



2021

SUSTAINABLE
DEVELOPMENT
REPORT

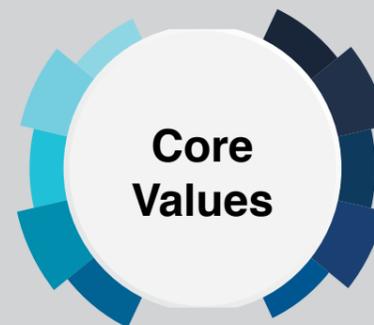




Moving coal passionately through a world class Port Terminal



Moving coal in a safe, cost effective and efficient manner, safeguarding the environment and stakeholders



- We will not engage in any unsafe activity
- We work to the best of our ability
- We treat each other with respect and dignity
- We are innovative and proactive
- We care for the wellbeing of employees
- We care for the environment

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Statement

by the Chief Executive Officer

2021 proved to be another challenging year. Moving coal in these uncertain times, tests our endurance and resilience as a Terminal. We had to continuously review the manner in which we work. The RBCT Team, however, rose to the challenge and showed dedication, passion as well as an unrelenting drive to overcome the many obstacles that have presented themselves. It is through these combined efforts that we managed to operate the Terminal efficiently as well as continue to service both our shareholders and stakeholders.

SAFETY

On 23 June 2021 we incurred a fatality. The loss of our dear colleague and friend Bongani Manzini is deeply regrettable. To honour his memory, RBCT will do everything possible to ensure that we do not incur a fatal incident again. A tragedy of this nature is a reality check as well as a harsh reminder that the environment in which we operate is hazardous and we need to continue to entrench our safety protocols. Elimination of fatalities workshops were held for all RBCT management, employees and contractors.

A total of 4 Lost Time Injuries (“LTIs”) were incurred during 2021, compared to the 6 LTIs incurred in 2020. Although this was a 33% improvement in terms of LTIs, there was an overall increase of 23% in the total number of injuries, when compared to the 2020 performance (21 vs 16), majority of which were Minor and First Aid Injuries. The Total Injury Frequency Rate “TIFR” for the year was 1.14 against the target of ≤ 0.72 . The Lost Time Injury Frequency Rate “LTIFR” and Minor Injury Frequency Rate “MIFR” were 0.22 and 0.16 respectively, both against the target of 0.

On 15 March 2021, RBCT achieved a total of 82 Injury Free Days. The Safety Culture Survey indicated a 4.6% improvement on safety.

In terms of health, RBCT continued the focus on the healthy lifestyle programmes, with special focus on weight management and mental health. Mental Health Workshops were rolled out to all teams in order to highlight, with an aim to normalise, mental health and support employees.

The COVID-19 Risk Assessment and Management Plan was conducted with the goal of reducing, eliminating and minimizing occupational exposure to COVID-19. RBCT successfully hosted COVID-19 vaccination campaigns in collaboration with the Department of Health (“DoH”) in order to provide easy access

to vaccinations. It is believed that convenience is key and that the COVID-19 vaccine should be provided at a time and location that is convenient to employees. A total of 285 employees and contractors were vaccinated onsite by the DoH.

RBCT will continue to embrace and embed our safety protocols as they are there to ensure that we all return to our homes without harm every day.

OPERATIONAL PERFORMANCE

Export tonnage decreased by 16.4% from 70.19Mt exported in 2020 to 58.72Mt in 2021. Such low levels were last experienced 25 years ago. Import tonnage was 58.12Mt, which was 17.1% lower when compared to the 70.11Mt imported in 2020. Such low volumes were last experienced in 1996.

In terms of the rail Key Performance Indicators (“KPIs”), all targets were achieved. The Train Turnaround Time (“TTT”) achieved was 3 hours 37 minutes in 2021 against the target of 3 hours 48 minutes. The Train Handling Time (“THT”) achieved was 2 hours 44 minutes in 2021 against the target of 3 hours. The Train System Time (“TST”) achieved was 4 hours 12 minutes in 2021 against the target of 4 hours 44 minutes.

In terms of the Export KPIs, the True Gross Load Rate (“TGLR”) achieved was 3 329t/h against the target of 3 461t/h. The Terminal Load Rate (“TLR”) was 2 324t/h against the target of 2 516t/h. Port Load Rate (“PLR”) was 1 716t/h against the target of 934t/h. Berth Turnaround Time (“BTT”) was at 91.3% against the target of 85%.

On 17 July 2021 a new TGLR record was achieved at 6 880t/h, exporting a total of 116 150 tons. This is the highest record over a 24-hour period, breaking a long standing TGLR record of 6 385t/h and 288 821 tons that was last achieved on 15 November 2006.

Going forward, the focus will be on Operational Excellence, specifically in terms of export measures. Restoring rail capacity on the value chain remains a key priority.

MAINTENANCE

The total maintenance downtime for 2021 was 12.93 min/10kt against the target of 13.80 min/10kt. This was a good improvement against the 2020 performance of 14.66 min/10kt.

COST

The total operating expenditure for 2021 was R1 109.8m against a flexed budget of R1 120.3m with a total favourable variance of R10.4m.

In light of the low volumes, RBCT was extremely prudent in all activities. RBCT will always be faced with the pressure of optimising cost whilst remaining reliable and efficient. The cost savings were achieved, whilst still ensuring plant reliability and the execution of all planned refurbishment as well as capital projects.

PEOPLE

On 1 April 2021, RBCT celebrated 45 years of Moving Coal. Our people and value chain partners have been instrumental in the success of the Terminal and have shown that when our best efforts are combined, we can ensure that RBCT will remain sustainable into the future.

When taking the Organisational Health into consideration, RBCT remained a Great Organisation to work for, with an improvement of 9% when compared to the 2020 results. A total of 87% of employees rated RBCT as a Great Organisation to work for.

The Woman at Work Survey was conducted for the third consecutive year, since it was first introduced in 2019. The 2021 results indicated a 5.5% improvement on the lived experiences of women at RBCT. We continue in our efforts to ensure that RBCT is an inclusive and gender equal organisation. Diversity and inclusion is at the heart of our people strategy.

RBCT wishes to thank our recognised union, SATAWU, and all employees for the mature manner in which they supported the initiatives undertaken during 2021, especially those associated with safety. 2021 was a challenging year in light of the low volumes, COVID-19 and the July 2021 riots, to mention a few. We worked together to solve the challenges we faced, in line with our mantra: “STRONGER TOGETHER”!

Let us continue to endeavour to eliminate all safety and occupational health incidents. Together we will achieve our goal of Zero Harm!

