Annual Report 2025

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Mulilo Energy Holdings (Pty) Ltd 2015/408815/07

Contents

01 ABOUT THIS REPORT

About this report

Reporting scope and boundary

Unless otherwise specified, the 2025 Annual Report covers Mulilo Energy Holdings (Pty) Ltd (Mulilo) and its subsidiaries performance for the 12-month period ending 31 December 2025, together with strategic context spanning our short-, medium- and long-term objectives.

This report covers both financial and non-financial matters that influence Mulilo's performance and sustainability. The scope includes material matters identified through engagement with key stakeholders, as well as matters arising from our operations across the upstream and downstream value chains. Through this process, ten material matters were identified for 2025, which informed the content and structure of this report.

See our 2025 ESG Report for more information relating to our materiality determination process and our most important material matters.

Report audience

This report is intended for stakeholders with an interest in Mulilo's financial performance, project delivery and sustainability and includes employees, existing and prospective investors, lenders, customers, regulators, suppliers, non-governmental organisations and communities in which we operate.

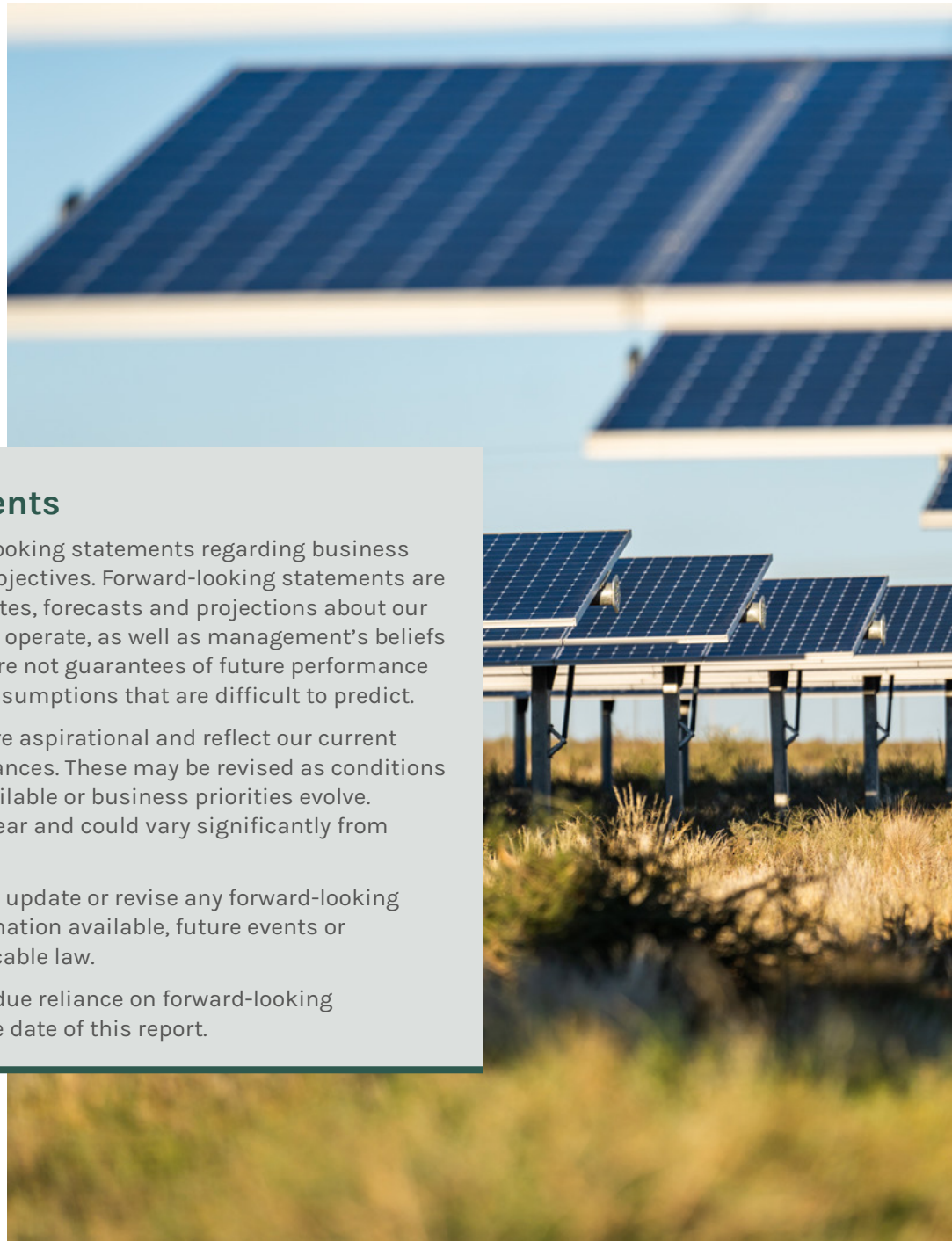
Forward-looking statements

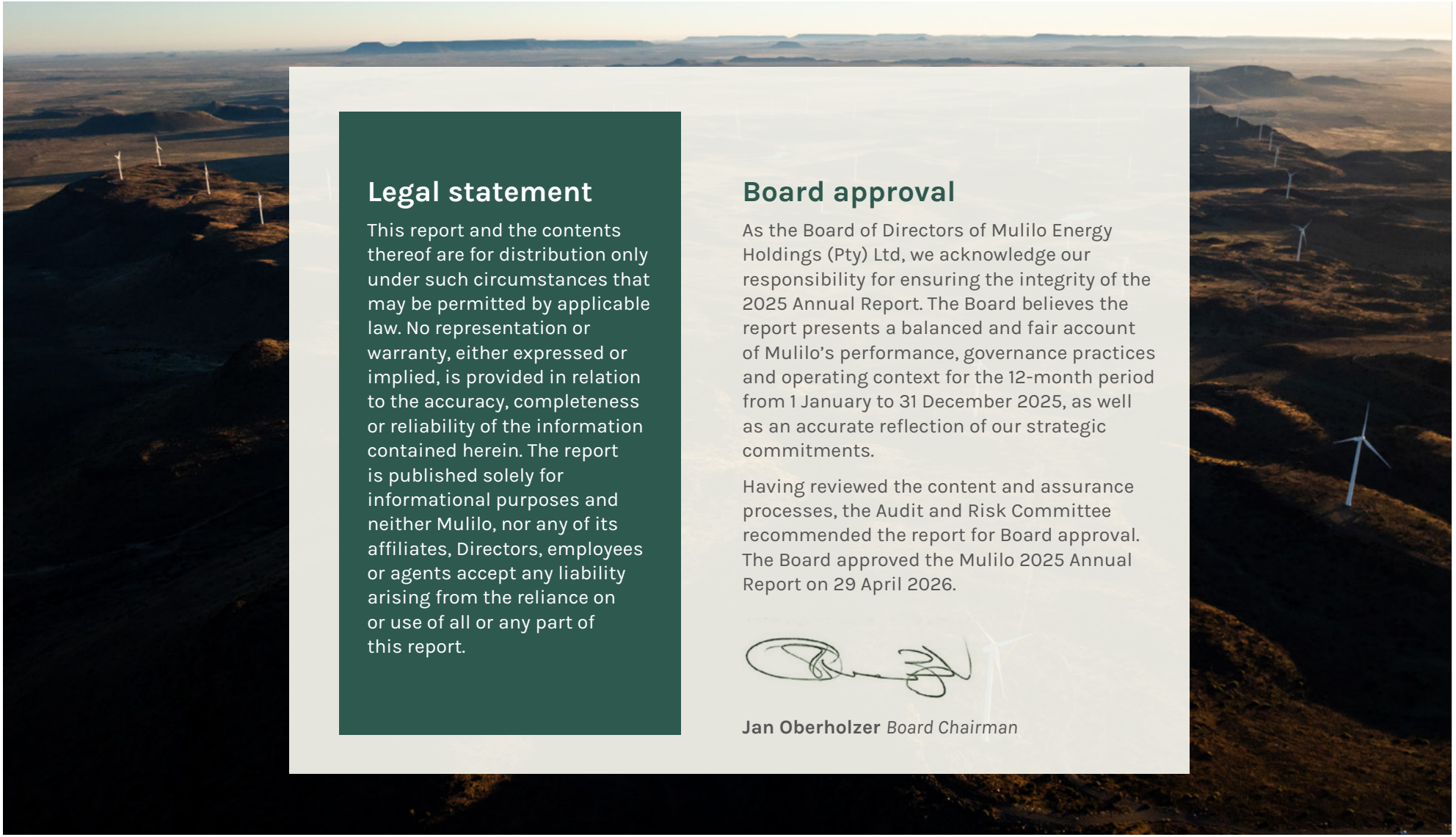
This Annual Report contains forward-looking statements regarding business commitments, targets and strategic objectives. Forward-looking statements are based on current expectations, estimates, forecasts and projections about our business and the industry in which we operate, as well as management's beliefs and assumptions. These statements are not guarantees of future performance and involve risks, uncertainties and assumptions that are difficult to predict.

Business targets and commitments are aspirational and reflect our current intentions based on present circumstances. These may be revised as conditions change, new information becomes available or business priorities evolve. Progress towards goals may not be linear and could vary significantly from year to year.

We undertake no obligation to publicly update or revise any forward-looking statements, on the basis of new information available, future events or otherwise, except as required by applicable law.

Readers are cautioned not to place undue reliance on forward-looking statements, which speak only as of the date of this report.





Legal statement

This report and the contents thereof are for distribution only under such circumstances that may be permitted by applicable law. No representation or warranty, either expressed or implied, is provided in relation to the accuracy, completeness or reliability of the information contained herein. The report is published solely for informational purposes and neither Mulilo, nor any of its affiliates, Directors, employees or agents accept any liability arising from the reliance on or use of all or any part of this report.

Board approval

As the Board of Directors of Mulilo Energy Holdings (Pty) Ltd, we acknowledge our responsibility for ensuring the integrity of the 2025 Annual Report. The Board believes the report presents a balanced and fair account of Mulilo's performance, governance practices and operating context for the 12-month period from 1 January to 31 December 2025, as well as an accurate reflection of our strategic commitments.

Having reviewed the content and assurance processes, the Audit and Risk Committee recommended the report for Board approval. The Board approved the Mulilo 2025 Annual Report on 29 April 2026.

Jan Oberholzer *Board Chairman*

02 OVERVIEW 2025

Message from the Chief Executive Officer

2025 was a year defined by execution under pressure and organisational strengthening. The year proved essential in positioning Mulilo for the growth ahead, and in a sector as demanding and consequential as ours, matching substance to ambition is not optional.

Most evident to me is the calibre of our people. In a complex operating environment that requires judgement and expertise, Mulilo continues to attract individuals of exceptional quality. We expanded and strengthened core teams, deepened leadership capacity and refined systems and processes to meet the demands of a broader and more complex portfolio. This included moving seven projects into active construction and structurally transitioning into a fully integrated Independent Power Producer, with operations and maintenance under our direct management for the first time.

Commercial progress in 2025 matched the pace of our portfolio growth and reflected the capability we have built across the organisation. We achieved Financial Close for the first exclusively Mulilo-originated and -developed project under an energy aggregator model, and progressed additional trader power purchase agreements, which further extend our participation in the traded power market. In storage, we were awarded four additional battery energy storage system projects under Bid Window 3 of the Battery Energy Storage Independent Power Producer Procurement Programme, reinforcing our position in a technology that is critical to the future flexibility of the national power system. Further, we secured the financial capacity to accelerate delivery of our pipeline through an Equity HoldCo facility from Standard Bank, a working capital facility from Absa Bank and an equity investment from Norfund.

The external environment in which we are advancing this pipeline remained dynamic. Policy and regulatory reform continue to open the market, private offtake has matured and trader-led models are gaining traction. Grid access remains a defining issue, with budget quotation processes, connection readiness and network capacity continuing to determine the timing and sequencing of projects. Eskom’s operational performance improved during the year, yet the system remains under pressure.

In this environment, discipline matters. Clarity matters. Execution matters. For Mulilo, that means maintaining focus on what we can control: closing projects efficiently, managing construction rigorously and maintaining an uncompromising stance on health and safety. With more than 1 GW of capacity targeted to commence construction in 2026, we enter the year with stronger foundations, deeper capabilities and growing momentum.

Jan Fourie *Chief Executive Officer*

Message from the Chairman

> 2025 tested Mulilo's foundations under real delivery conditions. The Board enters 2026 with confidence in the organisation's direction and its capacity to deliver.

A year of resilience, progress and purpose

As I reflect on 2025, I see a year that truly tested Mulilo's foundations under real delivery conditions. We operated in a demanding environment shaped by a constrained contractor market across the renewable energy sector and sustained cost pressures, with grid capacity constraints persisting as the most material barrier to the deployment pace of renewable energy nationally.

Through disciplined decision-making and careful risk oversight, we strengthened our platform and continued to advance our position in South Africa's renewable energy sector.

Significant opportunities remain within our project pipeline where grid capacity is available, and navigating these structural limitations requires disciplined capital allocation, active stakeholder engagement and rigorous project selection. As a Board, we have maintained close oversight of these realities throughout the year.

The transition to an integrated Independent Power Producer operating across the full project lifecycle marks an important step in strengthening accountability, enhancing quality assurance and supporting long-term value creation. Our continued advancement in battery energy storage systems further reflects both market confidence and the critical role that storage will play in supporting grid stability as South Africa's energy mix evolves.

Governance and responsible growth

Sound governance remains fundamental to how we operate. ESG is not a compliance exercise but a core value that shapes how we manage risk, allocate capital and deliver responsibly across the full project portfolio. Our commitment to socio-economic development in the communities in which we operate remains integral to our mandate. Delivering infrastructure must always go together with delivering tangible and lasting community benefits, and at Mulilo, we believe that responsible growth requires both.

Looking ahead

We approach 2026 with strong capital backing, committed shareholders and a substantial project pipeline. The focus is now on disciplined execution, effective partnership management and maintaining uncompromising safety standards as construction activities expand. The Board remains committed to measured and responsible growth aligned with South Africa's broader energy and economic objectives. We are confident in Mulilo's strategic direction and in its capacity to contribute meaningfully to the country's energy transition, creating lasting value for our shareholders, our project communities and the broader economy.

Jan Oberholzer *Chairman*

2025 key achievements

In 2025, we strengthened our financial platform, scaled our construction portfolio and advanced governance structures to support disciplined growth.

