EXCO

Alan Waller
CEO

Casper Mbuyazi
GM: Finance

Nontuthuko Mgbabhi
GM: HR

Zanele Mthiyane
GM: HSEC

Ziphe Nonqane
GM: Operations

Kubendren Naidoo
GM: Asset Management
COAL EXPORTING PARTIES

- Anglo Operations
- ARM Coal
- Exxaro Coal
- Glencore Operations South Africa

- Junior Miners
- Kangra Coal
- Koornfontein Mines
- Mbokodo

- Optimum Coal Terminal
- Sasol Mining
- South African Coal Mine Holdings
- South Dunes Coal Terminal

- South32 SA Coal Holdings
- Tumelo Coal Mines
- Umcebo Mining

Coal to the world, growth to the nation
• 4Mt of export entitlement is allocated to Quattro (Junior Miners) – 2.1Mt exported in 2020.

• 2.7Mt of the 4Mt is allocated to Junior Miners.
RBCT SAFETY PERFORMANCE

INITIATIVES TO REINFORCE RBCT SAFETY CULTURE

- 2020 was declared the Year of Safety
- Implementation of the High Potential Hazards (HPHs) process and embedding Visible Felt Leadership (VFL)
- SLLAM (Stop Look Listen Assess Manage)

SAFETY MILESTONES

- 27% reduction in the number of injuries in comparison to 2019
- RBCT broke its record and achieved 82 injury free days in 2020
- 1 million LTI free man hours were achieved on 22 July 2020

“We will not engage in any unsafe activity”
UPDATED LIFE SAVING RULES
RBCT has updated its Life Saving Rules to align with the current global pandemic.

Wearing of masks is now also a Life Saving Rule.

VIRTUAL WORKSHOPS
Employees and contractors were engaged via virtual seminars to ensure all RBCT safety standards were upheld.
OUR JOURNEY TO GREEN

ENERGY
- Real time monitoring and awareness creation
- Analysis of energy consumption
- Exploring new technologies
- Identify and prioritise improvement opportunities
- ISO 50001 journey

WASTE MANAGEMENT
- Registered for national norms and standards
- General waste
- E-waste
- Water, sewage and oil waste
- Scrap metal and rubber

WATER
- Water Use License
- All water used on site is recycled
- Exploration of innovative water saving initiatives
- ESUP Dam 80 Mega litres capacity
- 22 Settling Ponds on site

AIR QUALITY
- Air Emission License
- Scheduled Trade Permit
- Dust suppression (roads and coal stockpiles)
- Hot coal management
- Dust monitoring
OUR JOURNEY TO GREEN

ENERGY
- Alternative energy - solar, wind and wave
- Environmental Forums in place, chaired by CoU Air Quality

WASTE MANAGEMENT
- Opportunities for recycling of waste

WATER
- Amended Water Use License received
- 21a Water Use License application in progress

AIR QUALITY
- 1 x mist cannon for dust suppression - efficient usage for stacking and reclaiming dusty coal
- Hot coal emissions - purchase of monitoring equipment in progress
## EMPLOYMENT EQUITY

<table>
<thead>
<tr>
<th></th>
<th>TARGET</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>B BAND</td>
<td>88%</td>
<td>94%</td>
<td>95%</td>
</tr>
<tr>
<td>C BAND</td>
<td>82%</td>
<td>82%</td>
<td>83%</td>
</tr>
<tr>
<td>DL BAND</td>
<td>83%</td>
<td>94%</td>
<td>96%</td>
</tr>
<tr>
<td>DU BAND</td>
<td>57%</td>
<td>91%</td>
<td>91%</td>
</tr>
<tr>
<td>E &amp; F BAND</td>
<td>75%</td>
<td>83%</td>
<td>83%</td>
</tr>
<tr>
<td>FEMALE</td>
<td>35%</td>
<td>28%</td>
<td>29%</td>
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<tr>
<td>DISABILITY</td>
<td>11</td>
<td>15</td>
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</table>
FOOD PARCELS
960 food parcels were donated to nine NPOs for COVID-19 relief. The total cost of the food parcel drive for 2020 was R1.1 million.

FACE MASKS
In light of the current global pandemic, RBCT donated 2,800 face masks to its surrounding community.

MFANISO CLASSROOM
Mfaniso Phase 2 - the construction of 3 classrooms was completed in December 2020 at a total cost of R1.3 million.

