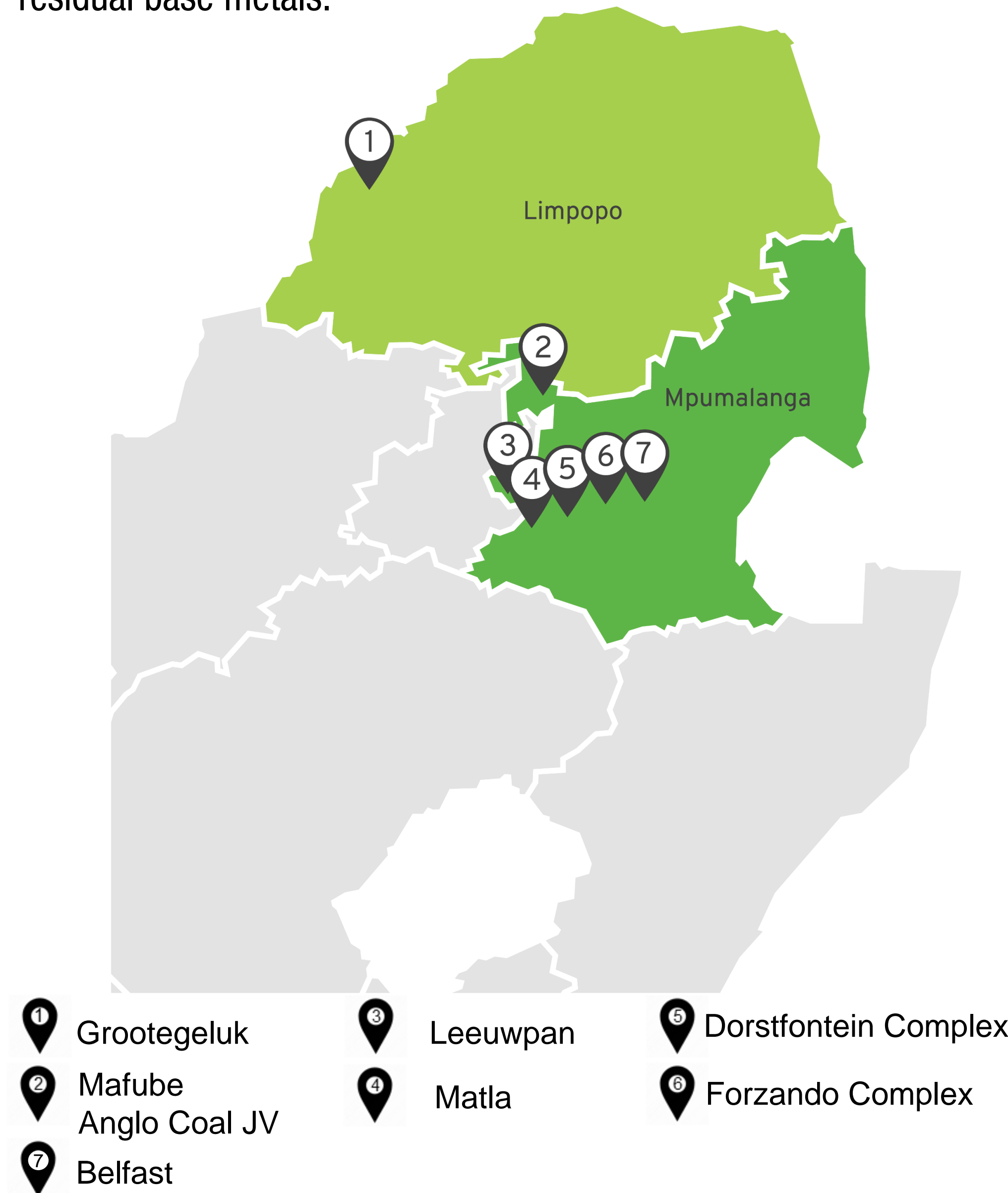


## The Belfast Coal Mining Project: RAP Development and Grave Relocation

### Who is Exxaro

Over the past decade, Exxaro has established itself as one of the largest and foremost black-empowered resource companies.

Exxaro's asset portfolio includes coal operations and investments in iron ore, pigment manufacturing, renewable energy (wind), and residual base metals.



Exxaro go far beyond just being a mining business, they are wise stewards of their natural assets, all while looking after the health and wellbeing of their communities.

