CHIEF FINANCIAL OFFICER

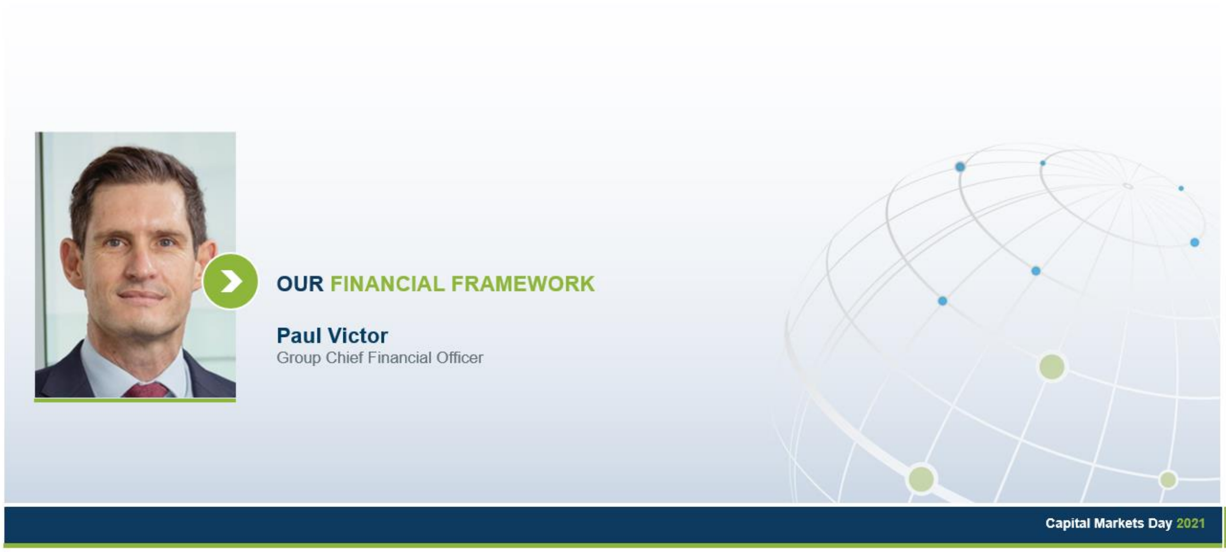
PAUL VICTOR

CAPITAL MARKETS DAY 2021

SCRIPT

WEDNESDAY, 22 SEPTEMBER 2021

JOHANNESBURG



Thank you Fleetwood and good day ladies and gentlemen.

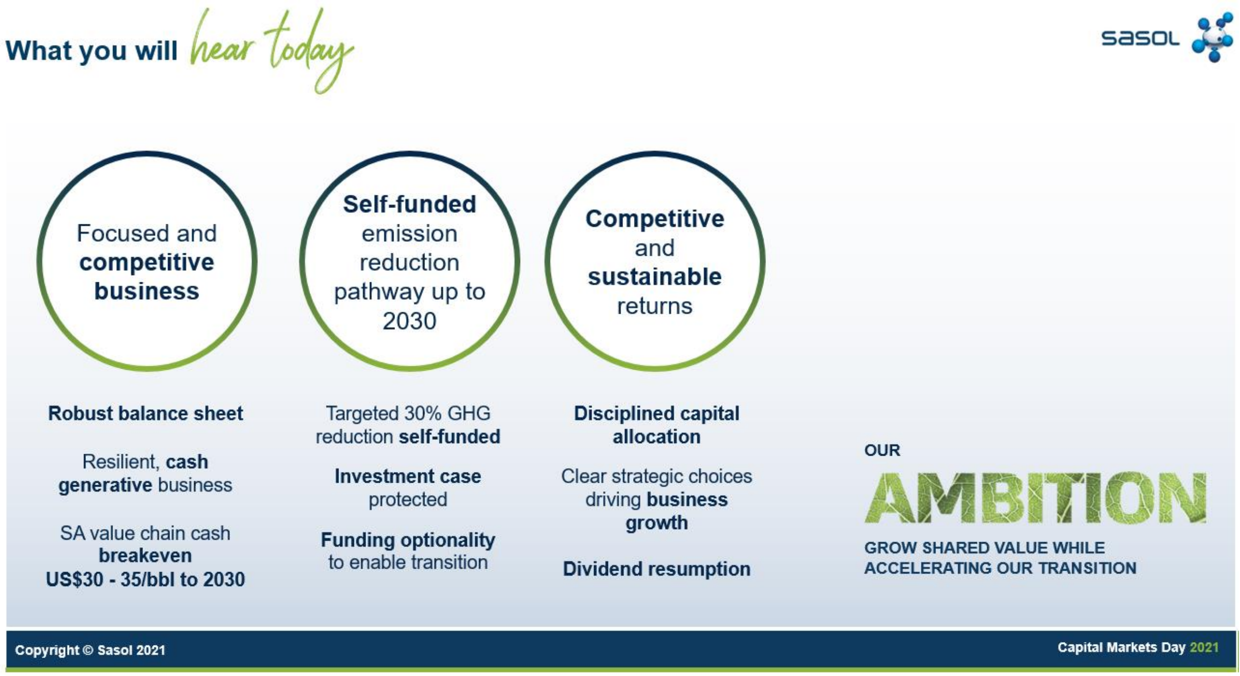
Today I would like to share our financial framework, which is underpinned by our refocused strategy and drive to grow shared value while accelerating our transition.