FINANCIAL FOUNDATION

Platform-level financing secured

- R7 billion Equity HoldCo facility secured from Standard Bank Limited
- R350 million revolving credit facility secured from Absa Bank Limited
- USD 75 million investment from Norfund's Climate Investment Fund, joining our shareholder base alongside Copenhagen Infrastructure Partners (CIP)

CONSTRUCTION

Construction portfolio scaled

- 765 MWdc/667 MWAc progressed into active construction across seven projects spanning onshore wind, solar photovoltaic (PV) and battery energy storage system (BESS) technologies
- Disciplined contractor oversight, interface management, cost control and safety leadership maintained across multiple concurrent sites

OPERATIONAL INTEGRATION

Transition to fully integrated IPP

- Operations and maintenance (O&M) for three projects brought under direct management from 1 January 2025
- Strengthened internal controls over plant performance, risk management and long-term asset value

BATTERY ENERGY STORAGE

BESIPPPP awards: Bid Window 3

- Four projects awarded under Bid Window 3, adding 493 MW/1 972 MWh of capacity under long-termpower purchase agreements (PPAs) with Eskom
- This brings our share of the national utility-scale BESS market across Bid Windows 1 to 3 to 65%

FINANCIAL CLOSE

Du Plessis Dam Solar PV2

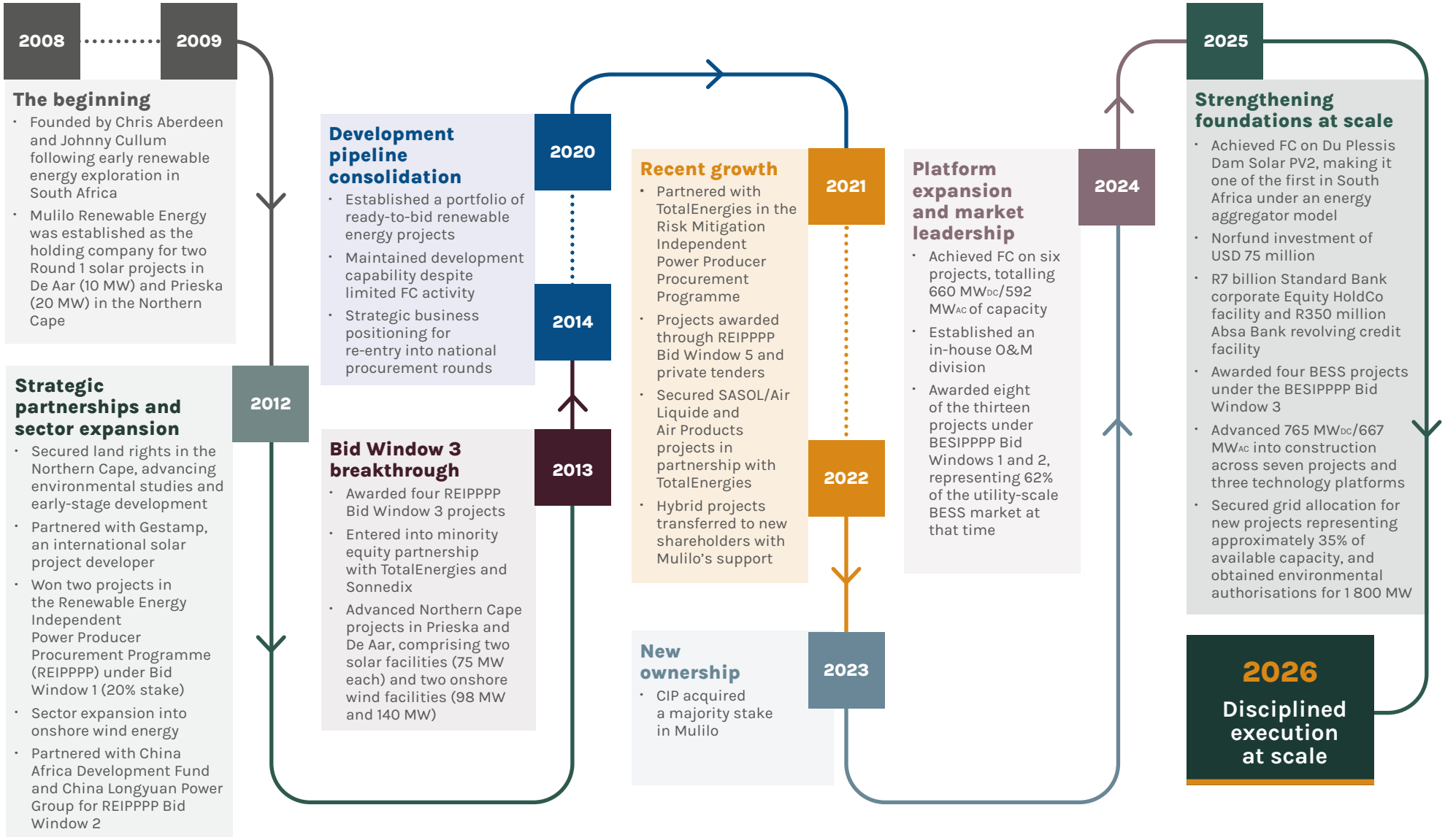
- 105 MW_{DC}/75 MW_{AC} solar PV facility in the Northern Cape, expected to generate approximately 248 GWh annually
- One of the first projects in South Africa to achieve FC under an energy aggregator model, with Etana Energy as the offtaker

GOVERNANCE

Safety, systems and organisational capability

- Governance frameworks updated to reflect expanded scale of operations and formalised commitment processes
- Structured safety transformation programme developed for implementation across all active sites in 2026

Mulilo's journey to date



Our year in numbers

765 MW_{DC}
667 MW_{AC}
Total capacity under construction
2024: 0

1 127[1] GWh
Total operational generation
2024: 1 184 GWh

R19.8 million
Total spend on bursaries
2024: R11.9 million
66% increase

450 MW_{DC}
420 MW_{AC}
Total installed capacity
2024: 450 MW_{DC}/420 MW_{AC}

476 110
Equivalent households powered
2024: 500 568

R2.3 million
Total spend on training
2024: R1.1 million
109% increase

6
Total operational projects
2024: 6

1 193 704 tCO_2e
Total GHG emissions avoided
2024[2]: 1 255 146 tCO_2e

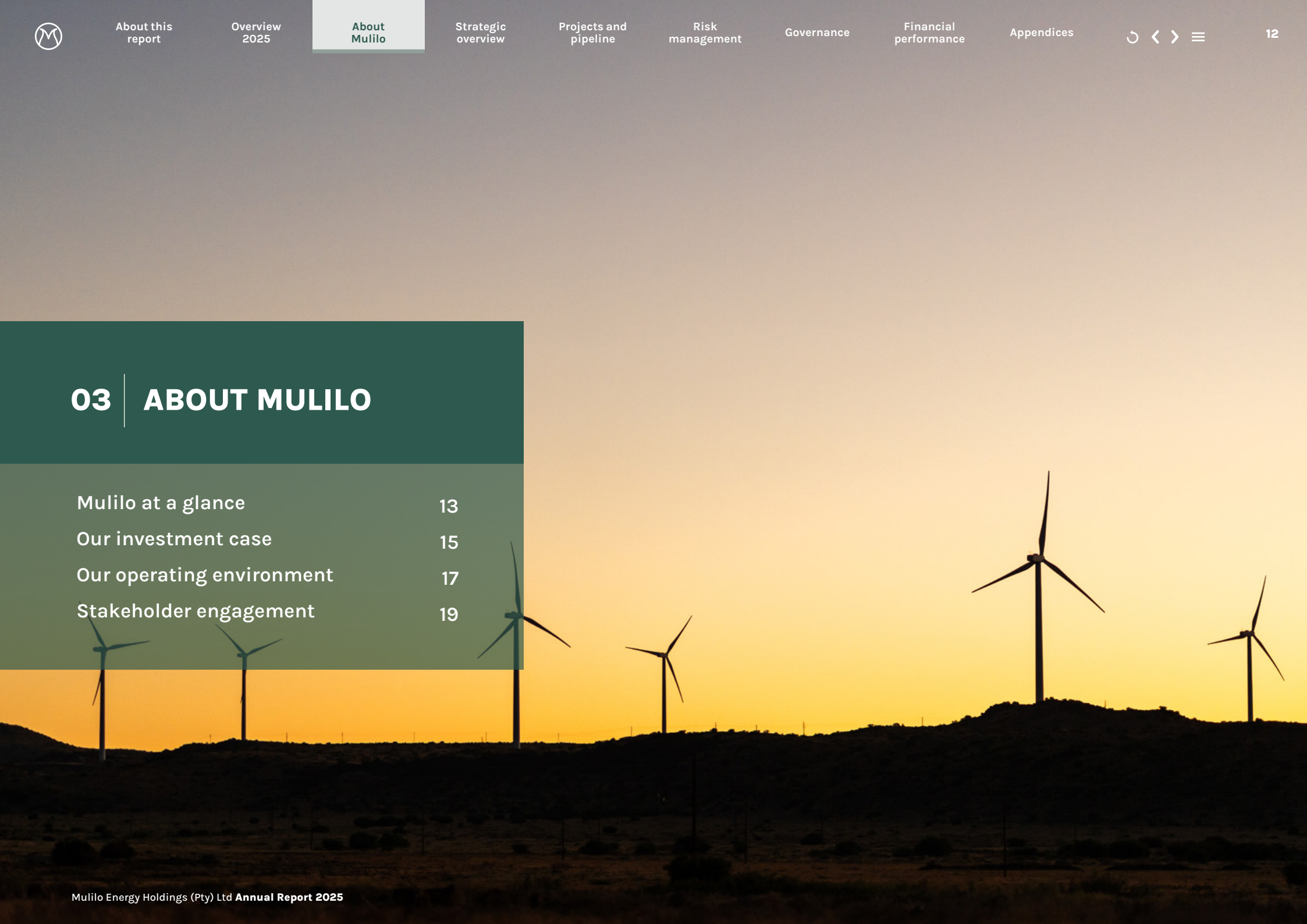
791.83 tCO_2e
2025 corporate carbon footprint
2024: 1 051.30 tCO_2e
25% decrease

200
Number of employees
2024: 126
59% increase

1 The decrease reflects lower plant availability across the portfolio, attributable to equipment performance, grid outages and curtailment at solar PV facilities, and temporary onshore wind output reductions during bird mitigation implementation.

2 The 2024 avoided emissions figure has been restated due to a methodology change from grid to operating margin emission factors, aligning it with the 2025 approach.

03 ABOUT MULILO



Mulilo at a glance

As a South African IPP focused exclusively on utility-scale renewable energy, our project portfolio spans onshore wind, solar PV and battery energy storage technologies.

We currently have 450 MW_{DC}/420 MW_{AC} in operation across our onshore wind and solar portfolios. A further 765 MW_{DC}/667 MW_{AC} commenced construction during the reporting period across onshore wind, solar PV and BESS projects.

In 2025, we achieved FC on the Du Plessis Dam Solar PV2 facility, a 105 MW_{DC}/75 MW_{AC} solar PV project. Beyond this, our long-term development pipeline exceeds 30 GW, with an advanced development-stage portfolio exceeding 2 GW of onshore wind, solar PV and BESS capacity currently progressing towards FC, of which more than 1 GW is expected to enter construction during 2026.

Powering South Africa's energy transition

Our portfolio reflects progression across the full lifecycle of development, construction and operation, demonstrating our role as an integrated IPP. Projects advance through permitting, land securing and financing, enabling the conversion of the pipeline into construction and grid-connected assets. This progression is supported by disciplined project selection and structured delivery processes that drive execution across the portfolio.

ONSHORE WIND

OPERATIONAL ASSETS:
2 operational onshore wind projects in the Northern Cape

ASSETS UNDER CONSTRUCTION:
1 onshore wind project commenced construction in 2025

ADVANCED DEVELOPMENT AND FC PIPELINE:
Diversified portfolio of onshore wind projects advancing towards FC through private offtake structures

SOLAR PHOTOVOLTAIC

OPERATIONAL ASSETS:
4 operational solar PV facilities, of which 3 are under direct Mulilo operation and maintenance

ASSETS UNDER CONSTRUCTION:
3 solar PV projects commenced construction in 2025

ADVANCED DEVELOPMENT AND FC PIPELINE:
Diversified portfolio of solar PV projects advancing towards FC across REIPPPP and private offtake structures

BATTERY ENERGY STORAGE SYSTEMS

OPERATIONAL ASSETS:
No operational BESS facilities at 2025 year-end

ASSETS UNDER CONSTRUCTION:
3 BESS projects commenced construction in 2025

ADVANCED DEVELOPMENT AND FC PIPELINE:
Bid Window 2 and 3 BESS project portfolio in advanced development progressing towards FC

