

The Journey to Zero Harm:

Empowering the 'man' at the face with TARP

Return Maila: Strata Control Officer

24 July 2026



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1

Operation Overview



Seriti Overview

Who we are

- Seriti Resources Holdings is a broad-based, 90% black-owned and controlled South African energy business, underpinned by coal.
- As an energy company underpinned by coal, Seriti Resource Holdings aims to play a key role in tackling the country's energy challenges; and is committed to doing so through a Just Energy Transition.
- Seriti Resources Holdings also believes in establishing a sustainable legacy for the communities in which we operate, and the energy industry as a whole.
- We focus on producing high-quality, secure and long-term energy solutions responsibly to play our part in maintaining a stable energy supply in South Africa and fuelling the energy needs of international markets.

SERITI AT A GLANCE



91%

Broad-based
black-owned
company



10%

Shareholding
ring-fenced for
employees and
communities



± 15000

Employees &
contractors



On target

To fulfil our SLP
commitments



**± 25
years**

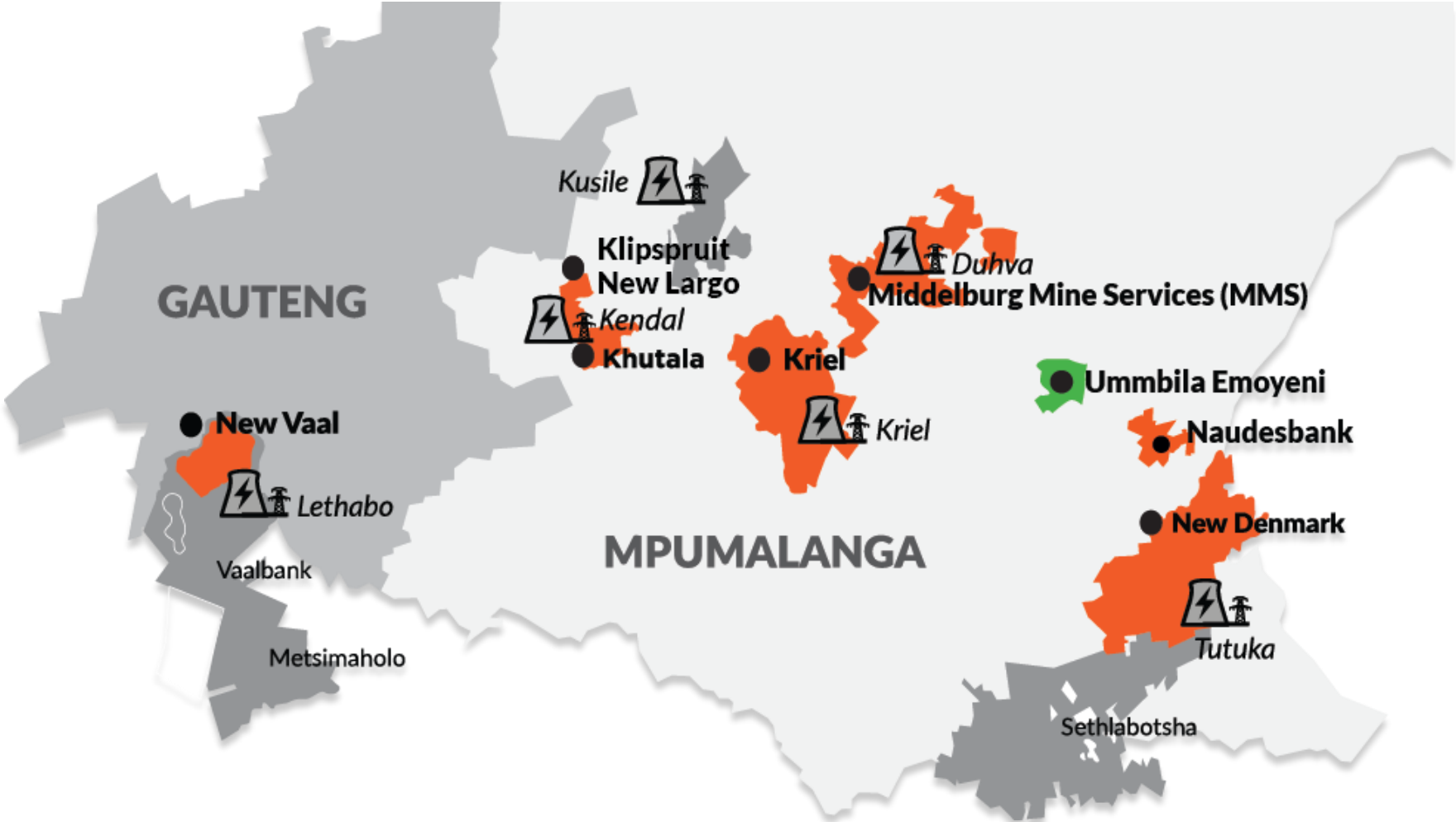
Estimated base-load
supply from New Largo
to Kusile station



