



Kumba Iron Ore Renaissance Capital Metals & Mining Conference

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25 May 2021



Disclaimer

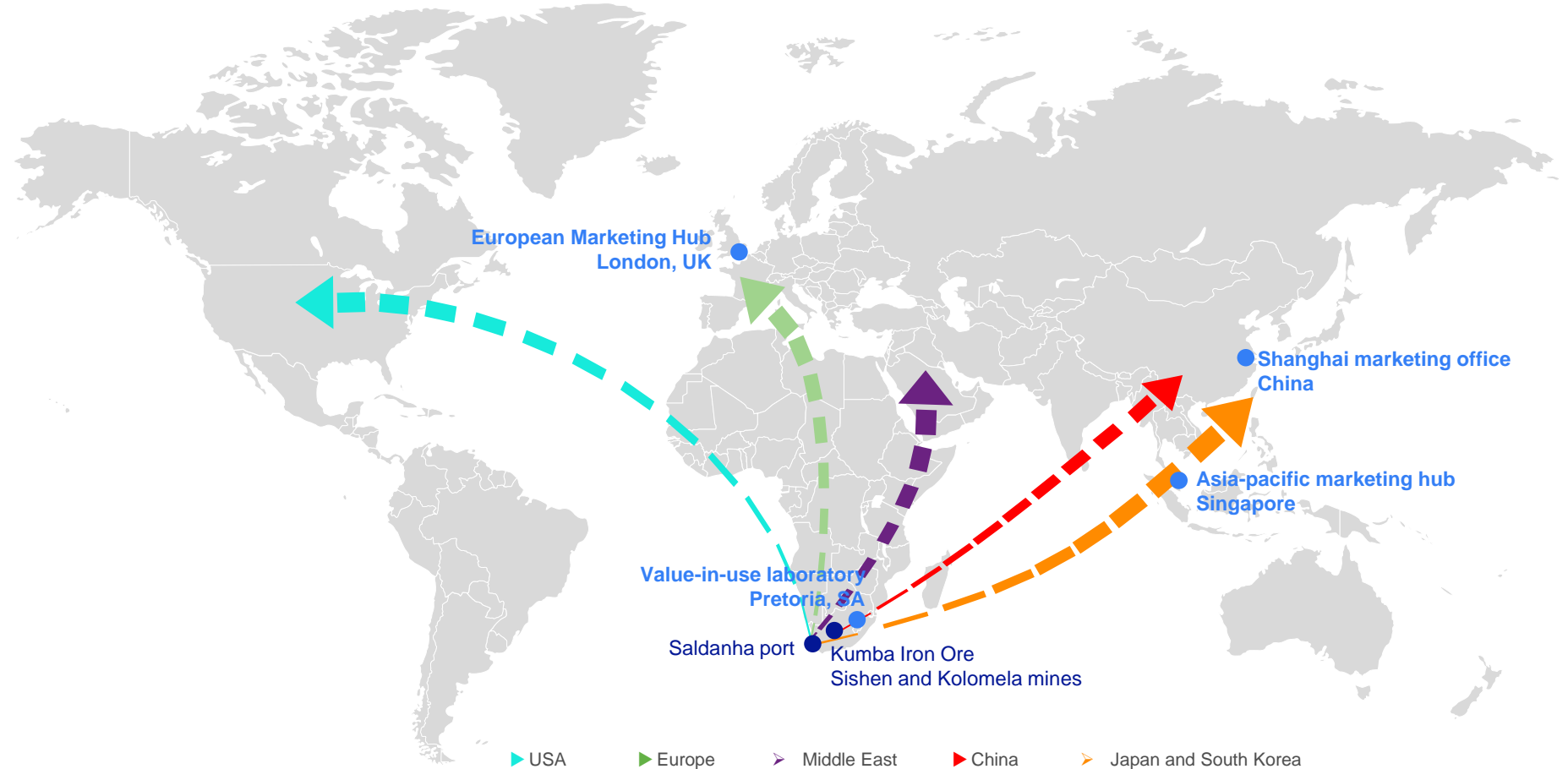
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World class capabilities, diversified customer base