Mulilo at a glance continued

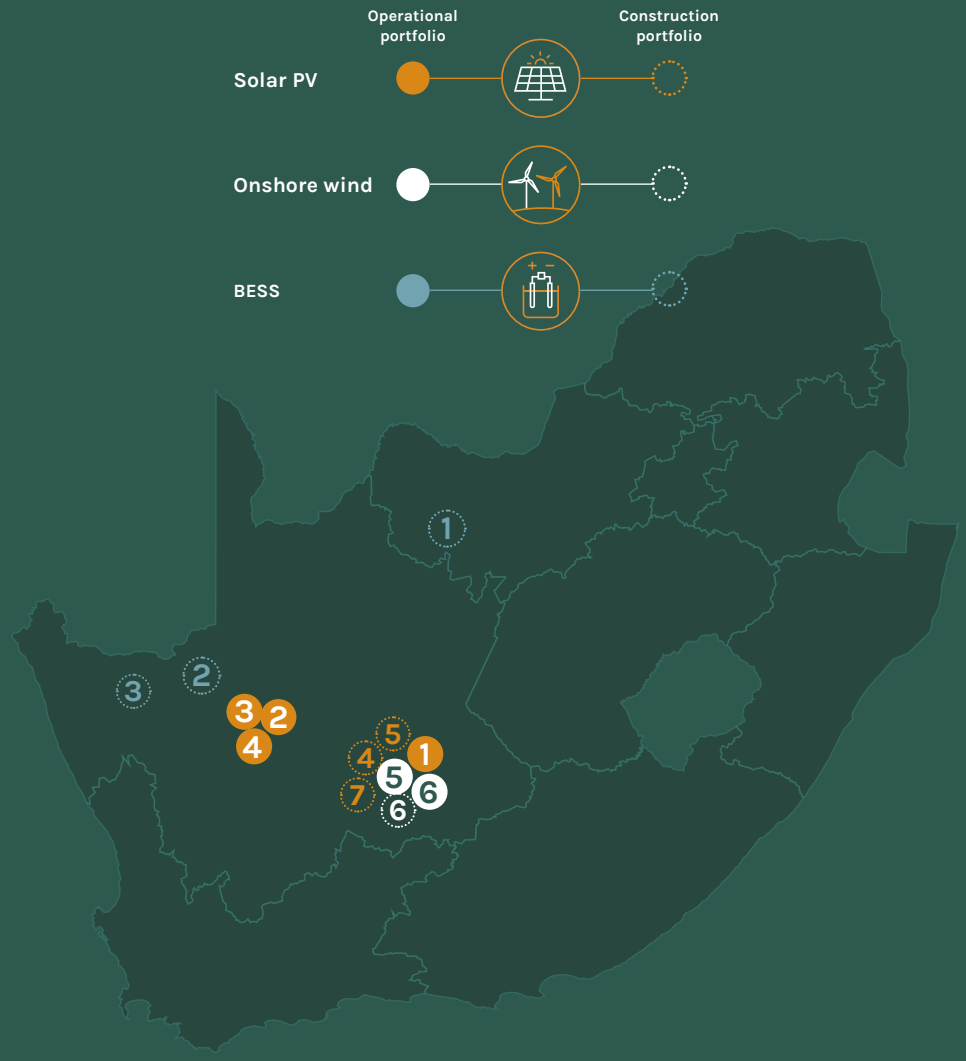
2025 overview: Operational and construction portfolio

Mulilo's operational portfolio

	Project name	Capacity (MW_{DC})	Capacity (MW_{AC})	Commercial Operation Date
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 De Aar 2	144	140	Q4 2017
Total		**450**	**420**	

Mulilo's construction portfolio

	Project name	Capacity (MW_{DC})	Capacity (MW_{AC})	Technology
1	Oasis Mookodi BESS	77	77	Battery storage
2	Oasis Nieuwehoop BESS	103	103	Battery storage
3	Oasis Aggeneis BESS	77	77	Battery storage
4	Paarde Valley PV2	143	120	Solar PV
5	Ukuqala Solar PV	105	75	Solar PV
6	De Aar 2 South Wind	155	140	Onshore wind
7	Du Plessis Dam Solar PV2	105	75	Solar PV
Total		**765**	**667**	



Our investment case

Our investment case rests on three foundations: optimising future hybrid opportunities within a diversified portfolio of early and advanced stage projects, securing grid capacity allocation and maintaining a large development pipeline spanning onshore wind, solar PV and BESS technologies.

Scale and delivery

Operating at scale is a structural requirement in utility-scale renewable energy, enabling efficient procurement across a shared platform, competitive equipment and service pricing, and the ability to manage multiple concurrent construction programmes without compromising delivery standards.

Years of investment in development capability has positioned us for scaled delivery, with early-stage activities, such as securing land option agreements in strategic locations, further supporting efficient project execution. Our growing portfolio has strengthened technical expertise and built relationships with government, financial institutions and local communities, enabling access to capital and effective navigation of regulatory frameworks critical to large-scale developments. We employ project-based financing, geared at maximising capital efficiency while ensuring long-term project viability.

Battery energy storage

Our participation and successful project awards across Bid Windows 1 to 3 of BESIPPPP have established us as the leading developer in South Africa's utility-scale storage market. In Bid Window 3, average tariffs decreased materially compared to earlier bid windows, reflecting increasing market competitiveness and our ability to compete across successive procurement rounds.

This track record reflects deliberate early investment in site acquisition, grid connection and technical capability, positioning us to meet growing demand for storage as South Africa addresses grid stability and renewable integration challenges. Battery energy storage is increasingly embedded into our solar projects from inception, reflecting a broader shift in how we approach project design across the portfolio.

Commercial strategy and offtake diversification

South Africa's government procurement programmes have been central to establishing our position in the market. Through successive bid windows under REIPPPP and BESIPPPP, we have secured long-term PPAs and the project-level financing structures that underpin our portfolio, forming the foundation of a diversified offtake base across government PPAs, corporate agreements and aggregator arrangements. This diversification reduces concentration risk while supporting revenue stability.

In 2025, we expanded our commercial approach by entering the wholesale market through our first energy aggregator model project, marking a deliberate move beyond traditional procurement frameworks. Building on this, additional trader PPAs have been progressed across projects targeting FC in 2026, reflecting increasing participation in South Africa's evolving wholesale electricity market.

Partnerships and capital access

Our ability to close projects efficiently and at competitive terms is underpinned by relationships built with lenders and financial institutions over time. Beyond financing, we have developed a network of contractor, supplier and technical adviser relationships grounded in track record, technical capability and ESG standards, providing reliable access to expertise across the full project lifecycle and supporting delivery against contracted timelines and budget.

Our operating environment

South Africa's renewable energy sector advanced materially in 2025, yet structural constraints, grid access, component price volatility and financing costs continued to define the pace and economics of project delivery. The following outlines the key operating environment factors shaping the sector, with the associated trends and our response summarised in the table that follows.

Energy system performance

Load shedding frequency and severity declined during 2025, reflecting improved generation availability and system management. This supported a more stable operating environment for both developers and large energy users, while continued regulatory reform enabled greater participation across generation, transmission and distribution.

Despite this progress, improved system performance has not yet translated into a material acceleration in new capacity deployment. Grid connection timelines remain the primary constraint, ultimately determining the pace at which projects progress to FC and into construction.

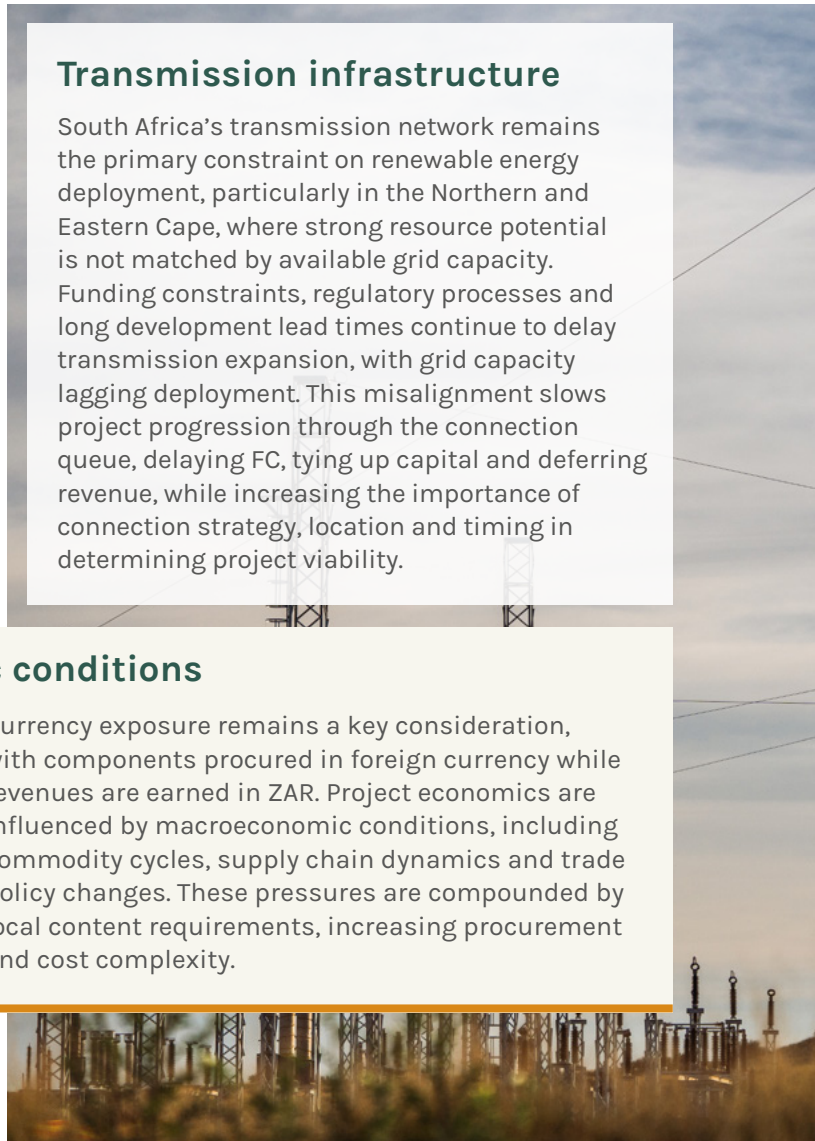
Eskom restructuring

Eskom's unbundling progressed during 2025, with generation, transmission and distribution functions continuing to separate. A revised strategy approved in December includes the establishment of an independent Transmission System Operator. While these reforms are expected to improve market structure over time, connection timelines remain extended, with grid access continuing to constrain project deployment in the near term.

Component pricing

Solar module and lithium-ion battery prices declined significantly in the first half of 2025, with stationary storage battery pack prices reaching approximately USD 70/kWh. This created favourable conditions for projects in procurement or nearing FC during this period.

As commodity volatility returned in the latter half of 2025, solar PV module and component prices increased, driven by rising raw material costs, renewed supply chain pressures and shifting global trade policy. As a result, earlier capital cost assumptions for projects in late-stage development have required revision, with margin erosion emerging as a key risk where tariffs were secured under more favourable pricing conditions.



Transmission infrastructure

South Africa's transmission network remains the primary constraint on renewable energy deployment, particularly in the Northern and Eastern Cape, where strong resource potential is not matched by available grid capacity. Funding constraints, regulatory processes and long development lead times continue to delay transmission expansion, with grid capacity lagging deployment. This misalignment slows project progression through the connection queue, delaying FC, tying up capital and deferring revenue, while increasing the importance of connection strategy, location and timing in determining project viability.

Financing costs and macroeconomic conditions

The South African Reserve Bank reduced the repo rate to 6.75% during 2025, with further gradual easing expected. Despite this, financing costs for renewable energy projects remain elevated relative to pre-pandemic levels, while construction-phase cost inflation, driven by equipment and labour, continues to place pressure on project margins.

Currency exposure remains a key consideration, with components procured in foreign currency while revenues are earned in ZAR. Project economics are influenced by macroeconomic conditions, including commodity cycles, supply chain dynamics and trade policy changes. These pressures are compounded by local content requirements, increasing procurement and cost complexity.

Operating environment factors and our response

The operating environment in 2025 reflected improving system conditions, but continued structural constraints, most notably grid access, transmission capacity and cost pressures. These factors continue to shape the pace of project progression, directly influencing FC timelines, capital allocation and project viability. In response, we have refined our approach to project selection, procurement and sequencing, prioritising projects with clearer grid access and stronger cost certainty as we prepare for increased construction and FC activity in 2026. The key operating environment factors, their implications for project delivery and our response are summarised below.

	Energy system performance	Component pricing	Eskom restructuring	Transmission infrastructure	Financing conditions
FACTOR & IMPACT	Improved system stability, but grid connection timelines remain the primary constraint on new capacity	Early cost reductions reversed, with renewed volatility driven by supply chain and commodity pressures	Market reform progressing, but connection timelines and market structure remain uncertain	Grid and substation capacity constraints continue to delay project progression through the connection queue	Interest rates declining, but financing costs and currency exposure remain elevated
RESPONSE	Prioritising projects with confirmed or advanced grid access and sequencing development accordingly	Accelerating procurement where feasible and revising cost assumptions to protect project viability	Monitoring regulatory developments and maintaining active engagement with Eskom and transmission authorities	Early engagement on grid connection and prioritisation of projects with viable connection strategies	Maintaining capital discipline, managing currency exposure and refining financial structures

Stakeholder engagement

Stakeholder engagement is not just a compliance obligation. It informs how we manage risk, maintain our social licence to operate and build the relationships that make long-term project delivery possible.

In 2025, we revised and implemented our stakeholder engagement processes to ensure it is effective, proactive and structured across our project portfolio. Our stakeholder base spans direct project stakeholders, communities, landowners, contractors and suppliers, through to investors, lenders, government bodies and regulators. Engagement extends beyond routine interaction, maintaining early and continuous dialogue with each stakeholder group. Structured platforms for communication and ongoing discussion were created, enabling us to share project timelines and environmental impact plans and gather stakeholder feedback in a consistent and documented way.

Priority themes emerging in 2025 included managing community expectations across long development cycles, navigating regulatory and grid complexity, strengthening contractor and supplier standards, and improving coordination across complex multi-stakeholder project structures.

As our construction portfolio scaled in 2025, the quality and consistency of stakeholder engagement became central to risk management, social licence maintenance and delivery against development obligations. Engagement processes were formalised across the portfolio, cross-departmental coordination strengthened and commitments recorded, managed and reflected in project risk assessments and compliance planning.

Formal grievance mechanisms remain accessible throughout the project lifecycle across the portfolio. Forty-nine grievances were received across the portfolio during the reporting period, all of which were resolved within standard timeframes. No grievances remained open at year end.

For more information, see our 2025 ESG Report.

04 STRATEGIC OVERVIEW

A year of transition and foundation

In 2025, our focus shifted from development and foundation-building to active project implementation and delivery. Although our project closure performance fell short of initial targets, significant financing milestones were achieved and capital commitments secured across debt and equity to support project delivery in 2026 and beyond.

Pipeline development and financial context

From a revenue perspective, the year proved challenging. One project achieved FC against the planned 2025 targets, materially affecting development premium income and overall financial performance. This required increased reliance on shareholder funding and banking facilities to support working capital through an extended development phase.

Positioning for market evolution

South Africa's energy market continues to evolve. Eskom's planned unbundling and the anticipated introduction of a wholesale electricity market in 2026 presents significant opportunities for Mulilo.
Our commercial structures and technology mix, including BESS integration and the energy aggregator offtake model applied at Du Plessis Dam Solar PV2, are intended to operate effectively across both regulated and competitive market conditions. We are actively developing the financial structuring capabilities required to participate in this evolving market.

