



# Kumba Iron Ore Annual General Meeting

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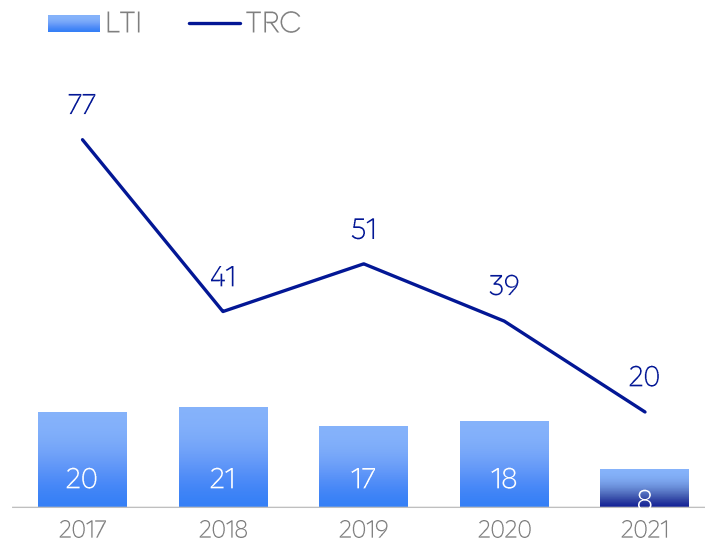
The forward-looking statements contained in this presentation speak only as of the date of this presentation and the company undertakes no duty to, and will not necessarily update any of them in light of new information or future events, except to the extent required by applicable law or regulation.

## Alternative Performance Measures

Throughout this presentation a range of financial and non-financial measures are used to assess our performance, including a number of financial measures that are not defined or specified under IFRS (International Financial Reporting Standard), which are termed Alternative Performance measures (APMs). Management uses these measures to monitor the Group's financial performance alongside IFRS measures to improve the comparability of information between reporting periods and business units. These APMs should be considered in addition to, and not as a substitute for, or as superior to, measures of financial performance, financial position or cash flows reported in accordance with IFRS. APMs are not uniformly defined by all companies, including those in the Group's industry. Accordingly, it may not be comparable with similarly titled measures and disclosures by other companies.

# Focus on a safe, healthy and sustainable future

## Safety



Leading indicator focus  
Elimination of fatalities programme  
Risk reduction and culture

## Health

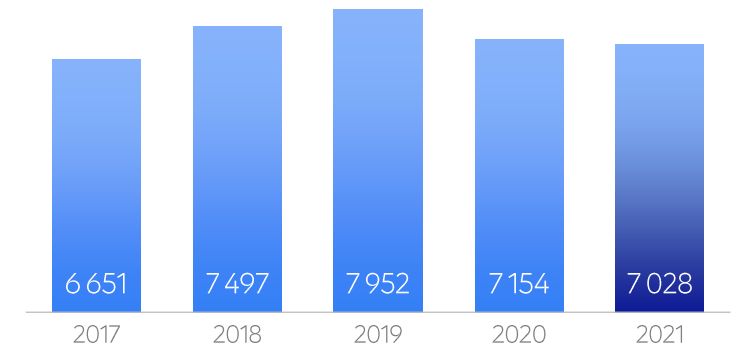
Occupational diseases (new cases)



More than 75% workforce fully vaccinated  
No production lost due to Covid-19  
Improved voluntary HIV testing

## Environment

Freshwater used (BL)



50% less freshwater used by 2030  
>17 billion litres freshwater to communities  
>138 hectares rehabilitated

Note: LTI: Lost-time injuries; TRC: Total recordable case incidents

# FY 2021 results - continuing to deliver value

## Production

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 40.9Mt  
2020: 37.6Mt

## EBITDA

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R64.6bn  
2020: R45.8bn

## ROCE

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147%  
2020: 109%

## Cost savings

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 R0.9bn  
2020: R1.3bn<sup>1</sup>