Alan Waller
Chief Executive Officer

RBCT Board of Directors



N Damasane (Ms)
(Chairman)



ND Baloyi



V Bayoglu



MJ Houston



TL Myburgh



NG Langa (Ms)



IA Swanepoel



JM Damons



MS Teke



BD Dalton



AJ Waller



TC Mbuyazi

RBCT Executive Team



AJ Waller
CEO



TC Mbuyazi
GM:
Finance



ZP Mthiyane
GM:
HSEC



Z Nonqane
GM:
Operations



K Naidoo
GM:
Asset
Management



NS Mgabhi
GM:
Human Resources

Executive Team Commitment

We keep our **focus** at all times: move coal and move it **safely** and efficiently.

We work together as a **Team** to make this happen:
unity of purpose makes us rock solid.

We are **resilient** under pressure: **innovative** in all circumstances

We stay **calm** and **grounded**: nothing causes us to lose our **focus**.

As **we** live this commitment daily... **We** remain a **strong**
leadership team, here to **serve our people** first.

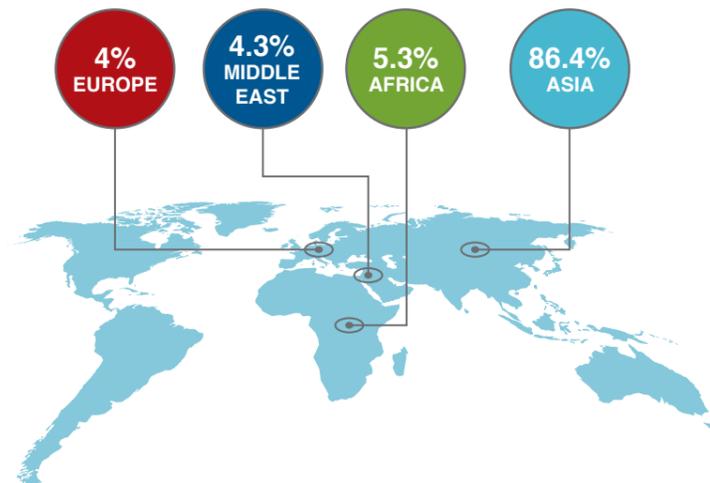
Company Profile

RBCT is a world class coal export Terminal, situated in the Port of Richards Bay, that was established in 1976 with an original capacity of 12 million tons per annum ("Mt/a"). RBCT provides South Africa's Coal Exporting Parties ("CEPs") with a world class logistics service that facilitates the export of coal.

2021 Export Destination per Continent:

- Asia 86.4%
- Africa 5.3%
- Middle East 4.3%
- Europe 4%

RBCT is positioned at one of the world's deepest sea Ports and handles large vessels and large volumes of coal. The 276 hectare site currently boasts a stockyard capacity of 8.2Mt and a Quay that is 2.2 kilometers long, with six Berths and four Shiploaders. RBCT shares a strong co-operative relationship with South Africa's national utility, Transnet, which provides the railway services linking the coal mines to the Port as well as the shipping co-ordination of more than 900 vessels per annum. RBCT's operations and administrative functions are conducted in Richards Bay.



<ul style="list-style-type: none"> • EUROPE: 2 321 190t 1.58Mt - Netherlands 0.47Mt - Italy 	<ul style="list-style-type: none"> • AFRICA: 3 119 802t 0.65Mt - Mauritius 0.51Mt - Morocco
<ul style="list-style-type: none"> • MIDDLE EAST: 2 532 774t 6.83Mt - United Arab Emirates 1.2Mt - Israel 	<ul style="list-style-type: none"> • ASIA: 50 742 741t 24.10Mt - India 11.35Mt - Pakistan 6.09Mt - China



1976 - Phase I 12Mt



1980 - Phase II 24Mt



1984 - Phase III 63Mt



1991 - Brownfields Expansion



2010 - Phase V 91Mt

2018 - Phase I Machine Replacement 91Mt

2021 - C931 De-bottlenecking Project Upgrade

STOCKYARD

- 2 x Stackers
5 500t/h
- 1 x Reclaimer
6 000t/h
- 7 x Stacker Reclaimers
6 000t/h

CAPACITY Inbound

- 5 x Tandem Tipplers with a tipping capacity of 5 500t/h

OUTBOUND

- 4 x Shiploaders
- 10 000 to 12 000t/h
- 5 x Cape Size Vessels



276
HECTARES

6
BERTHS

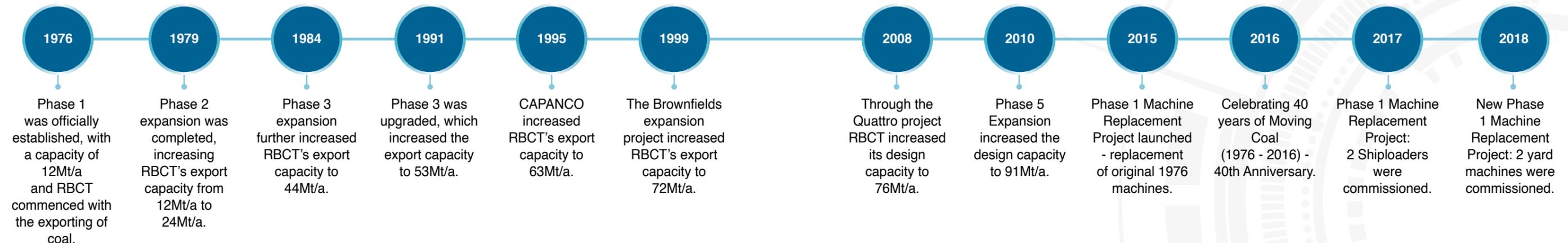
8.2Mt
STOCKYARD

2.2km
QUAY

4
SHIP LOADERS
(10 000 - 12 000t/h)

>900
VESSELS PER ANNUM

RBCT Timeline



RBCT Process Flow



RAIL

- 5 Tandem Tipplers (5 500t/h)
- Average of 25 trains per day
- 91Mt design capacity (32 trains)



