



KUMBA IRON ORE LIMITED

2021 AGM
14 May 2021



2020 Highlights | resilient, profitable and capital efficient

Export sales

39.3Mt

FY19: 40Mt

Total production

37.0Mt

FY19: 42.4Mt

EBITDA

R45.8bn

FY19: R33.4bn

ROCE

109%

FY19: 83%

Attributable free cash flow

R20.7bn

FY19: R17.1bn

DPS

R60.90

FY19: R46.78



Covid-19 | adapting and keeping the engine running



Safe and healthy people

- Screening & testing
- Quarantining & isolating
- Mental health & wellbeing



Responsible operations

- Safe production
- Protecting value chain
- Serving customers



Supporting our stakeholders

- Providing essential services
- Supporting livelihoods
- Collaborative partnerships



Preserved financial strength

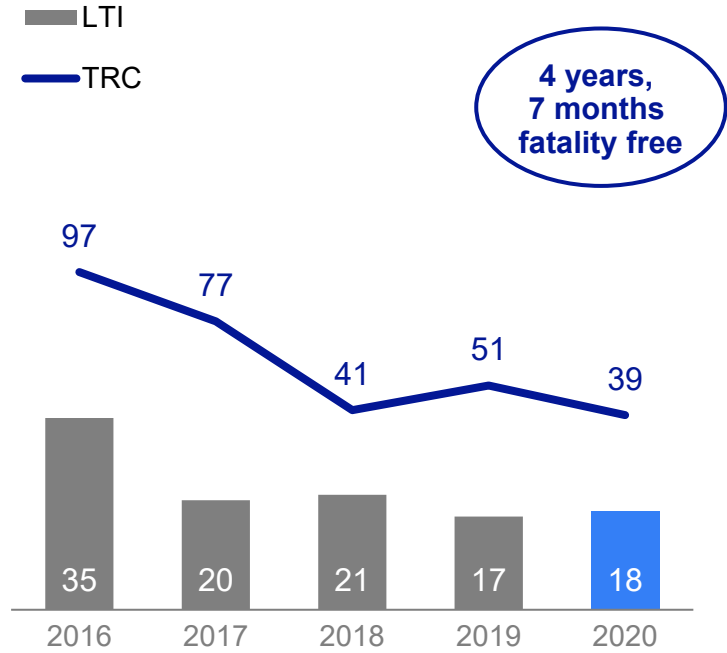
- Cost savings of R1.3bn
- Deferred capex of R1.0bn
- Resilient balance sheet

WeCare
Protecting our wellbeing
during Covid-19



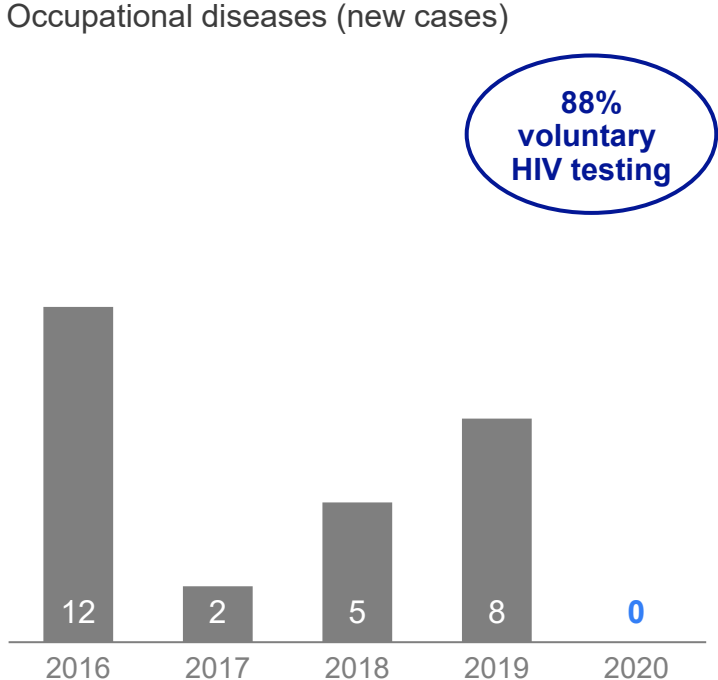
Safety, health and environment

Safety



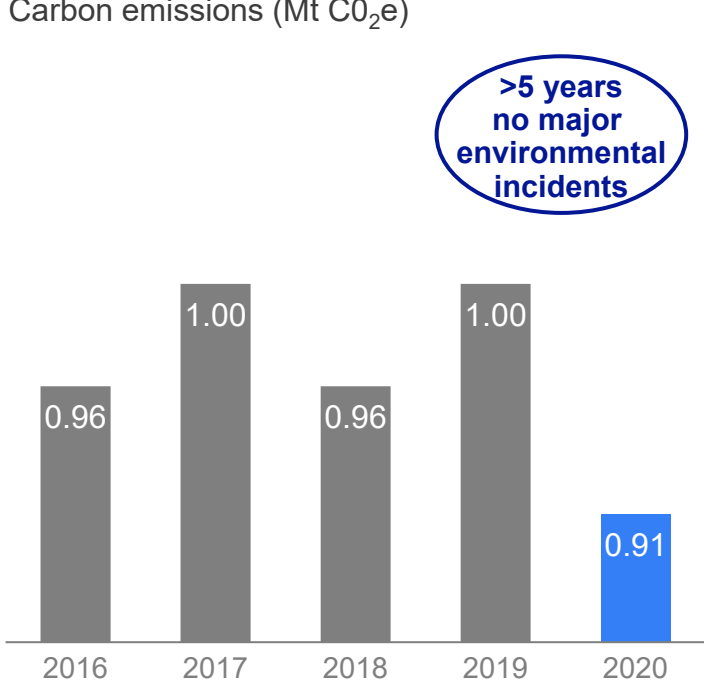
- Driving behavioural & culture change
- “Rhythms and routines” management programme