± 32%

Of Eskom's electricity
is generated from our
coal

Seriti Footprint

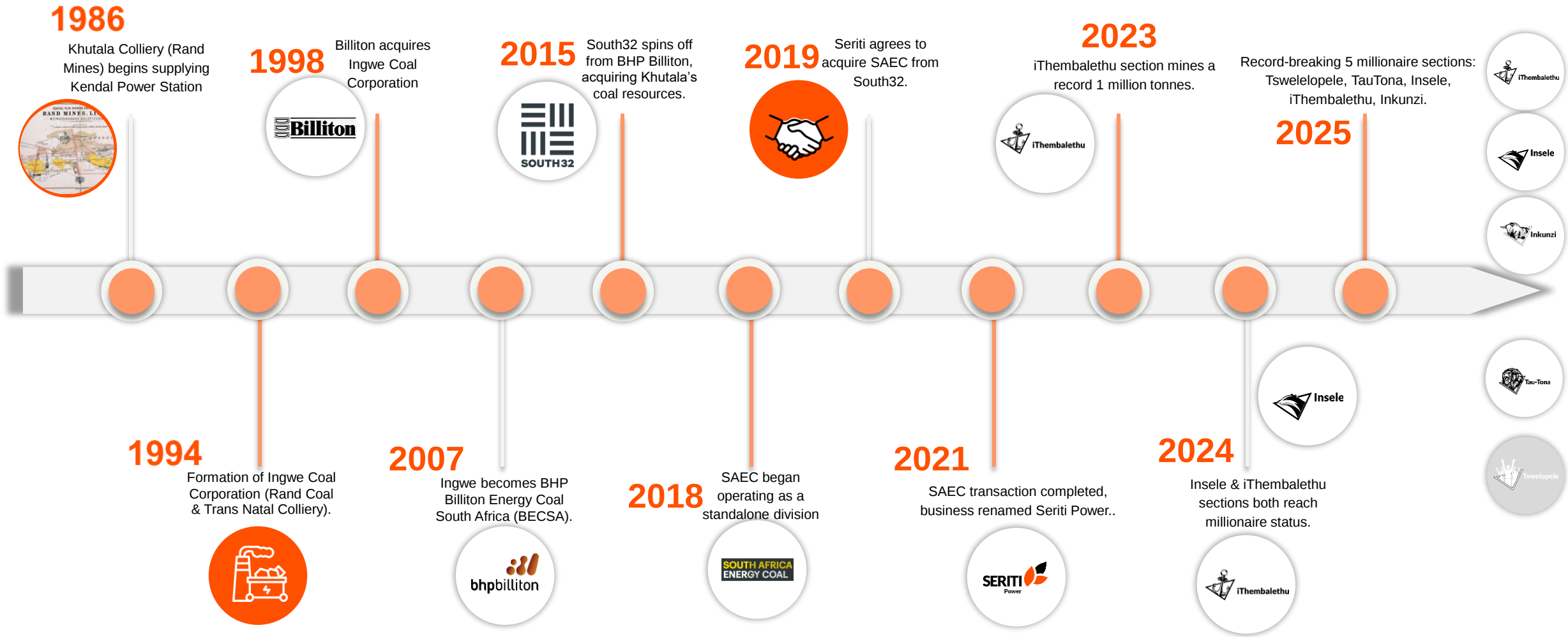


- New Vaal
- Klipspruit New Largo
- Khutala
- Middelburg Mine Services



- Umbila Emoyeni

Historical Timeline



Khutala Overview

Overview & Context

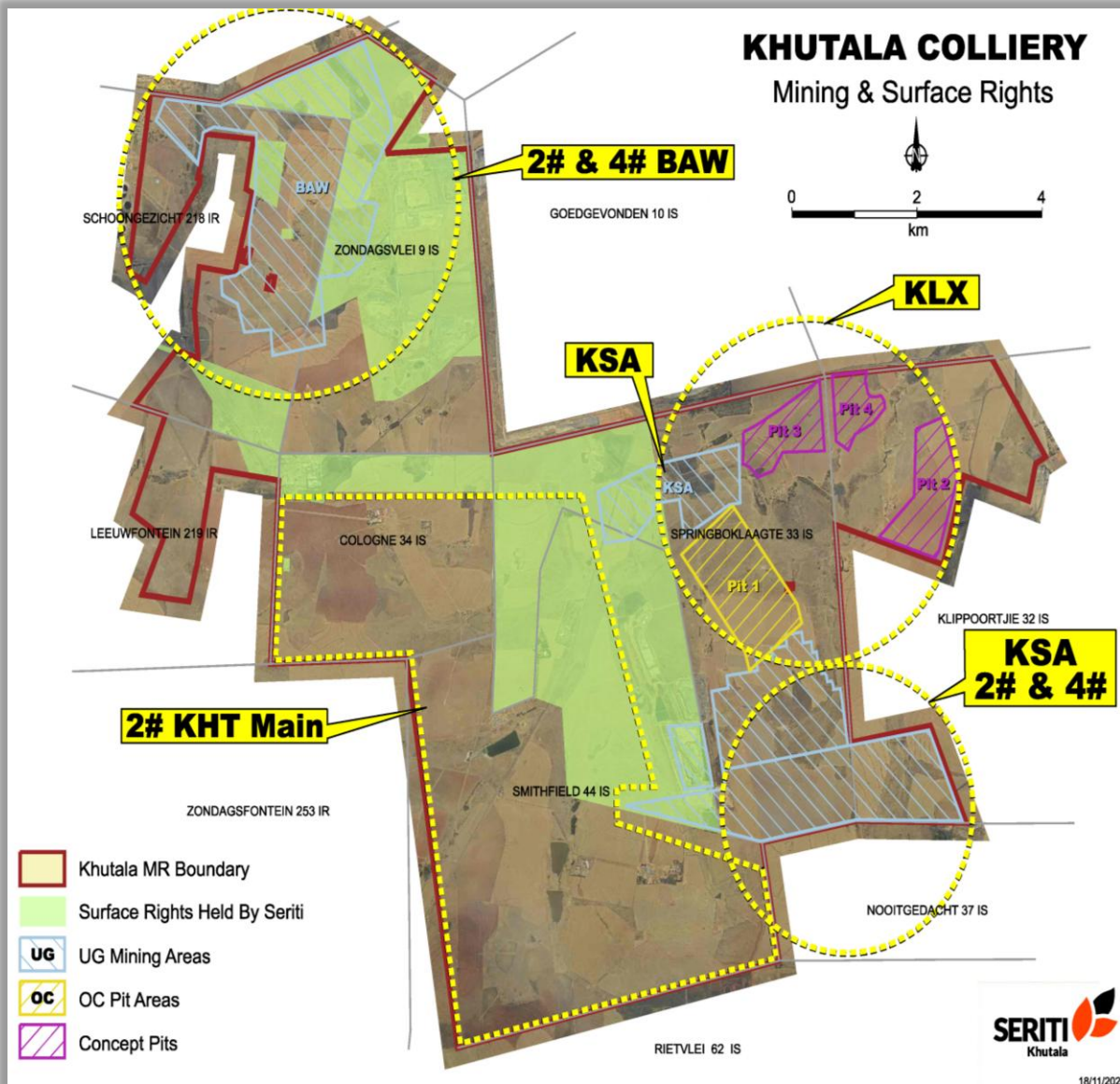
Context

- Underground operation with 8 production sections
- Workforce FY27: 1,422 full-time employees and 1278 contractors
- CSA valid until December 2033
- Seriti Coal buy-ins, Annexure A extension until FY28 and Annexure D expire end FY34
- Coal buy-ins support compliance with 240 coal quality specifications
- Beneficiation Plant (DMS) for UG to commence in FY29
- KLX Pit 1 to commence in FY27- first coal in Nov 2026
- LIFEX opportunities include KLX Pit 2,3 & 4 and UG 5#

Overview

Thermal coal market	Eskom
Marketable coal reserves	108.940Mt
Coal resource (inclusive)	LoM – 342.267 MTIS LifeX – KLX Pit 1: 4# & 2# 54.2Mt (FY27) 5# KLX – 3.6Mt (FY27) 5# UG – 18.7Mt
Mine life (Go-forward Option)	18 years
