

3.1.2 Executive Minutes – 20 April 2023

Executive Committee Meeting Minutes

20 April 2023

Draft Executive Committee Minutes of the World Coal Association

Executive Committee Directors and Alternates Present

Kate Campbell	Adani
Janpeter Bekkering	Caterpillar Global Mining
Brian Thompson	Komatsu
Roman Golovin	SUEK
July Ndlovu (Chairman)	Thungela
Nikki Fisher	Thungela
WCA - Michelle Manook	WCA
Michael Van Maanen	Whitehaven Coal

Executive Committee Directors and Alternates Apologies

Paul Fennelly	Adani
Pramod Agrawal (Vice Chair)	Coal India Limited
Veera Reddy	Coal India Limited
Jim Grech	Peabody
Matthew Nugen	Peabody
Doug Gain	Seriti
Mike Teke	Seriti
Maxim Basov (Vice Chair)	SUEK

1. Chair Opening Remarks

Apologies and Introductions

The Chair welcomed everyone to the meeting and the Agenda was formally adopted.

The Chair noted that apologies were received for Doug Gain and Mike Teke (Seriti), Pramod Agrawal and Veera Reddy (Coal India), Maxim Basov (SUEK) and Jim Grech (Peabody).

Noting of Competition Law Compliance Guidelines

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

2. Minutes of 16 February 2023

2.1 Approval of Minutes

The Chair presented the Minutes of the previous ExCo 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 Q2 Profit or Loss Actual

The Finance and Governance Director provided an overview of the FY23 Q2 Profit or Loss actual stating that the:

- Membership Fees were negatively impacted due to timing differences in realisation of new fees budgeted;
- Surplus brought forward from the FY22 unaudited figures, as well as the Surplus / (Deficit) for the Q1 FY23 (actual and budget);
- Remuneration, Administration and Governance variances were impacted by timing allocations;

- Financial Charges were negatively impacted by higher than budgeted bank charges as well as the impact of exchange rate differences. It was also noted, the use of FExC contracts to hedge against losses was being considered and an update would be provided in Q3;
- Depreciation and Amortisation variances were due to incorrect Fixed Asset Register base and audit adjustments in FY21 not effected; and
- the Work Programme expenditure was above budget due to timing differences relating to roadshow costs and recoveries.

3.1.2. FY23 Q3 Cash Flow Forecast

The Finance and Governance Director presented the Cash Flow forecast for Q3 FY23 to the Committee stating that:

- cash management continues to be carefully monitored and optimised ensuring a minimum surplus target of 3 months expenditure is covered;
- Remuneration (£ 298 096), Office Running Costs (£ 36 494), Governance (£ 6 933), Finance Charges (£ 628) and Work Programme Expenditure (£ 64 222) forecasted payments were noted; and
- Forecasted receipts from Membership Income expected by end of May 2023 subject to member and bank due diligence.

3.1.3. External Audit – FY2021-22

It was noted that PKF Littlejohn had commenced the audit and results presented to the Board at the WCA78 Board Meeting in May 2023.

3.1.4. Delegation of Authority (DoA) Matrix Review

It was noted that expenditure or contracts delegation limits had been reviewed and the following new limits approved:

- Board Approval - Unlimited;
- Executive Committee - £120 000;
- Chief Executive after consultation with Chairman - £100 000;
- Chief Executive - £75 000; and
- Director Finance & Governance - £25 000.

3.2 Governance

The Chief Executive presented updates in conjunction with the Chairs of PECo and BCCo on the following governance matters:

3.2.1 Policy and Engagement Committee (PECo)

New Members were provided with an introduction to the Policy and Engagement Committee (PECo) and advised it was established to serve as a forum for monitoring and evaluating progress in the WCA's projects and engagement activity related to global public policy issues.

It was noted that the Policy and Engagement Committee's (PECo) met on 5 April 2023 with discussions centring around:

- Future Coal and the role of 'Abated Coal Stewardship';
- review of Industry and Government engagement over the past 6 months;
- upcoming Asia engagement (Singapore & China);
- forward strategy and rebranding; and
- Members Lounge.

3.2.2 Brand and Communications Committee (BCCo)

New Members were provided with an introduction to the Brand and Communications sub-committee (BCCo) and advised it was established to discuss and build consensus around key brand and communications issues.

It was noted that the Brand and Communications Committee (BCCo) met on 29 March 2023, with discussions centring around:

- meeting attendance and if there is a better way to increase participation (a survey to BCCo Members to be circulated).
- company, industry, and country updates from committee Members;
- rebrand process update;
- WCA media research;
- digital performance update;
- WCA website development; and
- Members Lounge.

