



ANNUAL REPORT FOR THE YEAR ENDED FEBRUARY 2024

# Resilience in Action Laying Groundwork **for Success**



# Executive summary

This annual report, covering March 2023 to February 2024, marks a period of transformation and growth for Mulilo Energy Holdings. Following its acquisition by Copenhagen Infrastructure Partners (CIP) in July 2023, Mulilo has reinforced its position as a leading independent renewable energy producer in South Africa. The company remains focused on developing its project pipeline whilst strengthening governance and risk management frameworks.

With over 15 years of experience in the renewable energy sector, Mulilo operates 450 MW<sub>DC</sub> / 420 MW<sub>AC</sub> of wind and solar projects and is advancing a project pipeline exceeding 30 GW. To support its growing portfolio, Mulilo continues expanding its workforce and securing long-term contracts with major clients, ensuring financial stability and future revenue. Investments in operational efficiency have been a key focus, including the implementation of new software solutions and a group-wide ERP system. To accommodate this growth, Mulilo has also relocated its headquarters to the Portside Building in Cape Town.

This report highlights Mulilo's strategic initiatives, including the publication of its inaugural ESG report. The company has also reinforced responsible procurement practices and enhanced community engagement and socio-economic development programs. The company's financial position has also strengthened, with significant growth in total assets and equity, largely driven by CIP's acquisition and subsequent investment.

Looking ahead, Mulilo is strategically positioning itself for long-term growth by fostering strong partnerships and maintaining a firm commitment to supporting South Africa's transition to a cleaner energy future.





# Letters from leadership

## A letter from our CEO

Dear Shareholders,

I am pleased to present Mulilo's inaugural annual report, which marks a significant milestone in our journey toward becoming a leading South African renewable energy Independent Power Producer (IPP).

Although my appointment as CEO of Mulilo from 1 May 2024 was after the year under review that this report covers, the year has been one of transformation and strategic growth, underpinned by our transformative partnership with CIP. CIP's significant investment and global expertise have been instrumental in accelerating Mulilo's development and positioning the organisation for enduring success. I applaud the previous management team of Mulilo who from small beginnings in 2008 built the foundation which we will now leverage off.

A key highlight of the 2023/4 financial year was the successful restructuring of our organisation to align with ambitious growth plans. This included the relocation of our headquarters to the prestigious Portside building in Cape Town, which provides us with a modern and inspiring workspace that fosters collaboration and innovation.

Concurrently, we have invested significantly in our projects and human capital, which has laid the foundation for future expansion and operational excellence.

Mulilo's financial performance reflects its investment focus, prioritising business reinvestment and sustainable growth.

We are confident in providing South Africans with clean, reliable, and affordable renewable energy whilst contributing to a more sustainable energy market. With CIP's backing and the expertise of our dedicated team, we believe Mulilo is well-positioned to capitalise on South Africa's rapidly expanding renewable energy sector and its accompanying opportunities.

It is with heartfelt appreciation that I express my thanks to the Mulilo team for their commitment to keep their focus on driving the development and financial closure of our projects whilst this transition to the new majority shareholder was taking place.

I sincerely thank our shareholders for their unwavering support and commitment to Mulilo's vision. Their continued investment and belief in our potential have been invaluable as we navigate this exciting new development phase.

Thank you for your continued interest in Mulilo.

Sincerely,



Jan Fourie | CEO



## A letter from our chairman

Dear Stakeholders,

As we reflect on Mulilo's achievements and developments during the financial year under review, we are pleased to present our integrated annual report for February 2024. This year has been transformative for our company, marked by significant progress in our mission to lead the transition in South Africa to renewable energy. I would also want to recognise foresight of the founders of the Mulilo business who successfully built the business forming the foundation of our future.

The acquisition by CIP has been a pivotal moment in our journey, positioning us for accelerated growth and expansion within the renewable energy sector. This partnership not only enhances our financial capacity but also aligns us with a global leader in sustainable energy investment. Together, we will leverage our combined expertise to drive innovative projects and create lasting value for our stakeholders.

It is important to address the financial losses experienced during this period. These losses are expected and a result of our substantial investments in pipeline development. We view these investments as essential for securing our future and achieving long-term success. By strategically allocating resources towards new projects and technologies, we are laying the groundwork for sustainable growth and increased market competitiveness.

Our dedicated team has worked tirelessly to overcome the challenges posed by a dynamic market, demonstrating resilience and commitment in achieving our strategy. We are proud of the milestones achieved in project delivery and our unwavering focus on safety and sustainability.

As we look forward, we are excited about the opportunities that lie ahead. The global shift towards renewable energy is accelerating, and Mulilo is well-positioned to capitalise on this momentum. We remain committed to our vision of establishing a sustainable energy future and are confident that, with your continued support, we will achieve our strategic goals.

Thank you for your trust in Mulilo. Together, we will shape a brighter, greener future, contributing positively to the lives of our people in South Africa and the planet.

Sincerely,



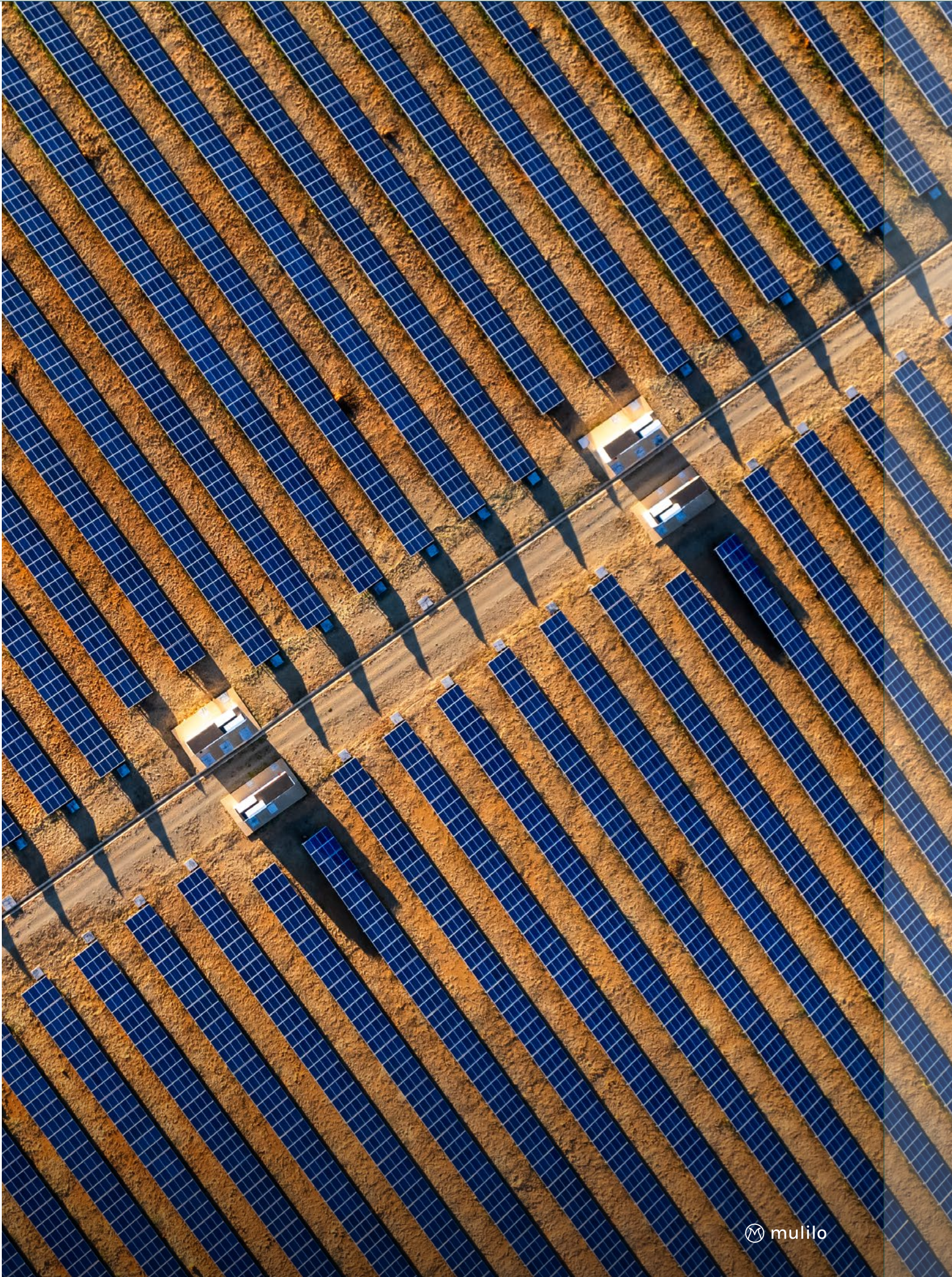
Jan Oberholzer | Chairman





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# 01

## Introduction







# The South African renewable energy market

## Renewable energy capacity and potential

Although the South African renewable energy industry is still in its early stages, it demonstrates enormous market opportunity and potential for future growth. According to the International Energy Agency (IEA), renewable energy sources currently account for 8.8% of the nation's energy supply, with a mix dominated by wind, hydroelectric, and solar PV.

## Solar PV market expansion

Solar energy plays an increasingly important role in South Africa's energy mix, supported by more than 2,500 hours of available sunlight annually. Solar PV capacity is anticipated to continue growing in the coming years, reflecting sustained market momentum and favourable policy conditions. This expansion is being driven by a combination of factors, including declining installation costs, strengthened government and legislative support, and rising energy security needs amid ongoing grid reliability challenges.

## Wind market expansion

Wind energy continues to expand, particularly in high-resource regions such as the Northern Cape, Eastern Cape, and Western Cape. To date, approximately 3.5 GW of wind power capacity has been installed in South Africa, supported largely through the Renewable Energy Independent Power Producer Procurement Programme (REIPPPP). The installed capacity supports national targets for energy diversification.

## Increasing international support

International collaboration is propelling SA's energy shift. An excellent example is the decarbonisation of South Africa's energy sector driven by the Just Energy Transition (JET) partnership, which involves the South African government and several foreign stakeholders, including, but not limited to, Denmark, France, Germany, and the UK.

## A favourable policy framework

Policy and regulatory initiatives have been central to South Africa's renewable energy progress. Since its launch in 2011, the REIPPPP has attracted over ZAR 200 billion in private investment and procured more than 6.3 GW of renewable energy capacity across technologies. The programme fosters a competitive environment that enables broader participation and supports cost-effective power procurement.

Further guidance is provided by national strategies such as the Integrated Resource Plan (IRP) and the National Infrastructure Plan 2050 (NIP 2050), which outline South Africa's long-term energy transition, including a phased reduction of coal-fired generation and the scale-up of renewable alternatives.

