30% by 2030 Scope 1 and 2 off a 2017 basis

Reset phase to improve profitability to Strengthen our foundation by FY28

Market focus

- Defined value propositions for commodity, differentiated and speciality business
- Shift from a “volume-driven” to a “value-driven” approach

Asset optimisation

- Review of underperforming assets
- Improve reliability of assets
- Utilising installed asset capacity for unlocking growth

Cost discipline

- Operating model changed
- Business structure streamlined
- Excellence programmes devised and in progress

Driven by culture and mindset

- Safety
- Embracing change with a spirit of winning
- Power of collaboration
- Driving innovation
- Lasting business impact

Changing our go-to-market approach | Surfactants as core with growth in associated value chains

	Base Chemicals	Care Chemicals	Technical Formulations	Advanced Materials
Products	Ethylene and industrial intermediates (EO, MEGs and amines)	Linear alkyl benzene (LAB), alcohols, and surfactants	Alcohols and derivatives, esters, and surfactants	Tailor made high purity aluminas
End Markets	Packaging and Plastics, Industrial Fluids, Automotive Components	I&I, Fabric and Home Care and Personal Care	Oil and Gas, Metal Working and Lubricants, Paper and Water, Textile and Leather	Abrasives, Technical Ceramics and Catalyst Carriers

Commodity — Specialty

Serving multiple end markets with superior product performance and tailored go-to-market strategies aligned with customer requirements

Decisive portfolio actions reducing costs and enhancing margins

Alkylphenol

Q4-CY24 mothball

Rationale: Increasing costs and weak market demand with little chance of recovery

Guerbet

Q2-CY25 mothball

Rationale: High fixed and variable costs and market oversupply with little chance of short-term recovery

HF LAB

Q3-CY25 mothball

Rationale: Cost competitiveness declining due to energy costs in Europe and market oversupplied

Phenolics

Q4-CY25 closure

Rationale: High feedstock and production costs in a declining non-strategic market

- Reduced fixed costs
- Lower maintenance and services operating costs
- Reduced working capital and sustenance capex
- Minimal value chain integration impacts

Key decisions have been made and are being executed to deliver US$50 - 60mn EBITDA uplift per annum by FY26

We are reducing our cost base to take advantage of a future market upturn

Strategic initiatives	Delivering	Underpinned by
01 **Streamlined organisational structure** **02** **Operating model change** **03** **Excellence programmes**	**15-20%** reduction[1] in Cash Fixed Cost by FY28 vs FY24	▪ **SHE**: Zero Harm ▪ **Costs**: Continuous improvement ▪ **Assets**: Reliable and compliant ▪ **Production**: Quality and efficiency ▪ **People**: Innovative people ▪ New **ERP[2] system**

1. Includes impact of asset portfolio optimisation
2. ERP: Enterprise Resource Planning (SAP S4/HANA)

Positive results in FY25 | Decisive actions are laying the foundation for a successful future

Oct 2024 – Alkylphenol and Guerbet mothballing announced

Nov 2024 – US East Cracker repaired and started

Dec 2024 – Streamlining organisational structure

Jan 2025 – HF LAB mothballing announced

Feb 2025 – HY results reflecting turnaround contributions

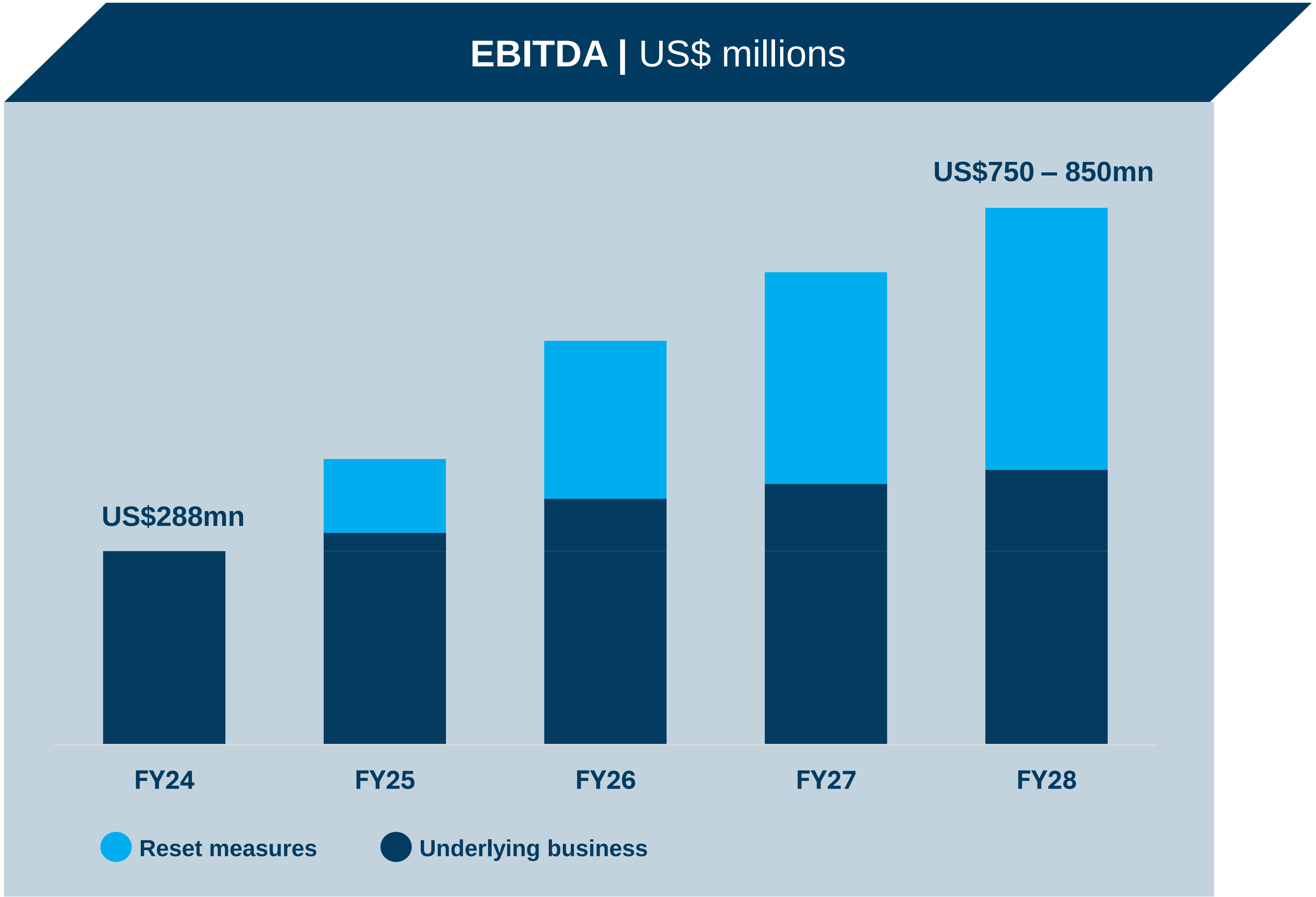
Apr 2025 – Go-live of ERP[1] system in Italy; Phenolics asset closure announced