We aim to achieve, BOTH…..

- ambitious climate change targets and

- attractive, resilient and growing financial returns in the future.

WHAT YOU WILL HEAR TODAY



In this financial section, I will explain why we are confident that we can achieve these objectives.

As we go through this section most of the numbers that you will hear are based on an oil price outlook of 55 US dollars per barrel in real terms.

We clearly operate in a volatile environment so we have tested to make sure the plan works at 45 US dollars per barrel.

Our conclusion from that exercise is that our strategy, operating model, capital allocation framework and resulting targets are robust enough to set us up for a sustainable future.

The first step in creating that resilience was a reset of the balance sheet AND we are nearly there now.

We are also well on track to improve our cost competitiveness and so increase our cash flow generating ability even in our low oil scenarios.

Personally, I am very excited that we have a credible pathway to become a greener and sustainable business by leveraging our technologies.

The capital required to achieve our first key step of reducing GHG emissions by 30% by 2030 is moderate and manageable and does not come at the expense of improved financial returns.

So, it's a win-win for all!!

We plan to continue to:

- reduce debt and restore the dividend soon,

- achieve investment grade metrics by FY23,

- fully deliver Sasol 2.0 by FY25,

- and increase ROIC through the period to 2030 alongside achieving our broader sustainability objectives.

Looking to the medium to longer term, we can already see new and exciting opportunities opening.

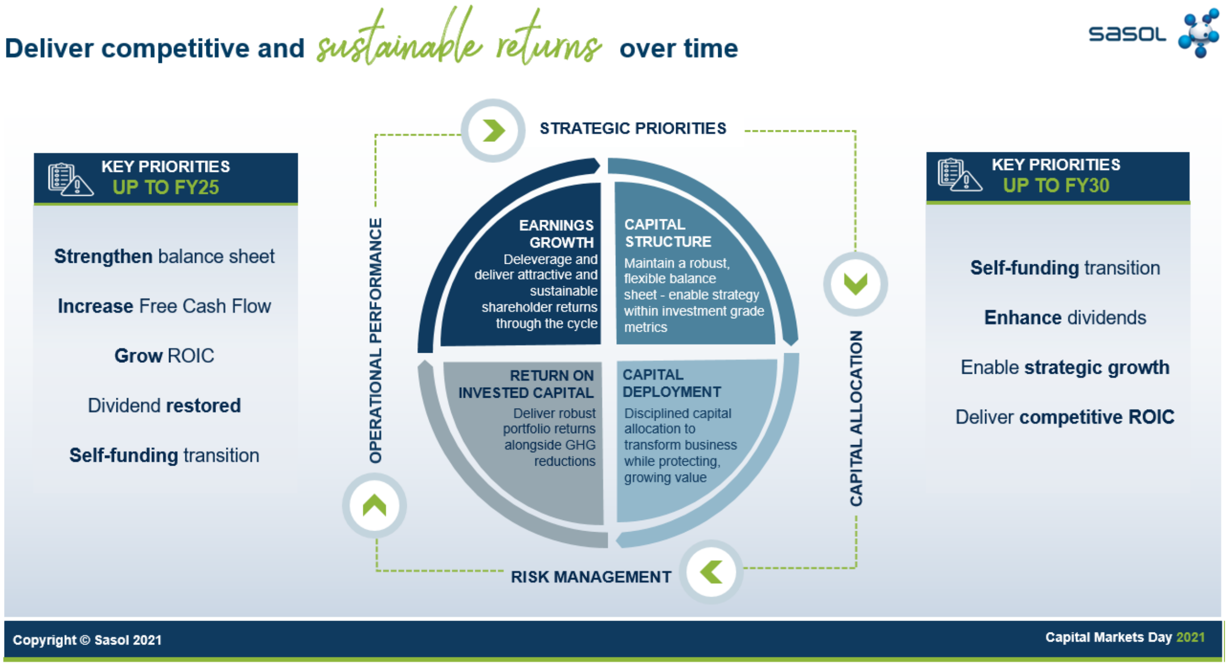
We are well positioned to win in new value pools such as the green hydrogen economy and sustainable aviation fuels and will work hard to build our positions there as we achieve our near term objectives.