World class capabilities

- Value-in-use laboratory
- Price risk management
- Market intelligence
- Integrated sales and operational planning
- Freight management
- Performance management

Geographically diversified customer base

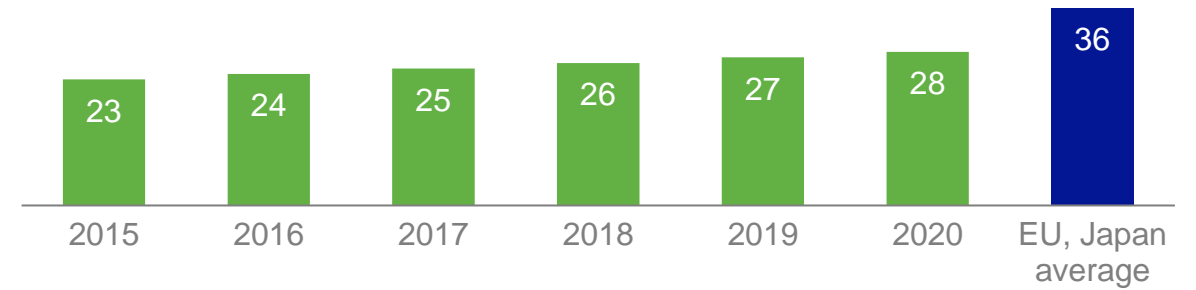


Well positioned for decarbonisation drive

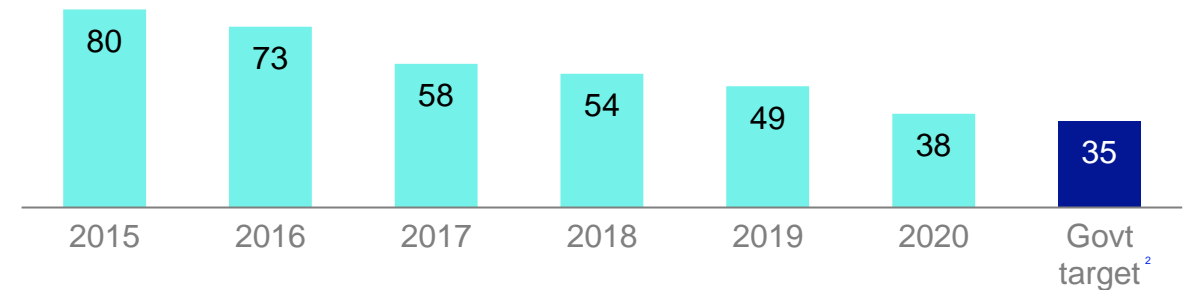
High quality iron ore products

- Lump does not require sintering, reducing carbon emissions
- Simplify from 5 to 3 products
- Maintain Fe >64.0%
- Retain lump ratio at ~68%

Share of Direct Charge Ores in Chinese Blast furnaces¹ (%)



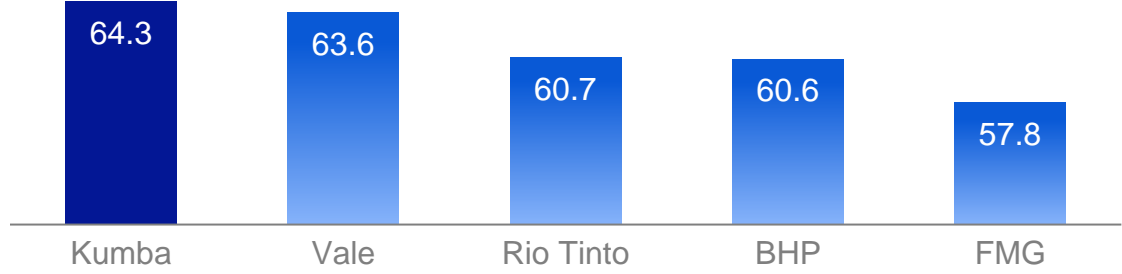
Beijing air quality (PM 2.5)