STOCKYARD

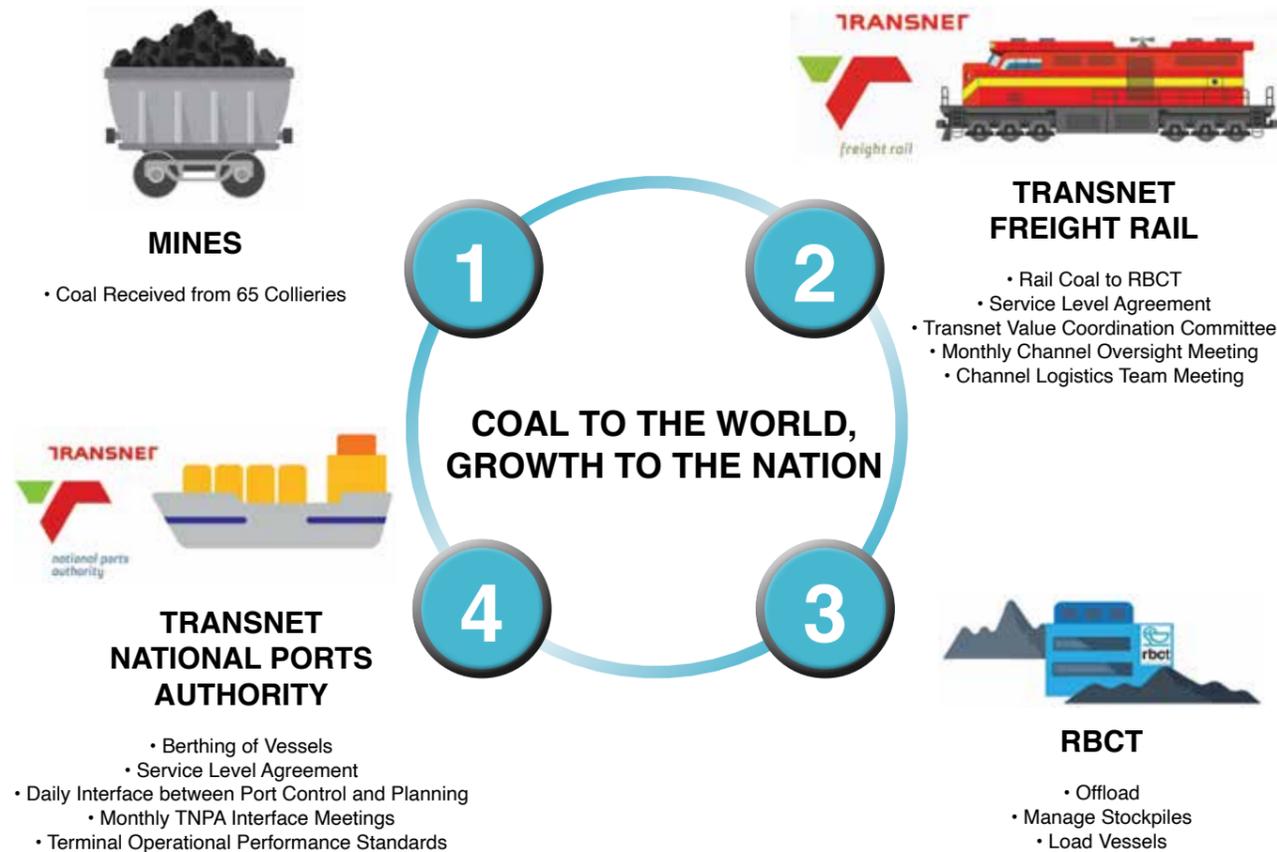
- 91 Stockpiles - 8.2Mt
- 7 Stacker Reclaimers (6 000t/h)
- 2 Stackers (5 500t/h)
- 1 Reclaimer (6 000t/h)
- 1 dedicated bypass route



EXPORT

- 4 Shiploaders (10 000t/h - 12 000t/h)
- 6 dedicated Berths, max 5 Cape Vessels
- Average of 74 Vessels per month

RBCT Value Chain



2021 Terminal Highlights

- ▶ New TGLR Record
- ▶ 9% Improvement on Organisational Health
- ▶ Upgrade of Conveyor 931
- ▶ Effectively Managed:
 - COVID-19 Pandemic
 - July 2021 Social Unrest
- ▶ Financially Prudent
- ▶ Maintenance downtime improved from 14.64 min/10kt in 2020 to 12.93 min/10kt in 2021
- ▶ RBCT maintained its position as an efficient Dispatch Port
- ▶ Stable Industrial Relations
- ▶ Focus on rail recovery

RBCT Strategy 2021 - 2026

RBCT STRATEGY 2021 - 2026

RBCT's primary focus for 2021 remained on safety and environment, people, cost optimisation, infrastructure and operational efficiencies. It is RBCT's view that by focusing on these core areas, we will be able to deliver sustainable value to all stakeholders.

In terms of people, the Organisational Health Survey indicated that 87% of employees are fully engaged. We continue to focus on people morale and skillset to ensure that the various roles within RBCT are occupied by people with the right attitude and skillset who live the RBCT values.

A total of R4.7m was invested in Corporate Social Investment ("CSI") programmes within our local communities. The main focus was on COVID-19 relief, education and early childhood development.

Our 2021 strategic focus areas were:

- Safety - ensuring everyday home without harm;
- Employee wellness - with specific focus on mental health;
- Increased utilisation of assets;
- Decrease of total costs;
- Increase lifetime value;
- Deliver on our KPIs; and
- Value Chain Partnership.



RBCT Organisational Profile

The Board of Directors

There are 13 director positions of which 12 have been filled.

Executive Directors

AJ Waller (CEO)
TC Mbuyazi (GM Finance)

Chairman

N Damasane (Ms)

Non-Executive Directors

ND Baloyi
V Bayoglu
BD Dalton
JM Damons
MJ Houston
TL Myburgh
IA Swanepoel
MS Teke

Independent Non-Executive Directors

NG Langa (Ms)

Alternate Directors

RSE Alberts
DR Gain
AH Gillespie
NSH Hassan
KR Knoop
JHJ Schoeman
MJ Shaw
MR Walker

Chief Executive Officer

AJ Waller

Executive Management

Z Nonqane (Ms)
ZP Mthiyane (Ms)
K Naidoo
NS Mgabhi (Ms)
TC Mbuyazi

Company Secretary

AD du Toit (Ms)

Registered Office

South Dunes
Richards Bay Harbour
P O Box 56
Richards Bay 3900

Auditors

SNG Grant Thornton
P O Box 2939
Saxonworld 2132

Registration No.

1973/014256/07

Shareholders

- ARM Coal (Pty) Ltd
- Exxaro Coal (Pty) Ltd
- Glencore Operations South Africa (Pty) Ltd
- Kangra Coal (Pty) Ltd
- K2020455221 South Africa (Pty) Ltd (Koorfontein Black Royalty)
- Main Street 1756 RF (Pty) Ltd (Thungela)
- Optimum Coal Terminal (Pty) Ltd
- Sasol Mining (Pty) Ltd
- Seriti Power (Pty) Ltd
- South African Coal Mine Holdings Ltd
- South Dunes Coal Terminal Company (SOC) Ltd
- Tumelo Coal Mines (Pty) Ltd
- Umcebo Mining (Pty) Ltd

Other Users

Junior Miners
Commercial User (Mbokodo)

Corporate Governance

PURPOSE AND FUNCTION OF THE BOARD

RBCT subscribes strictly to the principles of good corporate governance. The Board of Directors carry out their fiduciary duties with a sense of objective judgement and independence in the best interests of the company, providing strategic direction to RBCT through quarterly Board meetings and the delegation of authority to Board sub-committees as well as Executive Management. The Board of Directors review and direct RBCT's strategic objectives and annual budget. Professional standards and corporate values are put in place to regulate the integrity of the Board of Directors, Executive and Senior Management as well as Employees. It further provides guidance on the performance of the company and ensures that RBCT adheres to triple bottom line reporting.