Health



- No silica dust exceedances
- Chronic & lifestyle disease management

Climate change



- 10% 2020 target achieved, 30% by 2030
- Renewable energy studies underway

Putting people first

Becoming the employer of choice

Driving transformation and facilitating broad-based black economic empowerment

Inclusion and diversity



- Achieving sustainable and tangible transformation
- +63 black females: core positions
- +4: senior management positions
- Persons with disabilities strategy

Talent management and development



- Strategic interventions: identify, develop and retain talent

Operations:

- Five-year employment equity (EE) targets and goals
- Implementing affirmative action

Reinforcing social development commitments

Building foundations for host communities to thrive, even after mine closure

Guided by the Sustainable Mining Plan

Collaborative Regional Development

8 programmes through the Impact Catalyst

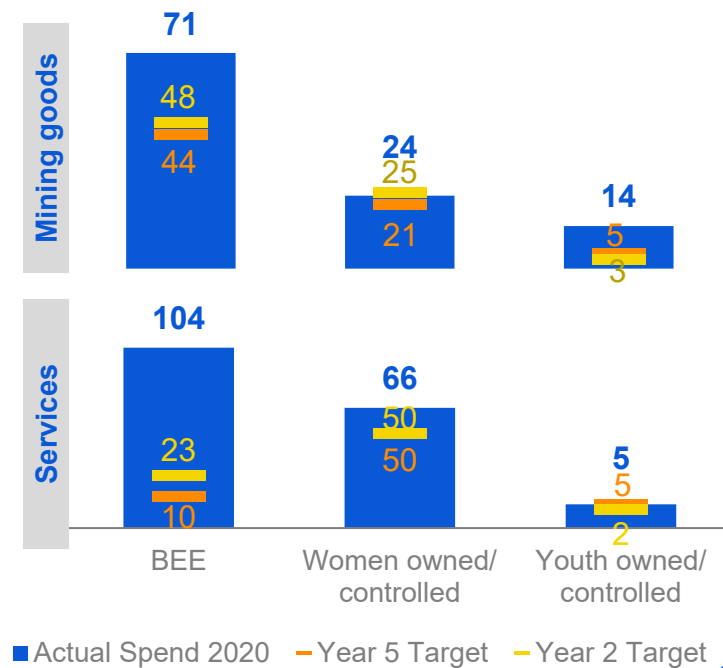
- Rural internet connectivity
- Development of entrepreneurial opportunities
- Agricultural development

Host community business annual spend

2017
R506m

2020
R3.6bn

Increased sourcing from black women and youth (%)



Education Project

Ambitious targets for 2023+

26 schools = +16,300 learners



Dingleton Resettlement Complete

Applying International Resettlement Standards

Embedding shifting international best practice, to meet evolving needs and expectations of our stakeholders

518
households
moved

638
renters
relocated

Businesses
and public
service
institutions

IFC PS5 and Social Way

- Going beyond resettlement scope
- Substantial, consistent engagements with residents
- Fair compensation and high quality replacement property
- Rights of renters matched by provision of lease agreements
- Application of means test to support vulnerable renters
- Donation of 104 rental units and land with capacity for 328 units, and 142 serviced stands for RDP housing to the Gamagara Local Municipality



Enduring value | safeguarding lives and livelihoods

Contributing to South Africa

R10.1bn

Income tax (FY19: R7.8bn)

R3.0bn

Mineral royalty (FY19: R2.6bn)

R5.7bn

Capital investment (FY19: R5.6bn)

Providing employment

R5.0bn

Salaries and benefits (FY19: R5.0bn)

Delivering shareholder returns

R19.6bn

Owners of Kumba (FY19: R15.1bn)

R6.4bn

Empowerment partners (FY19: R4.7bn)

Supporting local businesses¹

R9.8bn

BEE business suppliers (FY19: R6.1bn)

R3.6bn

Host community suppliers (FY19: R2.4bn)

Building communities

R264m

Direct social investment (FY19: R171m)

R93.2m

Covid-19 contribution



1. BEE business and host community supplier spend based on MCIII requirements, implemented from 1 January 2019

TSWELELOPELE | margin and life extension strategy

Protecting our margin

Enhanced product premium

Improve operational efficiency

Cost savings initiatives

Life extension to 2040

Optimisation and efficiency

Technology

Northern Cape exploration

Delivering stakeholder value since 2018



Margin performance

57% EBITDA margin



Life of mine extension

30%¹ additional resources



Capital discipline

R55.8bn dividends

ESG excellence

Acknowledged by the following organisations:



1. Excluding annual depletion