Jul 2025 – FY25 results reflecting turnaround contributions

Progress to date: HY25 Adjusted EBITDA almost doubled YoY

1. ERP: Enterprise Resource Planning (SAP S4/HANA)

We will strengthen and grow our core business and deliver robust performance relative to peers



By FY25 — **Positive free cashflow** before financing costs

By FY27 — + **stronger US$ cash flow** to pay US$ debt

By FY28 — + streamlined portfolio with **US$750 – 850mn EBITDA**[1]

From FY28 — **Achieving >15% EBITDA margin through the cycle**

1. ~70% of Adjusted EBITDA growth under own control and ~30% from Macros

RESTORE SOUTHERN AFRICA

- Improving coal quality
- Restoring gasification performance
- Optimising our cost base

Victor Bester
Executive Vice President: Operations and Projects


Restore Southern Africa
sasol

Southern Africa Business | Who we are

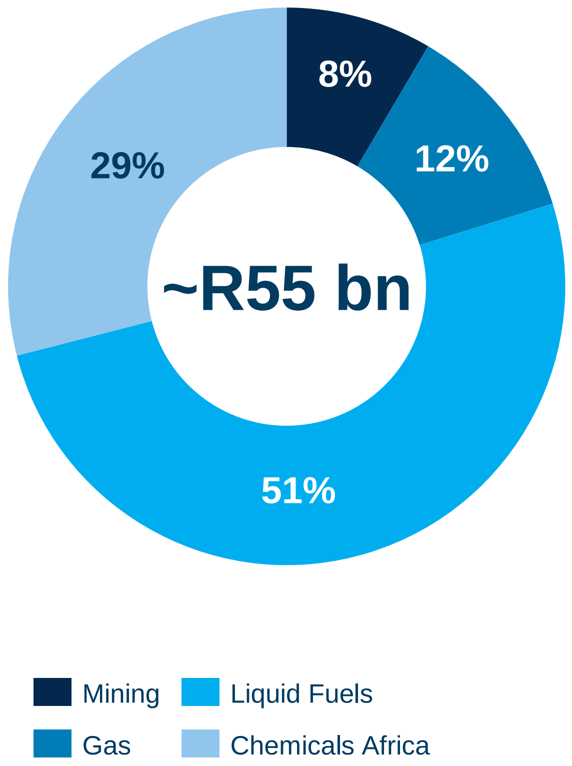
Support[1]
>500 000 jobs in SA

Deliver products to
>100 countries

~400
Fuel retail sites

	MINING	GAS	LIQUID FUELS	CHEMICALS AFRICA
Products	Coal	Natural gas, Synthetic gas	Petrol, Diesel, Jet Fuel, Illuminating paraffin, Heating fuels	Polymers, Solvents, Alcohols, Ammonia, Nitrates, Phenolics, Comonomers, Wax, Catalyst, Carbon
End Markets	Feedstock	Heavy industry, mining, food and consumer goods, manufacturing, power generation	Road transport, aviation, mining, agriculture	Agriculture, mining, chemical industry, manufacturing, packaging, consumer goods

FY24 EBITDA[2]



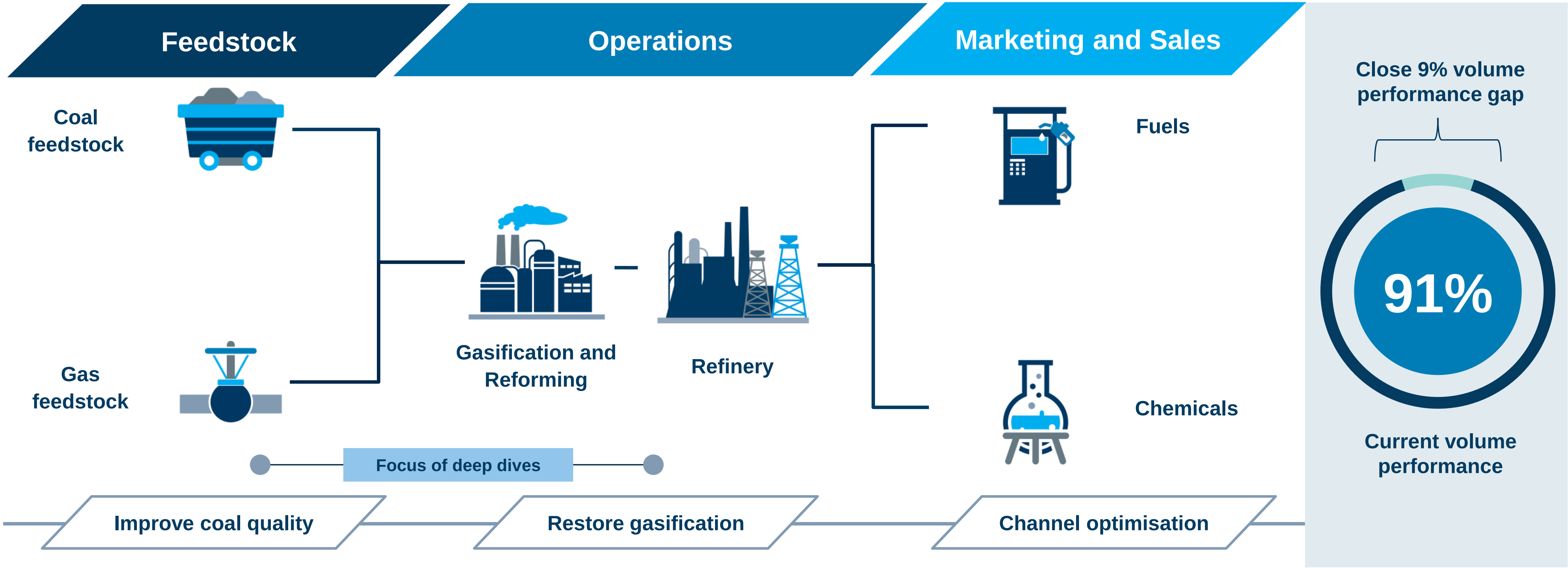
Advantaged market location in the industrial heartland of South Africa