CSA end Date	December 2033
CSA Annual Volume	12 Mtpa
FY26 Saleable production	Tot – 8.9Mt (UG – 5.4Mt)

Operations Map



2

Introduction to TARP



Introduction to TARP

❑ Trigger Action Response Plan (TARP)

❑ What is it?

- A well-structured risk management tool that assists in ensuring that FOG risks are identified and managed proactively before they can lead to an unwanted event.
- The system defines the **specific trigger point** based on ground conditions observed, the **actions** to be taken when the triggers are activated, and **the responsible people** to carry out those actions.

❑ Importance of the system?

- Enables the 'man' at the face to identify FOG risks and take action at the lowest level possible.
- Assist the workforce in exercising section 22 & 23 of the MHSA
- Not limited to FOG – can be used in addressing other operational risks

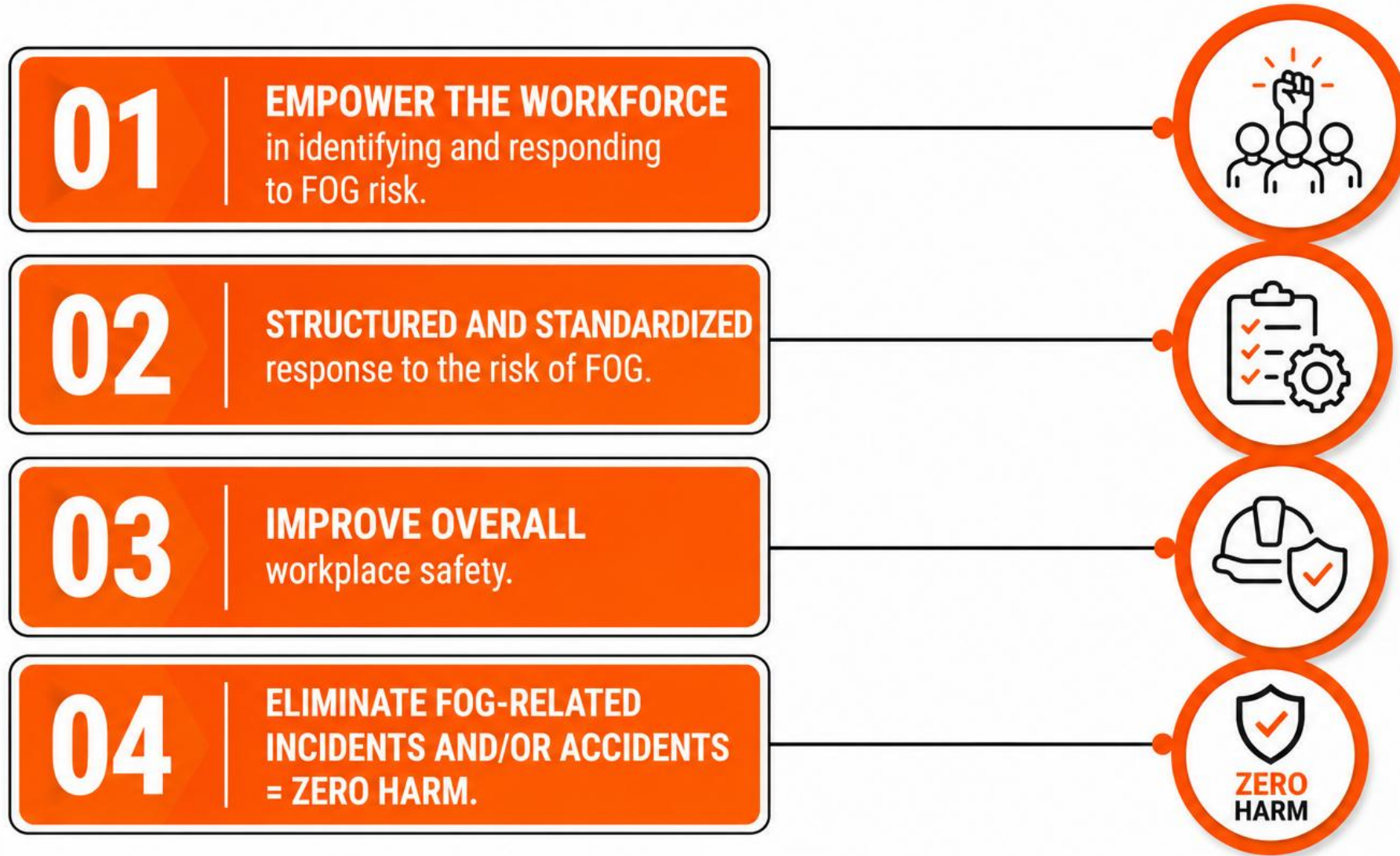


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Key Objectives



Key Objectives: Why TARP?