TOTAL CSI SPEND
The total CSI spend for 2020 was R4.5 million.
TERMINAL JOURNEY

1976 – Phase I 12Mt
1980 – Phase II 24Mt
1984 – Phase III 63Mt
1991 – Phase III 72Mt
1991 – Phase III 72Mt
2010 – Phase V 91Mt
2018 – Phase I Machine Replacement 91Mt
2021 – C931 De-Bottlenecking Project Upgrade

Coal to the world, growth to the nation
RBCT VALUE CHAIN

1. MINES
   Coal Received from 65 Collieries

2. TRANSNET FREIGHT RAIL
   Rail Coal to RBCT
   Service Level Agreement
   Transnet Value Coordination Committee
   Monthly Channel Oversight Meeting
   Channel Logistics Team Meeting

3. TRANSNET NATIONAL PORT AUTHORITY
   Berthing of Vessels
   Service Level Agreement
   Daily Interface between Port Control and Planning
   Monthly TNPA Interface Meetings
   Terminal Operational Performance Standards

4. RBCT
   Offload
   Manage Stockpiles
   Load Vessels

COAL TO THE WORLD, GROWTH TO THE NATION

Coal to the world, growth to the nation
**RBCT INFRASTRUCTURE**

**RAIL**
- 5 Tandem Tipplers (5 500tph)
- Average of 25 trains per day
- 91Mtpa design capacity (32 trains)

**STOCKYARD**
- 91 Stockpiles – 8.1Mt
- 7 Stacker Reclaimers (6 000tph)
- 2 Stackers (5 500tph)
- 1 Reclaimer (6 000tph)
- 1 dedicated bypass route

**EXPORT**
- 4 Shiploaders (10 000tph – 12 000tph)
- 6 dedicated Berths, max 5 Cape Vessels
- Average of 74 Vessels per month

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Coal to the world, growth to the nation
COVID-19 PANDEMIC

- 2 day shutdown
- Reduction in workforce on site
- Splitting of workforce into teams
- Strict adherence to COVID-19 protocols
- Proactive testing
- Contract with COVID-19 testing laboratory
- Collaboration with corporates in KCD on a COVID-19 awareness campaign
- No direct impact to RBCT
ANNUAL RESULTS: EXPORT TONNAGE
QUARTERLY PERFORMANCE

QUARTERLY PERFORMANCE RATE (Mt)

CUMULATIVE QUARTERLY PERFORMANCE RATE (Mt)

ANNUALIZED RATE

Coal to the world, growth to the nation
EXPORT STATISTICS

EXPORT TONS (Mt)
- 72.15
- 70.20

2019: 72.15
2020: 70.20

VESSELS LOADED
- 886
- 869

2019: 886
2020: 869

VESSEL TURNAROUND TIME
- 33
- 34

2019: 33
2020: 34

CAPEVESSELS
- 351
- 338

2019: 351
2020: 338

PANAMAXVESSELS
- 296
- 310

2019: 296
2020: 310

HANDYVESSELS
- 239
- 221

2019: 239
2020: 221

Coal to the world, growth to the nation
<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
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<tr>
<td><strong>RAILED TONS (Mt)</strong></td>
<td>71.08</td>
<td>70.11</td>
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<tr>
<td><strong>RAILED TONS</strong></td>
<td>9,006</td>
<td>9,037</td>
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<tr>
<td><strong>TRAINS OFFLOADED</strong></td>
<td>9,006</td>
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<tr>
<td><strong>TRAINS BYPASSED</strong></td>
<td>18%</td>
<td>19%</td>
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<tr>
<td><strong>TRAINS BYPASSED</strong></td>
<td>25</td>
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<tr>
<td><strong>AVERAGE TRAIN PER DAY</strong></td>
<td>03:46</td>
<td>03:45</td>
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<td><strong>AVERAGE TRAIN PER DAY</strong></td>
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<tr>
<td>Achievements</td>
<td></td>
<td></td>
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<tr>
<td>-------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sound safety performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effectively managing the COVID-19 pandemic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entrenchment of the Life Saving Rules</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achieved a 1% improvement on the Organisational Health Survey</td>
<td></td>
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</tr>
<tr>
<td>Have been financially prudent</td>
<td></td>
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<tr>
<td>Stable industrial relations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustained export tonnage achieved during tough conditions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
THANK YOU
QUESTIONS AND ANSWERS