### What is the Belfast Project

The mine, known as Belfast is situated some 10 km south-west of Belfast town, Mpumalanga. The Exxaro Belfast Project, a R 3.3 billion investment centered on the last A-grade, high-yield coal deposit in Mpumalanga, is a Project 20 years in the making.

Not only will it be a flagship operation, it is a “first-of-its-kind” digital mine showcasing the progress of digitalisation in mining. This process will Improve decision-making processes that promote operational efficiencies, pushing boundaries towards real time decision making and productivity improvement.

Most significantly, the Belfast Project will have a “digital twin” serving as a complete digital replica accessible from anywhere in the world, allowing for remote connection and management. This leap forward in innovative mining is set to place Exxaro firmly in the centre of the Fourth Industrial Revolution.

### The Progress of the Exxaro Belfast Project

The Exxaro Belfast project is geared toward benefiting its host community, creating roughly 6000 direct and indirect opportunities for employment during construction and throughout the Life of Mine, seeing almost 20 000 people benefiting.

The project is expected to contribute R39-billion to local GDP over the life of the mine, with the district's GDP gaining an estimated R2.1 billion per annum, including R966 million – a full 1% increase – of direct impact on the district municipality.

Exxaro, the holder of the Mining Right for the Belfast mine, was granted Environmental Authorisation on the 4<sup>th</sup> July 2013.

The mine will be able to produce 2.7 million tonnes (Mt) of good-quality thermal coal a year for at least the next 17 years, starting in 2020, in the first phase of development.

A notable success is that of the Exxaro team have accelerated the schedule by 6 months, having produced the first RB1 grade coal product well within budget and with no lost time due to injuries.

### Digby Wells' Role

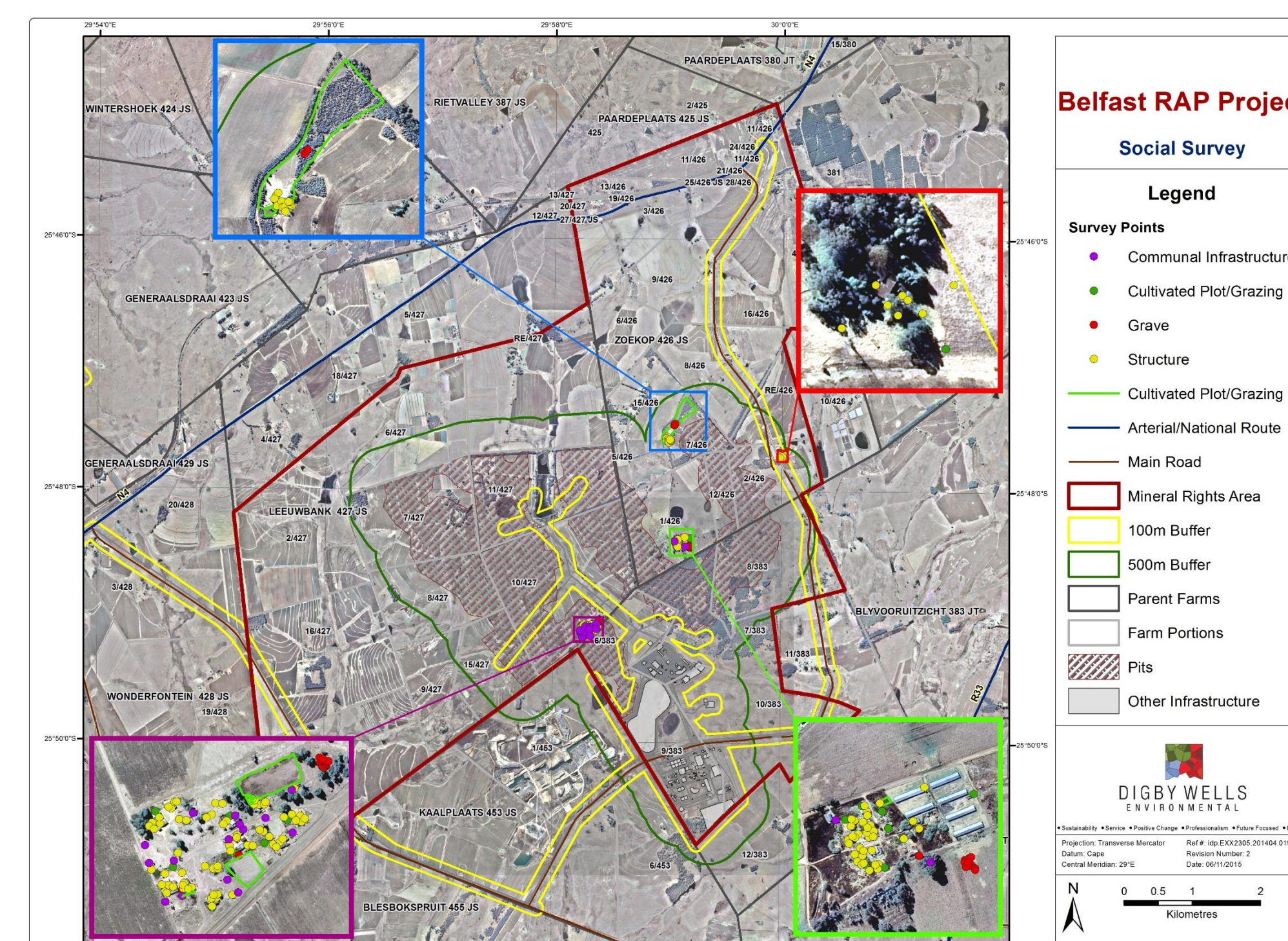
Pivotal to the successful implementation of the Exxaro Belfast Project was the need to relocate some community homes and graves sites.

