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Yi (Christine) He appointed as Managing Director and Chief Executive Officer of MC Mining Limited

MC Mining Limited
Previously Coal of Africa Limited
(Incorporated and registered in Australia)
Registration number ABN 008 905 388
ISIN AU000000MCM9
JSE share code: MCZ
ASX/AIM code: MCM

ANNOUNCEMENT

25 September 2025

YI (CHRISTINE) HE APPOINTED AS MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER OF MC MINING LIMITED

MC Mining Limited (MC Mining or the Company) is pleased to announce the appointment of Ms Yi

(Christine) He as Managing Director and Chief Executive Officer of MC Mining Limited with effect from

1 October 2025. Ms He has already been serving as Interim Managing Director and Chief Executive Officer since 1 July 2024 succeeding Mr Godfrey Gomwe.

Ms He has demonstrated her value to the Company both as an active shareholder over the years and,

more recently, as a full time executive. Ms He has been instrumental in driving the transition of the

Company from an exploration focus to the current positioning towards sustainability through

development, construction and operation of globally competitive, cash generative high quality coal

assets in South Africa. Ms He has played a pivotal role in raising equity, restructuring the cost base

and appointing a new leadership team that has laid solid foundations for the Company to, in particular,

meet its target for coal production at the flagship Makhado Project in calendar year Q1 2026.

Mr Mathews Senosi, the Company Board Chairman said: "We are privileged to have been able to

secure Christine on a full time basis at a critical stage of the execution of our strategy. Christine is

uniquely placed as a custodian of value for the various diverse stakeholders of MC Mining given her

lengthy history with the company as a shareholder, track record of delivery as an executive and

knowledge of the business cultures that will contribute to our success."

Ms He has a bachelor's degree in English Literature from Sichuan University and over 20 years' experience at senior management level. Her broad commercial experience includes, amongst others, the financing, development and execution of large construction and mining projects. As an investor Ms He has participated as a major shareholder of the Company for more than 23 years.

Material terms of Ms He's appointment are as follows:

Material Provision	Description
Positions and Chief Executive Officer	Managing Director
Start Date	1 October 2025
Term terminated by either party on 6 notice or breach of contract in employment agreement policies	On going unless months' written accordance with the and the Company's
Starting Annual Guaranteed Cost to Company	ZAR3,500,000
Performance Based Bonus Scheme for participation in the Performance Incentive Scheme as to time including both short incentive schemes. The roles of up to 200% of the annual company upon attainment of individual targets	The roles qualify Company's published from time term and long term qualify for a bonus guaranteed cost to agreed Company and
Performance Rights Shares for participation in the Performance Rights Scheme as to time. This may include allocations as approved by the shareholders as relevant	The roles qualify Company's published from time share option Board and

This announcement has been approved by the Company's Board of Directors.

JSE Sponsor: BSM Sponsors Proprietary Limited

About MC Mining Limited:

MC Mining is an ASX/JSE-listed coal exploration, development and mining company operating in South Africa. MC Mining's key projects include the Uitkomst Colliery (metallurgical and thermal coal), Makhado Project (hard coking coal), Vele Colliery (semi-soft coking and thermal coal), and the Greater Soutpansberg Projects (coking and thermal coal).

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