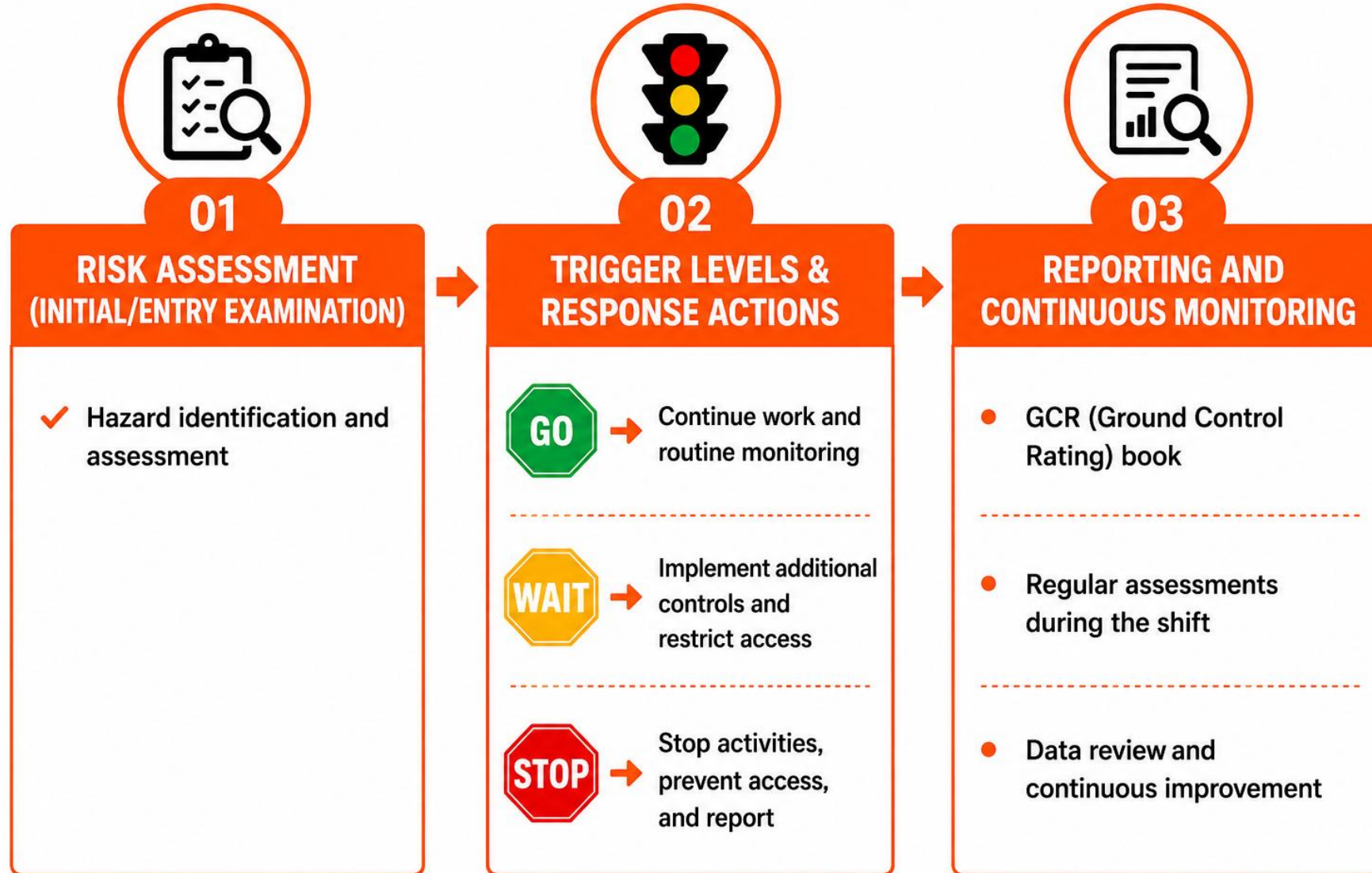


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Key Components of TARP



Key Components of TARP

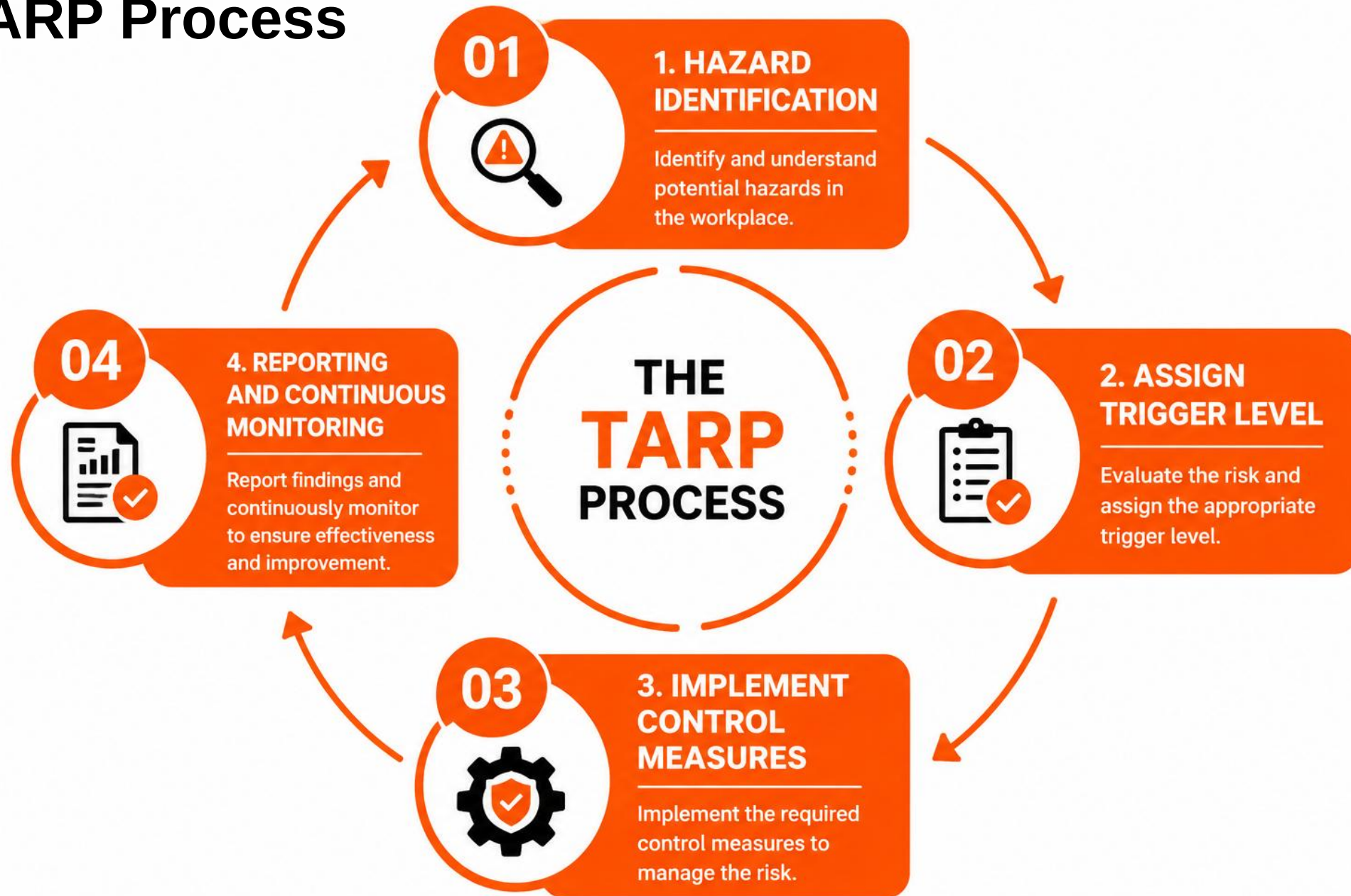


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The TARP Process



The TARP Process



The TARP Process

Hazard
identification

Physical and Visual Inspection during Initial/Entry Examination



The TARP Process

Assign
Trigger levels

Demarcate the heading utilizing a GCR (Ground Control Rating) board as per the hazards observed

NORMAL	GO	PASOP	PASOP	STOP	STOP
- No geological discontinuities detected - No Slips present - No Faults present - No Cracks present - No Dykes present - No Coal domes present - Geological structures have been supported.		- Slips/ Joints/ Faults/ Cracks - extending across the bord from pillar to pillar. - Slips extending for less than 10 m in a roadway or split - Multiple slips/ fault / joints with width of zone < 3m. - Dyke stringer - Fault with throw less than 0.5 m - Slips daylighting in the rib side less than 2 m from pillar corner - Abnormal guttering - Coal domes/ fossils/ frozen coal present along the roof		- Slips/ Joints/ Faults/ Cracks - parallel or sub - parallel to the roadway or split. - Slips extending for more than 10 m in a roadway/ split/ intersection. - Multiple slips/ faults/ joints with width zone > 6m. - Multiple slips/ faults/ joints with width zone > 6m into the planned intersection - Dyke or burnt coal intersected (unplanned) - Fault with throw greater than 0.5 m associated with adverse ground conditions. - Floor heave - Movement of telltale, buckled roof bolt plates.	