Upon receiving Environmental Authorisation, Exxaro appointed Digby Wells to develop a Resettlement Action Plan (RAP) and undertake a Burial Grounds and Graves Consultation (BGGC) Process.

These processes aimed to identify Project Affected Persons (PAPs) and bona fide Next-of-Kin (NoK) of deceased buried in affected graves to develop the aforementioned RAP and Grave Relocation Process (GRP).

These two separate but interrelated processes were completed according to:

- International Finance Corporation (IFC) Performance Standard 5;
- The National Heritage Resources Act, 1999 (Act No. 25 of 1999) (NHRA);
- National Health Act, 2003 (Act No. 61 of 2003) (NHA); and
- The Mpumalanga Cemeteries, Crematoria and Exhumation of Bodies Act, 2005 (Act No. 8 of 2005) (MCCEBA).



### Developing a Partnership

Together with the Exxaro Project team, Digby Wells embarked on a consultation initiative over a two-year period, resulting in well over 50 engagements in the form of meetings, workshops or general engagements with PAPs and NoK.



The outcomes of this consultative effort culminated in the development of a robust RAP document with a strong upliftment focus geared towards creating an economically viable sustainable community, and authorisation from the authorities to implement the proposed GRP.

Subsequent to this consultation phase, Exxaro appointed Digby Wells to implement the relocation of some 162 graves in 2016. This entailed not only the physical exhumation and relocation of the deceased from the Exxaro Belfast Mine development footprint, but the procurement and delivery of traditional ceremonial requirements to the registered Next-of-Kin spread across the Nkangala District Municipality.