Today we are providing you with clear financial targets up to 2030.

AS WE GET 10 years out….. it's obviously hard to give the same level of clarity at this stage

We do have clear investment criteria to ensure that investment decisions for the various pathways to net zero are made in a way to ensure that shareholders' interests are protected and the business is growing at value and sustainably.

DELIVER COMPETITIVE AND SUSTAINABLE RETURNS OVER TIME



As mentioned, before we are approaching the short and medium term in two phases.

Up to 2025 our immediate priority is to complete the deleveraging journey and achieve absolute debt levels that can sustain any macro economic shocks.

Delivering Sasol 2.0 will enhance our cost competitiveness compared to our peer group, require a minimal capital spend to execute, enhance cash flows, ensure we restore dividends and, very importantly, enable us to fund our transition pathway.

Delivering full value from the LCCP will further diversify our cash flow sources and uniquely position us to significantly reduce our US dollar debt commitments and provide a healthy source of cash flow to execute the next phase of our strategy.

With the progress made thus far, and our assessment of the future capital needs, we believe this to be very achievable.

Turning to the period up to FY30, there is more of a balance between returns and investment in the transition plan.

As we ramp-up our investment to achieve our climate change targets, we will also focus on driving broader strategic growth initiatives, increase dividend pay-outs and consider other shareholder returns.

We have many business challenges and opportunities to navigate during this period such as:

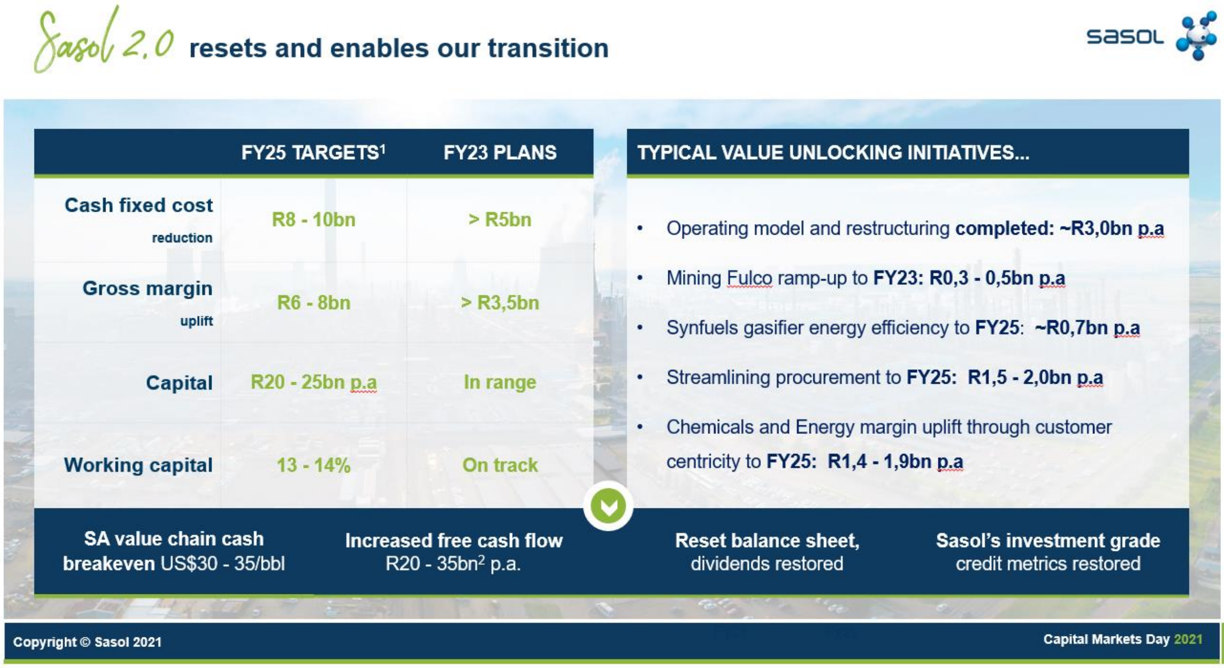
- introducing more gas and renewables,

- reduce our coal usage and

- establish credible value pools for further value growth.

Taking these factors into account, we have set clear targets that underscores our commitment to deliver sustainable value to our shareholders.

SASOL 2.0 RESETS AND ENABLES OUR TRANSITION



As I mentioned, we are making good progress with the implementation of Sasol 2.0.

This will:

- improve our cost competitiveness and robustness in a low oil environment, and

- also ensure that we can execute the next phase of our strategy.