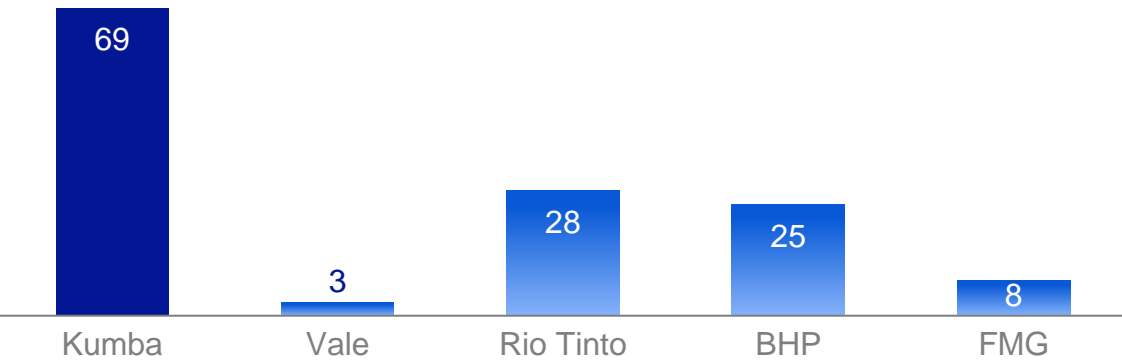
1. Mysteel surveyed blast furnaces

Differentiated by quality

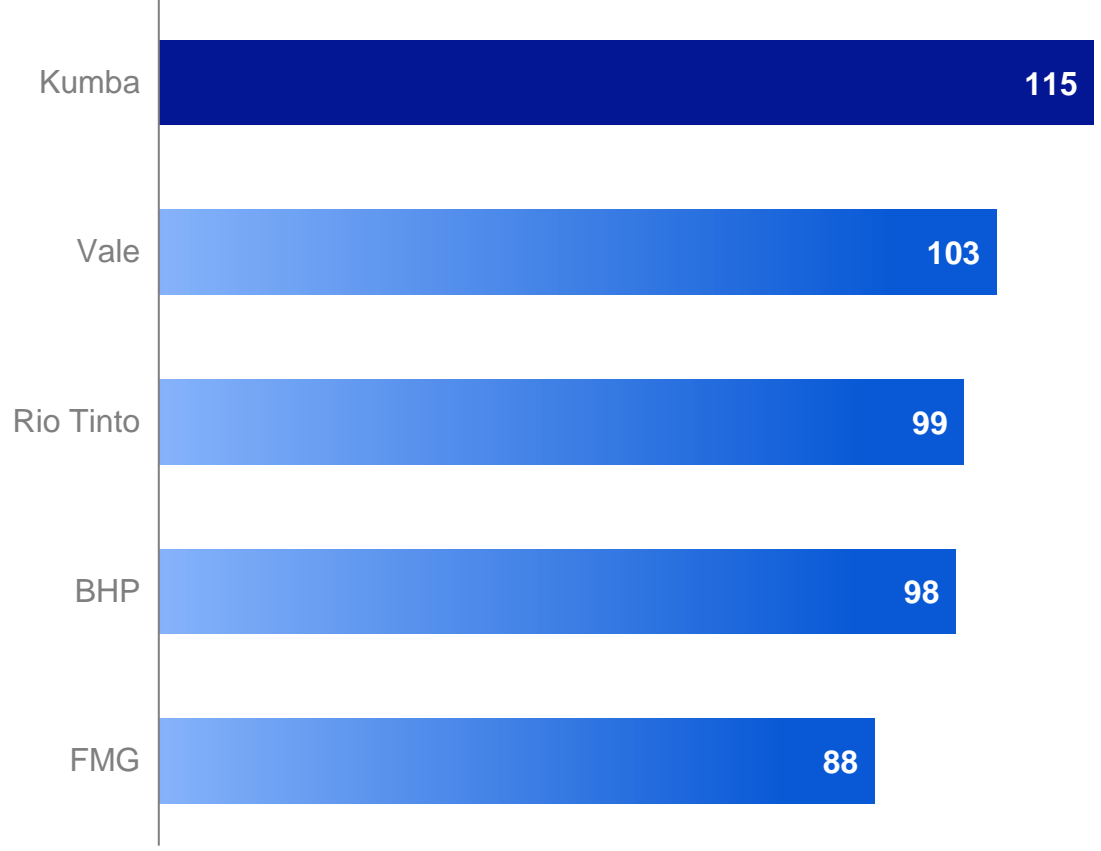
FY20 Fe qualities comparison (%)



