WORLD COAL ASSOCIATION

Executive Committee Meeting Minutes

12 October 2023

Executive Committee Minutes of the World Coal Association

Executive Committee Directors and Alternates Present

July Ndlovu (Chairman)	Thungela
Janpeter Bekkering	Caterpillar Global Mining
Brian Thompson	Komatsu
Roman Golovin	SUEK
Nikki Fisher	Thungela
Michelle Manook	WCA

Executive Committee Directors and Alternates Absent

Kate Campbell	Adani
Paul Fennelly	Adani
Shri Polavarapu Mallikharjuna Prasad (Vice Chair)	Coal India Limited
Veera Reddy	Coal India Limited
Jim Grech	Peabody
Matthew Nugen	Peabody
Doug Gain	Seriti
Mike Teke	Seriti
Stepan Solzhenitsyn (Vice Chair)	SUEK
Michael Van Maanen	Whitehaven Coal

1. CHAIR OPENING REMARKS

Apologies and Introductions

The Chair welcomed everyone to the meeting.

The Chair noted that apologies were received for Kate Campbell and Paul Fennelly (Adani), Vice Chair Shri Polavarapu Mallikharjuna Prasad and Veera Reddy (Coal India), Jim Grech and Matthew Nugen (Peabody), Doug Gain and Mike Teke (Seriti), Vice Chair Stepan Solzhenitsyn (SUEK) and Michael Van Maanen (Whitehaven).

The Agenda was formally adopted.

Noting of Competition Law Compliance Guidelines

The Chair brought the Executive Committee's attention to the Competition Guidelines. The Executive Committee acknowledged this.

2. Minutes of 22 August 2023

2.1 Approval of Minutes

The Chair presented the Minutes of the previous Executive Committee Meeting.
There being no comments from the Members the Chair proposed that the Minutes be adopted as being formally approved which was supported by Members.

2.2 Matters Arising

All matters were noted as actioned and addressed in detail during the respective Agenda items.

3. Finance, Governance and Membership

Finance & Governance
3.1 Financial Updates

3.1.1. FY23 Q4 Profit or Loss Actual

The Finance and Governance Director provided an overview of the Q4 Profit or Loss stating that the:

- Membership Fees were negatively impacted due to timing differences;
- Surplus brought forward £ 722k for FY23 pending finalisation of FY22 PKF audit;
- Remuneration, Administration and Governance variances were impacted by timing allocations;
- Financial Charges were positively impacted by foreign exchange gains;
- Depreciation and Amortisation variance was due to incorrect Fixed Asset Register base and audit adjustments in FY21; and
- the Work Programme expenditure was above budget due to timing differences relating to roadshow costs and recoveries.

3.1.2. FY23 Q4 Cash Flow Forecast

The Finance and Governance Director presented the Cash Flow Forecast for FY24 Q1 stating that:

- cash management continues to be carefully monitored and optimised ensuring a minimum surplus target of three (3) months to ensure operational expenditure is covered;
- Remuneration (GBP 366k), Finance and Governance (GBP 56k) and Work Programme Expenditure (GBP 91k) forecasted payments were noted; and
- forecasted receipts for FY24 Membership Income was noted that 50% of these fees had already been recovered by Members within Q4 and the variance in the fee recovery rate from historical norms, could be attributed to the unfamiliarity with the new billing system, Xero. The residual outstanding Membership fees are anticipated to be collected in FY24 Q1.

3.2 Governance

The Chief Executive handed over to the Policy and Engagement Committee (PECo) Chairman.

3.2.1 Policy and Engagement Committee (PECo)

It was noted that the Policy and Engagement Committee (PECo) met on 4 October with discussions as follows:

- committee welcomed the new Membership of Zimbabwe Ministry of Mines and Mining Development, Mongolian Coal Association, Morupule Coal Mine and South Africa Minerals Council, whose representation was in attendance;
- review of WCA engagement activities, including successful roadshows to US and India;
- discussion on the upcoming 'Future Coal' International Coal Summit in Beijing on 25 October 2023;
- overview of Policy Briefs in the quarter;
- update on 'FutureCoal' Rebrand Launch taking place in Delhi, India on 20 November 2023; and
- the 'FutureCoal' Communication Strategy.

The next Committee meeting is to be held in April 2024, date to be canvased.

The Chairman PECo also provided an update on the Mongolian Roadshow, where he joined the Secretariat as a Member company in support of ministerial government advocacy and recruitment efforts. The Chairman PECo regarded the meetings as fruitful and very positive supporting the roadshow objectives.

The Chief Executive presented updates on the following governance matters.

3.2.2 Brand and Communications Committee (BCCo)

It was noted that the next Brand and Communications Committee (BCCo) meeting would take place on 16 October 2023 with centered discussions on the 'FutureCoal' Rebrand Communications Strategy, its associated key activities and collateral support, as well as the rebrand launch taking place in New Delhi, India on 20 November 2023.