No water/ dampness in the roof/ ribsides		Dampness around the bolts/ water dripping from roof bolts.		Water not draining, excessive water seepage/flow	
- Roof brow less than 0.5 m in thickness - Roof brow has been supported		Roof brow varies between 0.5 m 1.0 m in thickness		Roof brow more than 1.0 m in thickness	
- Support to mine standard - Support not damaged		- Support not to standard - Support damaged - Reverse spin failure		- Support units failed - Loose slabs between support units - Resin disappearing into the hole	
Pillars are stable		Pillar scaling less than 0.3 m throughout the section within the last two splits		Pillar scaling more than 0.3 m throughout the section within the last two splits / pillar punching	
Bord width exceeds standard by 1 m		Bord width exceeds standard by 1 – 2 m.		Bord width exceeds design/standard by more than 2 m.	
Diagonal span across the intersection is between 11 m and 12 m.		Diagonal span across the intersection is between 12 m and 14 m.		Diagonal span across the intersection is more than 14 m.	
Declaration:					
Responsible person:		Responsible team:		Responsible team:	
Face boss/Miner		- Face boss/Miner - Shiftboss		- Face boss/Miner - Shiftboss	
Response Team Required:					
N/A		Orange Response team:		Red Response team:	
		Shiftboss		- Mine Overseer and Section Manager - Strata Control Officer and/or Rock Engineer	