Relationships built on delivery

The financing facilities secured with Standard Bank and Absa, alongside Norfund's minority investment, reflect our continued access to both domestic and international capital markets. Further, the long-term PPAs awarded under BESIPPPP demonstrate the depth of offtake confidence in our delivery capability. Maintaining these relationships depends on consistent delivery against financial, operational and socio-economic commitments.

Priorities for 2026

The 2026 priorities are clear: achieving FC on projects within the late development pipeline, managing partnerships effectively, executing construction programmes and maintaining safety standards across all active sites.

At year-end, three projects were in advanced stages of FC preparation, with target closings in early 2026. This is expected to materially improve revenue generation and balance sheet performance relative to 2025.

Laying the groundwork for strategic growth

In 2025, we developed our commercial structures further, secured significant financing commitments and progressed 765 MW_{DC}/667 MW_{AC} into active construction, laying the foundation for accelerated project delivery in 2026 and beyond.

Our commercial approach has shifted in response to changes in South Africa's energy market. The traditional auction-based procurement model, under which IPPs competed primarily on price against standardised public bid requirements, is being supplemented by private sector demand for more flexible commercial structures.

BESS is increasingly integrated into solar PV projects from inception rather than treated as a standalone product. Several projects in advanced stages of preparation include provisions for battery additions within six months of FC, allowing us to respond to client-specific energy profile requirements.

Our time-of-use energy models analyse client consumption patterns across 24-hour cycles to inform the design of hybrid solar and battery solutions, representing a fundamental shift from selling projects to offering products tailored to specific energy profiles.

Market positioning

Aggregator partnerships connect our generation capacity with retailers serving end customers directly, allowing us to focus on large-scale power generation while gaining visibility into evolving market structures.

With the anticipated introduction of the South African Wholesale Energy Market, we are building the commercial and financial structuring capabilities to participate actively in the new trading environment. These partnerships are being deepened to provide market access and demand-side insight, positioning us to operate competitively across both the regulated procurement and emerging wholesale markets.

Strategic pillars

Our growth strategy is built on three strategic pillars:

1 Market position and development

Exclusive focus on South African renewable energy opportunities while optimising the technology mix, spanning solar PV, onshore wind and BESS, and geographic footprint to secure targeted grid capacity between 2025 and 2030.

2 Value chain integration

Deepening involvement across the project lifecycle through vertical integration, including construction management, asset management and O&M. This integrated model strengthens accountability, enhances quality oversight and improves long-term asset performance across the portfolio.

3 Sustainable growth and empowerment

Developing ownership and operational structures that support B-BBEE compliance and long-term empowerment objectives, while advancing broader economic development through local supply chain capacity building, job creation and community investment alongside targeted portfolio growth.

Building organisational capability

Our commercial ambitions require an organisation built to match the pace of growth. In 2025, total headcount grew from 126 to 200 employees, reflecting the significant scaling of both project delivery and corporate business functions. Talent acquisition has been a strategic priority, particularly in specialist disciplines where market scarcity is acute, with the Mulilo graduate recruitment programme advancing several graduates into specialist engineering roles within two years of joining.

Looking ahead

The financial commitments secured provide the capital foundation for our ambitions through 2030. The foundations established in 2025, from standardised FC documentation to enhanced risk management frameworks and a formalised social impact function, creates the platform for acceleration and execution. With robust capital backing, established partnerships and a growing team, we enter 2026 with a growing pipeline approaching construction and FC.

Investors' rationale

> We entered South Africa to deliver affordable renewable power and address rising electricity costs. That investment case is stronger today than when we entered in 2023.

Frederik Thoring Flagstad,
Director, Copenhagen Infrastructure Partners

Copenhagen Infrastructure Partners

CIP acquired a majority shareholding in Mulilo in 2023, recognising South Africa's scale as Africa's largest electricity market and the quality of its renewable energy procurement framework. The country's consistent payment record against government obligations, including those involving Eskom, provided us with confidence in the regulatory environment as a foundation for long-term capital deployment.

Regulatory reforms have improved the market environment and Mulilo's execution has demonstrated what is achievable. Grid capacity remains the binding constraint, and our focus has widened from generation alone to transmission infrastructure and broader energy system development. We monitor land legislation, foreign policy alignment and Eskom's unbundling closely, as these affect long-term investment predictability.

Mulilo has performed above our initial expectations. Leadership quality, execution discipline and governance standards have all contributed to a stronger investment case, and the scale of capital we have deployed is significantly larger than originally anticipated. Norfund's entry in 2025 is consistent with this strengthened position.

Three factors will determine the pace of sector growth: substantive Eskom unbundling, clear power market trading rules and predictable transmission expansion. Progress in these areas is what enables large-scale renewable energy deployment at the pace South Africa requires.

Norfund

We invested in Mulilo in 2025 to support South Africa's urgent need for reliable, sustainable electricity and to advance the transition away from coal-fired power. Mulilo's demonstrated pipeline development capability, combined with substantial growth potential, made it a compelling deployment opportunity. The presence of CIP as co-investor provided additional confidence in Mulilo's ability to scale responsibly, and the alignment between both shareholders on governance standards and long-term value creation was an important factor in our decision.

Mulilo has transitioned from a project developer into a fully integrated IPP. The governance systems we see in place reflect this maturing business: structured committee oversight, thorough documentation and evidence-based decision-making at all levels. The quality and size of the management team will be crucial as the business scales. These foundations, combined with established relationships with South African banks and committed shareholders, provide a foundation for the execution phase ahead.

The next 12 to 24 months will be critical as multiple projects are delivered simultaneously. Success in delivering these projects on time will determine whether Mulilo can sustain long-term value and attract future investment. For us, the primary measure of success is straightforward: megawatts on the grid, generating reliable and reasonably priced power for the broader economy. As the business scales, developing a culture that learns from setbacks and enables evidence-based decision-making throughout the organisation will be essential.

Advancing project delivery and operational readiness

2025 was the year our delivery capability was tested in practice as we scaled from development to active project delivery, learning and adapting as we executed across multiple technologies, sites and structures.

In 2025, our 2024 FC projects moved into active construction across onshore wind, solar PV and BESS, alongside the construction of the Kestrel Main Transmission Substation (MTS). With multiple sites mobilising in parallel across different technologies and contractual structures, managing this portfolio required us to build and test the internal systems, processes and relationships that will underpin delivery at scale in the years ahead.

Performance against plan

Projects under our direct management progressed ahead of schedule throughout the reporting period, with construction costs remaining within approved budgets and minimal draw on contingencies. This reflects the planning rigour applied at the earliest stages, including comprehensive scope definition, proactive risk identification and prompt corrective action when issues emerge. Performance across partner-managed projects was more variable, with schedule and cost pressures requiring closer oversight and intervention during the year.

Construction execution

During the reporting period, multiple projects moved into active construction, providing direct operational experience of what works at scale and what requires refinement across a diverse portfolio spanning three technology platforms. With a dedicated Engineering Procurement and Construction (EPC) function coordinating contractor interfaces, procurement timelines and delivery assurance, we were able to manage the complexity of multiple active sites across a combination of partner-managed and directly managed delivery models.

Contractor selection prioritises technical capability and proven track record. Early mobilisation, with limited notices to proceed issued approximately three months before FC, allows critical design work and long-lead equipment orders to advance without delay. Our relationships with contractors and suppliers are built on technical capability and alignment with our operational and ESG standards, providing consistent expertise across our portfolio.

Advancing project delivery and operational readiness continued

Managing complexity and risk

As the scale and scope of our construction portfolio increases, so does the complexity of our managed risks. Simultaneously managing interconnected operational and stakeholder challenges, across multiple sites, technologies and contractual structures, requires an approach that is structured, proactive and consistent.

Our approach to contractor oversight, supply chain management and stakeholder engagement is designed to identify and address risks before they affect programme delivery. Supply chain diversification reduces concentration risk across the portfolio and structured contractor oversight is designed to maintain delivery standards and accountability on site. Proactive stakeholder engagement maintains the relationships that underpin project continuity and timely delivery.

Safety leadership and culture

Health, safety, security and environment (HSSE) management are embedded across how we develop, construct and operate our projects. We operate on the principle that incidents are preventable and maintain a zero-harm ambition across our operations.

Our safety standards apply to employees, contractors and suppliers, supported by defined procedures and active leadership oversight. As construction activity increased across the portfolio, maintaining these standards across all sites has required focused and structured engagement at all levels of the organisation, from senior leadership to contractor teams on the ground.

Technology and delivery complexity

BESS is the most technically complex technology in our construction portfolio. At utility scale, grid connection requirements reveal integration challenges in the controller systems that manage how battery arrays interact with solar generation, challenges that are not present in smaller-scale applications. The Oasis BESS portfolio, which commenced construction in 2025, has provided early visibility of these challenges, informing our approach to future project designs as our BESS portfolio grows.

Further, the construction of Kestrel MTS demonstrated how we approach delivery complexity in practice, running design and construction workstreams simultaneously and managing the interface between separate contracts directly to achieve schedule acceleration on a project critical to grid connection for several of our Northern Cape projects.

Learning from delivery

As an organisation delivering projects at this scale for the first time, the systematic capture of lessons learned has been a priority. Our quality management system incorporates structured processes for documenting what works and what does not, with particular focus on the development to construction transition, the period during which risks materialise.

Key learnings from 2025 have centred on interface management across multiple sites and technologies, procurement lead time planning and the importance of early scope definition in reducing variation and contingency draw during construction. These have been embedded through strengthened reporting and site-level accountability.

Scaling for growth

A two-tiered organisational model restructuring is underway, structured on revenue-generating business units and shared support service departments. As the portfolio matures and increases in complexity, clearly defined accountability between delivery functions and support services ensure structural support without proportional growth in overhead. To ensure governance and oversight capabilities scale in line with construction programme, we have strengthened the systems and processes that underpin project delivery at scale, investing in enhanced reporting frameworks, standardised documentation and improved performance monitoring tools.

Recruiting and developing the right people remains a priority as we scale. Looking ahead to 2026, our EPC team headcount is expected to reach approximately 180 by mid-year as on-site teams mobilise for construction activity anticipated during the year. Alongside this, skill development of head office personnel will be facilitated through the graduate recruitment programme and implementation of the individual employee development programme developed in Q4 2025.

ESG, people and safety

Our ESG framework

Guided by the International Finance Corporation's Performance Standards and aligned with our shareholders' ESG requirements, our framework defines how we manage and implement ESG requirements across the full project lifecycle and applies to all entities, employees, contractors and business partners.

For further detail on our ESG framework, refer to our 2025 ESG Report.

Environment

Environmental risk management is embedded across the full project lifecycle, from development through to operations and decommissioning. Climate risk, water use, waste management and carbon accounting inform project decisions across our onshore wind, solar and BESS technologies.

Social

Health and safety standards apply across all project phases for employees, contractors and suppliers. Local economic development, skills development, community investment and stakeholder engagement are maintained across the portfolio, with human rights due diligence and fair labour standards embedded across the value chain.

Governance

ESG accountability is structured across Board, executive and project levels through the ESG Committee. ESG is integrated into our Enterprise Risk Management Framework and embedded in contractual arrangements with contractors, suppliers and business partners.

Our people and culture

In 2025, we finalised five core values and embedded them across the organisation, ensuring our workforce and business objectives are aligned through performance management, leadership engagement and employee feedback processes.

From induction through to performance management and employee feedback, our values are integrated across the employee lifecycle. The values form part of the quarterly onboarding process for all new employees and are embedded in our performance management framework.

We included the values in the inaugural employee engagement survey, highlighting alignment between stated behaviours and day-to-day experience across the organisation. The results inform how we develop our people and hold ourselves accountable to the standards we have set.

Our values	Values in action		
Play to win	Aim high	Be brave	Keep going
Set the standard	Deliver excellence	Take ownership	Uphold integrity
Decode complexity	Stay curious	Keep it clear	Be decisive
Lead with care	Show up	Be supportive	Lift each other up
Bring the energy	Have fun	Celebrate wins	Build relationships

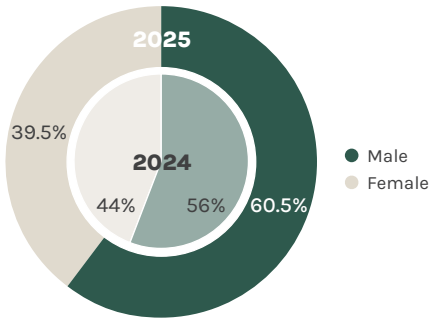
People, diversity and development

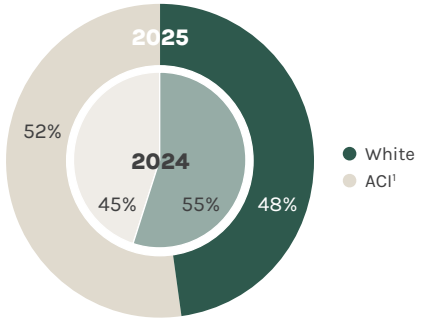
As an integrated IPP scaling rapidly across development, construction and operations, the capability of our people is fundamental to how we execute and grow.

EMPLOYEE DEMOGRAPHICS

Our workforce grew from 126 to 200 employees in 2025, driven by the expansion of our portfolio and the organisational capability required to support it. Building and retaining the right team is central to how we deliver projects and support long-term delivery.

Our Employment Equity Committee oversees workforce transformation and monitors progress against our employment equity plans. We take a broad view of diversity across race, gender and professional background, and recruit from varied educational pathways, including both university and technical college programmes.





LEADERSHIP REPRESENTATION

43% Female

29% ACI[1]

57% Male

71% White

Our leadership team brings experience across infrastructure, finance, energy and sustainability. Recruitment and succession processes are designed to support equitable access to leadership opportunities, in line with South African employment equity requirements and our internal transformation objectives.

1 ACI refers to African, Coloured and Indian demographic groups.

2 Includes employees who received training during 2025, but have since left the organisation.

SKILLS DEVELOPMENT

Over **R2.3m** invested in training in 2025

207[2] employees received training

In 2025, we expanded our investment in skills development, launching a formal Individual Development Programme and a two-year graduate programme across technical and business functions to build internal capability aligned to portfolio growth.

Health and safety

As construction activity scaled in 2025, with total hours worked reaching 3 085 893 across multiple active sites, maintaining safety performance was a core priority. This was achieved through structured oversight activities including site inspections, management visibility tours, toolbox talks, training sessions, audits and emergency response drills, supporting early hazard identification and embedding safe work practices across construction and operational environments.