Sasol 2.0 has involved some:

- fundamental changes to our business model as it demands a more agile approach,

- improves effective decision making and

- focusses on improving market facing capabilities and customer-centricity.

Please allow me to provide you with some examples of the various initiatives delivering the future value:

The implementation of the new operating model and our leaner organisational structure is expected to deliver savings of R3 billion per annum.

Most of the work here has been completed with the preinvestment mostly incurred in FY21.

We are ramping these benefits up at speed from FY22 onwards.

Our continuous Mining shift system was rolled out in the last financial year.

That will now ramp up to deliver approximately 300 to 500 million Rand per annum by FY23 and onwards.

The roll-out was slower than expected but we are busy making the shift to best in class mining operations.

We are increasing our commitment to shared services and big data to improve our supply chain processes.

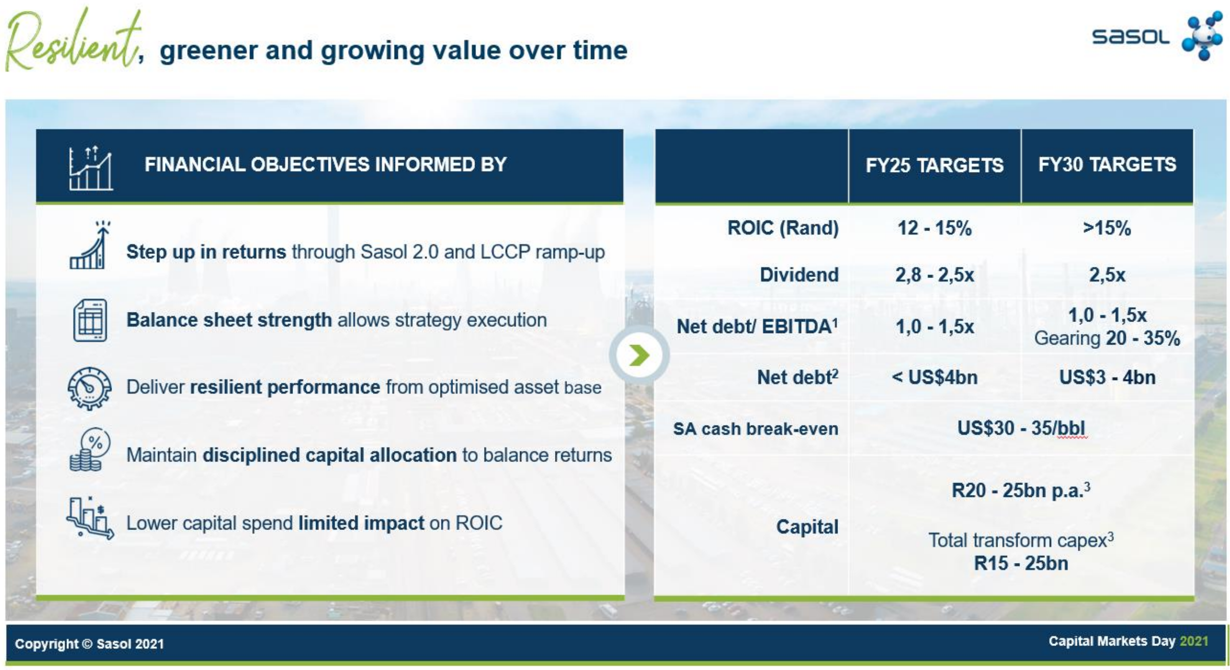
Several initiatives are in the process of being implemented, with early indications that we will achieve our expected returns;

Targeted margin improvements in the Chemicals and Energy business will be delivered through focused customer centricity and optimising product strategy.

My colleagues will share more details later in the presentation.

Our “December 2020 Sasol 2.0 targets” still stand and judging from the initial progress made during FY21, we are confident that we will achieve these benefits in a steady manner over the next few years.

RESILIENT, GREENER AND GROWING VALUE OVER TIME



I would like to talk through our overall targets for the phases up to financial year 25…. and then…to financial year 30.

I already mentioned the objectives informing our targets and would like to briefly highlight the following key points:

Firstly, we plan to “step-up” our ROIC as we go through the Sasol 2.0 and business transition phase.

We target to increase our ROIC to between 12 and 15 percent… in a 55 dollar per barrel scenario… to FY25, and above 15% leading up to FY30.

Secondly, we aim to restore the dividend as soon as we are confident that we can do so on a sustainable basis.

The Board approved key triggers to navigate this decision.

The minimum pay-out of 2,8 times or 36% of Core HEPS will be triggered when we achieve a leverage ratio of 1,5 times Net Debt to EBITDA and an absolute debt level of below 5 billion US dollars.