BOARD COMMITTEES

To enable the Board of Directors to efficiently carry out its responsibilities and duties, certain responsibilities have been delegated to the sub-committees as recommended by the King IV Code on Corporate Governance ("the Code").

The Board sub-committees are as follows:

- Operations Committee ("OPCO") - Chaired by the RBCT CEO
- Finance Committee ("FINCO") - Chaired by a Shareholder nominated member

OPCO

OPCO operates in terms of its mandate from the Board of Directors. The Committee deals with mutual matters relating to the operations of the Terminal in order to provide a safe, effective and efficient service to all RBCT users.

The OPCO members are as follows:

OPCO Members	Alternates
AJ Waller (Chairperson)	
A Bernic	J Morkel
I Bird	
A Botha	
B Blumenthal	C Viljoen
J Britz	N van Wyk (Ms)
A David	KR Naidoo
NV Khumalo	R Essay
Z Mastilo	R van Vuuren
Z Mdanda (Ms)	K Mutetwa (Ms)
S Mely (Ms)	
M Moeketsi	SJ Ferreira
O Ramantsi	
N Ramsoochit	
MJ Shaw	SA Moepadira
H Viljoen (Ms)	D More

- Remuneration Committee ("REMCO") - Chaired by a member as appointed by the Board of Directors
- Social and Ethics Committee ("S&EC") - Chaired by a member as appointed by the Board of Directors
- Projects Committee ("PROCOM") - Chaired by the RBCT CEO

These sub-committees do not diminish the overall responsibilities of the Board of Directors. The Chairman of each sub-committee reports and makes recommendations to the Board of Directors at each Board meeting.

FINCO

The functions of FINCO include matters relating to finance, the Shareholders' Agreement (governing relations between Shareholders and the Company), compliance, assurance, taxation and various administrative matters. In addition, the committee oversees the internal audit function.

The FINCO members are as follows:

FINCO Members	Alternates
G van den Heever (Chairperson)	
I Bird	
A de Klerk	M van Aardt
I Desai	
W du Plessis	
R Essay	LN Sindane
L Gumede (Ms)	
E Hanekom (Ms)	MP Rheeder (Ms)
H Johnson	S Kholvadia
NG Langa (Ms)	
H Makamure	
K Matsose (Ms)	
M Mitchell	
TC Mbuyazi	
C Naidoo	
M Ngema (Ms)	Z Bhorat (Ms)
D Pretorius	L Makhabela
AJ Waller	



REMCO

RBCT's philosophy is to set remuneration at realistic levels in order to attract and retain the Executive Directors and General Management needed to manage RBCT successfully. A portion of Executive Directors and General Management remuneration is structured so as to link corporate and individual performance to ensure commitment and alignment. In accordance with these objectives, REMCO annually reviews as well as evaluates the contribution of the Executive Directors as well as members of the General Management team and determines their annual salary adjustments as well as bonuses. For this purpose, where appropriate, it considers salary surveys compiled by independent organisations. No Executive Director or General Manager is involved in any decisions as to his/her own remuneration.

The REMCO members are as follows:

REMCO Members	Alternates
MS Teke (Chairperson)	
BD Dalton	MJ Shaw
N Damasane (Ms)	
MJ Houston	RSE Alberts
IA Swanepoel	MR Walker

S&EC

The responsibilities of this committee include, however, are not limited to:

- Monitoring of RBCT's activities regarding matters relating to social and economic development, the environment, health and public safety as well as labour and employment.
- Monitoring of RBCT's performance and interaction with its stakeholders and ensuring that this interaction is guided by the Constitution and Bill of Rights.
- Determine clearly articulated ethical standards and ensure that RBCT takes measures to achieve adherence to these in all aspects of the business, thus achieving a sustainable ethical corporate culture within the company.
- Provide effective leadership based on an ethical foundation and ensure that the company is a responsible corporate citizen.

RBCT subscribes to the highest ethical standards and behaviour and requires total honesty and integrity from its employees at all times. A "Code of Business Conduct and Ethics" has been approved by the Board of Directors and all employees are required to subscribe to the code.

The S&EC members are as follows:

S&EC Members	Alternates
MS Teke (Chairperson)	
BD Dalton	MJ Shaw
N Damasane (Ms)	
MJ Houston	RSE Alberts
IA Swanepoel	MR Walker

PROCOM

PROCOM members deal with Major Projects and Engineering matters, as well as other matters that may be referred to it by the Board of Directors from time to time. The committee also makes recommendations to the Board for final decision.

The PROCOM members are as follows:

Procom Members	Alternates
AJ Waller (Chairperson)	
SN Buthelezi	
Z Mastilo	V Bayoglu
BH Miles	P Malatji
A Mshiywa	
P Rajlal	
T Schmidt	D Power
M van Vuuren	

FUNCTIONAL STRUCTURES

RBCT has standing committees that are assigned to manage, monitor and guide the organisation regarding good governance and ethical matters. These committees are tasked to discuss matters related to their respective mandate and make decisions in compliance with RBCT's values and business strategy.

TENDER COMMITTEE

The function of the committee is to ensure that procurement activities are in compliance with RBCT's procurement processes.

The Committee members are as follows:

Tender Committee Members
GM: Finance (Chairman)
GM: Health, Safety, Environment and Compliance
GM: Human Resources
GM: Asset Management
GM: Operations
Senior Manager Maintenance
Senior Manager Engineering
Senior Manager Electrical Technology
Procurement Manager
Project Support Manager
Management Accounting Manager



RISK COMMITTEE

As part of the risk management strategy, RBCT uses the Risk Committee as the final gatekeeper of risk within the company.

This committee members are as follows:

Risk Committee Members
CEO
GM Finance
GM Health, Safety, Environment and Compliance
Risk Officer
Senior Internal Auditor

CORPORATE SOCIAL AND INVESTMENT ("CSI") COMMITTEE

The committee is responsible for executing RBCT's CSI initiatives. The committee is responsible for contributing towards the development of the communities in which RBCT's activities are predominantly conducted in surrounding communities where RBCT employees are from. This committee executes and reviews all CSI projects.

The CSI members are as follows:

CSI Committee Members
GM Human Resources
Corporate Affairs Manager
Corporate Social Investment Officer
Union (Satawu)
RBCT Employees

EXECUTIVE SAFETY, HEALTH AND ENVIRONMENT ("SHE") COMMITTEE

The Executive SHE committee is the custodian of health, safety and environment compliance at RBCT. The committee meets monthly to discuss, evaluate and make decisions pertaining to occupational health, safety and the environment.

