

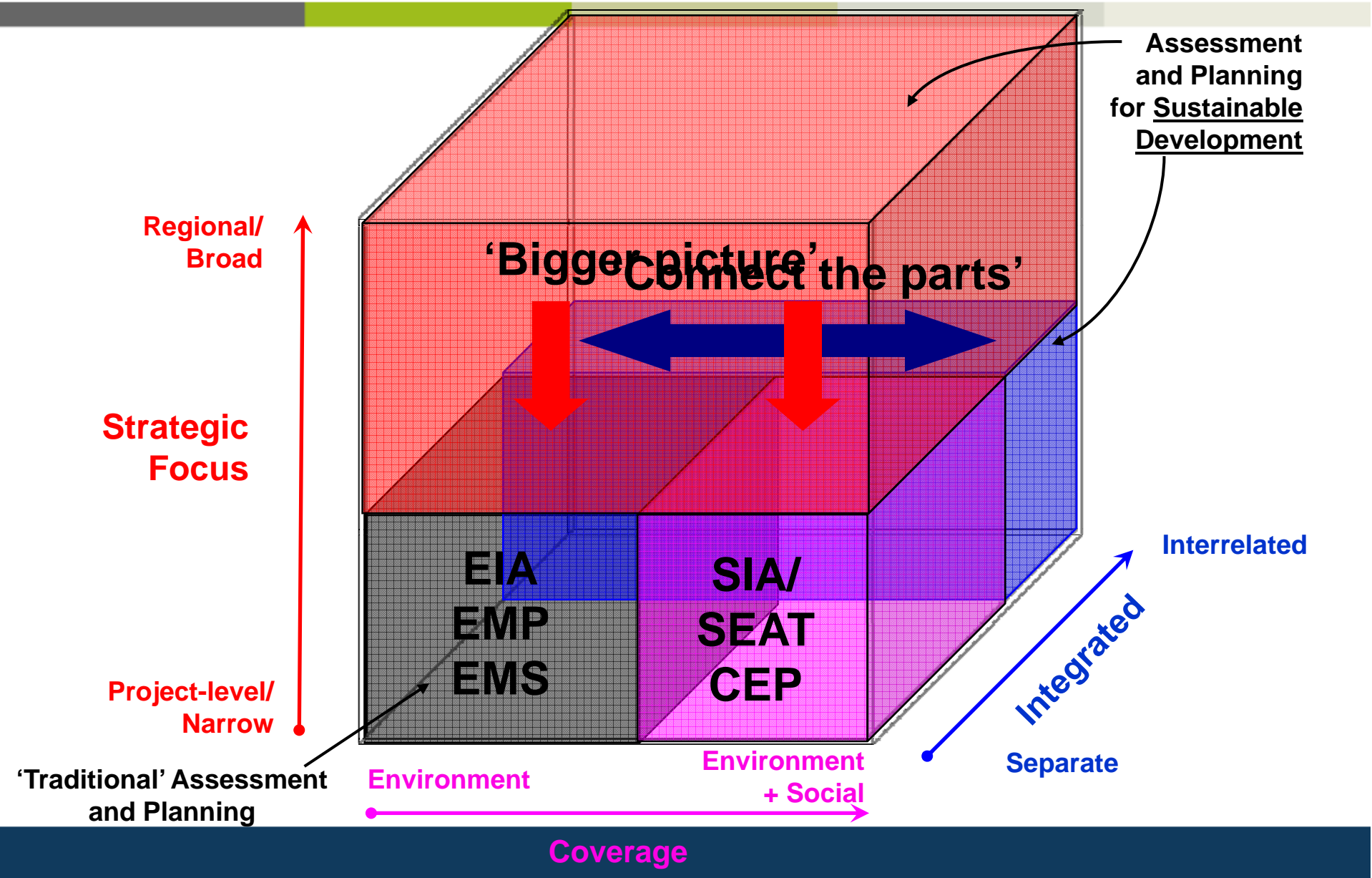
Business Case & SD

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- Business drivers for closure
- Planning for SD
- Mine Closure Planning
- Summary
- Questions

- Residual risk reduction
- Risk and outcome based closure criteria identification
 - Waste rock
- Early identification of opportunities
 - Water treatment
 - Waste beneficiation
 - Smelter
- Cost reduction and AO
 - Financial perspective – not always immediately evident
 - Closure perspective – liability (ARD)
 - Divestment – sale price not discounted
- Management of perceptions
 - Smelter emissions
 - Open pit
- Reputational risk and License to operate