Diverse, integrated portfolio enables us to optimise across a value chain

Leading brand with established local and global customer base

1. Direct and indirect employment 2. Adjusted EBITDA

Unlocking the value from the Southern Africa value chain



Enhance Competitiveness

Oil breakeven US$50/bbl by FY28[1]

1. In nominal terms

Shifting to a quality first approach

Our holistic approach to improving coal quality and mining performance

Quality
Quality first approach

- Implement destoning
- Test Modular X-Ray sorters
- Testing of real-time quality

Volume
Resetting fundamentals

- Improved reserve interpretation and mine planning
- Establish infrastructure
- Increase stonework capacity
- Reliable external supply

Cost of coal
Maximise internal low-cost supply

- Improved operating efficiency
- Competitiveness of own supply
- Internal vs external sources

Long term supply
Meeting demand beyond 2030

- Developing internal supply options
- Consider external supply options

Key milestones in our mining improvement journey

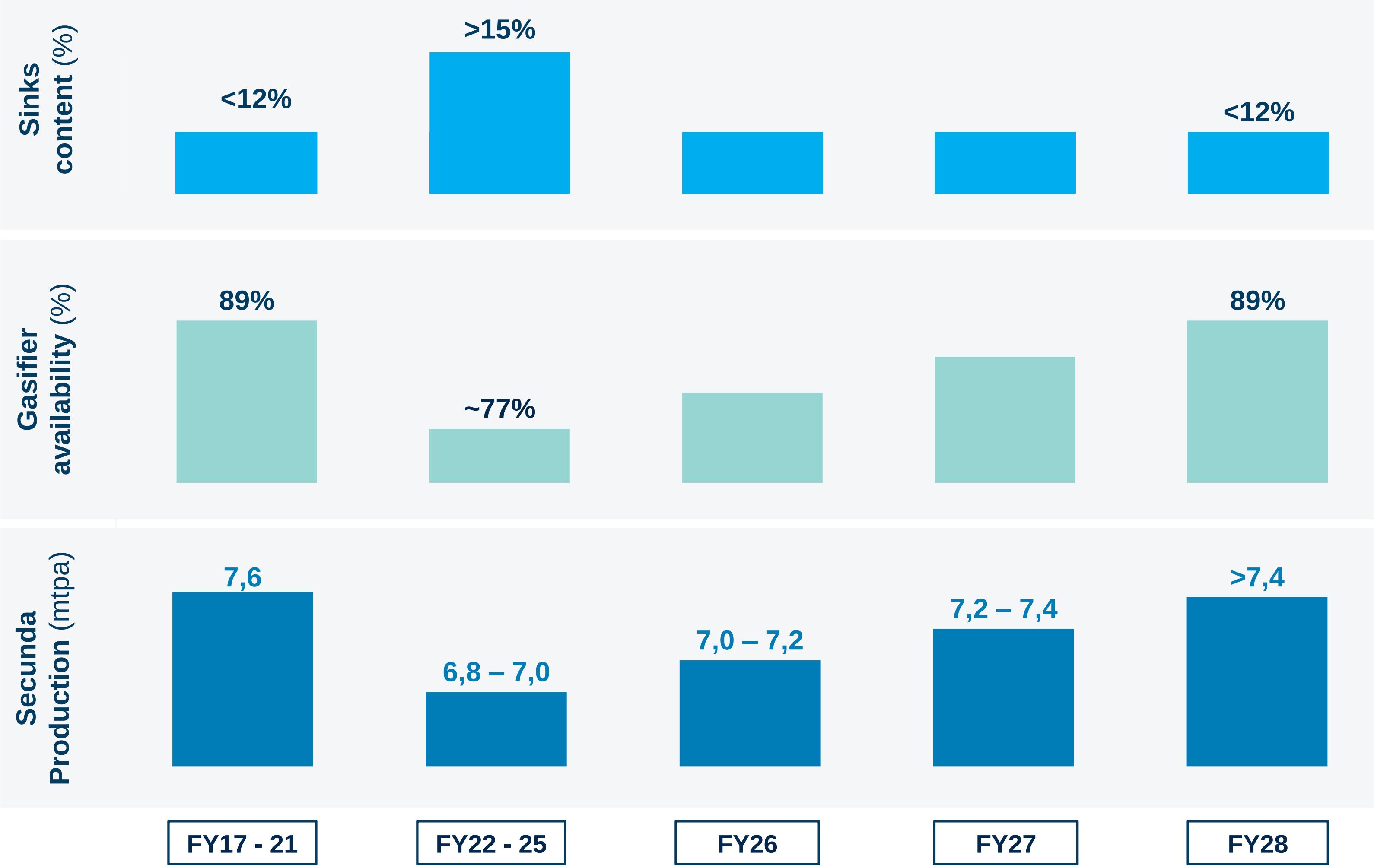
What has been achieved | **Imminent milestones** | **What will be done**

Aug 2024	IQMC[1] established
Oct 2024	Approved capital for flexibility improvements
Dec 2024	FID on Destoning
Sep 2025	Piloting of real time quality analyzers completed
Dec 2025	Phase out external source of high sinks
Dec 2025	Destoning BO and re-routing Thubelisha coal
Mar 2026	Piloting of X-Ray dense medium sorter technology
Oct 2027	Flexibility improvement interventions largely completed
Oct 2028	Finalise long-term coal supply options

1. IQMC: integrated Quality Management Centre

Improved coal quality and increased gasifier availability will restore production