This committee members are as follows:

SHE Committee Members
CEO
General Managers
7 Divisional Committee Chairpersons
2 Union Shop Stewards
1 Health Representative
3 Safety Specialists, 1 Environment Specialist
1 Security and Emergency Preparedness Manager

The Divisional committees are an important link between the Executive SHE committee and employees. The Divisional committees meet monthly and the meetings are attended by the Departmental Managers, Safety Representatives, Employee Wellness Representatives and Site Contractor Representatives.



INTERNAL AUDIT

The Board of Directors acknowledges their responsibility in terms of an Internal Audit and Assurance Function as this ensures that RBCT keeps up to date with the complexity and rapid changes of the business environment, as well as organisational dynamics, which includes regulatory and compliance frameworks.

The Board of Directors have set the strategic direction for the Internal Audit and Assurance function, which is required to provide relevant assurance that contributes to the effectiveness of Governance, Risk Management and Control processes at RBCT. The Board of Directors have delegated, the responsibility to oversee the Assurance Functions and related activities to FINCO.

The Board of Directors and FINCO have adopted the principles and recommended practices, as expressed in the Code, to ensure that an ethical culture, good performance and effective control environment exists at RBCT. The Board of Directors ensures that Internal Audit and Assurance services provided to RBCT enable an effective control environment, which supports the integrity of information for internal decision making and RBCT external reports. The Internal Audit and Assurance Function are also governed by standards and guidelines outlined in the International Professional Practices Framework ("IPPF").

2021 was the second year of the three year business relationship with Glencore Internal Audit Services, as per the mandate approved by the Board of Directors and FINCO. In line with our Risk-Based Assurance Approach and Methodology, the focus areas adopted by RBCT and Glencore Internal Audit during 2021 was to assess key Strategic and Operational risks including their related processes that would prevent RBCT from moving coal and to provide Management with reasonable assurance that the systems of internal control implemented are adequate, effective and efficient.

To ensure compliance to the International Standards for the Professional Practice of Internal Auditing, RBCT and Glencore Internal Audit enhanced its Risk-Based Assurance Approach to determine the priorities of the Internal Audit and Assurance function whilst supporting the achievement of the objectives of RBCT. This approach entailed an evaluation of the key risks identified in the Strategic and Operational Risk Registers, including areas of risk exposure that were identified in the five Divisional Risk Registers.

The Risk-Based Assurance Approach adopted, extended to both the engagement and the annual assurance planning processes that includes an assessment of the needs and expectations of all key stakeholders, to ensure that a level of audit reporting was maintained to meet the needs of Management, FINCO, and the Board of Directors.



The assessment of RBCT's Strategic and Operational risks was conducted to ensure:

- Alignment of RBCT risk assessment process and an assessment of the effectiveness of the control environment.
- Addressing risks identified by Management.
- Keeping up to date with emerging industry risks.

A strong working relationship was maintained between RBCT, Glencore Internal Audit, other Assurance Providers, and FINCO, who would meet quarterly to present and discuss various assurance related reports on the planned audit engagements.

Due to the continued COVID-19 restrictions implemented by National Government, the Internal Audit and Assurance functions continued with a hybrid remote and onsite auditing approach that was adopted at the onset of the COVID-19 pandemic. The remote auditing approach has been refined with both Management and the various Assurance functions having embraced the process and have transitioned to contactless engagements. The adoption of various engagement approaches culminated in the completion of the 2021 Assurance Plan.

The following audits were completed by RBCT Internal Audit, Glencore Internal Audit and other Assurance providers in 2021:

- Terminal and Shipping Regulations
- IT General Controls
- Fatal Risks Control Protocols ("FRCPs") Follow-up
- Continuous OT Service and Security Management
- Legal and Statutory Inspections
- Events Risk Review
- Procurement - Contracts and Capital Expenditure
- Ethics Management
- Planned and Predictive Maintenance
- Protection of Personal Information ("PoPI") Gap analysis
- Product Contamination
- Critical Unwanted Events Management
- King IV Code on Corporate Governance Gap Analysis
- SAP Basis Review
- Disruption of Coal Supply - Desktop Risk Review

RBCT Management, FINCO and the Board of Directors consider the RBCT internal control environment and systems in place as adequate and properly designed to provide reasonable assurance that assets are safeguarded, financial and operational information is reliable, operations are effective and efficient, laws, regulations and contracts are complied with and risks are managed.

Whilst there were no material breakdowns in the internal control system in 2021, any weaknesses which were identified and reported, have been timeously addressed by RBCT Management. These reported audit findings are actively monitored through the CURA system.

Health, Safety, Environment, Risk and Compliance

RBCT is committed in identifying and managing the ESG issues that affect its business activities. RBCT recognises that its responsibilities are long term and that the long term prosperity to the economy depends on a healthy environment, social cohesion and good governance within the company's operation. To this end, RBCT conducted an ESG assessment in 2021 to evaluate the degree to which the company complies with the ESG principles in terms of performance and reporting. The International Finance Corporation ("IFC") Performance Standards and the Equator Principles ("EP") formed the basis of the assessment.

An ESG Policy was subsequently developed and the ESG Action Plan, in relation to the outcomes of the assessment, was implemented. The ESG Strategy was developed and integrated into RBCT's Corporate Strategy.



OCCUPATIONAL HEALTH, SAFETY, ENVIRONMENT AND RISK MANAGEMENT

During 2021, RBCT continued to focus on the safety, health and wellbeing of employees as well as environmental stewardship. RBCT maintained the ISO 45001:2018 Occupational Health and Safety Management System as well as the ISO 14001:2015 Environmental Management System certifications. The surveillance audits were conducted on both systems to determine conformity of the management systems. No major findings emanated from the audits.

1. DELIVERING ON OUR SAFETY STRATEGY

RBCT's safety strategy and management approach focuses on improving its ability to anticipate and prevent injuries. RBCT's goal is to achieve Zero Harm through the effective implementation and management of high safety standards within the operation. The High Potential Hazards ("HPHs") identification process was implemented, which focuses on proactive identification of a condition or situation which could result in a fatality. Safety Leadership Alignment Day ("SLAD") sessions for all RBCT Management were held during first quarter, with sessions for Contractor Management being held during the second quarter of 2021.