The step-up to 2,5 times or 40% of Core HEPS will follow when absolute net debt levels reduce to below 4 billion US dollars.

When the company achieves these triggers, the Board will reinstate the dividend as long as there is confidence that it can be sustained based on the prevailing outlook at that time.

We currently intend to keep the regular dividend in that range.

Thirdly, to support the dividends and funding of the strategy, we plan to manage the balance sheet at lower gearing levels in line with many of our global peers.

Fourthly, as mentioned before, we plan to manage our cost competitiveness of our SA integrated value chain cash breakeven level to between 30 and 35 US dollars per barrel throughout the period.

This will ensure business resilience in managing future periods of market price and regulatory volatility.

As a final point, we will maintain capital discipline.

We have implemented and evolved our 2017 capital allocation framework.

Although the LCCP capital overruns overshadowed the progress made in this regard, I can assure you that this framework assisted us greatly to manage and navigate through the unprecedented times we experienced over the past 18 months and the significant effects thereof.

We estimate that we can manage capital spend to:

- between… R20 to 25 billion per annum to maintain our asset base,

- comply with all relevant environmental and air quality regulations and

- fund our transition to “a 30% GHG reduction target by 2030.”

The aggregate capital for this transition is estimated at…. R15 to 25 billion… and is included in the R20 to R25 billion per annum capital cash flow which I will provide more colour on later during the presentation.

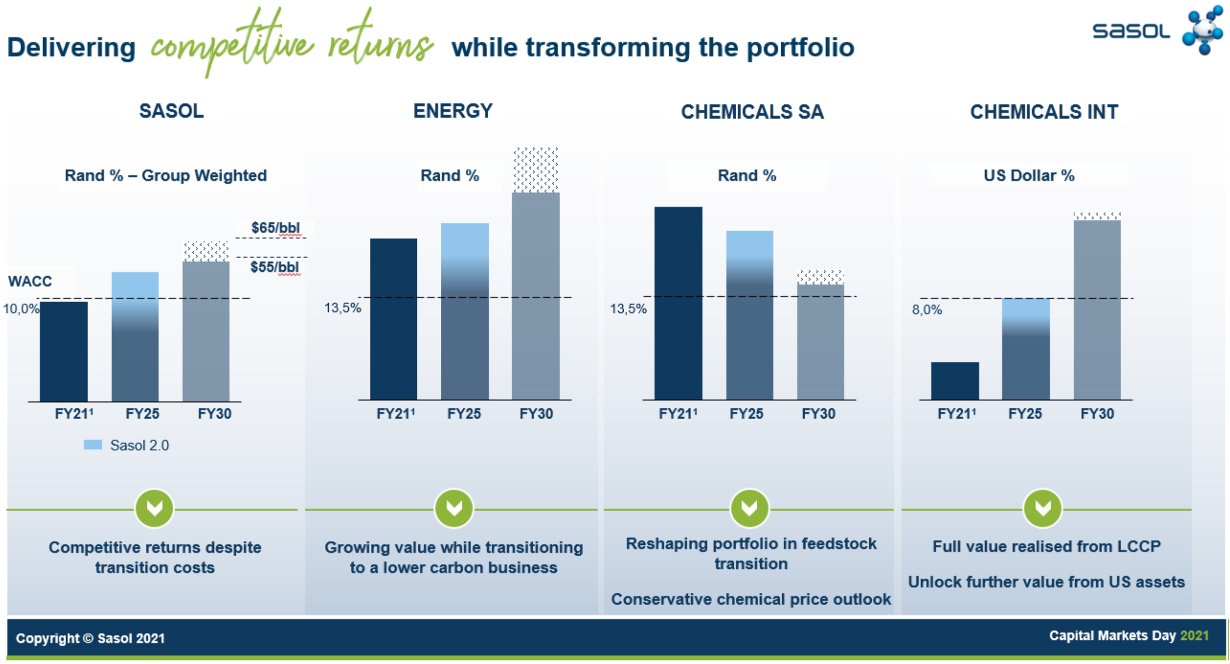
We are of the view that these targets:

- sustainably balance shareholder returns,

- ensures we remain resilient and competitive and

- enables the first significant step to transform our business footprint towards a more sustainable and more sustainable future.

DELIVERING COMPETITIVE RETURNS WHILE TRANSFORMING THE PORTFOLIO



Given the company targets I just spoke to, please allow me now to talk through how we expect the returns to evolve over the next ten years.

Overall, we believe that we can drive improved financial returns in parallel with the investments required to achieve our climate change targets.

It is important to reflect a bit on the underlying moving parts to achieve this planned result:

Starting with Energy, in the period up to FY25 the benefits from Sasol 2.0 will more than offset the dilution we anticipate resulting from the investments we will make to achieve our climate targets.