Step-change in FY26 with improvement aligned to maintenance



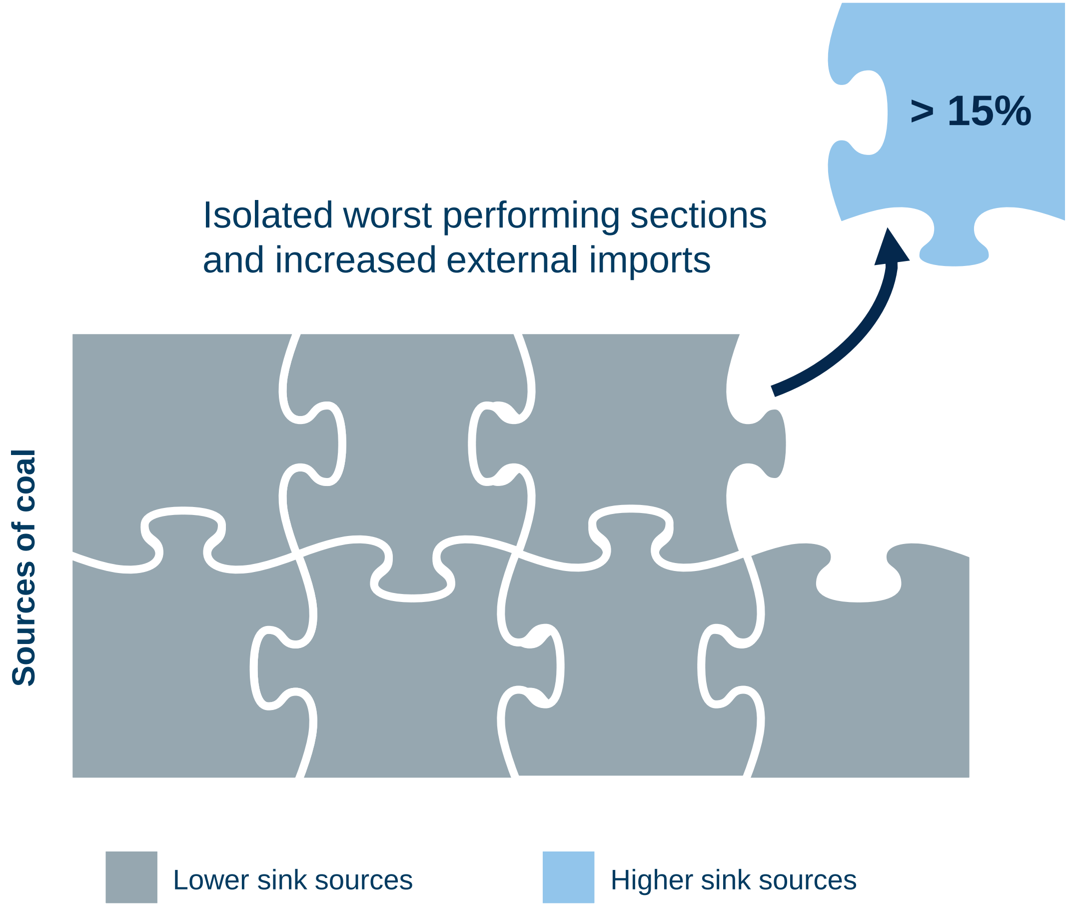
Key interventions

- Risk-based repair scope
- New repair methods
- Contracting strategies
- Productivity improvements
- Additional resources[1]

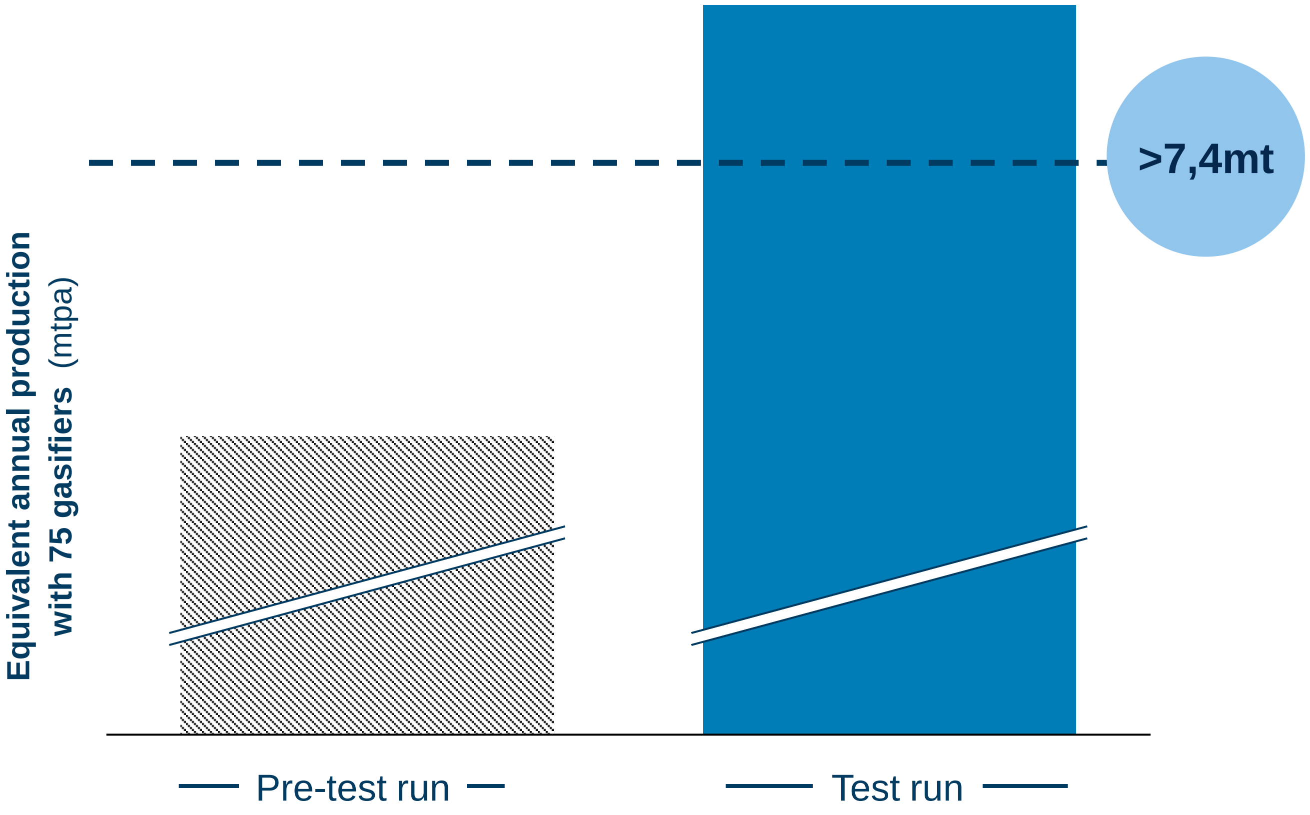
1. Temporary maintenance personnel

Recent coal quality performance tests demonstrate value chain performance can be restored