Three lost time injuries (LTIs) were recorded during the reporting period and eleven medical treatment cases (MTCs) were recorded, primarily involving minor cuts and contact injuries associated with construction activities. All incidents were investigated and corrective actions implemented. Safety oversight will continue to be strengthened as construction activity increases further in 2026.

HSSE performance indicators

Indicator	2025	2024	2023
Hours worked	3 085 893	443 978	241 880
Fatalities	0	0	1[1]
TRIFR[2]	0.98	2.25	4.13
MTC	11	0	0
LTI	3	1[3]	0
LTIFR[4]	0.20	0.23	0.00

Notes:
1 See incident detail in 2023 ESG Report.
2 Total Recordable Injury Frequency Rate (TRIFR): Calculated as (LTIs + Fatalities) 1 000 000/total hours worked.
3 See incident detail in 2024 ESG Report.
4 Lost Time Injury Frequency Rate (LTIFR): Calculated as LTIs x 200 000/total hours worked.

Refer to our 2025 ESG Report for more information.

05 PROJECTS AND PIPELINE

Project portfolio 2025

By year-end 2025, our project portfolio comprised six operational assets, seven renewable energy projects under active construction across onshore wind, solar PV and BESS, the Kestrel MTS and a development pipeline exceeding 2 GW advancing towards FC.

Our portfolio reflects 17 years of project development in South Africa, built through successive procurement rounds and deliberate investment in site acquisition, securing grid allocations and technical capability development across all three stages of the project lifecycle. The significant scale of our construction portfolio during the reporting period required disciplined project management, coordinated oversight and sustained focus on safety and quality across multiple active sites.

Advanced-stage development projects are progressing through regulatory approvals and financing processes, with defined delivery timelines and compliance oversight in place. Early-stage origination continues in parallel, with projects selected on the basis of resource quality, grid feasibility and long-term commercial viability. Community engagement and environmental considerations are embedded from inception across all projects in the pipeline.

Operational portfolio performance

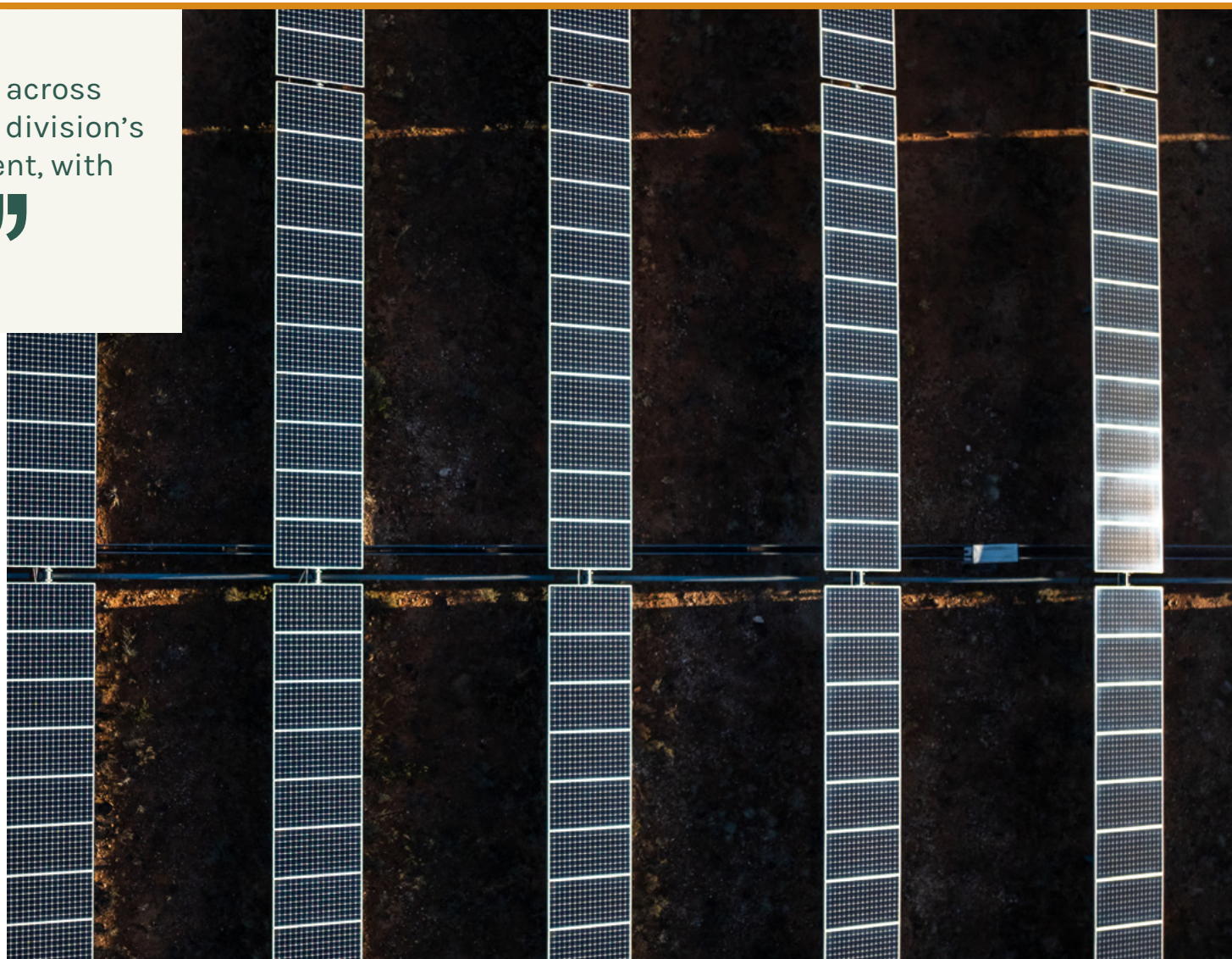
450 MW$_{DC}$
420 MW$_{AC}$
total installed capacity

1 127 GWh
total electricity generated in 2025

476 110
equivalent households powered in 2025

1 193 704 tCO$_2$e
total GHG emissions avoided in 2025

> "Plant availability exceeded 99.5% across operational facilities in our O&M division's first full year of direct management, with zero lost time injuries recorded."
>
> **Irma Pienaar,** *Chief Operating Officer*



Our operational portfolio consists of six renewable energy projects located in the Northern Cape, a region with strong solar and wind resources. The projects were developed under REIPPPP Bid Windows 1 to 3 between 2014 and 2017 and operate under long-term PPAs.

With three projects now under our direct management, we operate across the full project lifecycle, from development and construction through to operations and asset management. The systems, processes and team capacity established during this inaugural year provide the foundation for managing a growing operational portfolio as construction projects progress towards COD targets in 2026 and 2027.

2025 construction portfolio update

FORECAST IMPACT: CONSTRUCTION PORTFOLIO[1]

765 MWDC
667 MWAC
total capacity under construction

1 363 GWh
annual generation

576 000
equivalent households powered annually

1 442 000 tCO_2e
annual GHG emissions avoided

1 028 MWh
combined BESS energy capacity

Spanning the Northern Cape and North West provinces, seven renewable energy projects spanning onshore wind, solar PV and BESS technologies and the Kestrel MTS commenced active construction during the reporting period. The projects represent a range of offtake structures reflecting the evolving nature of South Africa's energy market.

Our 2025 construction portfolio is our largest to date and requires coordinated project management, procurement oversight and safety monitoring across active sites and multiple contractors. Our internal project execution function, established in 2024, grew rapidly during the year to support delivery at scale, developing governance frameworks, quality management systems and reporting capability built around live schedule integration across the full portfolio.

As our construction portfolio scales, learnings are actively captured and integrated, strengthening successive project planning, contractor management and risk identification.

1 Estimated impact figures for projects under construction at year-end 2025. Avoided emissions calculated using the South African grid operating margin emissions factor. Actual figures may vary depending on project implementation, operational performance, and other influencing factors.

2025 construction portfolio update continued

Ukuqala Solar PV

PROJECT OVERVIEW

Technology	Solar PV
Capacity	105 MW_{DC}/75 MW_{AC}
Location	De Aar, Northern Cape
Offtaker	Air Products South Africa
EPC Contractor	Gransolar Group
Financial Close	December 2024
Target COD	Q4 2026

PROJECT SUMMARY

Ukuqala Solar PV was our first project closed as principal lead developer. Located near De Aar in the Northern Cape and connected to the grid via the Kestrel MTS, the project will supply approximately 248 GWh of clean electricity annually to Air Products South Africa under a corporate offtake agreement. Air Products South Africa also acts as co-sponsor, reflecting the depth of the commercial partnership underpinning the project.

Construction commenced in March 2025, tracking in line with the approved baseline programme by year-end. Engineering activities are marginally behind schedule, offset by manufacturing and delivery performance ahead of plan, with all outstanding mechanical equipment deliveries expected on site in early 2026. Testing and commissioning is scheduled to commence in 2026, ahead of the target COD.

Du Plessis Dam Solar PV2

PROJECT OVERVIEW

Technology	Solar PV
Capacity	105 MW_{DC}/75 MW_{AC}
Location	De Aar, Northern Cape
Offtaker	Etana Energy
EPC Contractor	Aurex Constructors/H&I Construction
Financial Close	March 2025
Target COD	Q4 2026

PROJECT SUMMARY

Du Plessis Dam Solar PV2 was our first project originated and developed under an energy aggregator model and is one of the first utility-scale solar PV projects in South Africa structured under this model. Developed in partnership with H1 Holdings, it will generate approximately 248 GWh of clean electricity annually under a long-term offtake agreement with Etana Energy.

Construction commenced in May 2025, with Aurex overseeing PV panel works. PV scope tracking is ahead of the baseline programme, with all modules delivered to site and approximately 20 000 modules installed by year-end. H&I oversees the high-voltage project works. The HV substation scope required sequencing adjustments to align energisation timelines with the PV installation programme, with no impact on the target COD currently anticipated.

2025 construction portfolio update continued

Paarde Valley PV2

PROJECT OVERVIEW

Technology	Solar PV
Capacity	143 MW_{DC}/120 MW_{AC}
Location	De Aar, Northern Cape
Offtaker	Sasol and Air Liquide
EPC Contractor	JUWI Renewable Energies
Financial Close	November 2024
Target COD	Q4 2026

PROJECT SUMMARY

Located near De Aar in the Northern Cape, Paarde Valley PV2 is being developed in partnership with TotalEnergies and will supply approximately 371 GWh of clean electricity annually to Sasol and Air Liquide under a long-term offtake agreement, connecting to the national grid via a shared overhead line to the Kestrel MTS.

Construction commenced in early 2025, with progress marginally behind schedule by year-end, attributed to slower-than-planned tracker piling rates and delays in overhead line construction. A contractor recovery plan was developed and continues to be implemented, with additional labour resources mobilised on site. The recovery plan is focused on minimising further schedule impact and maintaining delivery against the target COD.

De Aar 2 South Wind

PROJECT OVERVIEW

Technology	Onshore wind
Capacity	155 MW_{DC}/140 MW_{AC}
Location	De Aar, Northern Cape
Offtaker	Sasol and Air Liquide
EPC Contractor	Concor/Goldwind
Financial Close	November 2024
Target COD	Q4 2026

PROJECT SUMMARY

De Aar 2 South Wind is an onshore wind project located near De Aar in the Northern Cape, developed in partnership with TotalEnergies. The project will supply approximately 525 GWh of clean electricity annually to Sasol and Air Liquide under a long-term offtake agreement, connecting to the national grid via the Kestrel MTS. Concor appointed as balance-of-plant contractor, and Goldwind appointed to undertake wind turbine supply and erection.

Construction commenced in early 2025. Civil and structural works advanced through the year, with foundation work complete and structural erection underway by year-end. Turbine lifting activities were impacted by crane availability constraints, with a second crane scheduled to be mobilised in early 2026 and working shifts extended to accelerate progress and support delivery against the target COD.

2025 construction portfolio update continued

Oasis BESS

PROJECT OVERVIEW

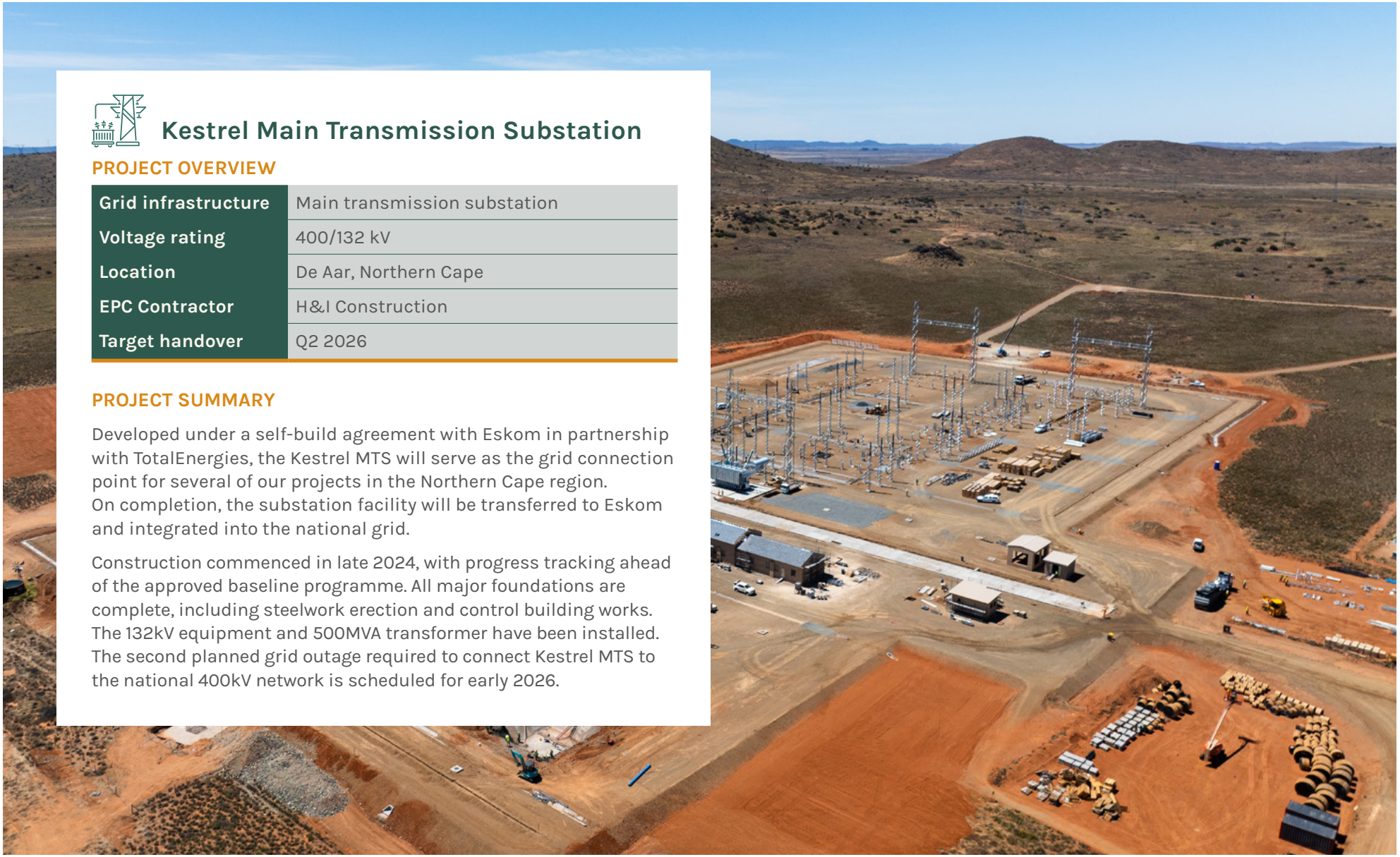
Technology	BESS
Capacity	Aggeneis & Mookodi (77 MW/308 MWh) Nieuwehoop (103 MW/412 MWh)
Location	Aggeneis & Nieuwehoop – Northern Cape Mookodi – North West Province
Offtaker	Eskom
EPC Contractor	PowerChina HuaDong Engineering Corporation Ltd
Financial Close	November 2024
Target COD	2027