## Shared value

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R89bn  
2020: R60bn

## Dividends per share

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R103.20  
2020: R60.90

1. Includes R618m of Covid-19 related savings

# Reimagining mining to improve people's lives

Purpose-led, values-driven business

## Maximise asset potential

Operational excellence

Cost efficiencies

Realising full value of premium product

## Life of mine extension

Sishen life of mine to 2039

UHDMS increase premium products

Kolomela life of mine ambition to 2040

## Sustainable mine plan

Trusted corporate leader



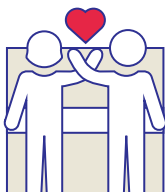
Thriving communities



Healthy environment



Safety



Care and  
Respect



Integrity



Accountability

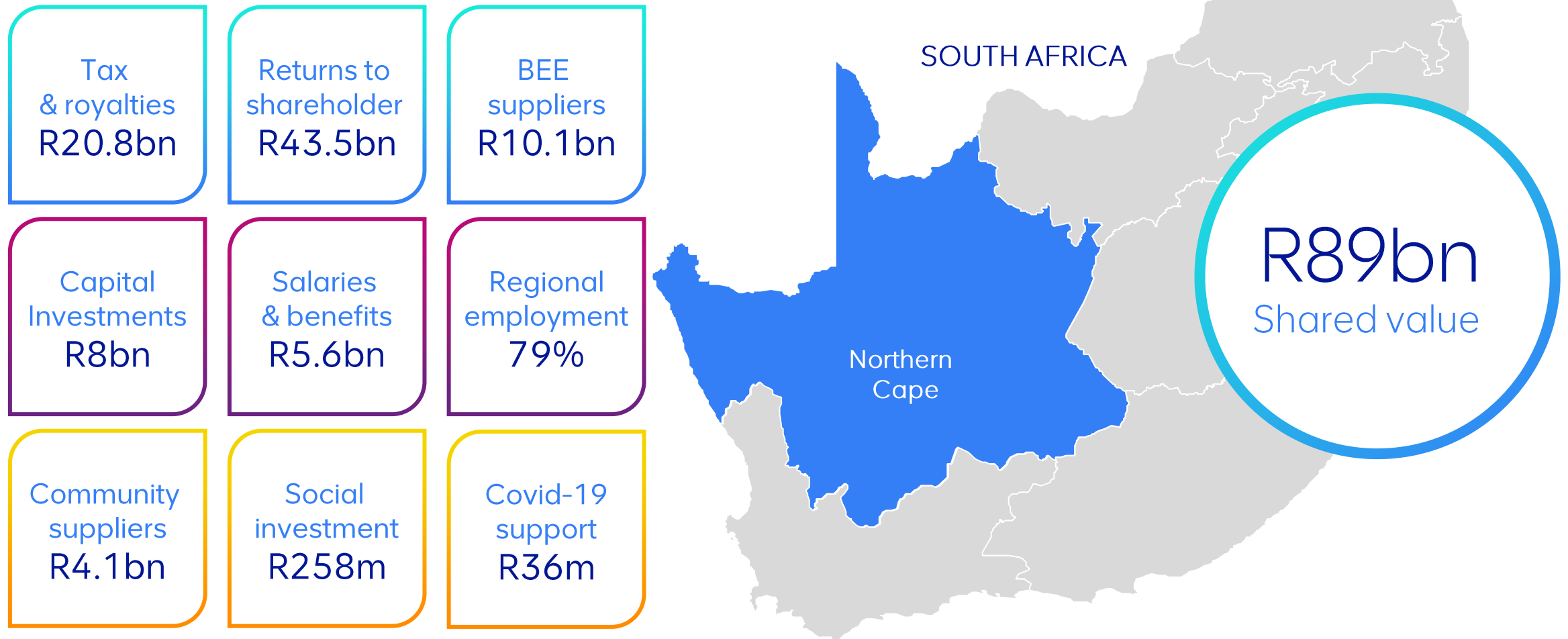


Collaboration



Innovation

# Creating enduring value for our stakeholders





# Putting our people first

Holistic strategy to attract, retain and develop talent



Inclusive  
leadership

Listed in Bloomberg  
Gender Equality  
index

Valued and respected  
colleagues

Comprehensive  
employee share  
ownership scheme

Safe & enabling  
environment

Awareness & action  
on female & gender  
based violence

Fair & supportive  
workplace

Holistic approach to  
mental health &  
wellbeing

# Building thriving host communities

Guided by our Sustainable Mining Plan

## Collaborative Regional Development

7 focus areas through the Impact Catalyst

- Health and economic development
- Municipal partnership
- Agricultural and tourism sector development

Host community business annual spend

2017  
R506m

2021  
R4.1bn

Increased sourcing from black women and youth (%)

Localised spend \*\*

Localised suppliers

R2.0bn

62

Core

R1.0bn

100

Mining support services

R0.8bn

146

Entry

## Education Project

Ambitious targets for 2023+

26 schools  
>16,300 learners

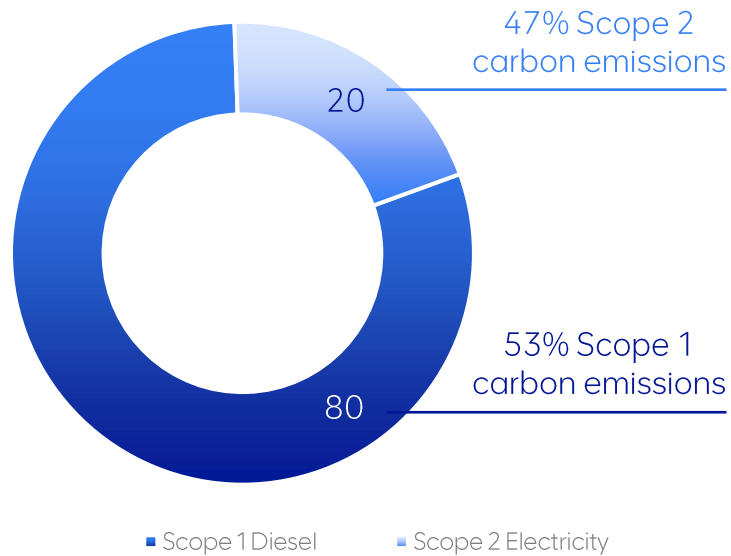


\*\* excluding spend with subcontractors (additional R0.3 billion of local expenditure)