## Recent legislative changes

Recently, the SA government introduced key legislative changes to address its ongoing energy crisis and expand renewable energy capacity. Through the IRP, an additional 14.4 GW of wind and solar power is expected to operationalise by 2030. In addition, Schedule 2 of the Electricity Regulation Act (ERA) amendment raised the embedded generation threshold from 1 MW to 100 MW in June 2021, allowing companies and municipalities to produce and feed electricity into the grid without a generation license. This cap was removed entirely in 2022, creating a more open and competitive market for IPPs.

Furthermore, Bid Windows 5 and 6 of the REIPPPP, launched in 2021 and 2022 respectively, aimed to procure a combined total of over 3.4 GW of renewable energy, with Bid Window 5 securing 2.6 GW and Bid Window 6 awarding 860 MW due to grid constraints. Bid Window 7 is expected to procure up to 5 GW, with a strong focus on wind and solar technologies. These legislative shifts highlight the SA government's commitment to increasing renewable energy capacity at both policy and legislative levels, and its mission to foster greater participation from IPPs, promote energy storage solutions, and deepen involvement from local and international stakeholders.

## Economic opportunity

South Africa's renewable energy capacity is expected to grow at a compound annual growth rate (CAGR) of 11.05% to approximately 28 GW by 2029 (Mordor Intelligence, 2024).

The renewable energy industry is anticipated to support long-term job growth, especially in wind and solar development. This inevitable rise in employment will improve SA's socio-economic environment and economic growth, especially in high-unemployment areas.

Thanks to its diverse renewable mix, the South African energy market is ideally positioned in the global energy transition. By leveraging its abundant natural resources and the support of organisations like Mulilo, South Africa is positioning itself as a key player in the global renewable energy market.





# Overview of Mulilo’s Journey

A leading South African renewable energy developer and IPP

## Where it all started

Among South Africa’s oldest Independent Power Producers.

Mulilo was founded in 2008/9 following a fortuitous meeting between its two founding shareholders, Johnny Cullum and Chris Aberdein, in a school car park. Chris, a serial entrepreneur, trader, and championship-winning race car driver, was exploring the feasibility of coal-fired power stations. Johnny, a successful civil engineer with extensive experience in infrastructure and property development, was at the time researching potential solar sites in the Northern Cape. This meeting of minds led to the incorporation of Mulilo Renewable Energy, which became the intermediate holding company for two Round 1 solar projects in De Aar (10 MW) and Prieska (20 MW), Northern Cape.

## Success in the 3rd Bidding Window

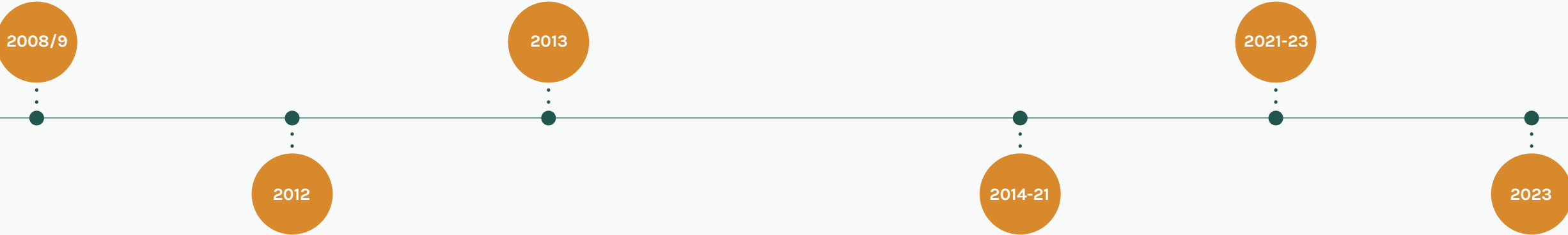
In 2013, Mulilo expanded its scope by partnering with several entities, including TotalEnergies and Sonnedix, to submit bids for the third REIPPP bidding window. These efforts resulted in the awarding of four projects: two solar facilities in Prieska (75 MW each) and two wind energy facilities in De Aar (98 MW and 140 MW). Due to equity constraints and requirements for experienced development partners, Mulilo retained minority positions ranging from 18% to 20% across these projects.

## Recent Developments

In 2021, Mulilo partnered with TotalEnergies to submit bids in the Risk Mitigation IPP Procurement Programme (RMIPPPP). While these hybrid projects faced challenges in reaching financial closure, they were successfully transferred to new shareholders, with Mulilo supporting their progress to financial close.

In 2022, the company secured additional successes in the 5th REIPPPP bidding window<sup>1</sup> and private tenders, including projects for SASOL/AirLiquide and AirProducts in partnership with TotalEnergies.

During the financial year ending February 2024, Mulilo continued its momentum by bidding on projects in REIPPPP bid window 6 and private tenders such as the Discovery Green tender. The company secured one solar project.



## Early Expansion and Strategic Partnerships

The two entrepreneurs embarked on an ambitious program of land acquisitions in the Northern Cape, supported by targeted investments in environmental impact assessments (EIAs) and feasibility studies. In 2012, Mulilo partnered with Gestamp, a Spanish solar developer, and submitted bids in the first window of the REIPPP Programme. Despite taking a minority position of 20%, the partnership succeeded in securing two projects. Mulilo later increased its shareholding to 35% when Gestamp exited South Africa in 2021.

Building on this early success, Mulilo diversified into wind energy. By the second bidding window of the REIPPP Programme, it had partnered with the China Africa Development Fund and China Longyuan Power Group.

## Building a Development Pipeline

From 2014 to 2021, Mulilo submitted bids for various projects but were unable to secure financial closure on project during this time frame. Undeterred, the company continued to invest in land acquisitions, development permits, and environmental assessments. This commitment resulted in a robust pipeline of ready-to-bid projects, positioning Mulilo as a key player in the renewable energy sector.

## Acquired in 2023

CIP obtains a majority stake in Mulilo.



<sup>1</sup> The Pothoek Heat Project, initially awarded under this window, was discontinued in August 2023 due to lapsed bid obligations and supply chain impacts stemming from COVID-19 disruptions.



# Mulilo at a glance

Mulilo is a leading South African independent renewable energy power producer providing innovative solutions. With more than 15 years of local industry experience, Mulilo powered the equivalent of 418,000 South African homes in 2023. Mulilo's specialised services address the country's current energy challenges by supplementing local power capacity whilst also helping to mitigate the effects of climate change. The company's large-scale renewable energy projects stimulate economic growth and job creation.



**450 MW<sub>DC</sub>**

(Megawatts Direct Current) /

**420 MW<sub>AC</sub>**

(Megawatts Alternating Current)  
of wind and solar projects.

Additionally, Mulilo aims to reach  
financial close on

**765 MW<sub>DC</sub> / 667 MW<sub>AC</sub>**

in 2024 and has a long-term  
development pipeline exceeding

**30 GW**

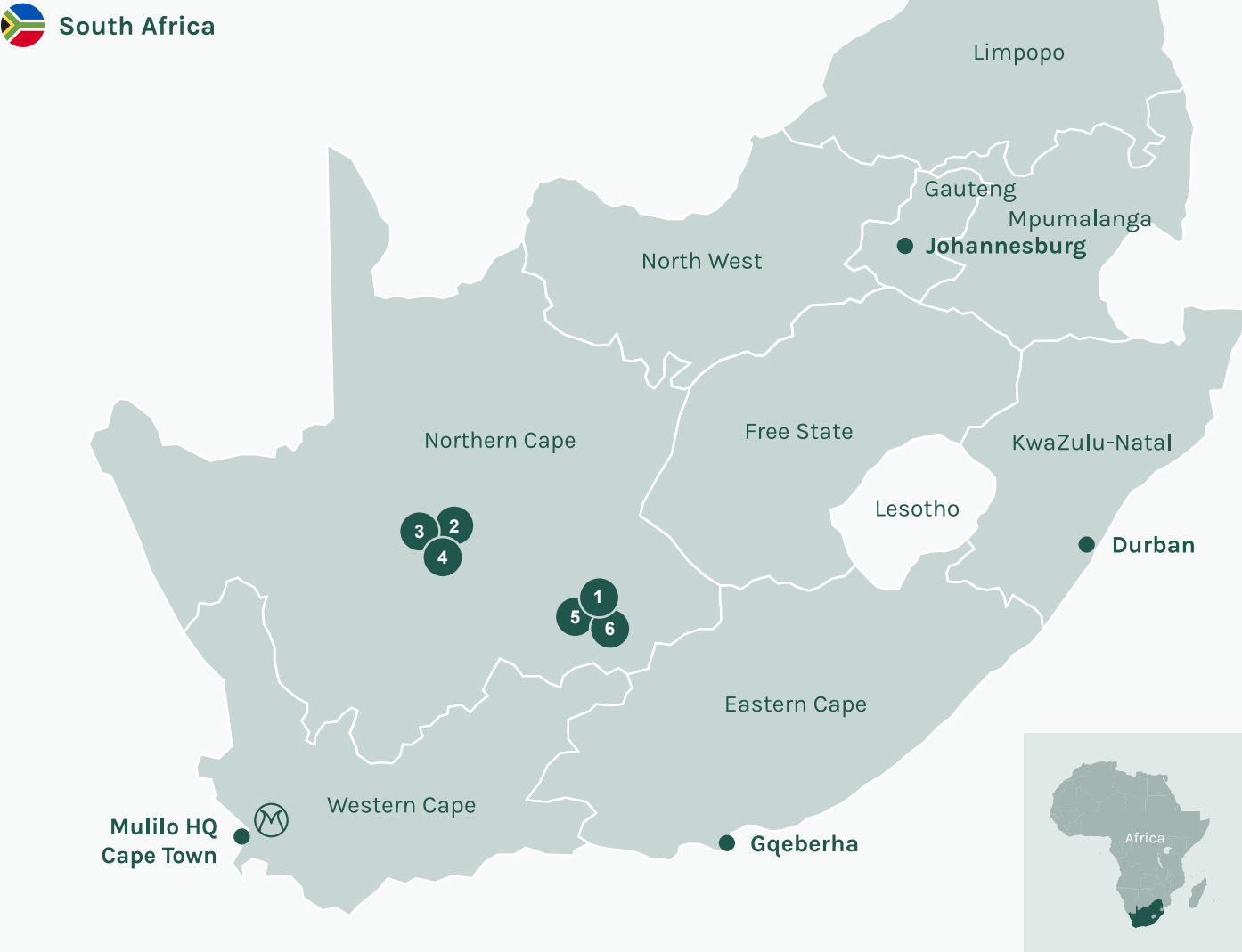
(Gigawatts).