PROJECT SUMMARY

The Oasis BESS cluster comprises three BESS projects developed in partnership with EDF Power Solutions, in which Mulilo holds a minority interest. The projects are contracted to provide dispatchable capacity and grid ancillary services to Eskom under long-term PPAs, supporting grid stability and renewable energy integration into the national grid.

All three sites mobilised in Q3 2025 and construction works are progressing. Civil, structural and early mechanical works are underway, with increased schedule pressure arising from subcontractor mobilisation constraints, sequencing challenges and external grid dependencies. We maintain active oversight alongside EDF Power Solutions, with additional management resources deployed across the cluster. Recovery plans are under review to assess the long-term impact on the delivery programme.

2025 construction portfolio update continued



Kestrel Main Transmission Substation

PROJECT OVERVIEW

Grid infrastructure	Main transmission substation
Voltage rating	400/132 kV
Location	De Aar, Northern Cape
EPC Contractor	H&I Construction
Target handover	Q2 2026

PROJECT SUMMARY

Developed under a self-build agreement with Eskom in partnership with TotalEnergies, the Kestrel MTS will serve as the grid connection point for several of our projects in the Northern Cape region. On completion, the substation facility will be transferred to Eskom and integrated into the national grid.

Construction commenced in late 2024, with progress tracking ahead of the approved baseline programme. All major foundations are complete, including steelwork erection and control building works. The 132kV equipment and 500MVA transformer have been installed. The second planned grid outage required to connect Kestrel MTS to the national 400kV network is scheduled for early 2026.

Financial close pipeline update

2025 saw meaningful progress across our development pipeline, with multiple projects across solar PV, onshore wind and BESS advancing through late-stage development and targeted for FC in 2026.

Battery energy storage

FORECAST IMPACT: BESS PROJECTS REACHING FC

877 MW
combined power capacity

3 508 MWh
combined energy capacity

The four projects awarded under Bid Window 3 of the BESIPPPP in May 2025 brought our total BESS FC pipeline to nine projects under Bid Windows 2 and 3, with a combined capacity of 877 MW/3 508 MWh.

All nine projects are contracted under long-term PPAs with Eskom and are progressing through FC preparations. The projects are strategically located to support grid flexibility and enable greater integration of renewable generation, and carry strong socio-economic development commitments focused on local procurement, enterprise development and skills training.

	PROJECT NAME	CAPACITY	PROJECT PROVINCE
BESIPPPP BID WINDOW 2 PROJECTS	Rooikoppies	77 MW/308 MWh	North West
	Welverdiend	77 MW/308 MWh	Gauteng
	Leeuwpoort	77 MW/308 MWh	Free State
	Hartebeesfontein	77 MW/308 MWh	North West
	Mercury	76 MW/304 MWh	Free State
BESIPPPP BID WINDOW 3 PROJECTS	Erfdeel	123 MW/492 MWh	Free State
	Retreat	123 MW/492 MWh	
	Vanilla	123 MW/492 MWh	
	Bloemhoek	124 MW/496 MWh	

Financial close pipeline update continued

Solar PV and onshore wind

FORECAST IMPACT FOR PROJECTS REACHING FC[1]

2 694 GWh
annual generation

2 840 000 tCO_2e
annual GHG emissions avoided

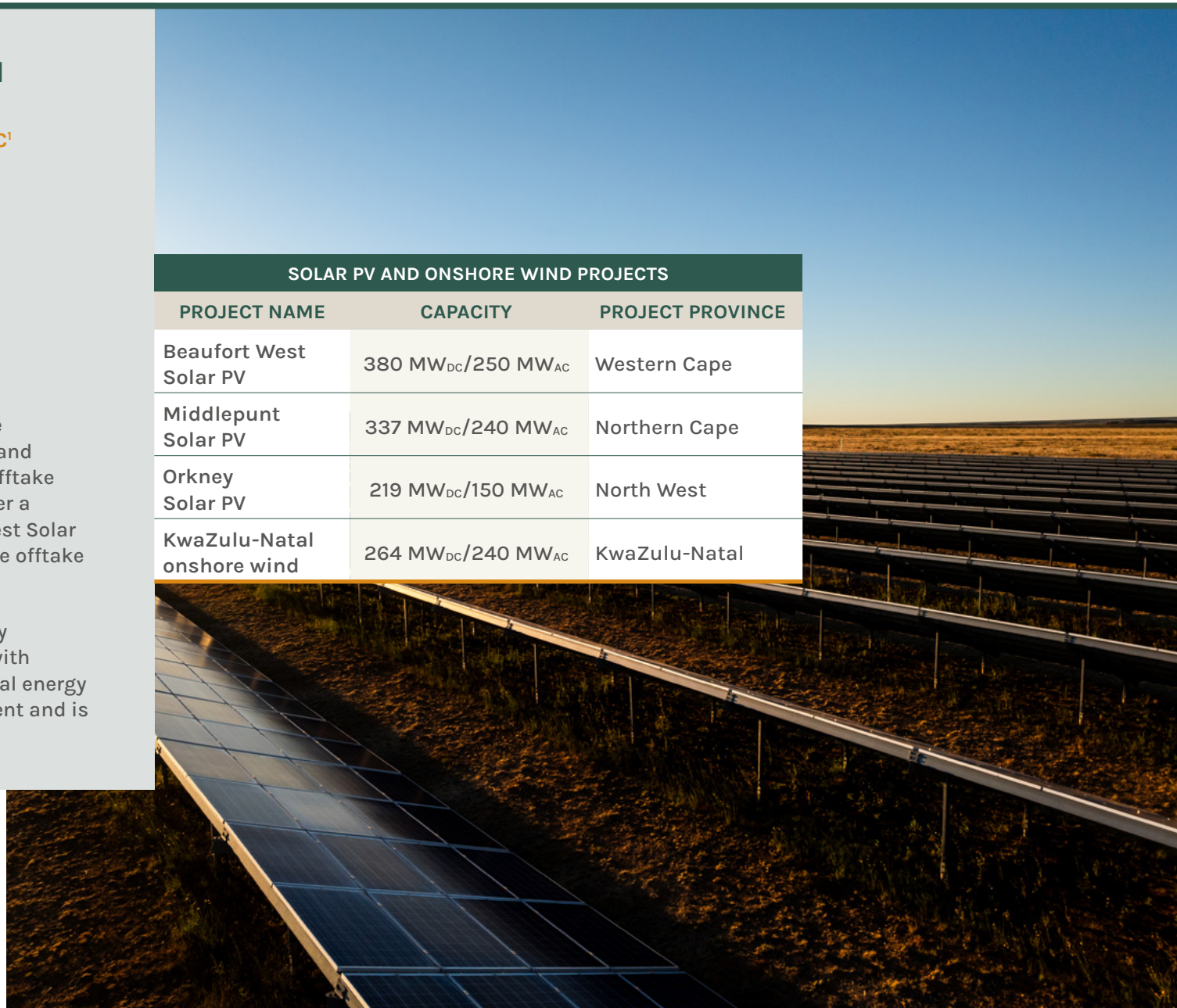
1 145 000
equivalent households powered

Spanning three provinces, our solar PV pipeline comprises three projects targeting FC in 2026 and include both public procurement and private offtake structures. Middlepunt Solar PV advanced under a REIPPPP Bid Window 6 award, with Beaufort West Solar PV and Orkney Solar PV advancing under private offtake agreements.

The KwaZulu-Natal onshore wind energy facility extends our geographic reach into a province with strong resource potential and growing industrial energy demand. The project is in late-stage development and is targeted for FC late 2026, under a private PPA.

SOLAR PV AND ONSHORE WIND PROJECTS

PROJECT NAME	CAPACITY	PROJECT PROVINCE
Beaufort West Solar PV	380 MW_{DC}/250 MW_{AC}	Western Cape
Middlepunt Solar PV	337 MW_{DC}/240 MW_{AC}	Northern Cape
Orkney Solar PV	219 MW_{DC}/150 MW_{AC}	North West
KwaZulu-Natal onshore wind	264 MW_{DC}/240 MW_{AC}	KwaZulu-Natal



1 Estimated projections for solar and onshore wind projects entering construction in 2026. Actual impact data from operational assets is provided elsewhere in this report. Actual values may vary depending on project implementation, operational performance and other influencing factors.

06 RISK MANAGEMENT

Risk governance and management approach

Effective risk management is central to how we operate and create long-term value. Our Board holds ultimate accountability for risk oversight, supported by the Audit and Risk Committee and an internal risk function that works across the organisation to embed a risk-informed approach into strategic and operational decision-making.

We operate a structured risk governance framework designed to identify, assess and manage risks that could affect our strategic objectives. Operating independently from business units, the risk function reports through the Chief Financial Officer to the Audit and Risk Committee and Board, ensuring clear accountability and organisational oversight.

The Audit and Risk Committee oversees risk management activities, ensuring alignment with Board-approved risk appetite and strategic priorities. Risk management responsibilities are distributed across the leadership team, with defined reporting channels ensuring appropriate issue escalation and embedment of risk considerations in everyday decision-making.

Risk identification and assessment

We maintain a centralised risk register that systematically captures risks across financial, regulatory, operational and strategic domains. Our legal team maintains a comprehensive legal risk register for projects, with risks escalated to appropriate decision-making forums. Regular assessment processes evaluate both the likelihood and potential impact of identified risks.

Risk considerations are integrated into every stage of our business activities and major decisions:

1 Early-stage screening

Projects are assessed against defined business, financial, technical and regulatory criteria from the outset. High risks trigger detailed reviews, with critical issues resulting in project abandonment before significant resources are committed.

2 Procurement and supply chain

All proposed contractors and suppliers undergo rigorous due diligence. Where risks are identified, suppliers are either excluded or enhanced compliance and monitoring requirements are enforced.

3 Investment decisions

Risk inputs inform all investment committees and final investment decisions, covering financial, environmental, social and operational risks alongside commercial considerations.

4 Consistent standards

Clear thresholds ensure risk principles are applied uniformly across the business and integrated within existing governance processes.

Risk governance and management approach continued

Formalising our risk management approach

In 2025, we formalised our risk management approach through the development of our Enterprise Risk Management Framework (ERMF) and the implementation of the Active Risk Manager platform across the organisation.

The Board-approved ERMF defines how risk is identified, assessed, monitored and escalated across the business, guided by internationally recognised standards and King IV Report on Corporate Governance™. Risk appetite thresholds are defined across eight categories and mitigation strategies outlined for identified risks, supporting consistent organisational oversight and accountability.

The transition from manual risk tracking to a centralised platform provides a single, consistent view of risk across all project phases, standardising how risks are scored and tracked across business units, and supporting proactive management, timely escalation and transparent reporting to internal and external stakeholders.

Emerging risk management

We have integrated scenario planning and emerging risk assessments into our standard processes, ensuring new and evolving risks are identified and proactively managed before they materialise into operational or strategic impacts.

Areas of focus in 2025 included potential regulatory changes related to carbon emissions, supply chain disruptions driven by geopolitical tensions, technological developments in energy storage outpacing current capabilities, evolving stakeholder expectations around ESG performance, and increasing competition in the renewable energy market. Emerging risks are monitored, with escalation to the corporate risk register where risks become sufficiently defined to require formal management.

Strengthening risk controls and compliance

We strengthened our compliance and risk control environment in 2025, introducing new mechanisms for reporting, accountability and contractual consistency.

Embedding compliance and accountability

Our compliance controls span the full value chain, from contractor due diligence to internal governance. Contractor due diligence includes verification against sanctions lists and corruption records, with anti-bribery and corruption clauses incorporated into contracts and extended to subcontractor level.

During the year, a dedicated compliance manager was appointed to oversee all compliance and governance matters, with breaches tabled at the Audit and Risk Committee. A Compliance Annual Plan was also developed encompassing integrity due diligence, contract compliance clauses, training, regulatory universe mapping and director governance requirements. The Plan is scheduled to go to the Audit and Risk Committee for approval in 2026, with implementation planned thereafter. We introduced an independent whistleblower mechanism through a third-party provider, through which concerns and potential breaches can be reported confidentially and without risk of retaliation.

Standardised contracting approach

We established standardised risk allocation positions and guardrails for PPAs and heads of terms, reviewed and endorsed by the Executive Committee and the Board, providing clear parameters for acceptable risk positions and a consistent approach across our contracting activities. Our legal team maintains a comparative analysis of agreements to track how positions evolve across transactions, with significant deviations escalated for executive review.