Face Boss / Miner in Charge: **N. ZWANE**
Shift: **A / S**

NO UNAUTHORISED ENTRY

Road	BELT ROAD
Mining Height	4.5 M
Bord Width	6.6 M

GROUND CONTROL RATING

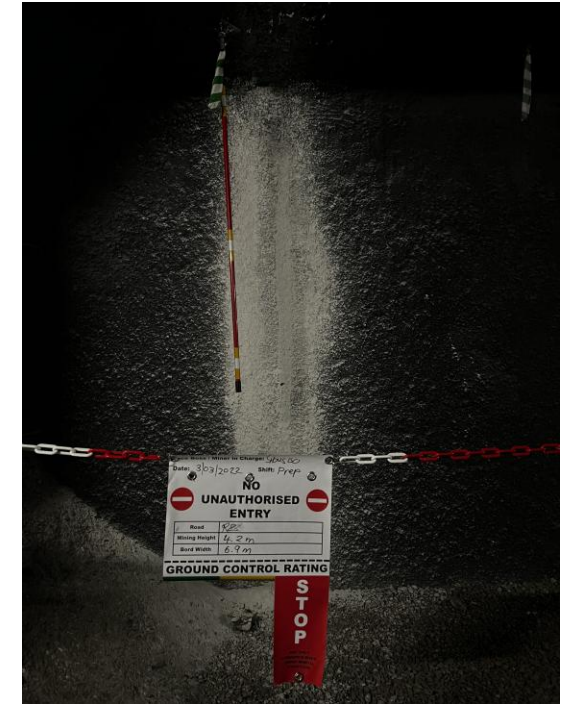
NORMAL CONTINUE WORKING AS NORMAL	PASOP ADDITIONAL SUPPORT REQUIRED AS PER STANDARD	STOP MAY ONLY COMMENCE WORK UNDER SPECIAL CONDITIONS
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The TARP Process

Assign
Trigger levels

- One rating at a time
- Only a miner/face boss may open a GCR board



The TARP Process

Implement control measures

Feature	Class	Comments
No hazards observed.		All working faces where no hazards are identified are Green.

Feature	Class	Comments
Geological Discontinuities (e.g. Slips, Joints (Cracks), Faults, Sills) Domes Fossils - Slips and Geological Features - Single Slip, Joint, Fault - (Slip / Fault / Sill extends across the bord from pillar to pillar) - Multiple (parallel / sub – parallel) Slips, Joint, Faults extends across the bord from pillar to pillar (Width of the zone is less than or equal to 3.0 m) - Slip, Joint, Fault daylighting in the ribside OR is within 2.0 m from the corner of the pillar.		- Barricade area until support is installed - Support features according to Panel Multiple Slip, Joint, Fault Support Standard issued - Support to be installed as soon as practicable within the shift (8 hours) - Mark Slips, Joints, Faults with RED paint and indicate weak side of the slip with an arrow where known include information on section plan - Install area cover support units i.e. Welded Mesh - Install RMDs on the weak side of the geological discontinuity (if not sure of the weak side, install on both sides) - RMDs must be installed within 0.5 m from the geological discontinuity - Mine Overseer inspection of support compliance to be carried out within 48 hours of support being installed
Dyke/Stringer / Burnt Coal - Dyke Stringer with normal roof conditions in a roadway or split extending from pillar to pillar		- Treat as per Single Slip, Joint, Fault - No boxing / holing within 10 m from the intersection of dyke stringer OR as per recommendation by RRT
Guttering		- Reduce bordwidth - Install Guttering support standard/ support as per RE/SCO recommendation
Brow - Roof brow more than 200 mm and less than 1.5 m in thickness - Ribside brow more than 500 mm in thickness (within 2.0 m from the pillar corner).		- Install Brow Support Standard OR - Remove brow by trimming the roof.
Pillar scaling / Pillar punching B&P Widespread Pillar scaling less than 300mm throughout the section within the last two splits		- Install Ribside Support Standard - SCO / RE must be notified at the end of the shift - Area to be assessed by the SCO / RE within 48 hours to give appropriate recommendations
Water in the roof Abnormal water from roof / ribsides - Dampness around the bolts - Water dripping from some of the roof bolts - Water dripping from the support holes		- Support holes must be re-drilled if water pours out of them. - Water-relieving holes to be drilled in the intersections and where deemed necessary by the ORT - Depth of water relieving holes must be to mine standard



The TARP Process

Implement control measures

Feature	Class	Comments
Geological Discontinuities (e.g. Slips, Joints (Cracks), Faults, Sills) Domes - Multiple slips, Joints, Faults extending across the bord from pillar to pillar (Width of zone less than 6.0 m) - Single or multiple Slips, Joints, Faults parallel or sub-parallel to the roadway or split - Single or multiple slips, Joints, Faults will be in the boxing or holing position of the roadways and splits Slips / Geological Feature exposed in split / intersection / planned intersection or holing position. - Fault associated with adverse geological conditions - Dyke - Sill within 2.0 m from roof horizon. - Burnt Coal		STOP and barricade off and report to Mine Overseer Mine Overseer and Strata Control Officer to investigate. If uncertain call the Rock Engineer The following mitigating actions can be taken - Once multiple slips are exposed, cutting in the heading to stop OR holing into area must not be done - Area to be fenced off - Support features according to Panel Multiple Slip, Joint, Fault Support Standard issued - Install RMDs on the weak side of the geological discontinuity (if not sure of the weak side, install on both sides) - RMDs must be installed within 0.5 m from the geological discontinuity - Barricade area with RED rating - Area to be inspected by the RRT within 24 hours of support being installed. - Multiple slips in boxing or holing position of the roadway and split – Leave long pillars if possible If long pillars cannot be left, STOP and barricade the area. Rock Engineering personnel to investigate any circumstances not covered by the standard.
Dyke/Stringer / Burnt Coal - Dyke exposed in a roadway or split with poor roof conditions and multiple features - Burnt coal associated with a dyke or stringer		- Stop mining activities and barricade until the area has been inspected by the RRT.
Brow - Roof brows more than 1.5 m in thickness		- Stop mining activities and barricade until the area has been inspected by the RRT.
Pillar scaling / Pillar punching - Pillar scaling more than 300 mm throughout the section within the last two splits		- Stop mining activities and barricade until the area has been inspected by the RRT.
Friable Roof - Extensive slabbing between bolts - Roofbolts “pulling” into the roof - Weak shale that can easily be broken into small pieces		- Stop mining activities and barricade until the area has been inspected by the RRT.
Monitoring Devices - Red tube on RMD gets pushed out upon trigger - FOG light flashes RED		- Stop mining activities and barricade until the area has been inspected by the RRT.