6 Operational Projects (450 MW<sub>DC</sub> / 420 MW<sub>AC</sub>)  
7 Projects expected to reach Financial Close (FC) by December 2024 (765 MW<sub>DC</sub> / 667 MW<sub>AC</sub>)  
30 Gigawatt project pipeline

MULILO’S OPERATIONAL PROJECTS



PROJECT NAME		CAPACITY (MW <sub>DC</sub> )	CAPACITY (MW <sub>AC</sub> )	COD*
1	Solar PV De Aar	10	10	Q2 2014
2	Solar PV Prieska	21	20	Q4 2014
3	Mulilo BTE Prieska PV	87	75	Q4 2016
4	Mulilo Prieska PV	87	75	Q3 2016
5	Longyuan Mulilo De Aar	101	100	Q4 2017
6	Longyuan Mulilo DA2	144	140	Q4 2017
Total		450	420	

\*COD - Commercial operation date

MULILO’S DEVELOPMENT PIPELINE

PROJECT NAME	CAPACITY (MW <sub>DC</sub> )	CAPACITY (MW <sub>AC</sub> )
Ukuqala	105	75
Du Plessis Dam PV2	105	75
Aggenys BESS	77	77
Nieuwehoop BESS	103	103
Mookodi BESS	77	77
De Aar 2 South	155	140
Paarde Valley PV2	143	120
Total	765	667



# A values-driven organisation

Mulilo’s journey has been shaped by a strong foundation of values that have guided the company’s growth and success. Diligence, determination, resilience, and agility have been central to Mulilo’s operations, enabling the company to navigate challenges, seize opportunities, and establish itself as a energy company developer in the renewable energy sector.

These values have fostered a results-driven mindset, creating a culture of adaptability and perseverance, which were instrumental in Mulilo’s achievements before the majority share acquisition by CIP in July 2023.

As the company enters a new growth phase as an integrated IPP, its values are being reshaped to ensure they align with its future ambitions and business strategy. This process is still underway, and the revised values have not yet been finalised. However, Mulilo’s focus is ensuring its values embody the spirit of expansion and growth and will be expanded to define its culture and operations in the years ahead.

This renewed focus on values will form the foundation for how Mulilo works, collaborates, and leads. By embedding them into daily communication and decision-making and through reinforcement, Mulilo aims to foster a culture of innovation, clarity, accountability, and long-term sustainability. Whilst the values that shaped Mulilo remain essential to the company’s identity, it recognises the need to refine and evolve them to support the next chapter.

# Summary of key results



**450 MW<sub>DC</sub> / 420 MW<sub>AC</sub>**  
**of active operational assets**

These assets reflect Mulilo’s current operational footprint across its renewable energy portfolio.



**76 employees**

Growth in highly skilled professionals on Mulilo’s team.



**765 MW<sub>DC</sub> / 667 MW<sub>AC</sub>**

Mulilo holds an additional 764 MW<sub>DC</sub> / 667 MW<sub>AC</sub> in assets nearing financial close (FC).



**Vertically integrated**

Overseeing the entire project lifecycle, from development and financing to construction and long-term asset management.





# Key event during the year under review

## Copenhagen Infrastructure Partners (CIP) acquired Mulilo’s majority shareholding in July 2023

In July 2023, CIP, through its Growth Markets Fund I (CI GMF I), acquired a majority stake in Mulilo Energy Holdings. Whilst CIP holds a majority position, Mulilo’s founders remain on the board to support the company’s growth.

“ We have found an excellent partner in Mulilo and can help accelerate its impact on the South African energy market . Mulilo’s founders and broader team combine strong development skills and a highly entrepreneurial spirit. We believe our combination will make a meaningful positive contribution to help resolve the energy crisis in South Africa with cost-effective renewable energy.”

– Robert Helms, CIP Partner

### A rare combination

Mulilo has a proven track record and significant growth potential, which will accelerate with the support of CIP’s expertise and financing. As a founding member of the South African renewable energy community, Mulilo has successfully delivered 450 MW<sub>DC</sub> / 420 MW<sub>AC</sub> of operating onshore wind and solar projects, and has an extensive project pipeline exceeding 30 GW across onshore wind, solar PV, and battery storage.

Renewables represent a cost-competitive solution for meeting South Africa’s energy demands. Additionally, the infrastructure needed to develop and invest in renewables is in place, with a functioning regulatory framework, local expertise, and scaled financing available. This enables the efficient deployment of energy solutions to the market.

“ CIP is working closely with local stakeholders to rapidly deploy renewable energy projects in South Africa and positively contribute to the green energy transition, local employment, and developing world-leading capabilities in South Africa.”

– Frederik Flagstad, CIP Director



### Building value that matters

As a fund manager, CIP specialises in offering tailor-made global energy infrastructure asset investments, with a particular focus on greenfield renewable energy projects. Moreover, CIP is focused on realising a profitable green energy transition based on the highest ESG standards.

“We are a private equity fund and an industry-based energy entrepreneur,” says Niels Holst, CIP Partner and Head of CI GMF. “Our ability to effectively link greenfield energy infrastructure projects to the capital they require is at the heart of our success. Our capacity to combine industrial insight and financial expertise with speed, efficiency, and agility secures solid and risk-adjusted returns for our investors.”

Founded in 2012, CIP manages over USD 30 billion across 12 investment funds. With projects in more than 30 countries and an aggregate pipeline of more than 120 GW, CIP is the world’s largest dedicated fund manager for projects and organisations in the renewable energy sector.

### The divestment of Mulilo’s Coega and Hydra projects

As part of CIP’s entry into Mulilo, the Hydra Solar & BESS and the Coega Gas & Solar projects were divested due to limitations on foreign ownership. Both projects were developed in collaboration with the French utility TotalEnergies, which held 35% project ownership.





# 02

## Management review







MANAGEMENT REVIEW

Meet Mulilo’s management team

Our leaders boast extensive experience in developing, constructing, and operating large-scale infrastructure assets, with expertise across the African continent.



76

Full Time Employees



59%

Female staff



46%

Designated Group

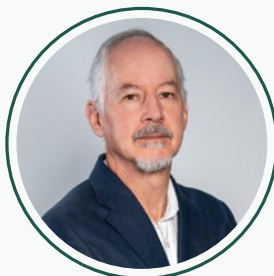


46%

Under the Age of 35



**Jan Fourie**  
Chief Executive Officer



**Russell Bedford**  
Chief Financial Officer



**Irma Pienaar**  
Chief Operating Officer



**Stuart MacWilliam**  
Chief Development Officer



**Seithati Bolipombo**  
Chief Commercial Officer



**Danie Moller**  
Chief EPC Officer



**Avra Moodley**  
General Counsel

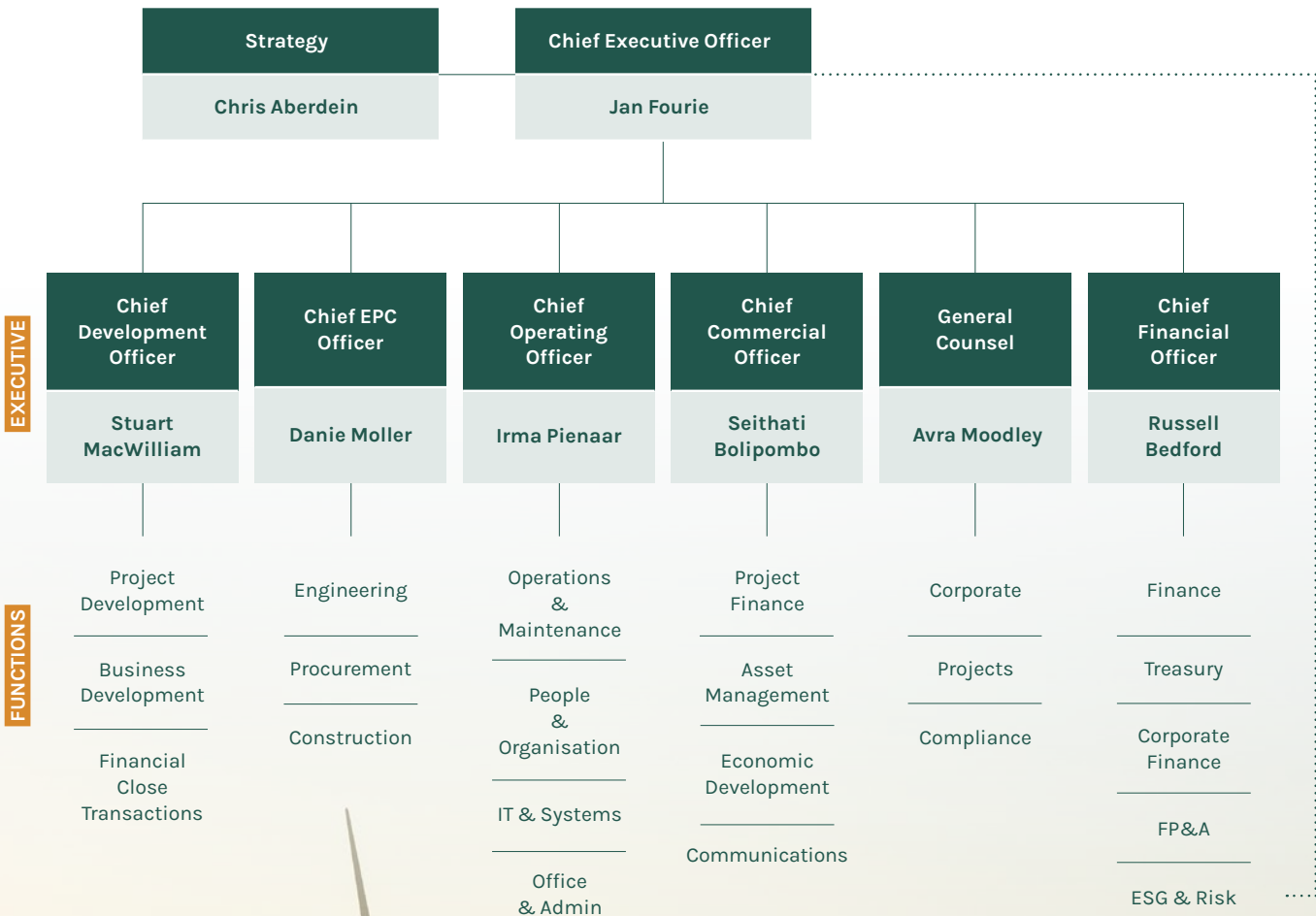


**Christopher Aberdein**  
Senior Strategy Advisor

Mulilo management team and organisational re-structure

At the date of this report Mulilo was looking ahead, to welcome its new Chief Executive Officer, Jan Fourie, in May 2024. Upon his appointment, Jan would lead a comprehensive evaluation of the company’s operations, reporting structures, and integrated business model. This process is intended to shape an organisational structure that supports Mulilo’s vision for sustainable growth and operational excellence.

The anticipated structure will bring together a focused management team, aligned with core business areas and centres of excellence, to drive the delivery of Mulilo’s project pipeline. Regular management meetings will enhance strategic alignment, foster continuous improvement, and support agile decision-making, in line with the board-approved delegation of authority.