Planning for SD

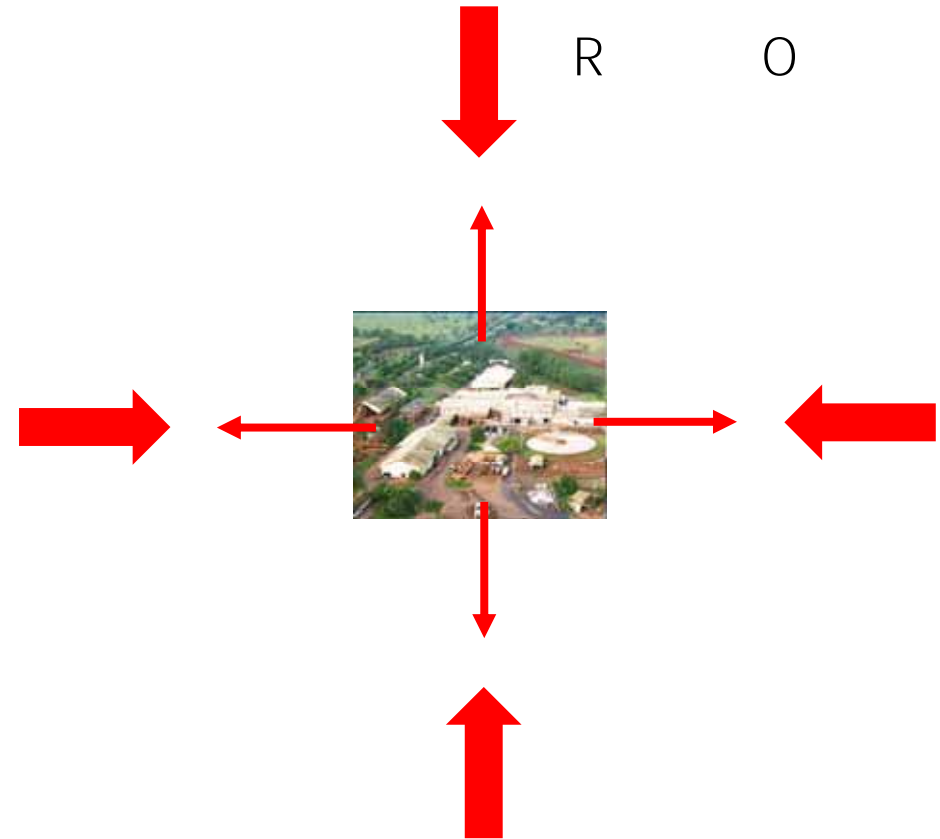


- It is not the ‘sustainability’ of an individual mine that matters.
 - Need to consider the contribution that the mine can make to SD within the region where it is located
 - A mine cannot be considered in isolation, but must be considered in relation to the ‘system’ as a whole

Planning for SD



'Traditional' A
P



Past Focus

- Environmental management – risk reduction, zero harm, cost

Future Focus

- Simultaneously deliver short term shareholder value and medium to long term stakeholder value



- Short term shareholder value –reduce operating cost, deliver commercial value (asset optimisation)
- Medium term stakeholder value – obtain mining right and licence, securing access to land
- Long term stakeholder value – maintaining licence to operate ie securing social licence to operate, security of water supply, positive post closure legacy

- What is the focus of closure planning?
 - Understand the environment in which you operate
 - SD / Closure Vision
 - Reduce dependency
 - Manage expectations
 - Move away from any potential surrogate government scenario
 - Focus on post closure ownership of sustainable activities by I&APs and government
 - Understand & manage the overall closure liability
 - Working towards walk-away closure

- Integration of the physical, bio-physical & socio-economic dimensions of closure, will improve the accuracy & future success of your closure plan
- The closure vision (final land use, etc.) to be owned by I&APs that will remain in the area post closure & should be implemented by the operation in collaboration with the I&APs
- The success of closure will not be measured by the successful implementation of the final closure plan, but by the legacy left behind



Mine Closure Toolbox

Tool 1
Strategic planning

Tool 2
Rapid assessment

Tool 3
Closing the gaps