The TARP Process

Reporting and Continuous Monitoring

GROUND CONTROL RATING BOOK 92192 **SERITI** Khutala

The scale must be completed at beginning of shift by the Face Boss after he initial commencement.
Each Face must be rated according to the Ground Control Rating System.
Unexpected faces must be initially examined from second level line of support and rated accordingly.
Any abnormal conditions face which require action to improve must be reported to Upper / Face Boss who will then re-rated accordingly.
Should the Miner / Face Boss / Shiftsman notice abnormalities after support has been installed, the area must be re-rated accordingly.
NB: Retested required the tension prop every shift and cautioning the book after NO, the area under examination.
After stoppage an area and it is rated as per STOP; it must be reported to the MDO and re-work to ensureance unless special instructions from MDO / SCO are issued.

	NORMAL	(N) Face condition good and normal mining can continue
	PASOP	(P) Face conditions need special attention (Shiftboss to undertake)
	STOP	(S) Face conditions bad (MLO or SCO to give special instructions MDO in attendance when SCO to undertake)

Section: Khutala Date: 2024 Shift: A/S

Panel No	Previous rating	Current rating	Miner / Faceman	Shiftboss	Time of exam / examination by Shiftboss	Examination	Comments	Not as / Needs as STOP	
						Comments by Shiftboss / Faceman OR Re-constructed or details	Signature Miner or Shiftboss / Crede's Officer	Comment after inspection of area identified as Pstol or (STOP)	
R5	N	N	KB	KW	12:00	Continue as Normal	(Good Floors & walls)		
R6	N	N	KB	KW	12:05	Continue as Normal			
R4	N	N	KB	KW	12:10	Continue as Normal			
R3	N	P/SoP	KB	KW	12:00	Minor spalls in roof (Monitor closely)		Inspected area and reinforcement installed	
R2	P/SoP	P/SoP	KB	KW	12:05	Side prop required			
R1	N	N	KB	KW	12:15	Continue as Normal			
BM	N	N	KB	KW	12:25	Continue as Normal			
L1	N	N	KB	KW	12:30	Continue as Normal			
L2	N	N	KB	KW	12:35	Continue as Normal			
L3	N	N	KB	KW	12:40	Continue as Normal			
L4	N	N	KB	KW	12:45	Continue as Normal			
L5									
L6									

Additional instructions / Comments

* Side props required in R3. Spalls on the middle (S20) at L2. Missing straps on L1. Continue close monitor Mining may continue and the overall state now remained satisfactory.

* Stoppage on P/SoP in the work side of the Slip in B3.

Shiftboss:  Mine Overseer:  Section Manager: 

WHAT IS IT?

- A document used to indicate the hazards observed in the section and the rating issued for each hazard

WHO COMPLETES IT?

- To be Completed by the MINER/Face Boss.
- The Shift boss must sign during their over-inspections to confirm the support condition.
- Should the face be rated Red (Stop), then work should stop and be reported to the MO. The MO and Rock Engineering personnel to investigate and issue special instructions.



5

Key Challenges with TARP



Key Challenges



EMPLOYEE TRAINING

- Ensure all personnel understand trigger levels, response actions, and reporting procedures.



CONSISTENT IMPLEMENTATION

- Apply the TARP consistently across all sections and shifts.



RESISTANCE TO CHANGE

- Some employees may rely on personal judgment instead of following predefined trigger actions.



COST

- Investment requirements for acquiring the new GCR boards and Books.



6 Best Practices and Interventions



Best Practices and Interventions

Weekly Strata Training (Induction)

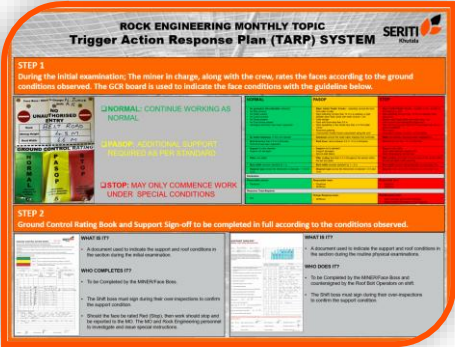
STRATA Audits, CCVs, and Inspection sheet for MOs

Leading and Lagging Indicators

Monthly Safety Topics

FOG Campaigns

Structured VFLs (Visible Felt Leadership)