Reduced sinks content from ~15% to ~12%

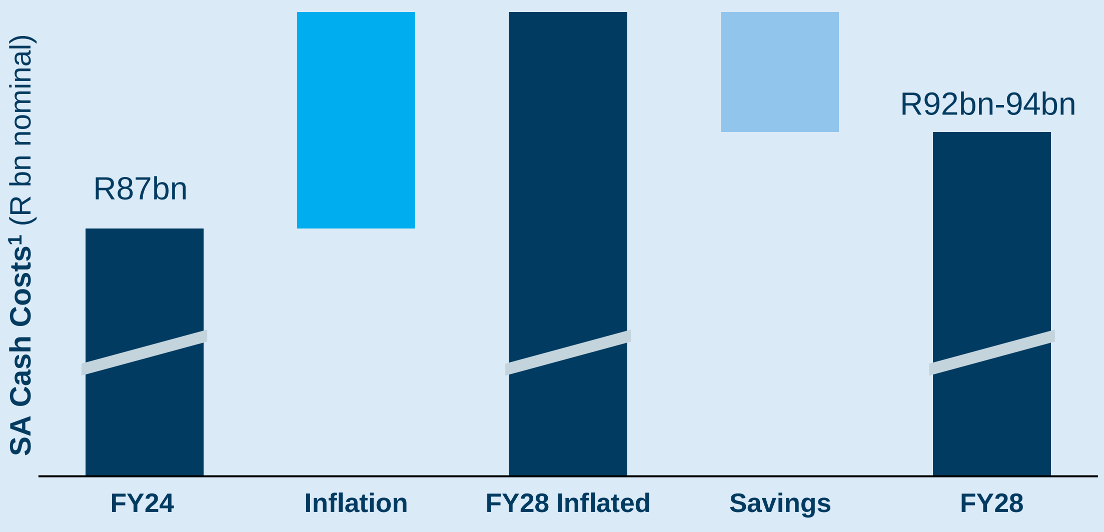


14-day test run >7,4mtpa eq. annualised production

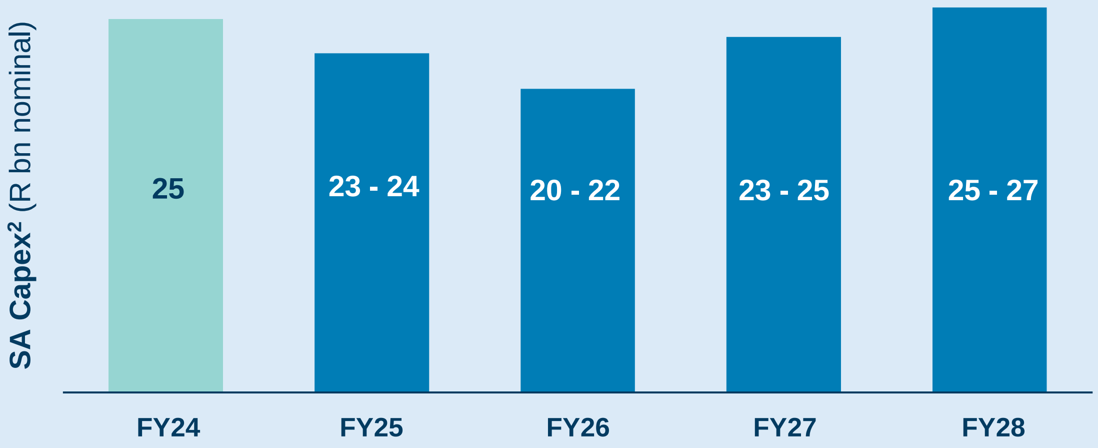


Further sustainable savings planned

Costs[1] saving of R8 – R10bn by FY28



Projected CAPEX[2] optimised



Reduce external spend

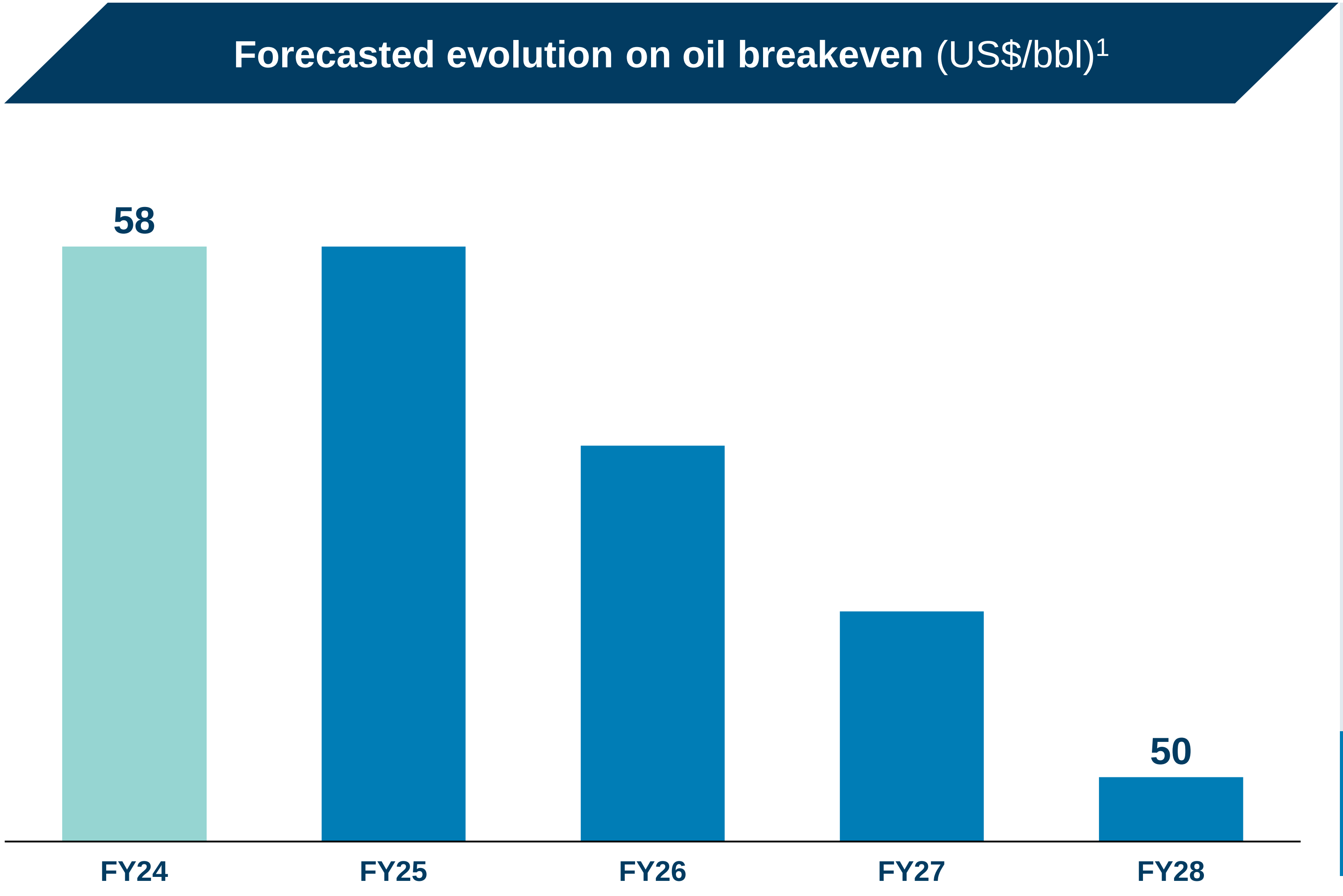
Optimise internal spend

757 MW RE online by FY28

Asset reviews to improve profitability

1. Includes fixed and variable cost – excludes external feedstock and white product purchases .
2. Includes Corporate Centre-related capex

Integrated approach to deliver more resilient business



Volumes	Sink content in coal Gasifier availability Secunda throughput	< 12% > 89% > 7,4mtpa
Cost	Operating costs managed below inflation	
Capex	Efficient capital expenditure	

Achieving US$50 /bbl oil breakeven by FY28

1. In nominal terms

GROW AND TRANSFORM

- Reducing carbon intensity while growing value
- Stronger business outcomes for the ERR