From FY25 we believe that we can further increase returns through further planned decreases in mining costs and efficiency benefits outweighing some margin dilution from higher feedstock.

This means….in us broadly holding the breakeven price for the South African business up to FY30, which will ensure resilience throughout the period.

This is based on some reasonably conservative assumptions, so if pricing increases ahead of expectations as the world recovers from the pandemic, we will have excellent operating leverage to benefit from those gains.

Priscillah will expand on the value preservation of our SA assets and the decarbonisation imperative which, with disciplined capital allocation, will enhance returns.

For Chemicals we have different dynamics in South Africa and internationally, so I want to talk to them separately.

In South Africa, the business should hold margins flat through to FY25 with benefits from Sasol 2.0 offset by anticipated cost pressure from higher gas feedstock cost.

Through to FY30 there will be further return dilution from mostly higher gas costs that are only partly mitigated by efficiency gains.

While our current estimates may be conservative we believe that we have our work cut out to improve returns for the FY25 to FY30 period.

Our international Chemicals business has a clear pathway to improved returns as the full benefit of the LCCP investment starts to realise.

…..Returns are currently below WACC.

We do believe that we can significantly increase cash flows to the previous guided EBITDA levels and deliver above WACC return levels.

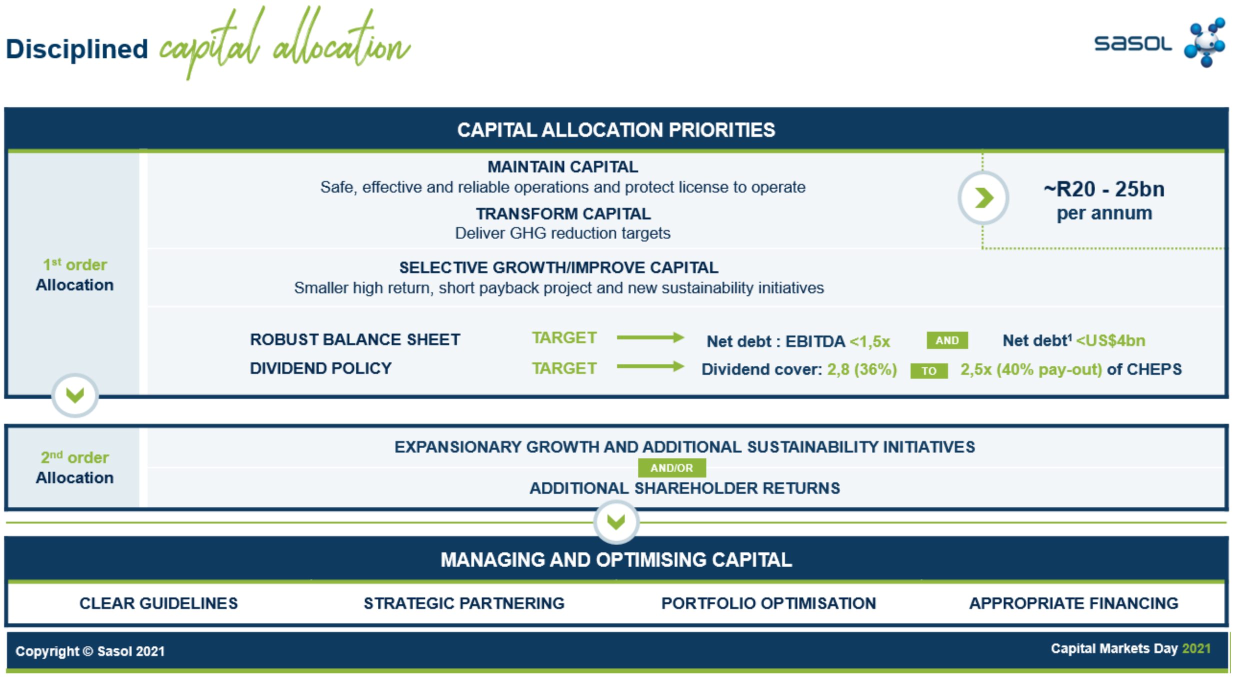
Brad will address what actions we plan to take in his section of the presentation.

The overall Sasol group return profile will continue to improve significantly and remains attractive – there is a clear pathway through to higher returns while we achieve our climate change objectives.

The major asset divestments to deliver the business improvements have already been made.

We are well positioned to deliver sustained value from our reshaped asset base going forward.

DISCIPLINED APPROACH TO CAPITAL ALLOCATION



As we go through the next phase of Sasol's development, capital discipline will be key.

We have refreshed our capital allocation framework to enable the successful execution of our strategy and to reflect our commitment to share improved returns with our shareholders.