3.2.3 WCA78 Board / AGM38 Meeting & Events

The Chief Executive advised that registration for the WCA78 Board and AGM38 Annual General Meeting being held in-person at the Fairmont Hotel, in Singapore on 17 May 2023 were open and the Agenda and Board papers would be sent closer to the time.

The following events planned over the two days:

Day 1 (Tuesday 16 May 2023)

10h00 - 17h00 (SGT) "Future Coal" Leaders Forum

19h00 - 21h00 (SGT) Networking Reception

Day 2 (Wednesday 17 May 2023)

10h00 - 12h00 (SGT) WCA78 Board Meeting

12h00 - 12h30 (SGT) AGM38 Annual General Meeting

12h30 - 14h00 (SGT) Board & Members Lunch

The Chief Executive further advised that the "Future Coal" Leaders Forum is attracting an esteemed audience from across the Asia Pacific region to discuss the future of coal, and features

an Opening Address given by WCA Chairman July Ndlovu and the following four sessions covering:

- Energy security roundtable;
- Advanced Coal Power Solutions;
- Sustainable Coal Production; and
- Advanced Coal Applications.

It was noted that SUEK were sponsoring the “Future Coal” Networking Reception and Board dinner and were thanked accordingly.

3.2.4 WCA79 Board Meeting & Events

The Chief Executive advised that the WCA79 Board Meeting & Events, would be held in-person, in Beijing over two days from 24-25 October 2023. The WCA79 Board Meeting and Board Dinner will be held on day one, followed by a WCA Technical Workshop / International Coal Forum on day two. Further details on venue and accommodation will be provided in due course.

The Executive Committee were also advised that the China Coal & Mining Expo 2023 will be held at the New China International Exhibition Center (NCIEC) Beijing, China from 25-28 October 2023.

3.2.5 Secretariat Movements

The Chief Executive advised that following a global search for additional resources which focused on the key coal markets, Shyam Pallav as International Policy Analyst (India) and Brandon Jenniker as International Government Engagement Officer (South Africa) had been appointed to support Paul Baruya, Director Strategy and Sustainability.

The Executive Committee were also provided with an overview of the WCA Secretariat structure. Janpeter Bekkering (CAT) requested a copy of an updated secretariat organogram to include country of operation and distributed to Members with the minutes.

3.3 Membership

The Chief Executive updated the Executive Committee on the following quarter highlights:

- no Company or Director resignation, or company nominations were received during Q2;
- South African mining investor Menar were welcomed as a new WCA member in February, and we are delighted to have their innovative and passionate involvement in carving out a new niche for coal;
- we also welcomed Exxaro as a Corporate Member and American Coal Council as a new Associate Member and are looking forward to working closely with Emily Arthun and her team, as well as our US Members, including Peabody, Komatsu and Xcoal, as we plan for our upcoming US Roadshow and start rebuilding our US network, which remains a coal powerhouse; and
- Membership engagement continues and plans are in trend to support a China Roadshow at the end of the year; and a special note of thanks to our Executive Committee Members who support, both the recruitment of new Members as well as the retention of current Members was noted.

The following upcoming activities to support Membership engagement were also noted:

- discussions with China Energy who have signalled their intent to re-join under their new leadership were progressing; and
- Maxim Basov (SUEK), our Vice Chair, and Roman Golovin received a special thanks for delivering on a key action to re-engage China Energy as well as other stakeholders.

4. Evolving Coal Work Programme Update

4.1 Reputation Management

The Chief Executive advised that progress on WCA's Future Coal Strategy has started to take shape and that the Reputation Management Q2 activities in support of our *Evolving Coal Work* programme included:

- media engagements following on from our successful Roadshows;
 - Australian Op-ed: "Energy Debate Falling into an Alternate Reality,"
 - This successful op-ed by Chief Executive compared the blurring lines between fact and fiction in the energy debate and how coal is routinely undermined through extremist media reporting.
 - South African OpEd: "An Uncomfortable Reality is Dawning..." as translated into a social media post received the most reactions in its history with over 775 reactions on LinkedIn.
- Bowen Basin Mining Club Yearbook - We are proud to have been asked again to provide the Bowen Basin Mining Club with a review of the year that was in its BBMC Yearbook 2022. In this article, our Chief Executive maintains that 2022 will go down in history as a stand-out one for coal, with coal's unexpected re-entry as an energy stabiliser and security blanket.
- continuation of high-level speaking engagements and keynote addresses:
 - Turkish Clean Coal Summit (Ankara, Turkey 24-25 April 2023); and
 - American Coal Council's Coal Market Strategies (CMS) conference (Utah, USA 8-10 August 2023).
- completion of Abated Coal Eco-System mapping to support our Abated Coal/Future Coal Strategy; and
- the continued development of the WCA Communications Assets Suite.