- Progressing sustainable opportunities

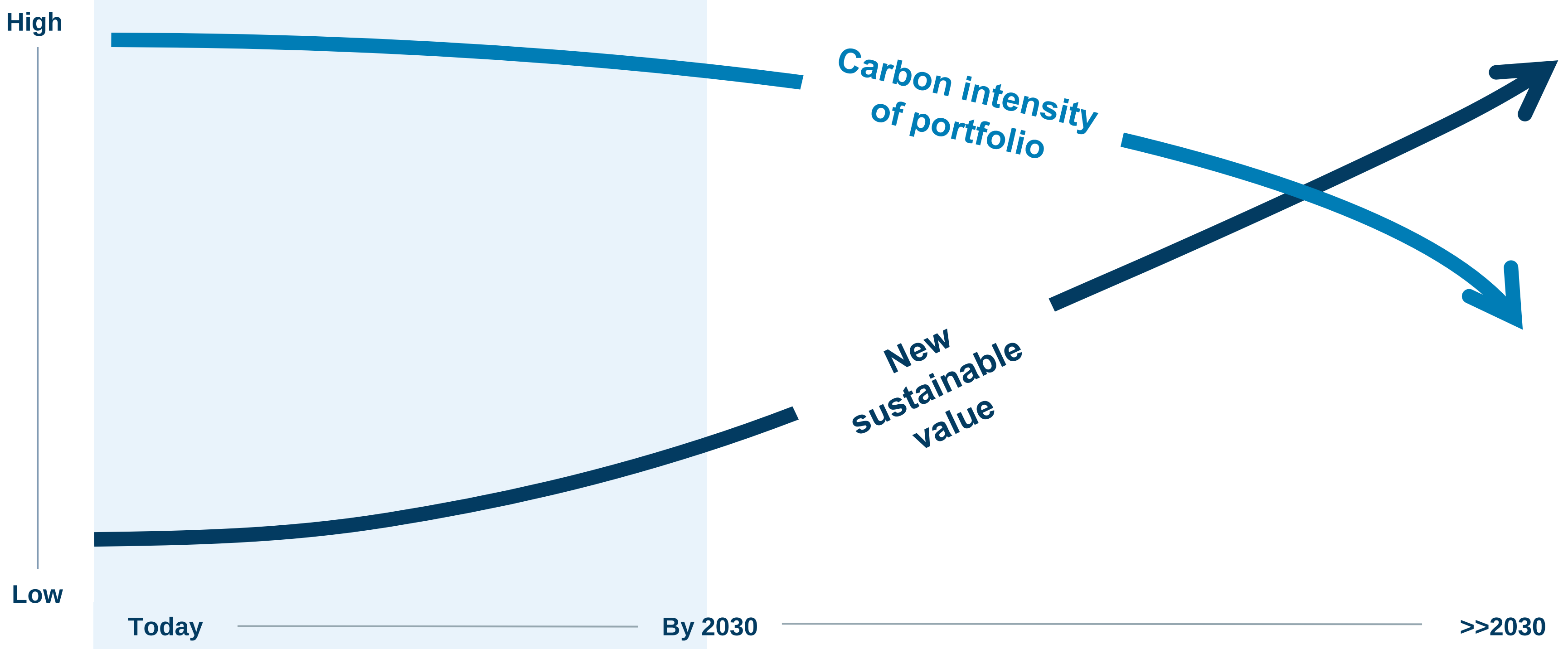
Sarushen Pillay
Executive Vice President: Business Building, Strategy and Technology

Delivering value growth with a lower carbon intensity

Revised ERR creates platform to Grow and Transform

Incubate and scale opportunities to meet customer needs on timing and value

Key focus areas to build sustainable value



- **New power business**
- **Sustainable fuels and chemicals**
- **Retain value from gas**
- **Accessing new market opportunities**

Leveraging the advantage of our foundation

Progressing our GHG Emissions Reduction Roadmap towards the 30% target

Carbon Intensity down, Shareholder Value up

Previous (2021)	Now (2025)
~ R 15 –25 bn capital	~ R 4 – 7 bn capital[1]
~1 200 MW Renewable Energy	~2 000 MW Renewable Energy
Boiler turndown	Optimised boiler turndown
No market mechanisms	Market mechanisms
LNG as replacement feedstock	No LNG as replacement feedstock
Energy efficiency	Energy efficiency