FY20 Lump: Fine ratio comparison (%)



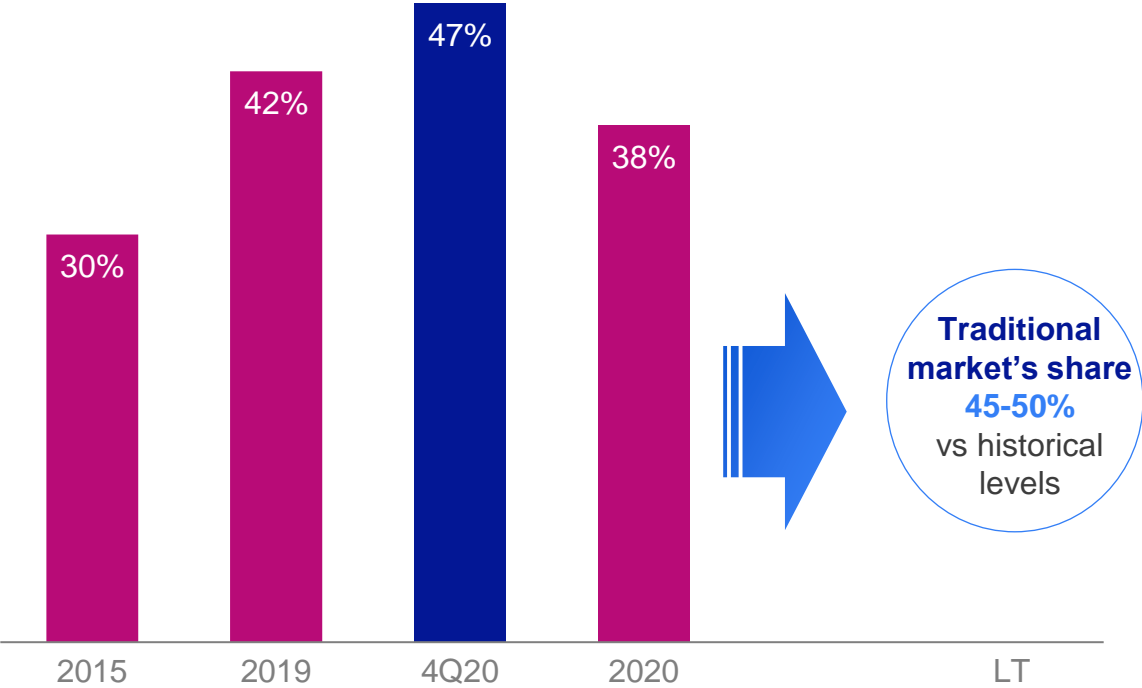
FY20 Realised price comparison FOB (US\$/dmt)¹