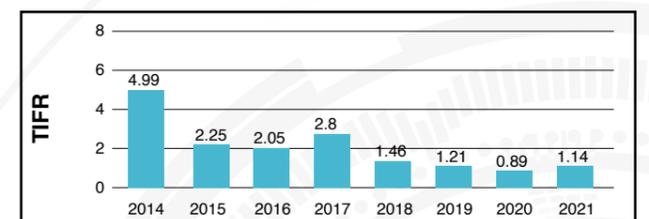
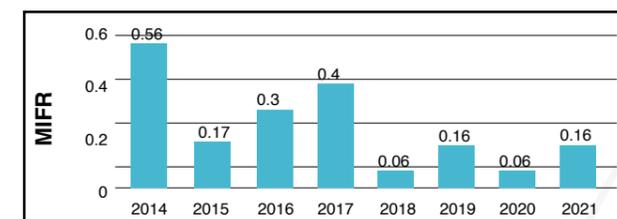
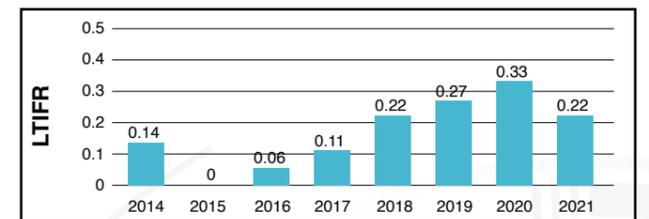
During the SLAD sessions, focus was placed on the alignment of RBCT leaders in terms of Safety, as well as Visible Felt Leadership ("VFL") and the identification of HPHs. Furthermore, emphasis was placed on the strategic mitigation of HPHs as well as the elimination of fatal incidents.

Safety Performance

During 2021, a total of 21 injuries, including a fatality, were incurred, compared to the 16 injuries incurred during 2020. The TIFR, LTIFR and MIFR for 2021 were 1.14, 0.22 and 0.16 respectively.

2021 OBJECTIVES	2021 TARGETS	2021 PERFORMANCE	COMMENTS
Maintain ISO 45001: 2018 Certification	ISO 45001:2018 Zero Major Findings	Zero Major Findings	Achieved
Fatality Free Year	Zero Fatalities	1 Fatality	Not achieved
Reduce Lost Time Injuries	LTIFR <= 0	0.22	Not achieved
Reduce Minor Injuries	MIFR <= 0.06	0.16	Not achieved
TIFR	TIFR <= 1.18	1.14	Achieved

VFL, HPHs, Behavioural Based Safety, Near Miss Reporting and SLLAM are some of the leading indicators being utilised by employees as well as contractors for proactive risk identification. Impressive gains have been achieved with the focus on leading indicators.



Safety Achievements

A total of 4 LTIs were incurred during 2021, which was a 33% reduction when compared to the 6 LTIs incurred in 2020. RBCT achieved 82 Injury Free Days on 15 March 2021. The 2021 Safety Culture Survey results indicated an improvement of 4.6%.

2. DELIVERING ON OUR ENVIRONMENTAL STRATEGY

RBCT has a legal and social responsibility to minimise the impact on the environment, as well as to eliminate unplanned events, such as unsanctioned water discharges and exceeding the air emission standards. RBCT's coal logistics activities are conducted within the framework of the ISO 14001:2015 Environmental Management System and a site specific Environmental Management Plan. The protection of the environment and compliance to environmental legislation remains paramount to RBCT. Pollution prevention strategies are in place which, together with ongoing mitigation measures, are aimed at reducing and mitigating the impact of RBCT's activities on the environment.

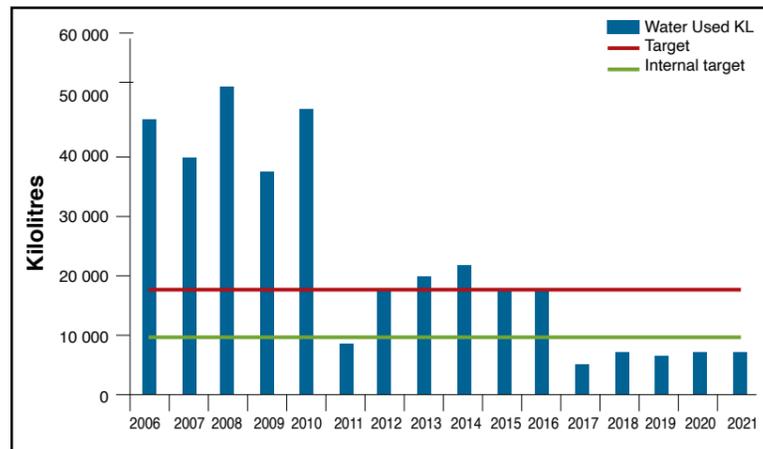
The responsibility of Environmental Management at RBCT resides with every employee and contractor on site. During 2021, no external environmental complaints were received.

Environmental Performance

2021 OBJECTIVES	2021 TARGETS	2021 PERFORMANCE	COMMENTS
Maintain ISO 14001:2015 Certification	ISO 14001 Zero Major Findings	2 Minor Findings	Achieved
External Environmental Complaints	Zero External Environmental Complaints	Zero External Complaints	Achieved

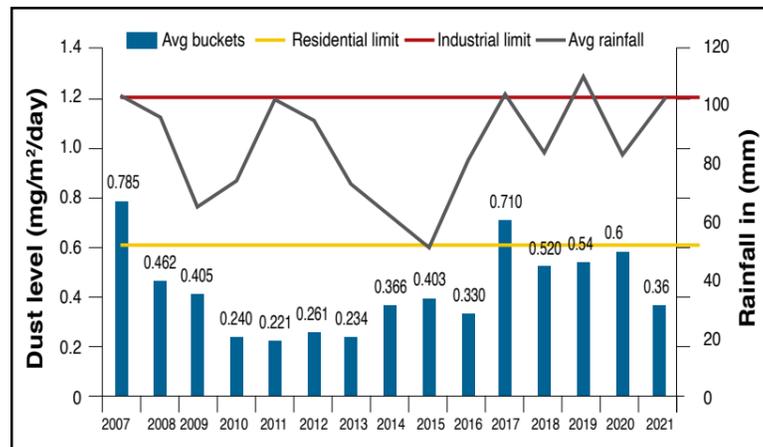
Water Usage and Management

The Integrated Waste and Water Management Plan ("IWWMP") is central to compliance with the conditions of the Water Use License issued in 2016 by the Department of Water and Sanitation ("DWS"). In order to mitigate any possible pollution to the surrounding environment, storm water and water collected from the coal stockpiles are drained into settling ponds situated in conspicuous locations within the operating areas. Contaminants are separated from the water, prior to it being pumped into the two off-site storage dams, known as the "ESUP" dams. The recycled water is then utilised for dust suppression. The quality of the groundwater is monitored on a quarterly basis through borehole sampling, in order to ensure that there are no adverse pollution impacts to the groundwater. During 2021, RBCT continued with the implementation of the conditions of the Water Use License issued in 2016.



Potable Water Usage

During 2021, an average of 8 149 kilolitres of potable water was utilised per month. This consumption was below the set internal target of 10 000 kilolitres. RBCT continuously strives to reduce the utilisation of fresh water by seeking innovative ways to efficiently utilise this scarce resource. RBCT is firmly committed to the preservation of the environment and natural resources. The environmental impacts of our operation have been assessed and documented in RBCT's Environmental Aspects and Impacts Register. Mitigating controls are in place for all identified potential environmental impacts.