No turndown of Secunda production

Significantly **lower capital expenditure**

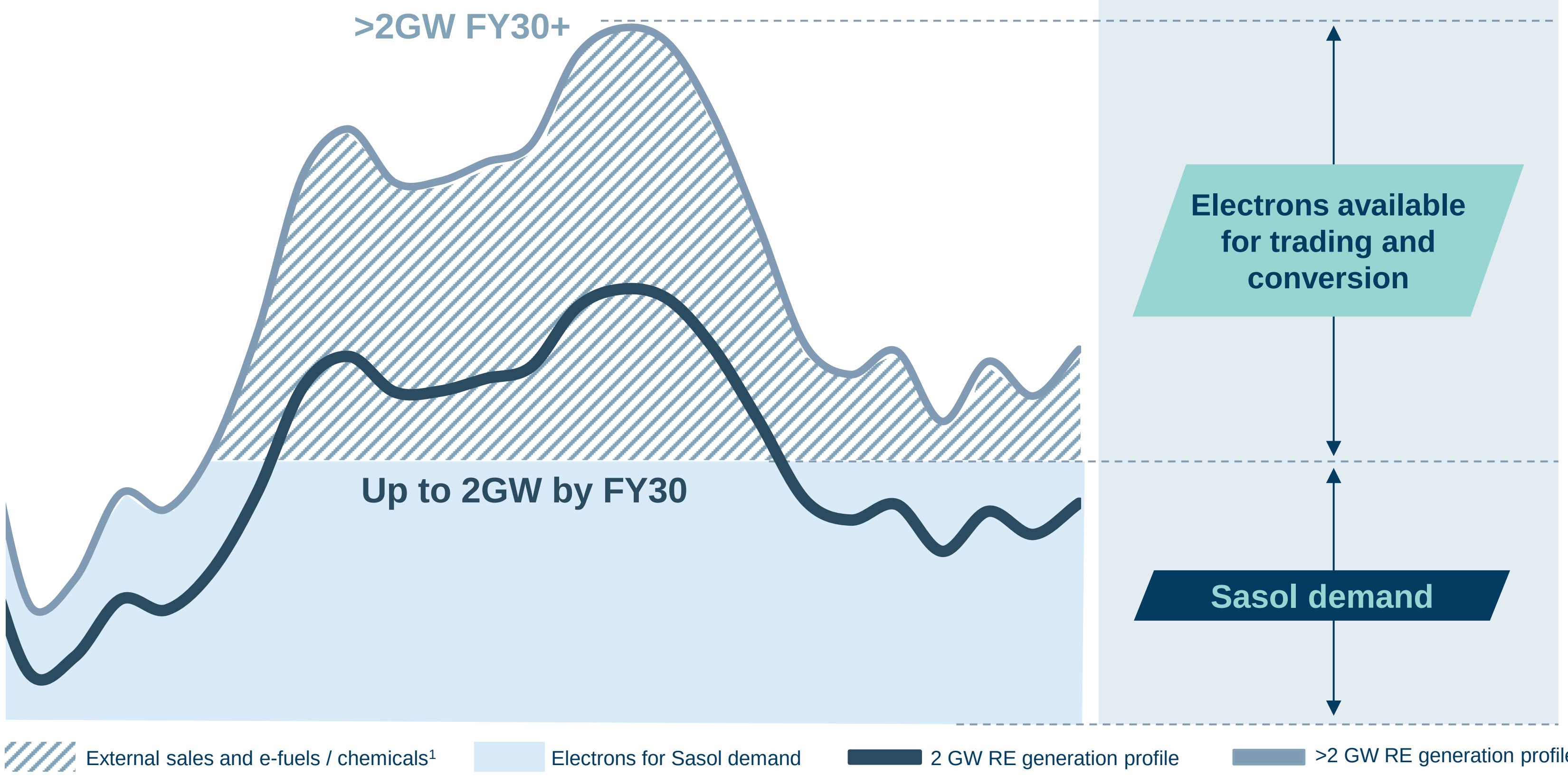
Air quality **compliance**

Our ERR is a breakthrough in aligning our environmental and business goals

1. Additional R 2-4bn capital required for RE with independent economic case

Growth through Renewable Energy: powering operations and new markets

Renewable energy generation profile and market progression



Our competitive advantages

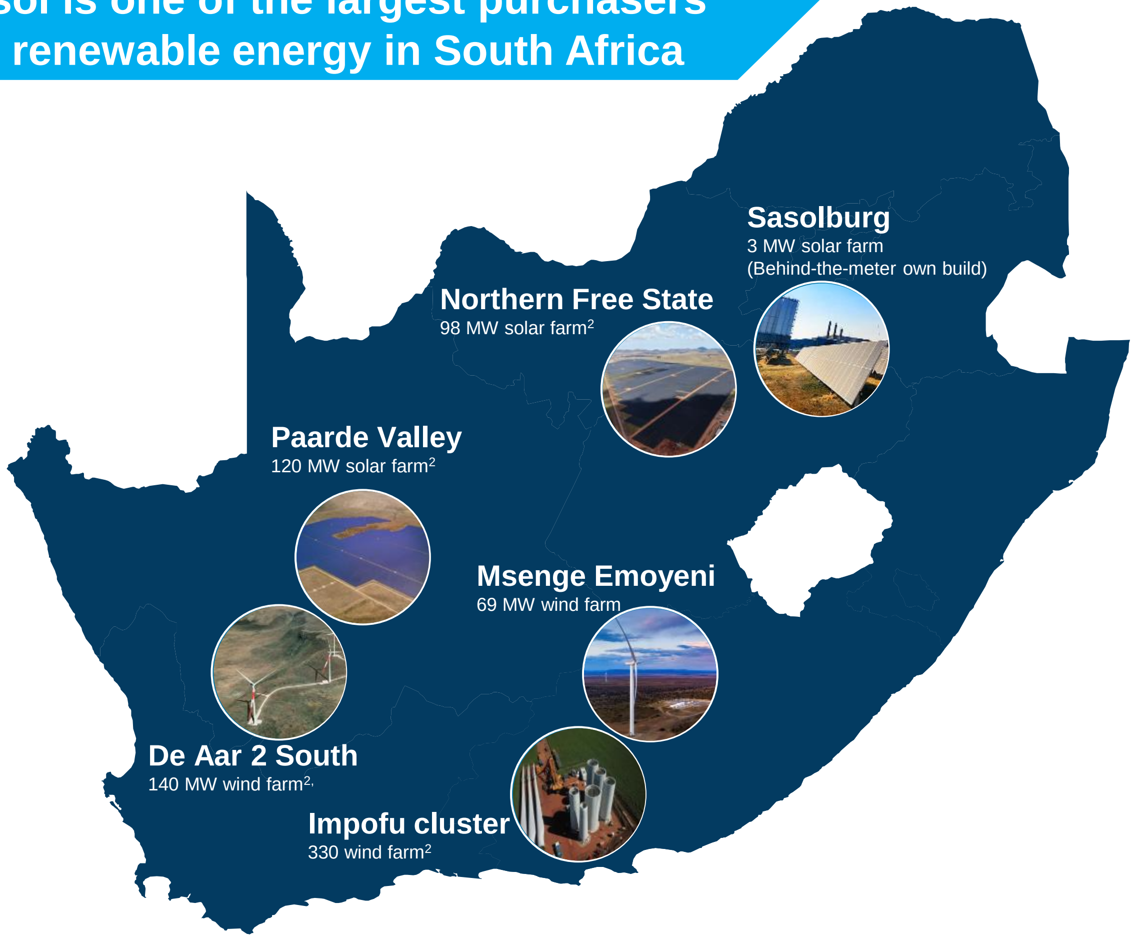
- Access to land
- Not constrained by grid for embedded generation
- Integrated Energy solutions provider
- Unique value proposition to partners

ampli ENERGY
POWERED BY DISCOVERY GREEN AND SASOL

1. e-fuels / chemicals produced from renewable electricity (e.g. Power-To-Liquids, green hydrogen, green ammonia)