# The growth of Mulilo’s team

The acquisition of Mulilo by CIP in 2023 marked the start of rapid growth for Mulilo. At the time of the acquisition, Mulilo had 45 employees; by February 2024, that number had grown to 76 - an increase of nearly 70%, driven by the company’s expanding project pipeline and the need to scale internal capabilities. With six operational projects delivering 450 MW<sub>DC</sub> / 420 MW<sub>AC</sub>, and an additional 765 MW<sub>DC</sub> / 667 MW<sub>AC</sub> of projects targeting Financial Close in 2024, Mulilo focused on strengthening its team across project finance, procurement, risk management, and ESG to support execution at scale.

## Becoming an employer of choice

Mulilo’s employee base is young and vibrant, with an average age of 35. This contributes to the company’s energetic, high-performance, goal-driven, and collaborative culture. Furthermore, Mulilo demonstrates a strong gender diversity profile, with 59% female employees and a management team that reflects a 41% female representation. Mulilo recently formed an Employment Equity (EE) committee that advises on improving its current EE status of 41% representation of the designated Group and ensures demographic representation at all levels within the organisation.

Age profile of **Mulilo employees representation (as at 31 December 2023)**

25-34 (38%) 35-44 (34%) 45-54 (19%) 55-64 (4%) 18-24 (4%) 65+ (2%)



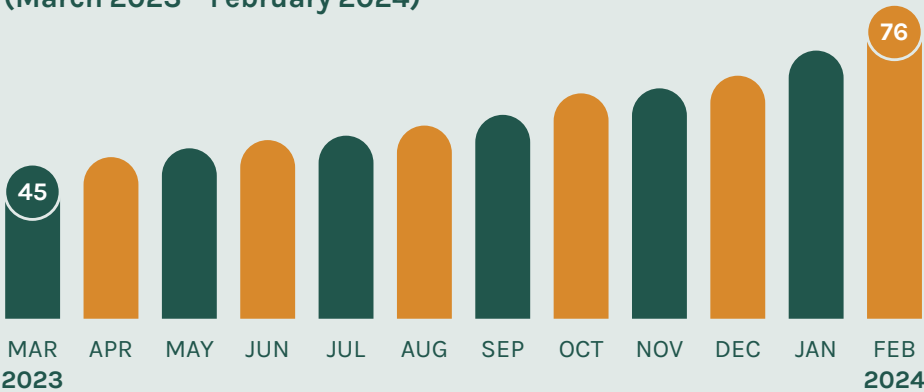
The financial close of these projects would mean an immediate transition to construction, requiring additional expertise to meet both regulatory and operational demands.

Whilst CIP’s investment accelerated this growth, the groundwork for expansion had already begun, ensuring the right expertise was in place to support Mulilo’s long-term objectives. Looking ahead, this foundation positions the company to participate in upcoming bids and advance new projects, reinforcing its role as a leader in South Africa’s renewable energy sector.

# Talent attraction and organisational build

Mulilo’s ability to attract and on-board 31 best-in-class talent is due to a strong employee value proposition, vibrant company culture, a focus on growth and career opportunities and the opportunity to be part of a leading renewable energy IPP. In general, employees enjoy the responsibility and challenges placed on them. Additionally, quarterly pulse surveys have highlighted that work enjoyment is one of Mulilo’s most valued attributes by its employees.

Mulilo Employee Headcount Growth  
(March 2023 – February 2024)



## Diversity

Mulilo’s approach to diversity focuses on embedding inclusive principles across recruitment, talent development, leadership, and decision-making processes. Mulilo is refining internal systems to ensure they are fair, transparent, and accessible, enabling individuals from a range of backgrounds and experiences to thrive.

By building structures that minimise bias and support collaboration, Mulilo aims to foster an environment where diverse perspectives are not only present but meaningfully integrated into how people work, lead, and contribute.

## Communication and marketing

Marketing plays a critical role in achieving Mulilo’s long-term business objectives. The 2023 CIP acquisition was a pivotal moment in Mulilo’s journey, serving as the catalyst for a comprehensive brand evolution. Prior to the acquisition, Mulilo had already established itself as a key player in the Independent Power Producer space. However, the acquisition necessitated a strategic realignment and elevation of the company’s brand identity.

This transformation was reflected in an updated logo, refreshed brand elements, and a more impactful visual identity. The rebrand not only aligned Mulilo with its new positioning as a Tier 1 energy company but also reinforced its credibility and presence in the renewable energy sector, setting the stage for continued growth and industry leadership.



# 03

## Strategy





# Becoming a GW per year IPP

As Mulilo sets its sights on becoming South Africa’s leading Independent Renewable Energy Power Producer (capable of delivering a GW of renewable energy per year) the company strategically aligns its operations with South Africa’s growing energy needs. This involves capitalising on its previous investments and leveraging economies of scale to enhance its competitive advantage in the renewable energy sector.

## South Africa’s renewable energy requirements

To establish itself as a GW per year Independent Renewable Energy Power Producer, Mulilo recognises South Africa’s urgent and growing renewable energy requirements. Specifically, the African nation is undergoing a critical sustainable energy transition, with a government-led mandate to reduce fossil fuel dependency and increase the national grid’s renewable energy share.

Furthermore, this transition, underscored by government policy, promotes renewable energy adoption, which includes a commitment to achieving substantial carbon reduction targets. Moreover, the increasing demand for clean energy presents challenges and opportunities for IPPs.

For instance, rising urbanisation and industrial activity have intensified the need for a secure and reliable energy supply, whilst climate change concerns have prompted public and private sector stakeholders to invest in renewable projects aligned with global sustainability goals. Therefore, as Mulilo aligns its strategic initiatives with these requirements, the company aims to play a defining role in addressing the nation’s energy needs whilst contributing to a greener, more sustainable future.

## A game of scale

Achieving the target of a GW per year will necessitate a game of scale; in other words, success will depend on the company’s ability to operate at a large scale to gain competitive advantages. For instance, larger IPPs, such as Mulilo, can absorb significant development fees and upfront costs associated with project initiation, enabling them to advance projects.

Smaller firms struggle to remain competitive and, as a result, must often divest substantial projects rather than see them through to completion. This situation can leave valuable opportunities untapped. Moreover, the scale of larger entities allows for more efficient procurement processes and resource allocation, making it easier to secure competitive equipment and service pricing. This operational efficiency translates into shortened timelines for project delivery and increased reliability in meeting contract obligations.

In summary, by positioning itself as a major player in the market, Mulilo can leverage the aforementioned advantages to enhance project implementation capabilities. This will ensure timely and effective responses to South Africa’s pressing energy demands whilst maintaining optimal pricing structures.

## Capitalising on years of prior investment

Mulilo is poised to capitalise on years of prior investment that have laid a strong foundation for the company’s growth. This strategy involves leveraging early development work, including signing land option agreements in strategically beneficial areas. By securing these agreements, Mulilo has positioned itself to execute projects effectively in prime locations, maximising the potential for successful project development and execution. Furthermore, the experience gained from past projects has enhanced the company’s technical capabilities and fortified key stakeholder relationships, including with government entities, financial institutions, and local communities.

These established relationships are essential for accessing financing solutions and navigating regulatory landscapes, which are crucial for executing large-scale projects. Moreover, the accumulated knowledge enables Mulilo to refine operational processes and best practices, ensuring more efficient project implementation. By integrating lessons learnt from previous initiatives, Mulilo is positioned to innovate and adapt to evolving challenges within the renewable energy sector. This strategic leverage ensures the company will achieve its a GW per year goal and significantly contribute to South Africa’s renewable energy landscape whilst enhancing market competitiveness.

## Reaching maturity

As Mulilo continues to become a leading GW per year IPP, reaching operational maturity is essential. This maturity is characterised by a well-structured organisation emphasising proactive risk management, regulatory compliance, and proper governance. To achieve this, the company must establish effective governance frameworks to ensure decision-making processes are transparent, accountable, and aligned with its values and goals. Secondly, reaching operational maturity will involve continuous improvement and innovation; Mulilo must implement robust and user-friendly training and development programs designed to enhance the capability of its workforce, ensuring it is equipped to handle the various challenges presented by the renewable energy sector. Thirdly, the company’s commitment to safety, responsibility, and sustainability will be integral to maintaining and consolidating its reputation as a trusted industry leader.

Finally, operational maturity will enhance Mulilo’s ability to navigate the complexities of the renewable energy market. By refining its operational framework and integrating lessons learnt from previous projects, Mulilo will become more resilient and adaptable to industry changes, allowing it to capitalise on future opportunities. Ultimately, this commitment to operational excellence will drive sustainable growth for the company and the communities it serves, reinforcing its mission to be a leading South African GW per year IPP.

Mulilo is strategically positioned to become a leading player in the South African renewable energy sector, driven by a commitment to excellence and a proactive approach to market opportunities. The company’s flexible strategies and innovative mindset enables it to navigate the complexities of the renewable energy landscape, ensuring a leading position at the forefront of emerging trends. As Mulilo continues to execute its growth strategy toward 2027 by expanding capabilities and delivering reliable solutions, the company is poised for sustained success, whilst contributing to South Africa’s transition to a sustainable energy future.





# Mulilo’s strategy towards 2027

## Strategic growth and market positioning

As South Africa’s energy landscape continues to evolve, Mulilo has emerged as a fully integrated IPP dedicated to meeting the country’s growing energy demands. Mulilo is focused on expanding its operational footprint and reinforcing its market position. Key initiatives that are central to the company’s growth strategy, include increasing project ownership, securing grid allocation, market participation, and capitalising on the dynamic nature of the renewable energy industry. These initiatives underpin Mulilo’s ambition to remain a leading force in the renewable energy landscape, contributing to sustainable development and innovation in the country.

## Building a fully-fledged IPP

In the dynamic SA energy sector, Mulilo has established itself as a fully integrated independent power producer (IPP) with comprehensive development, procurement, construction management, and asset management capabilities. The company’s strategic focus is centred on leveraging the growth of the South African energy market, allowing it to build a robust portfolio aligned with the country’s evolving energy needs.

As Mulilo expands its presence, its leadership is committed to curating a team that exemplifies expertise and excellence. To this end, the company prioritises recruiting top-tier talent to drive its mission forward. Consequently, Mulilo has experienced significant growth, increasing its headcount from 45 at the start of 2023 to a skilled workforce of 76 employees as at end-February 2024. This growth underscores Mulilo’s commitment to fostering sustainable job creation and expert-led innovation in the renewable energy sector.