Our capital allocation framework is about achieving the balance between the delivery of our climate change ambitions and protecting and growing shareholders' returns.

It's also the balance of near- and long-term returns.

Our shareholders have been very patient in foregoing dividends, but we hope to restore the dividend shortly and give shareholders clarity on the return framework going forward.

So, with those overarching comments in mind, let me walk through some more detail of the capital allocation framework

In the first order of allocation, we need to make sure we have the two key components that underpin everything else.

Firstly, a well-invested asset base that is fit for the future, and a strong balance sheet, that can continue to fund the strategy and endure cyclical pressures that we might face along the way.

In order to ensure a well invested asset base, capital expenditure required to maintain and transform the business comes first.

This combination will be in the range of about R20 to 25 billion per annum and includes R15 to 25 billion in aggregate transformation capital up to 2030.

In addition, we have some selective growth and improvement capital in our first order, but I want to be clear that this capital is where the amounts involved are modest and the returns are clear both in terms of level and timing.

In other words, these are quick wins and smaller scale seed investments for longer term sustainability initiatives.

To give some sense of scale I would anticipate that this could be around R1 billion per annum and with returns well above WACC.

In terms of balance sheet, we want to get back to Investment Grade metrics, but the key reference points are leverage of below 1,5 times net debt to EBITDA and, over time, absolute net debt levels below 4 billion US dollars.

The idea behind those targets is to make sure we always have a strong liquidity position and will make sure that we can keep going consistently with investing in our strategy without needing to change direction with short term pricing volatility or other unexpected developments.

As the balance sheet strengthens, we will restore dividends.

We want to make sure that those dividends form part of the baseline returns that shareholders can expect.

As I mentioned earlier we anticipate stepping up pay-out levels over time.

Our ultimate target is a cover level of 2,5 times or 40% payout based on core HEPS.

The advantage of a pay-out or cover based dividend policy is that it will naturally adjust up or down with the pricing cycle and so we are confident that's the right approach to follow for our type of business and mostly in line with our global peer group.

In our second order of allocation, we will make sure that there is effective competition for all the discretionary capital that we generate, and again, the decisions here will come to the question of balance.

Available capital will be considered between investing sensibly for long term growth but also looking to supplement shareholder returns either through buybacks or special dividends.

In the next slide I will go into a bit more detail about the specific guidelines we have set, supporting our capital allocation.

As we said at the last results release, the disposal programme is now ending.

In terms of financing we are grateful to a supportive financing group over the last few years and intend to keep managing the balance sheet to make sure we have a good maturity profile, diverse funding sources and with, lower absolute debt levels

INVESTMENT CRITERIA SUPPORTING CAPITAL ALLOCATION

In talking through the capital allocation framework, I have already explained the principles driving our decision-making process, but would like to explain some more of the detail in our approach in three areas:

First up, portfolio.

I've already talked about our push for balance – and the fact that we do not see planet and profit in tension but rather believe that we can achieve both planet and profit objectives.

In order to do that we have already undertaken a huge amount of scenario planning, to work out how we can get the best risk adjusted returns that also achieve our climate change objectives, and that's the pathway that we are talking through today.

I would emphasize that we are focused both on the risk and the return, particularly as we explore new revenue opportunities that will involve some elevated risk and that is why you will hear the partnership theme mentioned a number of times today – because this helps reduce capital outlay and also broadens the resources and capabilities that we bring to a project

Much as today is mostly focused on the climate change pathway, we are focused on growing the business more broadly and we see that happening in phases.

In the near term I've already talked about the high return, fast payback initiatives that we will support with modest capital investment over the next few years.

As we move towards FY25 and discretionary cash flow generation grows, we will contemplate broader and bolder growth projects with the intention of making sure that both the energy and chemicals businesses are utilising their competitive advantage

As we make those moves beyond that strategic overlay, risk adjusted returns will be the guiding force while making sure we maintain excellent risk diversification