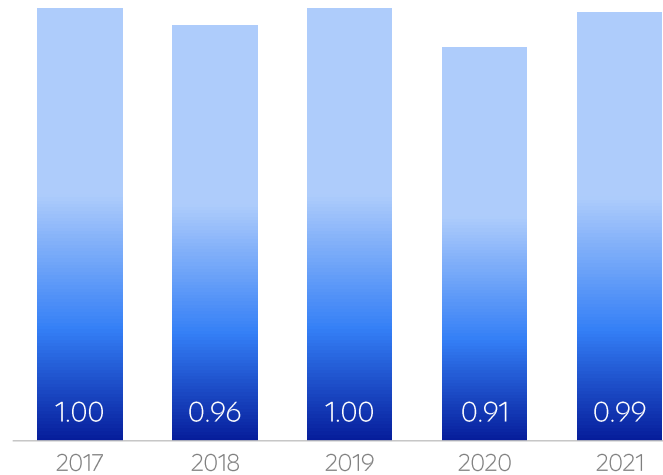


# Towards a healthier environment

## Energy usage (%)



## Carbon emissions (Mt CO<sub>2</sub>e)



## Scope 1 and 2

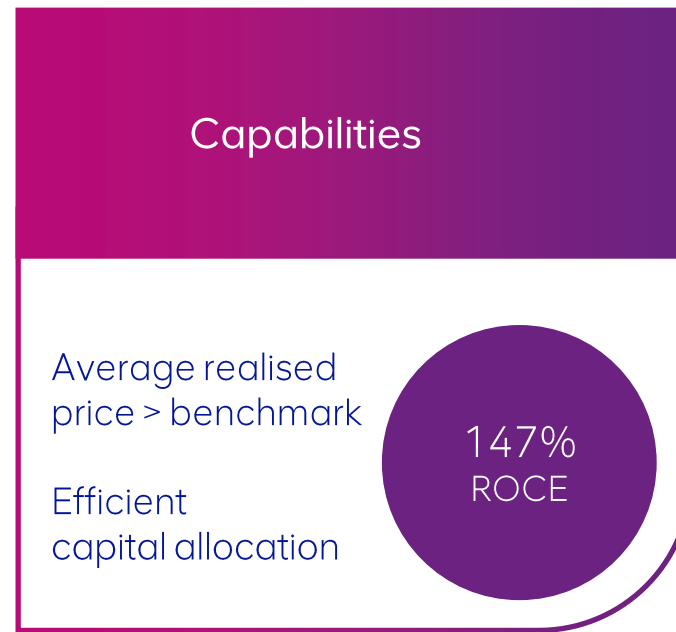
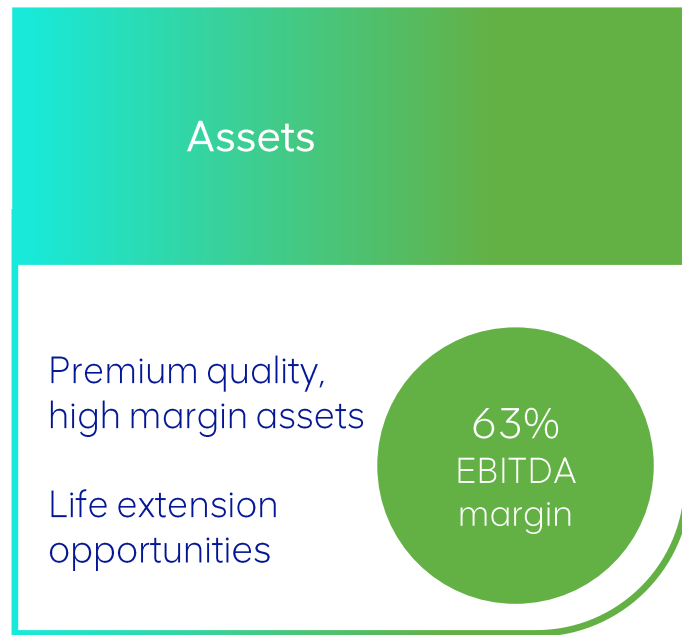
Zero Scope 2 CO<sub>2</sub> emissions by 2030  
Carbon neutrality by 2040  
Solar PV technical & permitting study  
Hydrogen truck pilot at Mogalakwena

## Scope 3

UHDMS high quality lump product  
Building partnerships with steel industry  
LNG freight shipping vessels

# Reimagining mining to improve people's lives

Well positioned to continue delivering stakeholder value



MSCI  
ESG RATINGS



ISS-eekom



Sunday Times  
**TOP100**  
COMPANIES

**IRMA**  
INITIATIVE FOR RESPONSIBLE  
MINING ASSURANCE