Air Quality

Dust management is a priority at RBCT. The 2021 average dust fallout was 0.36g/m², which is well within the industrial limit of 1.2g/m². There were no dust fallout exceedances in 2021. Mitigating controls have been put in place to ensure that dust emissions are maintained at levels below the industrial limit. RBCT monitors PM10 as well as PM2.5 to effectively address ambient dust. A water based dust mitigating chemical (DustTreat™) is utilised as a dust suppressant on the gravel roads surrounding the stockpiles.

Waste Management

The management of waste remains one of RBCT's environmental priorities. The following waste is recycled at RBCT:

- Used Oil
- Sewerage Effluent
- Electronic Waste
- Paper
- Scrap Metal
- Rubber
- Oil Filters

The improvement in terms of the sorting and disposal of waste has become an extremely important aspect of RBCT's business. RBCT is registered as a waste generator and complies with the National Waste Norms and Standards. In order to continuously improve RBCT's Waste Management Programmes, waste audits are conducted and sustainable waste management plans implemented.





3. OCCUPATIONAL HEALTH, HYGIENE AND WELLNESS

A healthy workforce results in a productive, efficient and energized workforce, therefore, the health and well-being of employees is of high importance. RBCT aims to provide a working environment that maximises wellness and minimises occupational incidents, illnesses and disorders through health-enhancing related activities. The Wellness Management Programme is focused on the overall wellness of employees and contractors. RBCT's approach to managing health-related matters in the workplace covers the following:

- Health Risk Management, which focuses on occupational health and hygiene, thus ensuring legal compliance.
- Employee Wellness Programme ("EWP") is a promotive programme that pursues optimal employee productivity.
- Primary Health Care providing treatment of health related issues, thus minimizing ill-health.
- Strategic Management, which includes environmental health, COVID-19, HIV/Aids, incapacity and any other conditions that may affect the long-term success of the business.

Occupational Health and Hygiene Performance

The status of the 2021 medical surveillances is at 100%.

Health Risk Assessment ("HRA")

The review of the HRA as well as the Occupational Risk and Exposure Profiles ("OREP") is an ongoing process. Each year RBCT conducts a HRA in order

to identify, evaluate, quantify and control all non-occupationally induced health risks that may impact negatively on an employee's health status.

Coal Dust and Silica

RBCT has taken reasonable steps to ensure that the dust and silica exposure levels to employees and contractors are kept to a minimum. Dust and silica monitoring takes place annually and where dust levels are found to be high, measures to minimize dust are applied.

Noise

Baseline, periodic, transfer and exit audiometric examinations are conducted by Accredited Occupational Health Specialists. Noise is generally treated at the source, however, at the locations where it is not possible for noise to be eliminated, signage is posted to remind employees and contractors to wear hearing protection. All affected personnel are appropriately trained and provided with the necessary personal protective equipment.

Ergonomics Management Programme

An onsite Biokineticist, together with the Clinic staff work with the aim to improve the wellness of employees, thereby ensuring a healthy and productive workforce. The Biokineticist operates from the RBCT Fitness Centre as well as manages the rehabilitation programme for employees recovering from various conditions (i.e. stroke, musculoskeletal injuries and many others). Various ergonomic assessments

are conducted in terms of employees driving and operating mobile equipment.

SANS 3000-4 Railway Safety Regulator ("RSR")

RBCT subscribes to SANS 3000-4, a National Standard for the health assessment of rail employees, based on a Risk Management approach. RBCT has adopted this standard as well as developed procedures for the management of human factors in order to mitigate the potential effects of these factors on railway safety. All rail employees have received formal training on fatigue management and have developed much needed skills and knowledge to manage their wellness as well as ensure fitness for work. During 2021, a Human Factors audit was conducted by the Railway Safety Regulator ("RSR") and the audit report confirms that RBCT is compliant with the RSR requirements.

Non-Occupational Disease Management

During 2021, RBCT continued to focus on the wellness of both employees and contractors. The monitoring and management of employees with clinical risk factors such as Body Mass Index ("BMI"), Blood Pressure, Blood Sugar and Cholesterol remained a priority during the year. Some improvements in these chronic conditions amongst employees was noted. Awareness and engagements with employees in terms of these clinical risk factors, as well as the top 4 wellness risks, which are the major contributors to the burden of diseases at RBCT, is an ongoing process. An improvement was observed in the number of employees that conducted monthly checks in terms of their chronic conditions.

The Primary Healthcare ("PHC") Management programme at RBCT provides first level essential diagnostics and therapeutic Health Care Service. It is founded on the principles of evidence-based medicine to accurately diagnose and treat acute or common ailments. The PHC programme includes the following components:

- Assessment and treatment of illnesses;
- Reproductive health programme; and
- Health screening and promotion programme, including vaccination of our employees and testing, such as:
 - Blood Pressure;
 - Blood Sugar;
 - Cholesterol;
 - HIV counselling and treatment;
 - COVID-19;
 - Emergency medicine; and
 - Chronic disease monitoring.

The monitoring and management of employees with clinical risk factors remained a priority during 2021. There were some improvements to employees with chronic conditions. The status of the 2021 medical surveillances was 100%. In December 2021, the HIV prevalence rate at RBCT was at 14.37%, with 97% of the HIV positive employees on anti-retroviral ("ARVs") treatment. A total of 86% of the employees at RBCT know their HIV status.

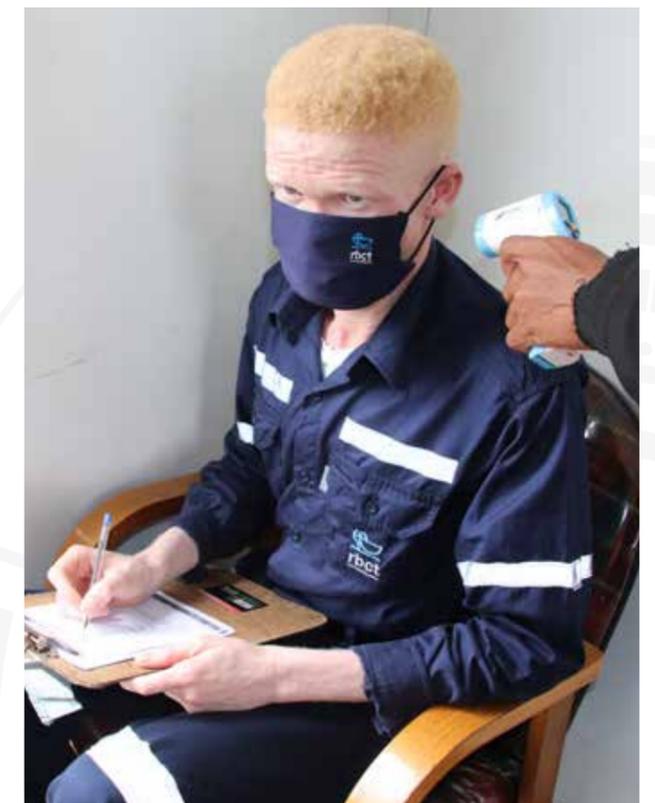
Body Mass Index ("BMI")

During 2021, the status of BMI at RBCT has remained stable at 85%. There has been an increase in the number of employees who joined the Weight Management Programme, which offers numerous health benefits, including the dedicated services of a Company Doctor, Biokineticist, Dietician, Clinical Psychologist and onsite qualified fitness instructors.