## Increasing project ownership

A fundamental aspect of Mulilo’s growth strategy is increasing the shareholding in all future projects. Historically, Mulilo has achieved significant success as a renewable energy project developer by converting development and site fees into minority equity positions. However, the company’s evolving ambitions as a fully-fledged IPP necessitate a more substantial deployment of shareholder capital. This strategic shift will simultaneously reinforce market positioning. By securing majority ownership, Mulilo will strengthen its capacity to guide projects throughout their lifecycle, ensuring it optimises project outcomes, delivers sustainable energy solutions at scale, and drives continued portfolio growth.

## Securing grid allocation

A critical focus area for the company is successfully securing energy allocation to the South African national grid. Recognising the challenges inherent in South Africa’s current transmission infrastructure and the constraints imposed on integrating new energy sources, Mulilo has adopted a proactive approach to establishing a robust project pipeline to secure grid allocation.

To secure more grid allocation on a national level, the company is developing a range of strategically located projects in areas with viable grid access. Given Eskom’s current first-come, first-served grid allocation framework, this strategy necessitates high operational efficiency. Due to these conditions, the Mulilo team remains focused on optimising development timelines to position its projects ahead of competitors regarding grid access and allocation.

This concerted effort comprises multiple organisational functions: development, permitting, environmental, and engineering teams. These teams are all highly motivated and aligned in their commitment to executing this critical aspect of the strategy.



## Focus on increased market participation

Mulilo aspires to become South Africa’s leading IPP in the renewable energy sector, with a strategic focus on delivering energy solutions to all utility-scale energy users. The company has established its reputation through significant achievements in the Department of Mineral Resources & Energy’s REIPPPP, having secured 33.5 MW<sub>DC</sub> in the first round and an additional 415 MW<sub>DC</sub> in the third round.

Building on its success in public procurement, Mulilo is exploring opportunities in the commercial and industrial (C&I) sector. The company has signed a 75 MW Power Purchase Agreement (PPA) with Air Products South Africa and an additional 75 MW PPA with the market trader Etana Energy.

Mulilo aims to play a major role in the public and C&I markets. By recognising the differing demands of these segments, the company can tailor its strategies to remain competitive. In addition, a robust, ready-for-deployment project pipeline and an expert team, equipped with the skills to excel in public tender bidding, and energy deal origination for large corporate and industrial clients, ensure that Mulilo is well-positioned for future growth and success in the renewable energy sector.

## Capitalising on a dynamic industry

The renewable energy industry is dynamic and significantly influenced by a contradicts that opportunities emerge number of governing bodies, regulators, and market participants. As a result, opportunities to secure a competitive position and enhance market value continually emerge.

Therefore, Mulilo’s shareholders have responded by strategically positioning the company to capitalise on these opportunities when they arise by actively fostering an environment that encourages innovation, facilitates the development of flexible strategies, and supports swift decision-making. This proactive culture enables Mulilo to respond effectively to the ever-changing landscape of the renewable energy sector, ensuring sustained growth and competitive positioning.

Mulilo’s ability to navigate opportunities, especially in mergers and acquisitions (M&A), positions it to capitalise effectively on emerging industry trends. For instance, the company has successfully executed several M&A transactions that have strengthened its portfolio and culminated in enhanced strategic capabilities. Furthermore, this adaptability, fundamental to Mulilo’s growth ethos, enables it to swiftly pivot in response to market changes, leading to continuous operational advancement.

## Professionalism

Mulilo is committed to upholding the highest standards of professionalism within the South African renewable energy sector, creating an environment characterised by integrity, collaboration, and excellence.

With a young employee base and a focus on professional mentorship from industry leaders, Mulilo fosters a dynamic culture that prioritises individual and collective growth. Moreover, Mulilo’s commitment to professionalism extends to its strong diversity initiatives, governance practices, and robust operational systems, all of which ensure compliance, accountability, and sustainability. Through these foundational principles, Mulilo has positioned itself as a responsible leader in the renewable energy sector, dedicated to inspiring professionalism and excellence at every level.

## Becoming an employer of choice

Mulilo’s workplace culture and ethos stem from a simple yet audacious aspiration: to become South Africa’s IPP employer of choice. Additionally, CIP’s acquisition of Mulilo required rapid team growth targets. Since then, Mulilo has acquired some of South Africa’s top talent. This aspiration embodies the characteristics of a world-class organisation.



# Deploying projects

Mulilo is fundamentally involved in deploying renewable energy projects. The more projects it can deploy, the faster it can scale its revenues and operations.

## Enhancing Engineering, Procurement, and Construction (EPC) Functions

Mulilo is committed to enhancing its EPC functions to ensure adequate resources and capabilities for current and future project execution requirements. To meet this demand, the company has strategically assembled robust teams with top-tier talent to ensure all projects achieve their commercial operational dates on schedule and within budget.



# Building a pipeline for longevity

Mulilo’s ultimate ambition is to become the leading South African renewable energy IPP in the short-to-medium term and leading role in the industry in the foreseeable future. Maintaining a leading position in the industry relies on Mulilo’s extensive development pipeline which boasts a plethora of early- and late-stage projects. Complementary to its pipeline, Mulilo has cultivated strong relationships with several key project partners and external stakeholders, facilitating substantial development and support.

**The following is a multifaceted approach to building and maintaining a comprehensive development pipeline. Mulilo’s approach perfectly positions the company for immediate growth and lays the foundations for lasting success in the South African renewable energy market.**

## Arsenal of late-stage projects

Mulilo has a strategic portfolio of several substantial late-stage projects poised for imminent development. With several projects well into the permitting and financing phases, the company is well-positioned to transition these initiatives into construction seamlessly. These late-stage projects reflect a significant capacity potential, are aligned with government policy and local energy needs, and are regulation-compliant. Mulilo’s compliance focus, coupled with a well-planned execution timeline, makes it advantageous for the company to successfully deliver clean energy solutions rapidly, solidifying its market position whilst simultaneously responding to South Africa’s urgent energy demand.

## Investment in early-stage projects

In addition to its arsenal of late-stage projects, Mulilo nurtures early-stage projects that it recognises as the foundation of future growth and success; by investing in innovative concepts and technologies early on, the company aims to build a robust pipeline adaptable to ever-evolving market conditions and energy demands. Early-stage projects allow Mulilo opportunities to enhance operational efficiency and sustainability by exploring new methodologies and solutions. In addition, these investments involve significant local community engagement, ensuring projects are developed inclusively and with respect to vital social and environmental considerations. In summary, by positioning itself as a pioneer in early-stage development, Mulilo is securing its long-term growth and competitiveness in the renewable energy sector.

## Lenders

Mulilo has established strong relationships with various lenders, providing the company with critical project development funding. These partnerships allow the company to secure competitive financing terms, essential for late-stage projects and ongoing investments in early-stage developments. Moreover, by cultivating lender trust and transparency, Mulilo has consolidated a strong financial foundation that supports its growth objectives and ensures projects receive adequate finance.

## Relationships with project partners

Mulilo’s sustained success is based on its strong relationships with various project partners. These connections provide support and resources to advance early- and late-stage projects successfully. Moreover, these partnerships, characterised by collaboration, mutual respect, and shared objectives, enable the company to navigate the complexities of project development seamlessly. By fostering a collaborative ecosystem, the company is enhancing its ability to seize new opportunities and respond to challenges within the fast-paced renewable energy landscape.

## Offtakers/customers

A vital aspect of Mulilo’s relationship framework is its network of off-takers (buyers of the power that Mulilo produces) and customers. The company works diligently to secure long-term PPAs with reputable entities, ensuring stable revenue streams and project viability. Furthermore, these agreements mitigate risks associated with energy market fluctuations and demonstrate Mulilo’s commitment to providing tailored and reliable energy solutions to key industries. By engaging with customers, Mulilo can understand their unique energy needs and tailor solutions that foster long-term partnerships and increase client satisfaction.

## Contractors and suppliers

Mulilo prioritises strategic contractor and supplier alliances that uphold its vision and operational standards. These relationships provide essential expertise and resources throughout the development lifecycle and ensure projects are completed timeously and within budget. Additionally, these partnerships enable Mulilo to implement resource management and sustainability best practices, reinforcing its commitment to responsible project execution and long-term industry leadership.



# 04

## Governance







GOVERNANCE

Governance at Mulilo is structured to ensure robust oversight, accountability, and strategic alignment, reinforcing the company's growth objectives and effective project execution.

The board and its committees



**Jan Oberholzer**  
Chairman



**John Cullum**  
Director



**Christopher Aberdein**  
Director



**Niels Holst**  
Director



**Robert Helms**  
Director



**Yumi Aizawa**  
Director



**Frederik Thoring  
Flagstad**  
Director

Mulilo's governance structure is centred around a dedicated board of directors, which is critical in overseeing the company's strategic direction and growth, ensuring accountability, transparency, and ethical decision-making. Furthermore, the board comprises a diverse professional group with extensive experience and expertise in several key sectors, enabling informed oversight of the company's operations, risk profile, and long-term objectives. The effectiveness of the board is enhanced by its four key committees, which focus on specific areas essential to Mulilo's success, risk management framework, sustainability, and strategy towards 2027.

- The Remuneration and Nomination Committee focuses on talent management, including recruiting, retaining, and developing key organisational personnel. It also ensures competitive compensation practices and industry alignment whilst promoting a high-performance, accountability-led culture.

- The Project and Procurement Committee oversees project development and procurement processes, construction and operations, ensuring projects align with the company's strategic goals whilst adhering to best project management and resource allocation practices.
- The Environmental, Social, and Governance (ESG) Committee drives initiatives that support sustainable operations and corporate responsibility, as well as the development and implementation of ESG policies and practices.
- Lastly, the Audit and Risk Committee maintains risk management processes and internal controls, oversees the company's financial reporting integrity, and ensures relevant regulatory compliance.

The collaborative efforts of the board and its subcommittees ensure that Mulilo operates with a clear vision, strong governance, and an unwavering commitment to driving growth, sustainability, and the achievement of its 2027 goals.

MULILO ENERGY HOLDINGS BOARD OF DIRECTORS

Jan Oberholzer (Chairman)

**Board members:**

John Cullum,  
Christopher Aberdein,  
Niels Holst,  
Robert Helms,  
Yumi Aizawa,  
Frederik Thoring Flagstad

**REMUNERATION  
AND NOMINATION  
COMMITTEE**

Robert Helms  
(Chairman)

**Committee members:**

Frederik Flagstad,  
John Cullum

**PROJECT AND  
PROCUREMENT  
COMMITTEE**

Frederik Flagstad  
(Chairman)

**Committee members:**

Yumi Aizawa,  
Jan Oberholzer,  
John Cullum

**ESG COMMITTEE**

Jan Oberholzer  
(Chairman)

**Committee Members:**

John Cullum,  
Yumi Aizawa

**AUDIT AND RISK  
COMMITTEE**

Yumi Aizawa  
(Chairman)

**Committee Members:**

John Cullum





# The role of Mulilo’s governance framework in executing the 2027 strategy

Mulilo’s governance framework ensures the Board of Directors, committees, and key management all play a proactive and integrated role in executing the company’s strategy of establishing itself as a leading South African IPP in the renewable energy sector. The company will confidently achieve its objectives through defined roles and responsibilities across the different organisational levels.