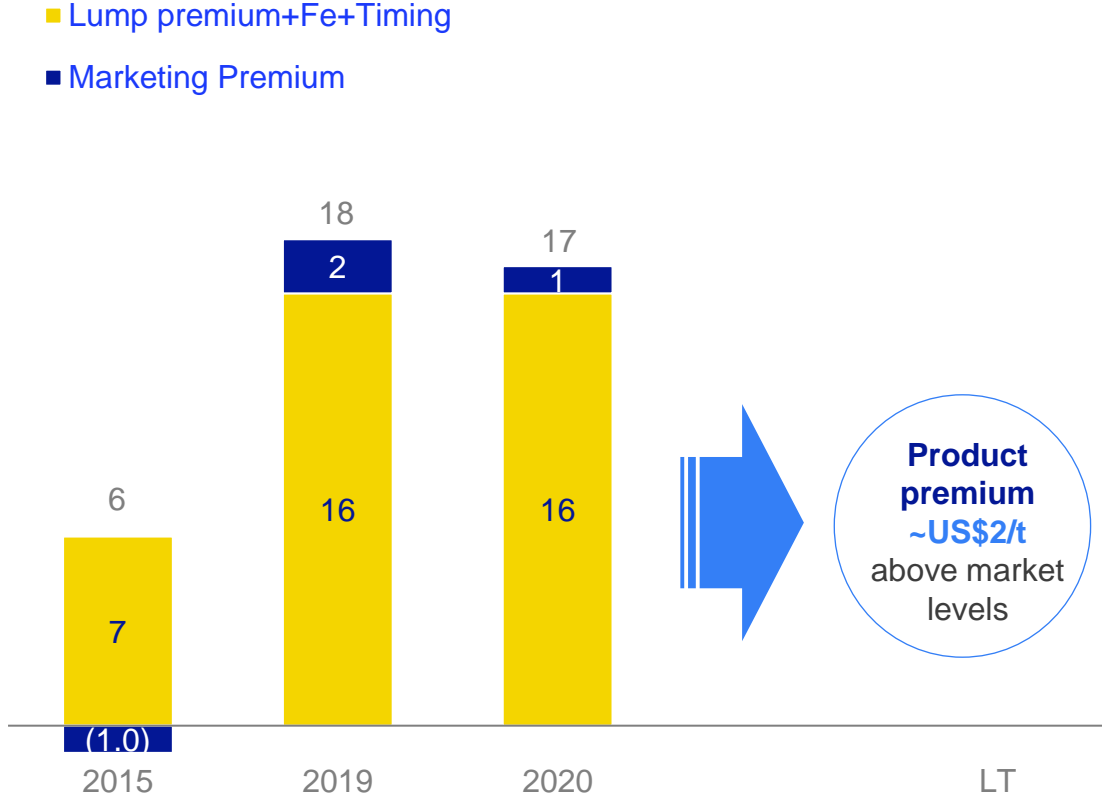
Source: Iron Ore Marketing
1: Excluding pellets

Premium driven by ex-China growth and green steel

Traditional markets¹ share in Kumba's total sales



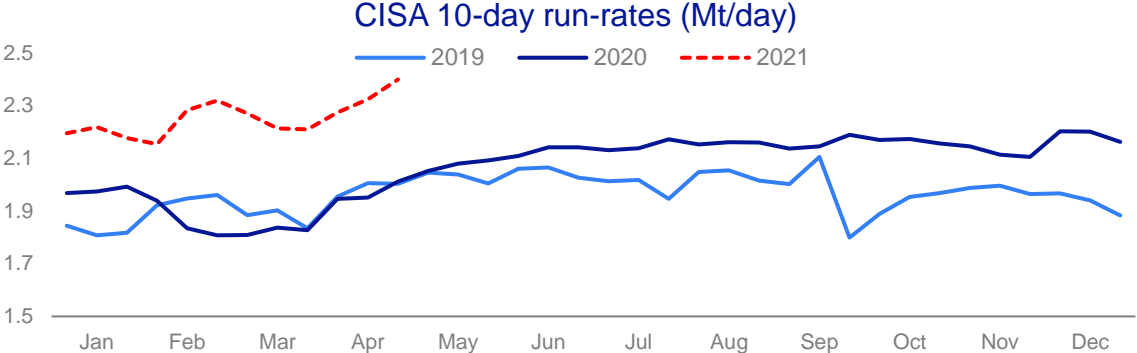
Price premium over Platts 62 FOB (US\$/dmt)