3.2.3 WCA79 Board & WCA 'Future Coal' International Coal Summit

The Chief Executive provided an update to the Executive Committee on the next Board meeting and WCA 'Future Coal' International Coal Summit advising that:

- registration continued to remain open for the WCA79 Board Meeting being held in-person at the Sheraton Grand Beijing Dongcheng Hotel (Redwood Room) in Beijing on 24 October 2023 from 15:00 - 17:00 (CST);
- a Pre-Board lunch would take place prior to the Board Meeting at the hotel (venue to be advised);
- the WCA Strategy Session, originally proposed for 24 October, has been deferred and will be held post the 'Future Coal' Rebrand with the WCA80 Board Meeting, a strategic planning workshop would be held ahead of this to ensure that the strategy workshop addressed Member's expectations. Paul Baruya would be managing this in his role as Director Strategy and Sustainability.

The Chief Executive further advised that preparations were well underway for the WCA 'Future Coal' International Coal Summit taking place on Day 2 at the Beijing New China International Exhibition Center (NCIEC) in Beijing on Wednesday 25 October from 08:30 - 17:00 (CST), with confirmed in-person attendance from key stakeholders across the value chain.

Committee Members were encouraged to register for the event which has attracted an esteemed audience from across the Asia Pacific region to discuss the future of coal.

3.2.4 Company Secretary Review

The Director Finance and Governance advised the Executive Committee that following a comprehensive assessment of prospective candidates for the position of Company Secretary, the WCA Secretariat had successfully identified Bridgehouse as the final candidate to assume the role during the second quarter of FY24.

Pending a final meeting with Bridgehouse, Executive Committee endorsement and Board approval would be sought.

3.2.5 FY24 Meeting Dates and Locations

The Chief Executive provided an updated on the FY24 meeting dates and locations as follows:

- **WCA80 Board & AGM39 Annual General Meeting and Events**
  Following pressure by Members for neutrality of location, as well as support for current strategy of Member recruitment and engagement, the Secretariat proposed the WCA80 Board and AGM39 Annual General Meeting be conducted in-person in either **Singapore (Fairmont Hotel) or India (Delhi) (Oberoi Hotel)** on 15 May 2024. The meeting would take place over 2-3 days and encompass a WCA Strategy Review Session, Board & AGM Meeting and a stakeholder engagement event.

  A decision on location and date to be sought by the Board at the WCA79 Board meeting.

- **WCA81 Board Meeting**
  It was further noted that the WCA81 Board Meeting would be held virtually in November 2024, and a date would be canvased.

- **Executive Committee Meetings**
  The Executive Committee Meetings for the next financial year would be held virtually on; 15 February 2024; 18 April 2024; 22 August 2024; and 24 October 2024.

3.3 Membership

The Chief Executive provided the Executive Committee with the following Membership update:

- **New Membership**
  Morupule Coal Mine joined as an Associate Corporate Member and New Associate Members for the quarter included; Mongolian Coal Association, South Africa Minerals Council and Zimbabwe Ministry of Mines and Mining Development.

- **At Risk Membership**
  As part of the Membership retention and management governance, the Director Business Development and Membership has identified potential at-risk Members where the senior management and/or public and corporate sustainability positions change, which may trigger a Membership exit. Currently, with the support of the Chairman (when needed) we are working closely with those identified Members to align and find solutions that support retention.

  Janpeter Bekkering asked if any of these issues were related to the Future Coal new identity. The Chief Executive advised that it was not. Most of the identified Members were expected to be retained but given we are in a transformative period it was important that the Executive Committee were made aware. That the key issues are two-fold:
  1. the internal company misalignment between sustainability and the appropriate industry Memberships; and/or
  2. where the WCA Membership Director has changed and or exited the company and there has not been sufficient internal company enrolment, understanding and support of the benefits of the WCA Membership.

- **Member and Director Resignations**
  Bowen Coking Coal Director, Gerhard Redelinghuys has left their employment, and his resignation has been noted.

The Chief Executive further advised the following key highlights achieved in the quarter noting:

- **Upcoming Activities**
  - China Roadshow (9-26 October 2023) arrangements were progressing with the support of CNCA, and our in-country resource, Mr David Ma, to leverage Membership introductions; speaking engagements; networking opportunities; and in country introductions with key value chain stakeholders has already been an outstanding success including the largest cement player in China; China Coal; China Energy, the National Development Reform Commission and the National Electricity Reform.

4. *Evolving Coal* Work Programme and KPIs Update

4.1 Reputation Management Project Phase 2:Rebrand

An update on the upcoming next steps to support the Reputation Management Project Phase 2:Rebrand was provided by the Chief Executive detailing the following:

- new brand 'FutureCoal' as endorsed by Board will be launched at a stand-alone media event at the Le-Meridien Hotel in Delhi on 20 November 2023 which is supported by brand agency, chlorophyl, and its sister company, Adfactors, the latter of which is organising launch logistics and media attendance, including senior commentators from Mumbai, Delhi and Kolkata.
- Engagement with international media through exclusive backgrounders and Op-eds is underway and will be supported by a refresh of the website to ensure that it meets the needs of a modern alliance of coal practitioners and a Think Tank for coal-related information and exchange; and a promotional video that will promote the new brand and our direction.
- a comprehensive Rebrand Communications Strategy has been developed and contains all relevant collateral including proactive and ready-reactive material.