Board committees report to the board and have specific roles and responsibilities. The committees work on key/priority business topics, which are frequently evaluated and arranged via planned exchanges and structured meetings. As the business expands and complexity emerges, fit-for-purpose board committees will be added.

This governance framework ensures Mulilo Energy Holdings (MEH) remains well-positioned to navigate the complexities of the renewable energy sector and achieve its strategic objectives for 2027.

COMMITTEE	ROLE	RESPONSIBILITY
Remuneration & Nomination committee	<p>Provides detailed oversight of remuneration and nomination strategies, ensuring fair, responsible, and transparent policies to promote strategic objectives and positive outcomes.</p> <p><b>This includes the following:</b></p> <ul style="list-style-type: none"><li>Developing and recommending remuneration and nomination policies to the Board.</li><li>Overseeing the implementation and effectiveness of these policies.</li><li>Monitoring executive remuneration and performance.</li><li>Ensuring diverse and optimal Board Composition.</li><li>Managing succession planning for directors and senior executives.</li></ul>	<p><b>Remuneration policy</b></p> <ul style="list-style-type: none"><li>Develop and effect a fair, responsible, and transparent remuneration policy that promotes the achievement of strategic objectives and positive outcomes.</li><li>Ensures the policy attracts, motivates, rewards, and retains human capital company-wide.</li><li>Promotes ethical culture and responsible corporate citizenship.</li></ul> <p><b>Policy implementation</b></p> <p>Monitors the implementation and effectiveness of Mulilo Energy Holdings (Pty) Ltd’s (MEH) remuneration policy, ensuring objectives are achieved.</p> <p><b>Executive remuneration</b></p> <p>Annually reviews executives’ remuneration packages, ensuring they are appropriate, fair, and responsible.</p> <p><b>Non-executive director fees</b></p> <p>Annually reviews the fees for non-executive Board directors and committee leaders, making recommendations to the Board.</p> <p><b>Incentive framework</b></p> <p>Reviews the framework and performance measures governing the vesting of incentives, including the relative weighting of each measure and the period over which it is measured.</p>

COMMITTEE	ROLE	RESPONSIBILITY
ESG committee	<p>Oversees the ESG strategy’s development, implementation, and performance.</p> <p><b>This includes the following:</b></p> <ul style="list-style-type: none"><li>Developing and recommending ESG strategy goals to the Board continuously.</li><li>Overseeing the development of ESG policies and procedures.</li><li>ESG monitoring, reporting, and progress.</li><li>Identifying and assessing ESG risks and opportunities.</li><li>Providing guidance and support to management on ESG matters.</li></ul>	<p><b>Strategy Development</b></p> <p>Assists in formulating and refining the ESG strategy, ensuring it addresses material ESG issues and aligns with industry best practices and renewable energy goals.</p> <p><b>Implementation oversight</b></p> <p>Monitors the execution of ESG initiatives and projects, ensuring they remain on-track to meet established goals and timelines--particularly in the context of renewable energy production, grid integration, and innovation.</p> <p><b>Risk management</b></p> <p>Identifies and assesses ESG-related risks and opportunities, recommending appropriate actions to mitigate risks such as environmental impact mitigation, regulatory compliance, and community relations.</p> <p><b>Reporting and disclosure</b></p> <p>Oversees the preparation of ESG reports, ensuring accuracy, transparency, and compliance with regulatory requirements and international standards, focusing on renewable energy metrics.</p> <p><b>Benchmarking</b></p> <p>Review industry benchmarks and best practices to enhance the ESG performance in current and new renewable energy projects.</p> <p><b>Incentive structures</b></p> <p>Ensures ESG performance criteria are integrated into compensation structures.</p> <p><b>Performance evaluation</b></p> <p>Evaluates the performance of senior executives based on ESG objectives met, ensuring accountability for outcomes related to renewable energy goals and sustainability targets.</p> <p><b>Reward Mechanisms</b></p> <p>Design and implement reward mechanisms to motivate employees at all levels to contribute to ESG goals and Mulilo’s renewable energy mission.</p>



COMMITTEE	ROLE	RESPONSIBILITY
Audit and Risk committee	Ensures the company's financial and non-financial reporting is accurate and compliant with relevant regulations. Responsibilities also include the quarterly review of financials, recommending the Annual Financial Statements to the Board for approval, and setting MEH's risk appetite.	<b>Internal controls</b> Oversees establishing internal controls to ensure accurate financial data and reporting, including managing the internal audit function.  <b>Assurance</b> Engages external auditors to verify the accuracy and reliability of annual financial statements.  <b>Compliance</b> Ensures compliance with corporate governance/requirements and voluntary commitments, such as sustainability standards and frameworks applicable to the renewable energy sector and any other applicable regulatory requirements.  <b>Risks</b> Oversees the ongoing assessment of company risks and opportunities.

COMMITTEE	ROLE	RESPONSIBILITY
Project & Procurement committee	Oversees the development, implementation, and performance of projects and procurement strategies.  <b>This includes the following:</b> <ul style="list-style-type: none"><li>Making recommendations to the Board regarding project FID approvals.</li><li>Approving procurement items and project procurement contracts.</li><li>Ensuring that the terms, conditions, and ESG aspects of projects and procurement contracts align with Mulilo's policies.</li><li>Making recommendations to the Board regarding project bids and bid preparation.</li><li>Entering into agreements relating to projects, including long-term PPA and tariff agreements.</li><li>Stakeholder engagement.</li><li>Recommending project budgets.</li><li>Monitor project performance and report to the Board.</li></ul>	<b>Procurement approval</b> Approves procurement items and project procurement contracts to ensure alignment with MEH's policies and ESG standards.  <b>ESG alignment</b> Consult with the ESG Committee to meet applicable ESG standards regarding projects and procurement contracts.  <b>Project bids</b> Prepares and recommends project bids to the Board.  <b>Agreements</b> Enters into agreements related to projects, such as long-term PPAS and tariff agreements with the necessary signatories.  <b>Stakeholder engagement</b> Engages with stakeholders to ensure transparent communication and collaboration on project matters.  <b>Budget recommendations</b> Recommends budgets for projects to ensure financial viability and strategic goal alignment.  <b>Performance monitoring</b> Monitors the performance of projects throughout the project lifecycle, reporting findings to the Board.  <b>Decision-making policy</b> Ensures corporate actions are undertaken per the decision-making matrix and delegated authority framework.

## An ESG-focused governance framework

Mulilo’s governance framework ensures accountability, oversight, and strategic ESG alignment. The board and its committees, particularly the ESG Committee, guide policy development and compliance.

Whilst the board sets the standard for ESG development and direction, the management team integrate all ESG initiatives into business operations, stakeholder engagement, and risk management processes. This organisational structure enhances Mulilo’s transparency, compliance, and long-term sustainability in the renewable energy sector.

### Environmental and Social Governance (ESG)

Mulilo integrates ESG considerations into business operations, ensuring compliance with international best practices such as the International Finance Corporation’s Performance Standards, Equator Principles, and local regulations. To uphold sustainability commitments and mitigate risk, ESG is embedded into the company’s project planning, stakeholder engagement, and supply chain management processes. Compliance remains a core focus, as projects are required to meet strict regulatory and social governance requirements. For instance, our procurement approach emphasises ethical sourcing practices, mitigating risks related to supply chain transparency, human rights violations, and modern slavery.

In parallel, structured stakeholder engagement processes strengthen relationships with communities, regulators, and industry bodies, ensuring long-term project viability and minimising reputational risks. Effective ESG implementation relies on identifying and prioritising key stakeholders across financial, regulatory, operational, and community spheres. By understanding their influence, Mulilo can anticipate risks, align strategic priorities, and ensure industry compliance. The ESG committee monitors ESG implementation and success, ensuring initiatives remain aligned with Mulilo’s business objectives. The annual ESG report provides transparency on progress, key initiatives, and areas for continuous improvement.

## Stakeholder identification

Identifying key stakeholders allows Mulilo to map out critical relationships that influence its business operations, from pre-construction to post-construction. By clearly defining financial, regulatory, operational, and community stakeholders, Mulilo can anticipate potential risks, align strategic priorities, and ensure compliance with industry standards. This structured approach enhances decision-making, optimises resource allocation, and strengthens the company’s ability to deliver successful renewable energy projects.

### Stakeholder engagement

Whilst Mulilo recognises stakeholders’ importance for its business, it understands the difficulty of addressing all expectations and interests, which may not always be feasible. Therefore, through stakeholder engagement, the company recognises the importance of prioritising stakeholder interests and expectations based on their influence and impact on its business model. Following the international best practice of prioritising stakeholders has enabled Mulilo to effectively define the most relevant material topics to its business model.





# Risk management: Strengthening organisational resilience

As Mulilo continues to expand, a strong risk management foundation is critical to ensuring business resilience and long-term stability. A structured risk management framework is being developed to define risk appetite, mitigation strategies, and decision-making protocols. This framework will support a centralised risk register, tracking financial, regulatory, operational, and strategic risks. To enhance oversight, Mulilo is assessing risk management systems that will improve reporting, monitoring, and compliance tracking.

A focus on emerging risks and scenario planning will ensure the company remains proactive in addressing challenges such as energy market shifts, regulatory changes, and supply chain constraints.

Governance oversight for risk management is provided by the Audit & Risk Committee, ensuring that risk mitigation remains aligned with Mulilo’s strategic objectives.

# Policy, procedure and standards

Mulilo is committed to establishing comprehensive policies, procedures, and standards that uphold best practices and ensure transparency, accountability, and operational excellence across all business facets.

## Systems

Mulilo prioritises integrating advanced systems designed to enhance operational efficiency and scalability. It leverages comprehensive software solutions that streamline processes, manage documentation, and facilitate effective collaboration across all organisational functions.