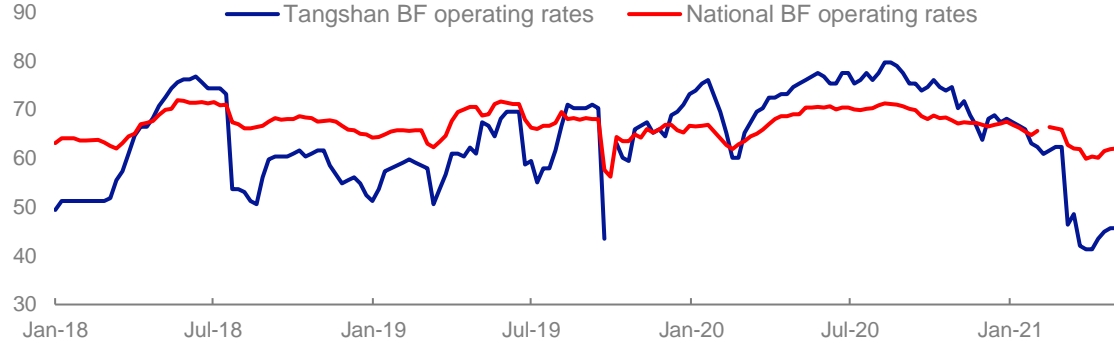
1. Sales in EU/MENA/Americas | Japan and South Korea

Steel production in China at record highs

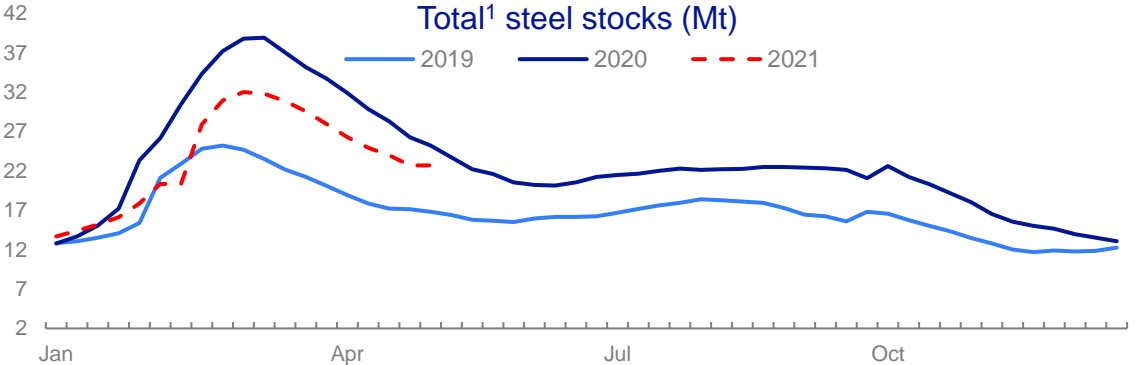
CISA's 10-day crude steel run-rates setting new highs



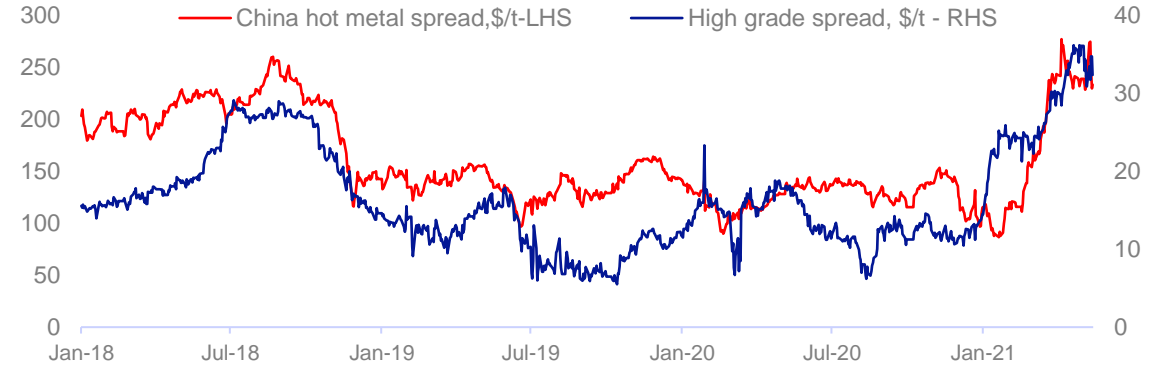
Tangshan BF rates <50% reflecting environmental production cuts