4.1.1 Reputation Management

The Chief Executive provided feedback on the Reputation Management *Evolving Coal* Work programme highlights for the quarter as follows:

- in-person attendance by Chief Executive at 3rd Coal Log India held in Kolkata 14-15 September 2023 which included:
  - Keynote address 'The Case for Coal in India'; and
  - Guest of Honour appearance at Women in Mining (WIM) panel discussion.
- WCA Q4 Update released which includes full summary of the US Roadshow and access to Full Policy Briefs;
- Consolidated Messaging Pack updated (covers key messages, country specific messages, messages for technologies and beyond combustion) under review. This will be a key feature of the refreshed website;
- Argus Media Partnership opportunities being explored;
- BBMC Yearbook thought leadership piece for the 2023 edition is being drafted; and
- an uptake in Social Media noted.

Upcoming Activities

The Chief Executive advised that the next quarter is destined to be one of the most impactful in the organisation's life and includes the following major events:

- Virtual participation at the:
  - 40th Annual International Pittsburgh Coal Conference (Istanbul, 4-6 October 2023); and
  - FFF-Carbon Conference (Middelburg South Africa, 19 October 2023).
- WCA Mongolia/China Roadshow (8-25 October 2023) incorporating:
  - Chief Executive Keynote address at dedicated Coal Day at the Mining Week in Ulaanbaatar, Mongolia with supporting Bloomberg and local media tv and press interviews; and
  - WCA "Future Coal International Coal Summit" in Beijing.
- Launch of 'FutureCoal' in Delhi (media only event) on 20 November 2023.

4.2 Advocacy

Further updates on our Advocacy program by the Chief Executive included:

The WCA continues to track emerging issues, organisations and policies worldwide to target engagement opportunities with key policy-stakeholders. Highlights for the quarter included:

- successful meeting with new Coal India Limited Chairman and senior staff of the Indian Ministry of Coal. The Coal India Chairman expressed his support to the Chief Executive and noted her speech to be very good expressing many shared objectives;
- extensive engagement between Indian steel, power and innovation sectors as possible Member prospects;
- participation at 3rd Coal Log India event held in Kolkata 14-15 September 2023;
- strengthen Indian Coal Forum MOU, participation at Woman in Mining industry event;
- engagement with financial institutions with coal interest (WTW); and
- release of the following Major Policy Briefs;
  - IEA Coal Market Update;
  - Natural Resource Market paper titled 'The Distortions of Cheap Energy' by Goehring and Rozencwajg, addressing the expansion of renewable energy and Energy Return on Energy Invested (EROEI); and
  - a policy briefs for G20 New Delhi, detailing discussion on G20 outcomes and the implications of coal.

Upcoming Activities

- Further engagement with key coal market governments, finance and investment sector stakeholders include:
  - 'Future Coal' International Coal Summit joint venture collaboration with China National Coal Association (Beijing, 25 October);
  - in-person attendance at 5th Annual India Coal Conference, India, 21-22 November 2023; and
  - virtual participation during COP28, taking place during 30 November - 12 December 2023.
- BRICS article providing commentary to the newly expanded BRICS on critical minerals needed for the energy transition;
- MOU engagement included new studies on SDG in the ASEAN, currently pending approval by ASEAN Partners;
- 'FutureCoal' Decarbonisation Report' (working title) drafted for publication post rebrand;
- content development for 'FutureCoal' Website and Marketing collateral in progress;
- showcase Responsible Coal Stewardship and Sustainable Development Goals by Members to demonstrate 'FutureCoal' Direction on digital media platforms;
- follow-up engagement emanating from US Roadshow;
- implement campaign to expand Ministerial and Finance sector stakeholder engagement; and
- UN engagement regarding methane emissions.

The Chief Executive handed over to WCA Chairman for discussions on any further business.

5. ANY OTHER BUSINESS

The Executive Committee Members were advised that the next meeting would be held virtually on 15 February 2024 at 12:00 hours (UK BST).

There being no further business the Chair closed the Meeting.

6. CLOSE

……………………………………. **Chair**

……………………………………. **Date**

Annexure 1

Matters Arising

Executive Meeting
12 October 2023

ITEM NO	ACTION	BY WHOM	DUE DATE
3.2.4	**Company Secretary Review** Replacement recommendation to be provided for Executive Committee endorsement, following which Board approval will be sought.	Secretariat	FY24 Q1
3.3	**Membership** Companies House to be updated.	Secretariat	FY24 Q1