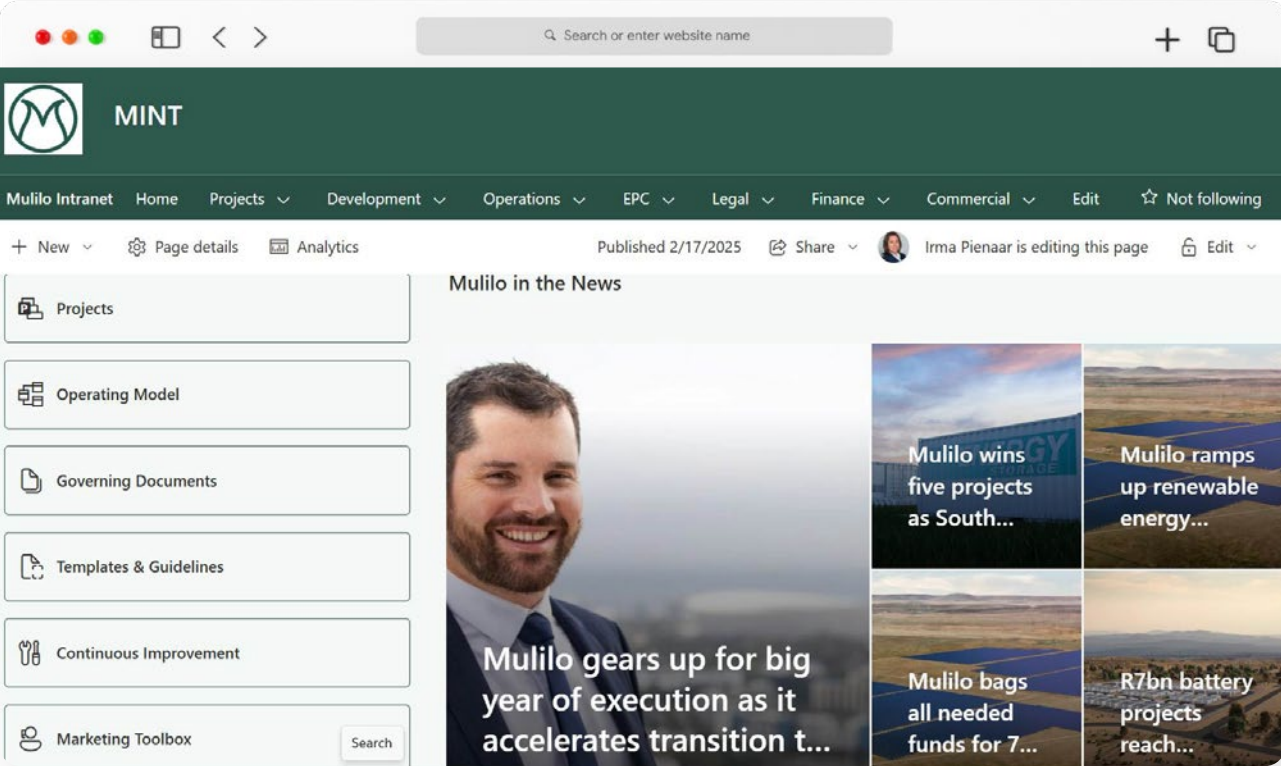
## ERP and supporting systems

During February 2024, Mulilo migrated to a new ERP system (Dynamics 365 Business Central) as part of scale and growth preparation. The company has since reached stable reporting processes in this new system. The finance team and broader company workforce have been properly trained to work with Business Central and all other supporting interfaces, such as Bamboo People System, Continia (Invoice management system), and Bluedock (time management system).

# Integration management

All systems are centralised in Mulilo’s intranet system–MINT.

This platform communicates all policies, procedures, and relevant systems. Furthermore, the management team ensures new employees can quickly locate relevant information in a central hub, with easy, user-friendly navigation to the requisite project and department sites.



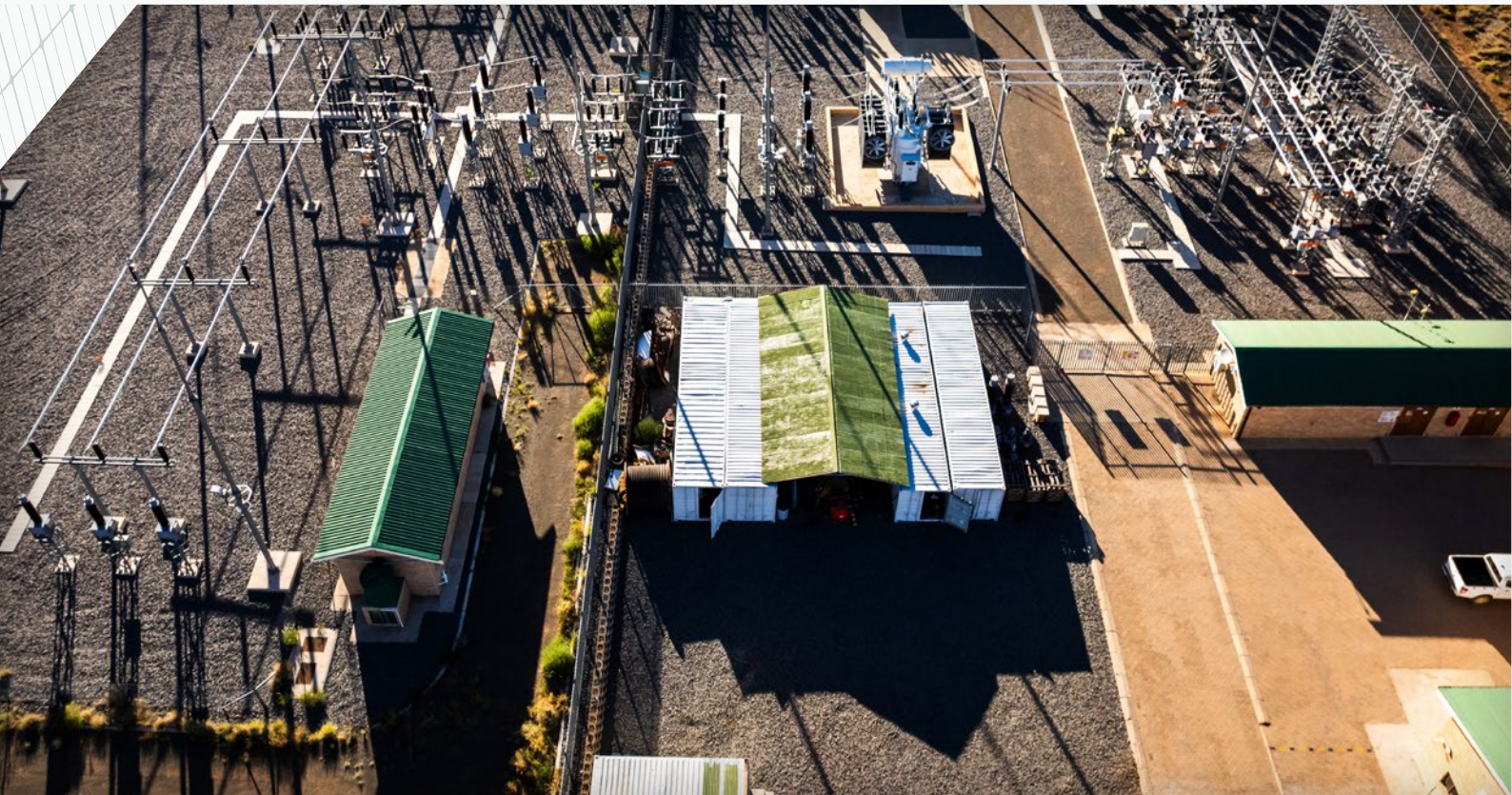
MINT, The Mulilo Intranet

## EPC systems

The engineering team uses various lender-recognised software and systems to model project yields. These include, but are not limited to, PV-Syst, Rated Power, Solar GIS, and Meteonorm. Furthermore, the engineering team ensures designs are conducted according to local standards, such as SANS and IEC standards.

To this end, they utilise software such as Autocad, Microstation, and others as part of the review process. This software stack allows these reviews to be undertaken live in the BCDE platform. As at February 2024, an integrated workflow was under development, with implementation targeted for completion before the end of 2024 in a controlled version environment and in alignment with ISO standards.

The planning team uses Primavera for project planning and portfolio management. Currently, Primavera is being set up for resource loading and control during project execution, as well as schedule management capabilities. As projects are mobilised, cost control will be undertaken directly in Business Central.





# 05

## Sustainability







SUSTAINABILITY

# Summary of key results

Mulilo's specialist services address the country's energy challenges by supplementing local power supplies whilst helping to mitigate the impacts of climate change. The company's large-scale renewable projects foster economic growth and job creation across South African communities.



6

Operational projects



418,000

Equivalent households powered



450 MW<sub>DC</sub> / 420 MW<sub>AC</sub>

total power capacity



76

Employees



204.8 GWh

Total GWh Equity Share



189,276 tCO<sub>2</sub>e

Total Carbon Avoidance Equity Share



914.5 GWh

Total GWh Generated



914,548 tCO<sub>2</sub>e

total carbon avoidance

# ESG reporting: A milestone in Mulilo's sustainable journey

The inaugural ESG report provides an in-depth look at how sustainability and ethical practices are embedded into operations. It covers key achievements, including compliance with international standards such as the IFC Performance Standards and the Equator Principles, while also addressing ongoing initiatives in project planning, stakeholder engagement, and ethical supply chain management. The report emphasizes transparency by outlining progress, challenges, and areas for continuous improvement in environmental and social governance. The full ESG Report 2023 can be requested by emailing [info@mulilo.com](mailto:info@mulilo.com).



The ESG Report 2023 was presented in August 2024







# Social impact

## Empowering future leaders through the Mulilo Bursary Program

Mulilo’s commitment to social impact is deeply rooted in uplifting the communities where it operates. One of the most significant initiatives is the company’s bursary program, which provides educational support in the Northern Cape to students from disadvantaged backgrounds.

### Impact on local communities

Since its inception in 2016, the bursary programme has funded the education of over 86 graduates, with 109 students currently enrolled. This programme covers critical expenses such as tuition, accommodation, and textbooks, ensuring financial barriers do not impede academic success. Additionally, the programme includes a Student Support Resource, offering guidance and workshops to help students navigate their academic paths successfully.

The programme’s effectiveness is reflected in the achievements of graduates such as Quandretto Sas and Deswin Basson. Quandretto, who earned a BCom in Financial Accounting, now serves as an Economic Development Officer at Mulilo, directly contributing to the economic growth of the Prieska region. Similarly, Deswin, an Electrical Engineering graduate, is employed as an Operator at the Longyuan Mulilo De Aar wind project, playing a pivotal role in the operation of one of Mulilo’s key projects.

### Expanding the program: The SARETC initiative

Recognising the need to address the skills shortage in the renewable energy sector, particularly in technical fields, Mulilo has expanded its bursary programme through a partnership with the South African Renewable Energy Technology Centre (SARETC). This initiative focuses on wind technician training, equipping graduates with the skills needed to succeed in the renewable energy industry. The first cohort of seven SARETC graduates completed a nine-month course and are now well-prepared to contribute to South Africa’s renewable energy future. This programme has proven to be successful, and a successive group of students will start this programme in 2024.

## Kamva’s journey with Mulilo

Kamva’s story is a testament to the profound impact that meaningful employment and community support can have on an individual and a community. From his early experiences with Mulilo during its initial projects in his community to his personal and professional growth within the company, Kamva’s journey highlights the transformative power of opportunity. Here, Kamva shares his story in his own words:

“When Mulilo initiated their projects in my community in 2013, it marked a significant change for many families, including mine. My cousins were employed during the construction phase, and the income they brought home allowed them to stay with our grandmother to stay warm and fed during the cold winter nights. This allowed me to study longer hours, which in turn contributed to my improved academic performance.”