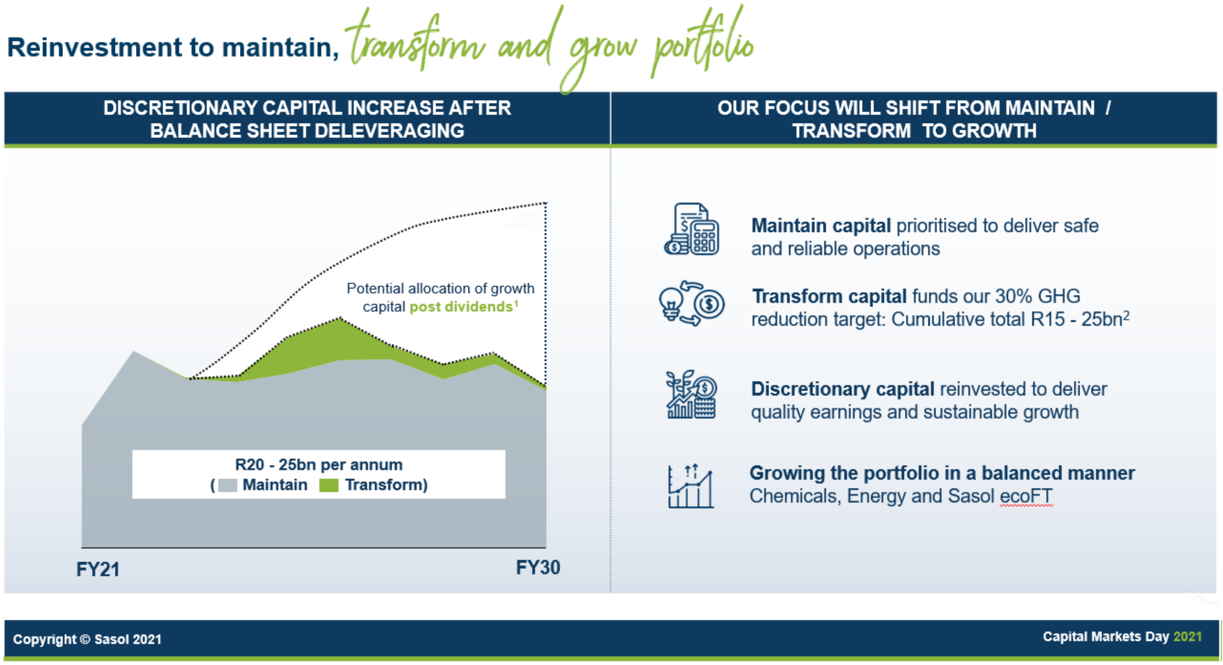
Secondly, on returns, I have already discussed our approach to dividends and additional shareholder returns, but I think it's important to emphasize that we want to maintain a good balance and although the energy transition is creating exciting opportunities.

We are confident that we can invest where we need to….AND….give near term returns.

Finally, in a time of change, it's important that we have effective risk management and governance in place.

We need to ensure we have learned the key lessons over the last few years, and can execute projects efficiently in future.

REINVESTMENT TO MAINTAIN, TRANSFORM AND GROW PORTFOLIO



Now that I've been through our approach, our targets and the detail of the capital allocation framework, I'd like to show you a snapshot of what we expect the future to look like.

The modelling done shows that the plan allows us to sequence our capital spend so that we always live within our means and without adding pressure to our balance sheet.

Beyond that, you can clearly see that discretionary cash flow generation starts to build steadily over the next few years as we finish the balance sheet deleveraging process and realise the incremental rewards of Sasol 2.0.

Therefore, you can expect that the focus will then shift to expansionary growth options and additional returns by financial year 24 – more or less.

As I mentioned, our first priority remains sustainable and resilient dividends to our shareholders.

The remainder of capital available will be allocated to future growth investments or considering other shareholder return options.

For now we hold the view that for our growth projects …By that stage ….we will have clarified and further refined our priority projects and will work from the base of a more resilient business.

As mentioned….. our plans work from reasonably conservative assumptions and so hopefully there is also upside to the plan – but obviously we don't want to rely on that macro support at this stage of the game.

ATTRACTIVE AND SUSTAINABLE RETURNS TO OUR SHAREHOLDERS

In conclusion, I would like to leave you with the following takeaways:

Firstly, we have a strategy which can deliver our climate change targets… AND preserve and Grow sustainable long-term value.

We have set clear business targets for ourselves up to FY30 and a clear strategy, with defined investment criteria, to invest in our pathways beyond FY30.

Priscillah will provide more colour around the details of the various proof points we will consider in making sustainable investments.

Secondly, we head into this process with confidence that we have already taken huge strides towards creating a much more resilient business with progress made towards cost structures, organisational model and a balance sheet that is better able to navigate a volatile environment and consistently deliver on our strategic objectives.

Thirdly, we are committed to shareholder returns.

We have moved away from big project investments with long dated returns towards measured and impactful investments over time with consistent returns – so, balancing up investment in the business, dividends and buy backs.

Finally, in order to navigate all the capital decisions we face in delivering on these objectives, we have a clear and updated capital allocation framework and governance structure to ensure effective and efficient decision making.

In concluding I would just like to emphasize again, that we are conscious that we live in a very dynamic environment and we have designed a plan and a framework that allows us to adapt.

That will inevitably mean that some of these targets may need to evolve over time, but hopefully today we give you some real insight as to how and why we face the future with new-found confidence.

I will now hand you to Priscillah, to talk through the Energy business strategy.