Khatula Colliery Mine Overseer Underground Fall of Ground Risk Management Verification				FOG Risk Management Verification Ref:	
Area	Section	Page Number	Page	Assessment	
				1. JOT A & C verification 2. Review JOT Risk Management verification	
Stop and Look for Hazards	No Red TARP/ FOG Hazards present				
	Uncontrolled Orange hazardous present and sufficient resources to manage risk				
Assess Controls	Unlikely and/or unlikely to impact and meet risk areas safe				
	Highly thought control cannot be carried out				
	Unlikely to impact, but not controlled				
	Uncontrolled/Unlikely failure				
	Uncontrolled failure, dependent failure				
	High failure rate – no failures since previous risk making				
	Uncontrolled failure in developing failure				
	Difficult or impossible to identify hazards				
	Multiple cycles of risk making or continuous stop and fix				
	Of Risk and if not stopped				
	Unlikely regarding required controls				
	Uncontrolled excavation failure underway				
	Uncontrolled excavation failure likely				
	Uncontrolled excavation failure likely				
	Hazards cannot be managed				
	Available controls do not reduce risk to potentially serious risk				
	We need assistance				
	Immediately stop and remove personnel and equipment from risk areas, and				
	+ Fence risk area				
	Follow Red TARP/ FOG Response plan to manage change				
Manage	Continue with Support Strategy				
	Implement stop and fix action or fence risk area until made safe				
	Minor or Support & Control actions taken when all risk areas safe				
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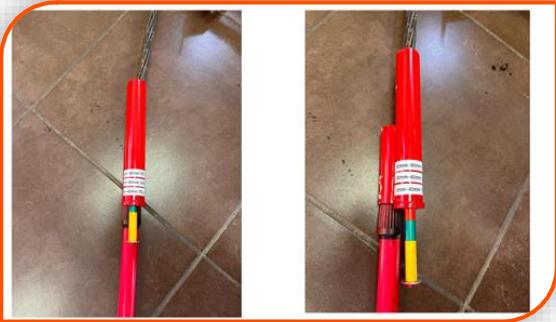
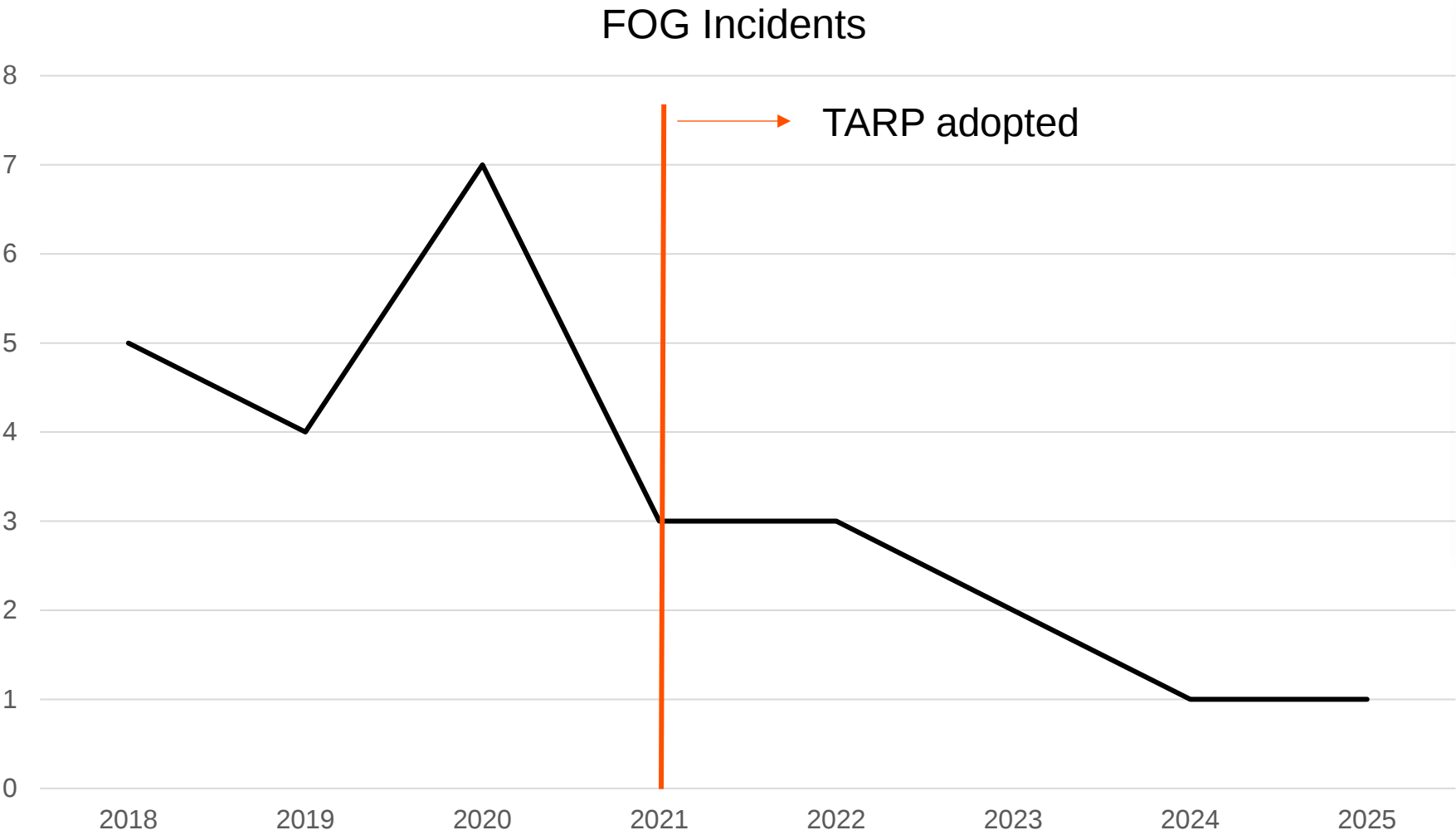


7

Safety Performance



Safety Performance



8

Conclusion and Recommendations



Conclusion and Recommendations



The TARP system is an effective tool to manage the risk of FOG



Risk management is not solely reliant on management



Continuous monitoring and coaching are required



Reduced FOG incidents over the years



Implement TARP in the back-bye (mined-out areas)



TARP can be used to manage other risks other than FOG, i.e., dust, gases, etc



Thank You