Our approach materially improved in 2025 through the development of standardised template documentation for FC transactions, aligning requirements across projects and supporting efficient execution when closing multiple projects in parallel.

Our risk profile

Our risk profile reflects the scale and complexity of our operations. The following table sets out the top corporate risks identified in 2025, our main response strategies and related material matters.

TOP CORPORATE RISK	DESCRIPTION	MAIN RESPONSE STRATEGY	RELATED MATERIAL MATTER (MM)
1 **Strategic risk:** National grid capacity constraints	National grid constraints and curtailment risks continue to affect project timelines and the pace of FC. Uncertainty around grid capacity allocation and connection availability remains a defining variable in project sequencing and development planning.	Proactive engagement with the relevant grid authorities to secure and retain grid capacity, monitor curtailment developments and evaluate alternative connection options to safeguard project delivery.	**MM1** Regulatory environment and grid access **MM2** Energy security and reliable power generation
2 **Partnership risk:** Limited influence as a minority shareholder	For projects where Mulilo is a minority shareholder, limited control and implementation influence present challenges to progress and accountability, increasing the risk of delays and misalignment with delivery and ESG standards.	Strengthen governance mechanisms and alignment with partners through active participation in joint boards and committees, reinforcing adherence to agreed delivery standards, ESG requirements and contractual obligations.	**MM6** Corporate governance and accountability **MM7** Stakeholder engagement and social licence to operate
3 **Financial risk:** Project FC delays	While financial exposure has reduced following Norfund's equity investment, the timeline for receiving budget quotes from the relevant grid authority remains a variable that affects project closure schedules and the recovery of development costs.	Proactive engagement with the relevant grid authority to ensure budget quote timelines are managed and included into project FC planning, Advance the working capital facility to maintain liquidity and reduce financial exposure during extended development phases.	**MM3** Access to capital and financial resilience

Our material matters

Our material matters represent the issues that materially affect our ability to create value over the short-, medium- and long-term, considering impacts on the organisation, our stakeholders and the broader communities and environment in which we operate.

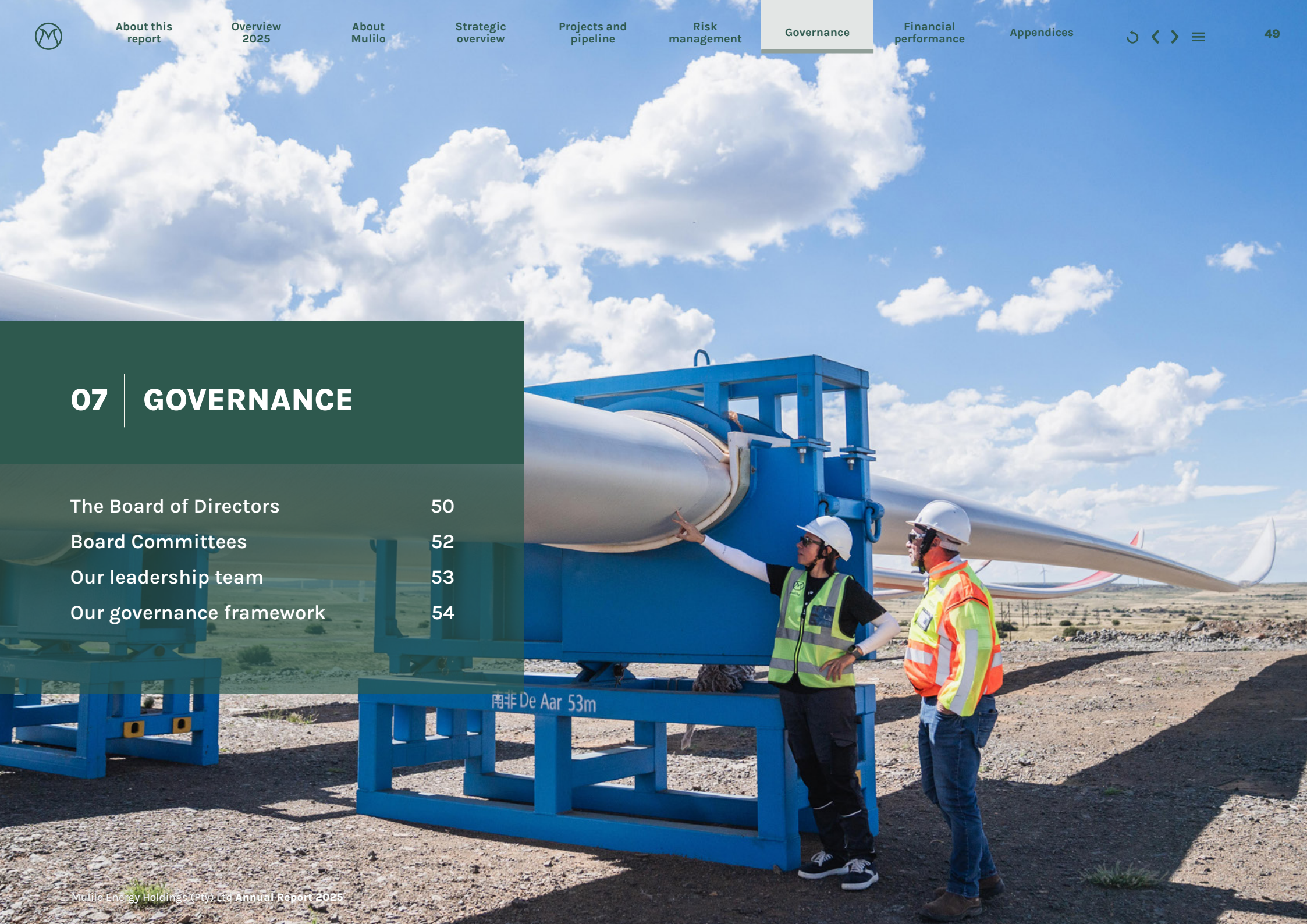
Ten material matters were identified through our 2025 materiality determination process, incorporating cross-functional internal input and external stakeholder perspectives, and mapped against our top corporate risks. Each risk in the table below is mapped to its most relevant material matter.

For full detail on our material matters and determination process, refer to our 2025 ESG Report.

Our risk profile continued

	TOP CORPORATE RISK	DESCRIPTION	MAIN RESPONSE STRATEGY	RELATED MATERIAL MATTER (MM)
4	**Commercial risk:** Private offtaker contracting delays	Delays in securing private offtake agreements due to market and project-related factors may impact project timelines, FC and overall commercial outcomes.	Early engagement of prospective offtakers through bankability and curtailment term alignment. Maintain flexible financing options and engagement with lenders and partners to mitigate timing and liquidity constraints.	**MM3** Access to capital and financial resilience
5	**Strategic risk:** Permitting, rezoning and Section 53 consent delays	Delays in land access, rezoning and permitting continue to affect project readiness and bid preparedness. Notwithstanding proactive landowner engagement, reliance on municipal approvals and Section 53 consent processes consistently present timing risks for new projects.	Proactive engagement with landowners and municipal authorities to expedite approvals, maintain consistent communication and ensure early resolution of permitting or rezoning issues. Continual refinement of land agent management and early identification of suitable land parcels.	**MM1** Regulatory environment and grid access **MM7** Stakeholder engagement and social licence to operate **MM8** Biodiversity and environmental management
6	**Strategic risk:** Regulatory and stakeholder uncertainty	Ongoing proceedings relating to grid capacity allocation introduce uncertainty around future access and institutional relationships.	Routine monitoring of developments and maintenance of transparent and constructive engagement with relevant authorities to manage potential impacts on future grid access and project delivery.	**MM1** Regulatory environment and grid access **MM7** Stakeholder engagement and social licence to operate
7	**QHSSSE risk:** Construction activity and travel safety risk	As construction activity and site travel increases, so does the exposure to on-site and road-related incidents. Without consistent contractor oversight and safety controls, the risk of injury and operational disruption increases.	Reinforce site and travel safety protocols. Strengthen contractor oversight. Monitor implementation of control measures to reduce incident frequency and severity.	**MM4** Health, safety and security **MM6** Corporate governance and accountability

07 GOVERNANCE



The Board of Directors

The Board and its Committees work together to ensure we have a clear vision, strong governance and a firm commitment to growth, sustainability and long-term value creation.

Board changes during the year

Christopher Aberdein resigned from the Board in November 2025 after eight years as a Director. Mark Davis was appointed to the Board on the same date, representing Norfund in his capacity as Executive Vice President, Renewable Energy.

FOUR BOARD COMMITTEES

- Audit and Risk Committee
- Environmental, Social and Governance Committee
- Remuneration and Nomination Committee
- Project and Procurement Committee
- C Chairman of the committee

Jan Oberholzer
Chairman
Appointed: 1 September 2023
Tenure: 2 years

More than 40 years of experience in the African power and renewable energy sector. Former Group Chief Operating Officer of Eskom Holdings, with responsibility for end-to-end operations across an 18 GW investment programme. Fellow of the South African Institute of Electrical Engineers, with board experience across 18 organisations.

Board committees: C

John Cullum
Director
Appointed: 5 June 2017
Tenure: 8 years

Co-founded Mulilo in 2008 and served as CEO until 2024, bringing over 16 years of experience in the South African power sector. Co-founder and trustee of the Mulilo Community Trust. Prior to Mulilo, founded CSV Construction in 1994.

Board committees:

Mark Davis
Director
Appointed: 26 November 2025
Tenure: 2 months

Executive Vice President of Renewable Energy at Norfund, with extensive experience in renewable energy investment, regulation and policy across emerging markets in Africa. Former Partner at ECON Analysis and Postgraduate Director at the Energy and Development Research Centre, University of Cape Town.

Board committees:

The Board of Directors continued

Neils Holst
Director
Appointed: 27 July 2023
Tenure: 2 years

Partner at Copenhagen Infrastructure Partners with more than 20 years of experience in the power and renewable energy industry. Former Managing Director at Capricorn Real Assets and former Director of European Alternative Energy Investment Banking at Citigroup.

Robert Helms
Director
Appointed: 27 July 2023
Tenure: 2 years

Partner at Copenhagen Infrastructure Partners with more than 15 years of experience in renewable power across asset management and transactions. Prior to CIP, held several leadership positions spanning asset management, partner relations and project development across continental Europe and new markets.

Board committees:
C

Yumi Aizawa
Director
Appointed: 27 July 2023
Tenure: 2 years

Associate Partner at Copenhagen Infrastructure Partners with more than 11 years of experience in renewable energy asset management and development. Prior to joining CIP in 2022, held senior roles in renewable energy development and began career as an investment banker at Morgan Stanley, London.

Board committees:
C C

Frederik Thoring Flagstad
Director
Appointed: 27 July 2023
Tenure: 2 years

Director at Copenhagen Infrastructure Partners, leading private equity investments across growth markets in EMEA with a focus on Africa. More than 15 years of experience in renewable energy transactions across Europe, North America and Africa. Co-founder of GreenGo Energy, grown to a 50-plus FTE company with a 3 GW solar pipeline.

Board committees:

Board Committees

The Board Committees and their defined roles and responsibilities are set out below. The Employment Equity Committee, while not a Board Committee, plays a key role in supporting compliance with South African employment law and advancing workplace diversity initiatives.

MULILO BOARD OF DIRECTORS

	REMUNERATION AND NOMINATION COMMITTEE	PROJECT AND PROCUREMENT COMMITTEE	ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITTEE	AUDIT AND RISK COMMITTEE
ROLE	Oversees remuneration, succession planning and governance practices, including diversity considerations.	Oversees project development, procurement, construction and operations processes to ensure alignment with strategic goals.	Oversees Environmental and Social Management System oversight, lender compliance monitoring and ESG strategy implementation and performance across the project portfolio.	Oversees financial and non-financial reporting, enterprise risk management and internal control frameworks, including ESG-related risks.
KEY RESPONSIBILITIES	• Manages talent acquisition, retention and development. • Reviews executive remuneration and Board fees. • Oversees succession planning and leadership development. • Monitors diversity objectives across the Board and its Committees.	• Reviews and approves significant procurement agreements and project bids. • Monitors project management and resource allocation against approved budgets and standards. • Oversees alignment of project implementation with strategic and ESG objectives.	• Oversees ESG strategy revision and implementation. • Reviews ESG policies and performance targets. • Monitors material environmental and social risks and performance indicators. • Reviews progress against ESG objectives. • Recommends actions to the Board to address identified gaps or performance issues.	• Maintains robust risk management processes and controls. • Oversees internal control over financial reporting, regulatory compliance, and corporate governance. • Monitors compliance with applicable legal and regulatory requirements. • Oversees annual financial statements verification.

Our leadership team

Our leadership team brings depth of experience across the development, construction and operation of large-scale renewable energy infrastructure spanning the African continent.

Jan Fourie
Chief Executive Officer

More than 20 years of experience in the African power sector. Prior to Mulilo, spent seven years at Scatec progressing to Executive Vice President of Sub-Saharan Africa, leading end-to-end project development, mergers and acquisitions, regional strategy, talent acquisition and stakeholder management across the region.

Freddie Meyer
Chief Financial Officer

More than 30 years of senior financial leadership experience across South Africa's energy and industrial sectors. Former CFO of Sasol International Chemicals and former General Manager of Project Development and Finance at Eskom, where he held leadership positions for 11 years. Qualified Chartered Accountant (SA).

Irma Pienaar
Chief Operating Officer

16 years of experience as a supply chain professional across multiple technologies and geographies. Former Senior Vice President of Project Controls at Scatec, responsible for leading global delivery teams across more than 2.5 GW of projects on four continents.

Stuart MacWilliam
Chief Development Officer

More than 13 years of experience in the power and infrastructure sector. Prior to Mulilo, held roles at Anglo American, Black Rhino and BTE across power and infrastructure development in South Africa and the broader African continent.

Seithati Bolipombo
Chief Commercial Officer

10 years of experience in the South African renewable energy sector. Former Vice President of Asset Ownership at Scatec, with involvement in project finance since 2015, raising capital for projects across Ghana, Rwanda, Mozambique and South Africa. Qualified Chartered Accountant (SA).

Danie Moller
Chief Engineering, Procurement and Construction Officer

More than 28 years of industry experience, with senior leadership positions held since 2001. Prior to Mulilo, served at Eskom as Senior Manager of Nuclear Project Management and Senior Manager of Capital Contracts for seven years.