The Chief Executive provided an update on WCA's Media success as follows:

Media Report

Independent media research confirms cut-through across key themes (Just Transition, Cost of Transition, Sustainable Development Coals, Carbon Footprint) with audience exposure of 17,153 mentions for a reach of 42.2 billion (for 14 month-period).

Overall media sentiment was 19% positive, 79% neutral (for 98%) and 2% negative. Reach was highest in - Major news, by country, was ranked in order: USA, India, UK, South Africa, Australia and Switzerland. Research indicates that the time is right for a Future Coal communications campaign in the United States.

Social Media

The WCA's LinkedIn account has continued to grow exponentially. Since the start of 2023, the WCA has achieved three monumental targets - over 10,000 followers, the most reacted post in its history with 774 on Chief Executive op-ed in the Sunday Times.

Further analysis is available in the [WCA's Q2 Report](#) on the Member portal.

Website

The WCA's website update will include clean coal technologies that exist, how they work, and supporting case studies. A further section will include coal's versatility, the critical minerals it contains and coal to hydrogen and agriculture. Once completed, the website will undergo another SEO project to optimise performance.

Upcoming Q3 Activities to be noted included:

- Bowen Basin Mining Club Crib Room - Podcast (April 2023);
- Brazilian Coal Association - Virtual presentation at their May 2023 strategy meeting, their audience will include government officials, congressman and Mine and utilities owners; and
- VI IEA-IEF-OPEC Symposium on Gas and Coal markets (May 2023- Paris) – Key Address (under consideration).

The Chief Executive provided an update on the Reputation Management Project (RMP) advising that:

- WCA's rebrand process had been reignited with a global pitch to identify a boutique agency which can rebrand the organisation by name, logo, and identity;
- from eight global organisations, two agencies were shortlisted, and the Chairman was asked to consider four final concepts (two from each agency); and
- the preferred concepts (Future Coal and Coal Next) were provided by Indian-based advertising agency, Chlorophyll and these concepts will form a video pitch that will be sent out to all sub-committees and board members for their early review ahead of the May Board meeting in Singapore on May 17.

The Executive Committee were advised that a rebranded WCA would validate our members' strengths, leveraging their commitments to abatement, environmental, social and governance (ESG), responsible Coal Principles and the Paris Climate Change Agreement.

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, reinforced with the recent appointment of an International Government Engagement Officer and International Policy Analyst;

- opinion editorials in major media (Sunday Times, Daily Maverick) by the Chief Executive and the Chair were effectively used to disseminate the key coal narrative;
- Abated Coal Stewardship continues to form a strong component of our advocacy efforts. Through our media channels, we will showcase the impressive efforts our Members are undergoing to spearhead Environmental and Social Governance (ESG) to demonstrate Responsible Coal Principles among our Members. We will continue to foster an enthusiasm to inspire collaboration and innovation among all member no matter what stage of the ESG ladder they are on. Stewardship advocacy will also look to engage with members with government and financial stakeholders to unlock new potential; and
- the WCA is also investigating a scheme to showcase, our Members, and how Responsible Coal Principles are being demonstrated in a variety of ways, acting in the spirit of the UN SDGs and as an inspiration to others.

Upcoming Q3 Activities to be noted included:

- WCA Director Strategy, Sustainability & Government (SSG) to provide Keynote address to the Clean Coal Technologies Summit in Ankara, Turkey (24-25 April);
- present to the IEA Symposium on Gas and Coal Markets (11 May);
- collaborative research report with external consultants Roland Berger on effective measures to decarbonise energy systems using advanced coal plants;
- "Future Coal" Leaders Forum, Singapore 16th May – assembling the world's future thinkers in responsible coal production;
- advancing the Responsible Coal Principles to showcase ESG among the Members; and
- advance partnership work programme with existing MoU partners and scope new opportunities in key jurisdictions.

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

5. Any Other Business

There being no further business the Chair closed the Meeting.

6. Close

Matters Arising

Executive Meeting
20 April 2023

ITEM NO	ACTION	BY WHOM	DUE DATE
3.1.1	The use of FExC contracts to hedge against losses was being considered and an update would be provided in Q3.	Secretariat	Q3
3.2.5	Secretariat organogram including Secretariat members country of operations to be distributed to ExCo and shared at the May Board Meeting	Secretariat	April 2023
5.0	Provide Brian Thompson (Komatsu) with Members Lounge login to access in particular WCA speeches, presentations and asset suite.	Secretariat	April 2023