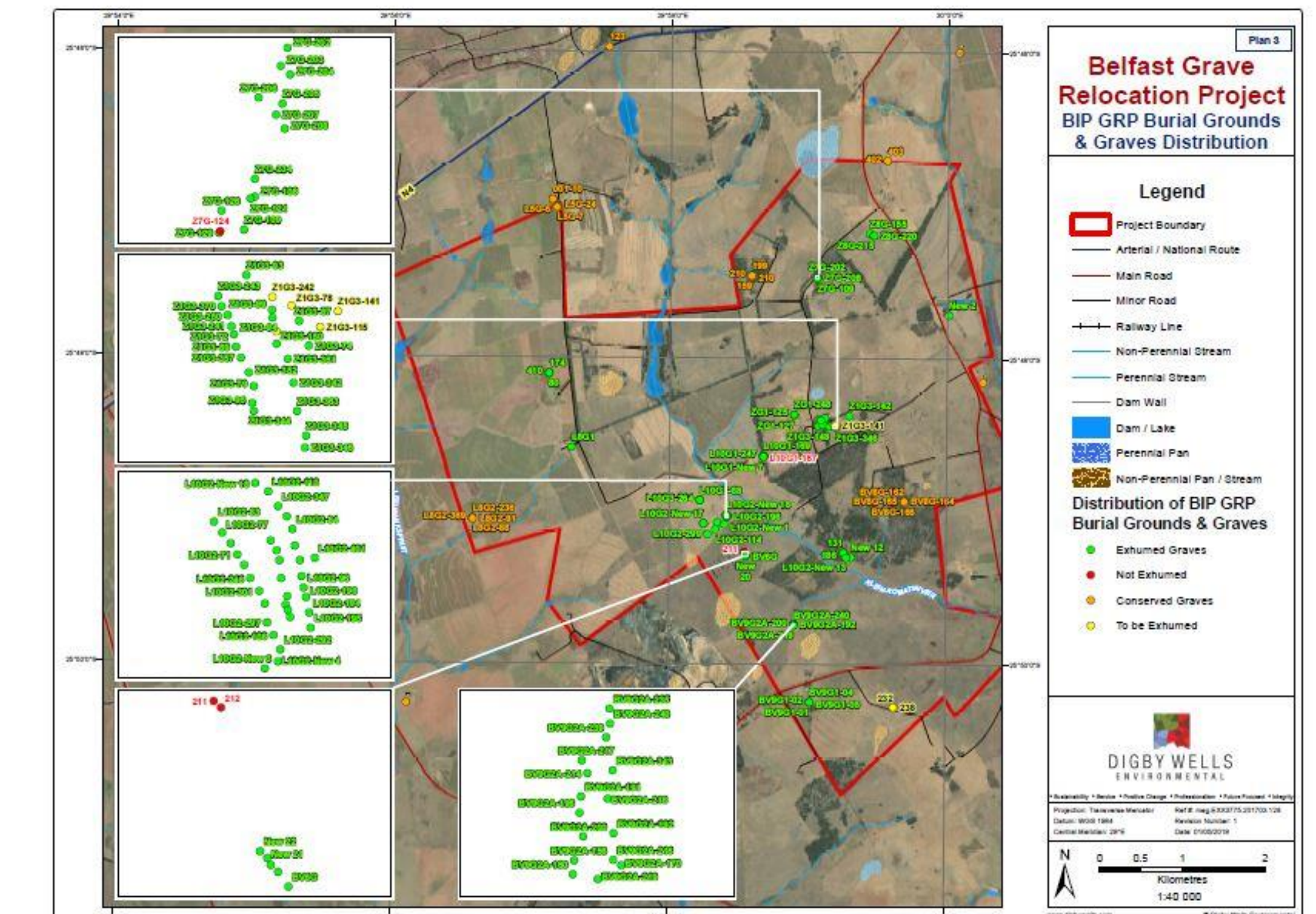
Over a period of two years, Digby Wells supported Exxaro in the relocation of 162 individual graves to seven cemeteries across the region. The Exxaro Belfast Project RAP and GRP took a period of five years to complete.

Given the nature of these types of Projects, in that they are inherently disruptive and sensitive, challenges were encountered along the way. Digby Wells acted as a trusted and committed partner to Exxaro, providing guidance and support to ensure a successful conclusion.

### Project Innovation

Given the nature of this mine, in that it is a “first-of-its-kind” digital mine, Digby Wells Environmental aligned to the digital framework by compiling and producing an Interactive Map, which details all of the grave relocation records which comprise of:

- Permits issued;
- Original location details of the deceased;
- Records of the exhumation; and
- Relevant sections of the Grave Relocation Report.



This Interactive Map created by the Digby Wells GIS Specialists, affords Exxaro the opportunity to access this information in real-time and manage risk associated with the in situ (remaining) graves.

### Message from the Project Manager



Justin du Piesanie,  
Divisional Manager  
Social and Heritage  
Services

I have been in industry for 12 years, and there is never a project where I do not learn and develop my skills within the Heritage Resources Management sphere.

Being involved in a project of this nature reinforces the importance of understanding cultural practices, and the sensitivities that surrounds them. To reiterate Mr. Johan Van Der Bijl, Project Manager for the Belfast Implementation Project in Exxaro's Projects & Technology division, “Protecting the dignity of people in our surrounding communities and leaving a positive legacy are major objectives of Exxaro. Given the extensive engagement and co-operation of the community, and the overall seamlessness of the physical resettlement, I think we can be proud of what we've achieved so far.”

Working with Exxaro, makes navigating these sensitivities easier in that they look after the wellbeing of their communities.