Avra Moodley
General Counsel

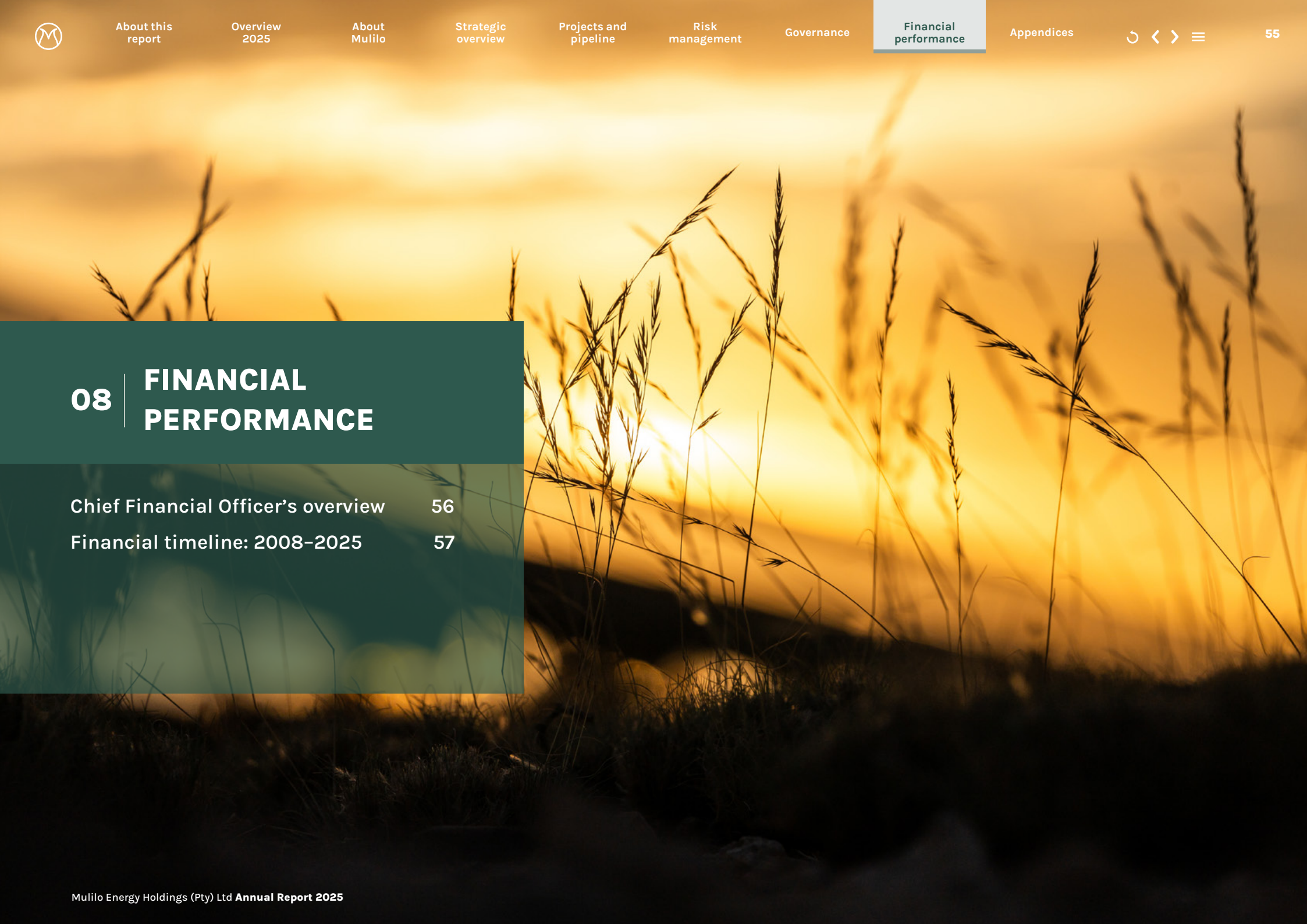
20 years of experience providing strategic legal advice across energy, infrastructure, procurement, corporate and banking matters. Former specialist Legal Advisor for energy at the Independent Power Producers Office and the Development Bank of Southern Africa.

Our governance framework

The governance framework defines clear roles and responsibilities, and sets out how the Board, its Committees and senior management work together to achieve our objective of becoming a leading South African IPP in renewable energy.

The framework establishes clear lines of accountability from Board level through to operational execution. The Board assumes overall responsibility for strategic direction and organisational performance, and is supported by four Board Committees. Each Committee has specific duties and responsibilities. These Committees address important business issues through regular reviews and scheduled meetings. Delegation of authority is documented across the organisation, ensuring decisions are made at the appropriate level and material matters escalated through defined reporting channels.

In 2025, we reviewed and strengthened our governance processes, including a comprehensive gap analysis of the terms of reference for the Board and Board Committees against the King IV Report on Corporate Governance™ principles, with improvements made to Board reporting structures to enhance effectiveness.



08 FINANCIAL PERFORMANCE

Chief Financial Officer's overview

> "The financial foundations established in 2025 position Mulilo to convert its advanced pipeline into improved financial performance and sustained growth in the years ahead."

Freddie Meyer, *Chief Financial Officer*

The 2025 financial year marked a transition for Mulilo from establishment to execution. The reported financial result reflects a year of deliberate investment and accounting transition rather than a deterioration in the underlying economic position of the business.

Against targets of multiple financial closures, only one was achieved, reducing development premium income and short-term revenue. The reported result also reflects the Group's transition to consolidating project SPVs, which eliminates development and construction-period revenues on consolidation, alongside predominantly non-cash fair value and derivative accounting impacts. Notwithstanding these effects, the year delivered significant progress in strengthening our financial platform, capital structure and project readiness for future growth.

Substantial investment in our project pipeline resulted in multiple projects reaching advanced readiness. Development expenditure was front-loaded across projects expected to reach FC within the next 12 months, reflecting a deliberate decision to build pipeline depth ahead of value crystallisation. Construction management across our active projects remained within approved budgets, reflecting disciplined cost control and effective oversight.

Two developments materially strengthened our balance sheet and funding capacity: the R7 billion facility to fund equity contributions to projects and the USD 75 million investment from Norfund. This capital provides financial flexibility for strategic growth, supports guarantee requirements and enhances our borrowing capacity. The R350 million working capital facility will maintain liquidity between development expenditure and FC.

South Africa's energy market reforms, including the planned introduction of a wholesale electricity market, create additional revenue opportunities linked to dispatch flexibility and ancillary services, particularly battery energy storage. We are positioning our portfolio and operational capability to benefit from these evolving revenue streams.

Outlook for FY26

Our priorities for 2026 are to achieve FC across the pipeline, deploy the funding facilities now in place, optimise tax efficiency as our projects complete and ensure our financial systems and capacity scale with growth.

Management views 2025 as a transition year in which short-term reported earnings were traded for accelerated pipeline maturity, improved project readiness and a strengthened capital base. With multiple projects entering advanced FC stages, this investment phase is expected to translate into improved revenue, cash flow and profitability as projects transition into construction and operation from 2026 onward.

Financial timeline: 2008–2025

Mulilo has progressed from founder-led financing to institutional partnerships and, more recently, to a capital structure supported by significant funding facilities, enabling scaled project delivery. The timeline below illustrates this evolution.

2008 to 2014	2014	2014 to 2015	2016	2016 to 2020	2020	2021 to 2022	2022 to 2023	2022 to 2025
FOUNDATION PHASE	**FIRST INSTITUTIONAL INVESTMENT**	**PROJECT DEVELOPMENT SUCCESS**	**OPERATIONAL RESTRUCTURING**	**CAPITAL OPTIMISATION**	**STRATEGIC PARTNERSHIP DEVELOPMENT**	**MARKET EXPANSION CHALLENGES**	**STRATEGIC ACQUISITION**	**INSTITUTIONAL FUNDING AND SCALED DELIVERY**
Founder-led capitalisation • Initial funding provided through loan accounts from company founders • Progressive capital injection reaching a significant level by early 2014 • All recoveries and fees reinvested as equity in project companies	**Major capital injection** • Calulo Renewable Energy invests in Mulilo • Proceeds used to settle outstanding founder loan accounts • Established operational funding base for company expansion	**Capital recovery phase** • Successful closure of Bid window 3 projects • Recovery of approximately R60 million in development costs • Equity investments in projects funded through reinvestment of land and success fees • Wind projects partially funded through loan from Longyuan Renewables South Africa	**Cash flow challenges** • Implementation of dividend distribution policy to shareholders • Critical operational cash requirements identified • **December 2016:** group restructuring initiative • Introduction of Mulilo Energy Holdings as new holding company structure • Preference share issuance to Old Mutual for operational funding	**Preference share management** • Dividend allocation prioritised for preference share servicing • Surplus dividends distributed to shareholders • **2018:** First preference share refinancing » Delayed capital redemptions » Additional operational funding secured • **2020:** Second preference share refinancing » Further capital redemption deferrals » Funding for additional 15% acquisition in Round 1 projects (MEW De Aar and MRE Prieska) • Operational funding enhancement following when X-Elio exited	**Equity diversification** • Stanlib subscribed for 10% company shareholding • Notable investment made to support future growth • Strengthened capital base for future opportunities	**Emergency round projects** • Successful tender for two emergency round projects (partnership with TotalEnergies) • Substantial capital requirements for development completion • Shareholder fatigue due to energy industry volatility • Dividend suspensions impacting shareholder returns • Potential equity requirement exceeding R600 million for FC • Strategic decision to seek majority shareholder partnership	**CIP majority shareholder** • **2022:** CIP identifies Mulilo as their strategic investment platform • Comprehensive due diligence and company professionalisation programme • **March 2023:** CIP deal agreement execution • **27 July 2023:** Transaction completion • CIP investment outcomes: » Settlement of preference shares » Acquisition of approximately 86% company shareholding » Establishment of strategic partnership for future growth	**Capital expansion and delivery** • **2024:** Six projects achieved FC • **2025**: One project achieved FC » Seven projects progressed into active construction • R7 billion facility from Standard Bank to fund equity contributions across the project portfolio • R350 million working capital facility from Absa to support liquidity • USD 75 million investment by Norfund to strengthen the capital base

09 APPENDICES

Definitions

Avoided greenhouse gas (GHG) emissions (tCO_2e)

The metrics reflects the estimated reduction in GHG emissions (tCO_2e) from Mulilo's operational renewable energy assets during the reporting year. It assumes this electricity would otherwise have been supplied by marginal generation on the national grid. Avoided emissions are calculated by applying an operating margin emission factor to total electricity generated (MWh), representing the emissions intensity of generation sources responding to changes in demand. Figures are based on the most recent available data and the actual emissions. Avoided emissions are attributed based on Mulilo's equity share in each project, aligned with our ESG attribution methodology. BESS assets are excluded.

Sales of Renewable Energy Certificates (RECs) or Verified Carbon Units (VCUs) do not impact this figure. Avoided emissions represent a system-level physical impact rather than a Scope 1–3 reduction and are not tied to the environmental attribute owner.

Total renewable power generation (GWh)

Renewable energy generated by Mulilo's operational assets during the reporting year. This is based on measured or estimated production data available at the time of reporting.

Installed renewable energy capacity (MW)

Cumulative additionally installed capacity for Mulilo projects that have reached COD.

Forecasted annual avoided GHG emissions (tCO_2e)

Forecasted annual avoided GHG emissions during the first year of operation (COD+1) across Mulilo's solar PV and onshore wind portfolio. Calculated using expected annual generation and the IEA's Net Zero 2050 forecast grid emission factors, adjusted for lifecycle emissions and trade impacts.

Actual number of equivalent households powered

Equivalent number of households powered via Mulilo power generation relative to the country baseline. Calculated using publicly available data on national average household electricity consumption.

Forecasted number of equivalent households powered

Estimated average of equivalent households powered once the construction portfolio reaches full operational output.

Lost Time Injury (LTI)

Defined as a work-related injury resulting in one or more full days of work lost. Figures include all known contractor and subcontractor incidents across operational and construction sites.

Lost Time Injury Frequency Rate (LTIFR)

Calculated as follows: Number of LTIs in reporting period x 200 000/number of hours worked in reporting period. Includes all known contractor and employee hours on site.

Total Recordable Injury Frequency Rate (TRIFR)

Includes LTIs and fatalities, expressed per 1 000 000 hours worked.

Equity HoldCo Facility

A R7 billion accordion facility provided by Standard Bank Limited at holding company level, supporting equity commitments and guarantees across Mulilo's project portfolio. Comprises an initial R1.1 billion commitment with R5.9 billion accessible as the security pool grows.

Glossary

TERM	DEFINITION
ACI	African, Coloured and Indian
B-BBEE	Broad-Based Black Economic Empowerment
BESS	Battery Energy Storage System
BESIPPPP	Battery Energy Storage Independent Power Producer Procurement Programme
CIP	Copenhagen Infrastructure Partners
COD	Commercial Operations Date
EPC	Engineering, Procurement and Construction
ESG	Environmental, Social and Governance
FC	Financial Close
GHG	Greenhouse Gas
HSSE	Health, Safety, Security and Environment
IPP	Independent Power Producer

TERM	DEFINITION
LTI	Lost Time Injury
LTIFR	Lost Time Injury Frequency Rate
MTC	Medical Treatment Cases
MW_{AC}	Megawatt Alternating Current (exported capacity)
MW_{DC}	Megawatt Direct Current (installed capacity)
MWh	Megawatt hours
O&M	Operations and Maintenance
PPA	Power Purchase Agreement
PV	Photovoltaic
REIPPPP	Renewable Energy Independent Power Producer Procurement Programme
SPV	Special Purpose Vehicle
tCO_2e	tonnes of carbon dioxide equivalent
TRIFR	Total Recordable Injury Frequency Rate
QHSSSE	Quality, Health, Safety, Security, Social and Environment

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Mulilo's head office in the Cape Town CBD is located in a 5-star green building, recognised as one of the most sustainable commercial buildings in Africa. This represents our commitment to purposefully and intentionally deploying our sustainability strategy. Our leadership considered several sustainability goals in their decision to move to premises with improved energy, water and waste management efficiencies, resulting in both environmental and financial benefits.

Date of publication: April 2026

For enquiries regarding this report, please contact: info@mulilo.com

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