Steel inventory destocking on improved downstream demand



Steel mill margins and Fe grade spread near record highs



Source : Mysteel, Platts, 1 – Traders, all steel product

Iron ore supply remains relatively tight

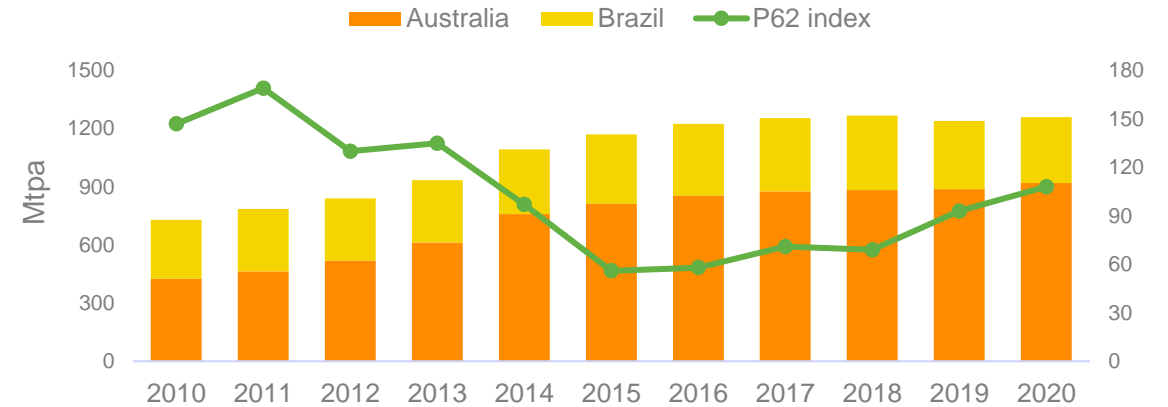
Compared to 2011, no significant new supply from majors:

- Majority of new capital deployed in ‘replacement’ projects”
- Infrastructure capacities running at near maximum limits (Port Hedland at 98% capacity utilisation)
- Vale’s progress slower than expected on “pathway to 400 Mtpa”.
- Higher environmental and social risk to granting of operating licenses
- Growing focus on ESG related issues is here to stay and will play an increasingly influential role in future investment decisions

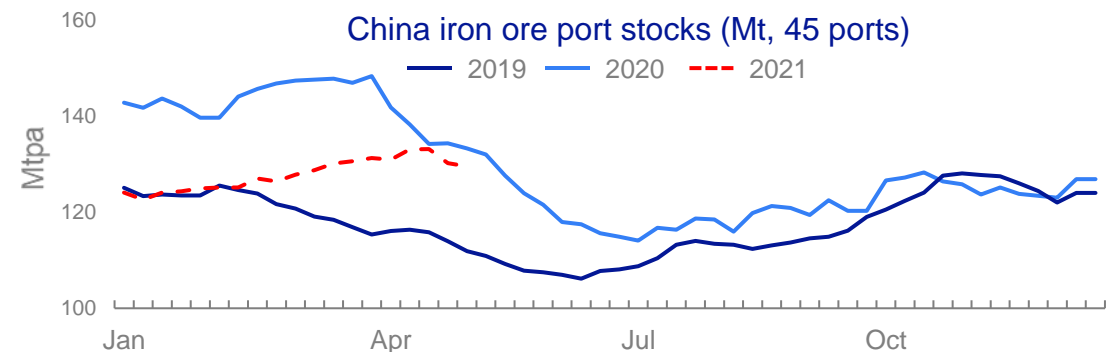
Potential increase in seaborne supply over the longer term:

- Simandou - uncertainty around development and market impact
- India - timing and scale of transition from seaborne exporter to importer
- Chinese domestic supply – government agenda of self-sufficiency

Iron ore supply plateauing from Australia and Brazil



Chinese port stocks decreasing driven by record steel production



1Q21 Operational update

Safety

4Y/10M

Fatality free

Total waste

40.3Mt

1Q20: 50.1Mt

Total production

10.7Mt

1Q21: 9.6Mt

Total sales

10.3Mt

1Q20: 10.7Mt

Finished stock

5.3Mt

1Q20: 5.5Mt

Average realised FOB export price¹

US\$183/t

1Q20: US\$89/t

1: Dry metric tonnes



Focused on increasing throughput

Integrated sales and operational planning

Rail

- Track refurbishment, improve train speed
- Increase operational oversight
- Locust spraying programme
- Preventative maintenance regime

Port

- Simplify from 5 to 3 products
- Increase direct and dual loading
- Larger vessel sizes
- Optimise stockpile at port



■ On-mine ■ Port



Our value proposition

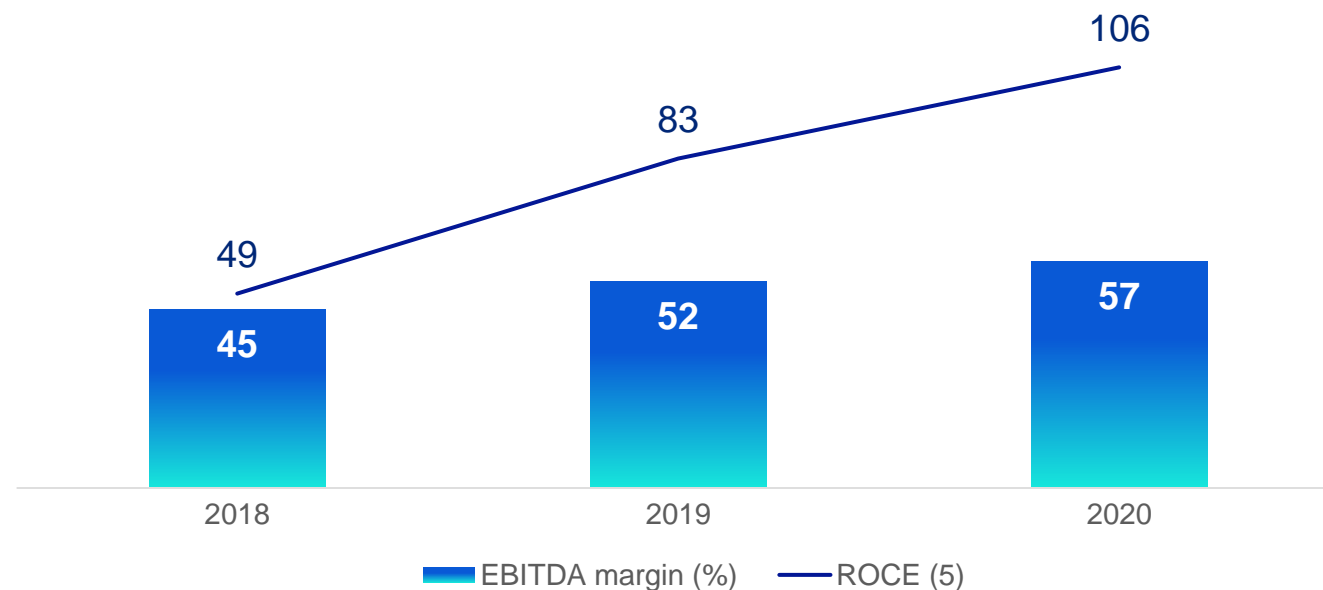
TSWELELOPELE

Margin performance

Life of mine to 2040

Capital discipline

Continuing to deliver sustainable value



Acknowledged by the following organisations:

MSCI



ISS ESG
ethix • climate • oekom



Thank you