Renewable Energy strengthens the foundation business and lowers carbon intensity

Sasol is one of the largest purchasers of renewable energy in South Africa



Projection of unmitigated electricity and carbon tax costs[1]

+

~757 MW RE from PPA's online by FY28[2]

>R4bn
Projected cumulative reduction in electricity costs (5 years)[3]

>10mt
Projected cumulative Scope 2 GHG reduction (5 years)[3]

1. Sasol internal projections
2. ~688 MW procured jointly with Air Liquide
3. Based on 757 MW RE benefit across all integrated sites (including Air Liquide)

Protecting our gas income streams

~R6,6bn EBITDA (FY24)	FY25 – FY28	What will be done	FY30+
Upstream Midstream Downstream	EXTEND SUPPLY	GAS BRIDGE	AGGREGATE LNG

EXTEND SUPPLY: Continue with **upstream exploration activities** in Southern Mozambique to unlock further value

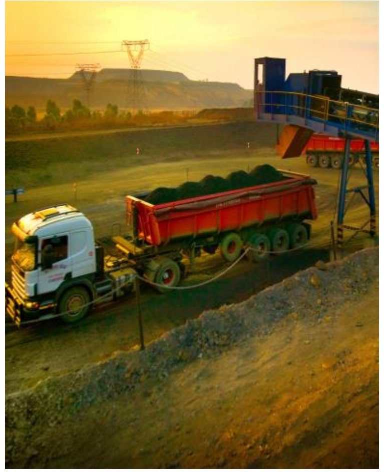
GAS BRIDGE: **Offer methane rich gas**[1] from Secunda operations to provide supply certainty for gas customers

AGGREGATE LNG: **Import LNG** to meet long term external market demand; co-develop gas-to-power demand

Preserve and grow long term value through supply option development and Gas-to-Power

1. Dependent on approved gas price

Deploying technology and assets where demand is strongest

Customers		Sustainable Feedstocks	Technology and Assets		
					
Aviation	Mining and Logistics	Feedstock supply development	Refining	Fischer Tropsch	SAF

Driving innovation through synergistic value-chain partnerships

AngloAmerican | De Beers Group

Sasol's sustainable future is forging ahead

Milestones achieved | **Growing in step with internal and customer demand**

Oct 2024	Apr 2025	May 2025	2025	2026	2027	2028	2030
Msenge 69 MW BO	Electricity Trading License application submitted	Discovery Green partnership (Ampli) launched	30 000 Liter Renewable Diesel market seeding; Northern Free State Solar PV 98 MW BO	Impofu Cluster 330 MW BO	De Aar 2 South 140 MW BO; Paarde Valley 120 MW BO	Additional 1GW of RE contracted	Up to 2GW RE
	First boiler turndown for 30% ERR		Renewable Diesel scale-up (1 to 2 million Liters)		Sasol and Topsoe to deliver e-fuels technology[1] producing 2500 tpa of SAF in Germany	MRG bridge to LNG implemented	

1. Zaffra, a Sasol and Topsoe Joint Venture uses this solution to establish large scale SAF production facilities

Driving long-term value from our Southern African base beyond 2030

Coal feedstock	Gas value chain	Competitiveness	Carbon Tax	New sustainable businesses
Sufficient access to own coal reserves to 2040+	Credible options to protect value from the external market	Competitiveness retained using all business levers despite gas decline	Positive shifts in the carbon tax framework support future sustainable investments	Scale RE business beyond 2GW Build sustainable fuels and chemicals

CLOSING REMARKS

Simon Baloyi
President and Chief Executive Officer

Sasol's investment case

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 breakeven[1] for Southern Africa

EBITDA margin >15%
International Chemicals

R 10 - 15bn
cost savings

<US$ 3bn
Net debt[2]

up to R71 bn
EBITDA[3]

~757 MW RE
online

Additional ~1GW RE
contracted

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


sasol
Reshaping
for a new era

THANK YOU

Abbreviations and definitions

AI	Artificial intelligence	**HSI**	High severity incidents
B2B	Business to business	**HY**	Half Year
bbl	Barrels	**I&I**	Industrial and institutional cleaning
BO	Beneficial operation	**IQMC**	Integrated Quality Management Centre
CAPEX	Capital expenditure	**LNG**	Liquified natural gas
CO_2	Carbon dioxide	**MEG**	Methyl ethyl glycol
CY	Calendar Year	**MRG**	Methane rich gas
EBITDA	Earnings before interest taxes, depreciation and amortisation	**MT**	Million tonnes
EO	Ethylene oxide	**mtpa**	Million tonnes per annum
ERP SAP	Enterprise Resource Planning – SAP system	**MW**	Megawatts
ERR	Emission Reduction Roadmap	**OPEX**	Operating expenditure
EU	European Union	**PPA**	Power purchase agreement (renewable energy) / Petroleum Production Agreement (gas)
FID	Final Investment Decision	**PSA**	Product sharing agreement
FY	Financial Year	**PV**	Photovoltaic
G4	Fourth generation	**RE**	Renewable energy
GHG	Green house gases	**RSA**	Republic of South Africa
GTL	Gas to liquids	**SAF**	Sustainable Aviation Fuels
GtP	Gas to power	**SHE**	Safety, Health and Environment
GW	Gigawatts	**US/USA**	United States of America
HF LAB	Hydrofluoric acid Linear alkyl benzene	**YoY**	Year on year

Additional information

ORDINARY SHARE

- JSE: SOL
- ISIN: ZAE000006896

ADR

- NYSE: SSL
- ISIN: US8038663006
- Cusip: US8038663006
- Ratio DR:ORD – 1:1
- Depositary Bank: JP Morgan Depositary Receipts

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