“In September 2023, I met some members of the Mulilo team at an exposition. Already aware of the company’s positive community impact, I was eager to engage with them. Shortly after, the Mulilo team inquired about my background and what I was currently doing, arranging a call a week later. I started my journey at Mulilo in September 2023 as an intern. At the time, I was struggling with student debt and barely getting by, but joining Mulilo allowed me to regain control of my finances. I could repay my student debt and a loan my mother had taken to support me, which was a significant relief for both of us. It was incredibly uplifting to go from just getting by to being able to afford the basics and even repay the support my family had given me.”

“By April 2024, I had earned a promotion, which was a proud moment for me—not just because of the advancement but because it reflected how far I had come with the support of a company that genuinely cares about the communities it serves.”

“  
Mulilo has given me more than just a job; they’ve provided me a platform to grow, develop my career, and be part of something bigger. It’s been an incredible journey, and I’m grateful to be part of a company that makes a real difference.”





# 06

## Financial performance





# CFO's financial overview

The 2023/24 financial year was a defining period for Mulilo, shaped by a strategic investment, shareholder transition, and business expansion. A significant milestone was the transition of our shareholder base, with previous shareholders divesting more than 80% of their stake. With CIP as a majority shareholder, we strengthened our financial position to support an expanding project pipeline. Our financial results reflect this investment phase.

Whilst revenue growth was driven by project development and advisory services, operational expenses increased as we expanded our operational capacity. As expected, EBITDA reflects the upfront costs associated with these investments, with losses rising in line with our accelerated growth strategy. Despite these short-term financial losses, Mulilo remains well positioned for long-term success. Our strong balance sheet and shareholder support provide a solid foundation for continued investment in renewable energy projects.

Looking ahead, we will focus on financial sustainability through disciplined cost management, efficient project execution, and securing long-term Power Purchase Agreements to drive value creation for our stakeholders.

Kind regards,



Russell Bedford | CFO



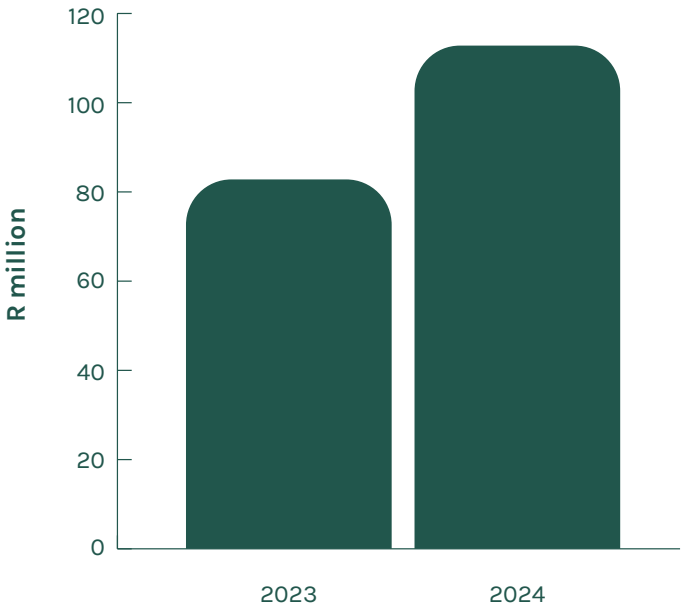




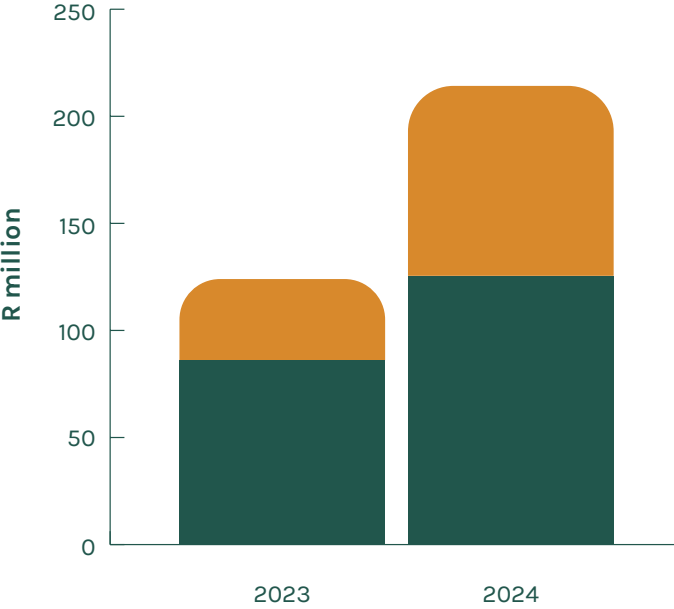
FINANCIAL PERFORMANCE

Financial highlights

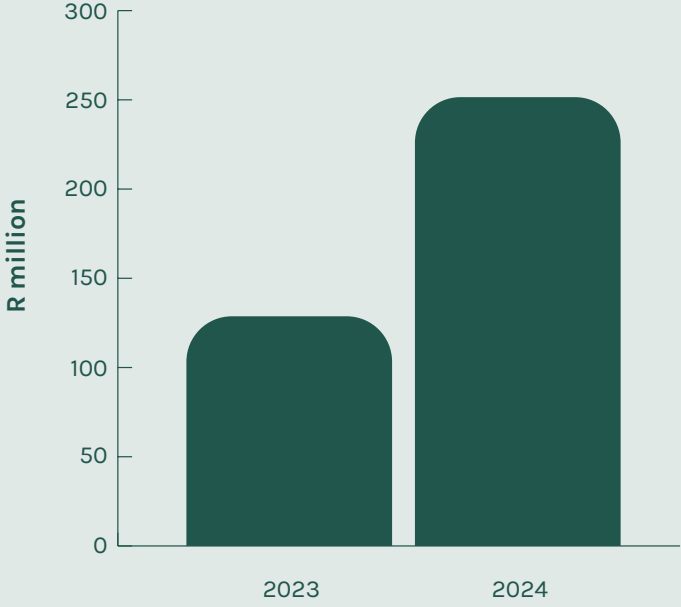
Revenue



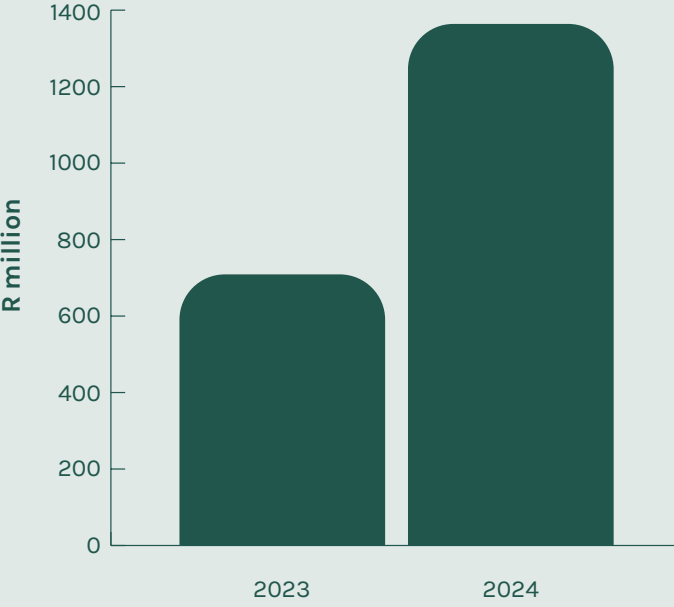
Spending on growth ● Projects ● Salaries



Operating Loss



Equity



Revenue and spending on growth

Revenue increased from R83 million to R113 million, mainly due to an increase in expense recoveries earned from projects reaching financial close. The increase in spending on projects and additional staff was in support of the growth of the portfolio of projects in development as well as the number of projects expected to close by the end of the 2024 calendar year.

Operating Loss

FY24 was Mulilo’s busiest year on record, underpinned by the successful restructuring of the organisation to align with its ambitious growth plans. As expected with growth, spending exceeded revenue.

As would be expected during this phase of the life of the company, the Operating Loss increased to ZAR251 million from the prior period’s Operating Loss of ZAR 128 million. This was primarily driven by an increase in i) Development expenditure (Devex) –as more projects were developed and seven projects were in the higher spending intensity phase towards Financial Close (FC)—and ii) a rise in salary costs due to the ramping up of resources in various departments to facilitate the growth in the development and closing of projects.

Equity

South Africa urgently needs renewable energy and has excellent investment potential. It is a large market with a massive demand for energy and excellent renewable resources in which Mulilo was well positioned as an attractive investment opportunity to tap this potential which attracted CIP as a strategic investor. This investment resulted in a well-capitalised Mulilo Group to pursue the opportunity reflecting in the equity increasing from ZAR 907 million to ZAR 1 365 million.

Cash flow from operating activities

Considering the commentary above which explains the losses incurred, cash flow from operating activities for the year was negative, as expected. These expenses indicate Mulilo’s commitment to scaling its operations and positioning itself as a leader in the renewable energy sector. Whilst they resulted in a net cash outflow for the period, such investments are expected to yield long-term benefits, including increased project revenue, enhanced brand equity, and operational capacity to deliver on the growing project pipeline.





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## Additional information



ADDITIONAL INFORMATION

### Legal statement

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## Glossary

TERM	DEFINITION
BESS	Battery Energy Storage System
CIP	Copenhagen Infrastructure Partners
COD	Commercial Operation Date
DEI	Diversity, Equity, and Inclusion
DFFE	Department of Forestry, Fisheries, and the Environment
DTIC	Department of Trade, Industry and Competition
ESG	Environmental, Social and Governance
EWSETA	Energy and Water Sector Education and Training Authority
EWT	Endangered Wildlife Trust
FID	Final Investment Decision
GHG	Greenhouse Gas
GW	Gigawatt
HSSE	Health, Safety, Security and Environment
IFC	International Finance Corporation
IPP	Independent Power Producer
LTI	Lost Time Injury
LTIF	Lost Time Injury Frequency rate
MEH	Mulilo Energy Holdings (Pty) Ltd
MTC	Medical Treatment Case
MW	Megawatt
MW <sub>DC</sub>	Megawatts Direct Current
MW <sub>AC</sub>	Megawatts Alternating Current
MWh	Megawatt hour
PPA	Power Purchase Agreement
PV	Photovoltaic
REIPPPP	Renewable Energy Independent Power Producer Procurement Program
SDGs	Sustainable Development Goals
SMMES	Small and medium-sized enterprises
tCO <sub>2</sub> e	Tonnes of Carbon Dioxide equivalent
TRIR	Total Recordable Injury Rate









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