In 2021 RBCT continued the focus on healthy lifestyle programmes, weight management and mental health being the primary focus.

COVID-19

RBCT is committed to providing a workplace which maintains the health and safety of all persons entering the premises. The COVID-19 Risk Assessment and Management Plan was conducted with the goal of reducing, eliminating and minimising occupational exposure to SARS-CoV-2, commonly known as COVID-19. Infection prevention and occupational hygiene practices were developed in accordance with guidelines issued by the Department of Employment and Labour, the Department of Health, the National Institute of Occupational Health and the World Health Organisation. The measures that were implemented included administrative, work practice, engineering and personal protective equipment controls, as well as other considerations such as identification and management of high risk employees. The objective of the COVID-19 Management Plan was to provide RBCT Management, employees and site visitors with guidance for the prevention of transmitting the virus and, ultimately, infection of COVID-19 whilst conducting



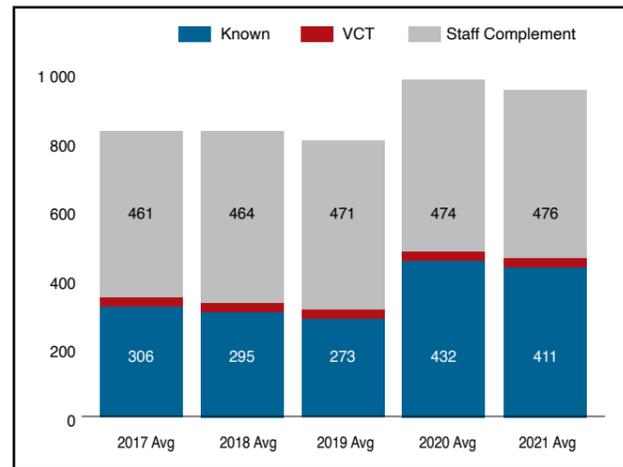


RBCT business. Where reasonably practicable, appropriate control measures were implemented in order to comply with COVID-19 legal requirements. Additional guidelines and alterations were included as the COVID-19 outbreak conditions changed, as well as in the event that new information regarding the virus, its transmission, controls and impact became available.

RBCT successfully hosted COVID-19 vaccination campaigns in collaboration with the DoH to provide all employees and contractors, working at RBCT, with easy access to the vaccine. RBCT is of the view that convenience is key and the COVID-19 vaccine should be provided at a time and location that is accessible and convenient to employees, thereby increasing participation in the vaccination programme. More than 285 employees and contractors have since been vaccinated by the DoH at RBCT, while the majority received their vaccines at a vaccination centre convenient to them and their families.

HIV Management Programme, Counselling and Testing

HIV/Aids remains a significant risk to the South African society. RBCT recognises that the management of HIV/Aids is an integral part of its approach to ensuring the wellbeing of its employees and raising awareness of HIV/Aids amongst employees remains a high priority. Access to assistance for HIV related concerns is available on a 24-hour basis at the onsite Occupational Health Centre, in partnership with the Lifesense Disease Management Programme. The purpose of the programme is to assist RBCT employees with maintaining adherence to the antiretrovirals, as well as to overcome any barriers that may prevent adherence to the programme. Coordination and centralization of the HIV Management Programme, treatment records as well as assurance that employees are able to maintain a healthy, productive lifestyle is of paramount importance.



RBCT Wellness Week

The first step to improving the health status of our employees is to identify the areas of risk. During the annual Wellness Week, RBCT utilised the opportunity to proactively identify the symptoms of non-occupational diseases and other wellness related concerns and employees and contractors were given the opportunity to maximise on the prevention of these diseases and wellness challenges. The aim is to treat the root cause(s) of the diseases and wellness challenges, followed by the implementation of measures to prevent the progression of such diseases.

During 2021, RBCT successfully launched the very first virtual Wellness Week, which highlighted the wealth of resources available to assist employees in remaining healthy, both physically and mentally, specifically during the pandemic period. During the virtual Wellness Week, employees had the option to participate in live sessions, which were held daily, or alternatively to participate in pre-recorded on-demand sessions. Throughout the 2021 Wellness Week, employees were given with the opportunity to hear from various health and wellness speakers, to take part in exercise classes, watch virtual cooking demonstrations and listen to financial wellness programmes.

World Aids Day

In commemoration of World Aids Day, voluntary HIV/Aids testing was conducted for a one week period, commencing on 1 December 2021. A virtual “Candle Light” ceremony was held within each Division in remembrance of those who have lost their lives to HIV/Aids. Employees were encouraged to get tested and a total number of 411 of the 476 RBCT employees were tested during 2021.

The proposed South African theme for the 2021 World Aids Day, “Working Together to End Inequalities, AIDS, TB and COVID-19”, was adopted by RBCT. The theme was well aligned with the global theme of “End Inequalities. End AIDS”. The aim of both themes was to heighten awareness in terms of the colliding epidemics of HIV and TB as well as the current pandemic of COVID-19. RBCT utilised this opportunity to encourage employees and contractors to get tested, to vaccinate and to adhere to their treatment, whether it was for HIV, TB or COVID-19 therapeutics. RBCT continues to work with the local communities in response to the HIV/AIDS and COVID-19 pandemics.



4. RISK MANAGEMENT

RBCT's Enterprise Wide Risk Management is based on ISO 31000 and plays an important role in monitoring as well as managing the risks that may either emanate from internal or external factors, including human behaviour and cultural factors, which will impact on the achievement of the strategic objectives. RBCT considers Risk Management as an essential process in terms of compliance with the requirements of the Code. The risks are continuously identified, assessed and controlled.

The two main risk categories are:

- Strategic Risks, including all possible sources of loss that may arise from the pursuit of an unsuccessful business plan.
- Operational Risks, including a probability of loss incurred from internal inadequacies or a breakdown in controls.

RBCT continuously monitors and reviews these risks.

RBCT Interface Risk Assessment

RBCT aims to move coal safely and efficiently through a world class port terminal in order to meet the needs of its stakeholders. RBCT relies on the entire coal value chain to achieve its strategic goals. RBCT relies on Transnet Freight Rail ("TFR") to rail coal to the Terminal and Transnet National Ports Authority ("TNPA") for the provision of Marine Services. Interface risk assessments as well as reviews are continuously conducted to obtain an understanding of one another's business risks that may affect the daily operations and prevent RBCT from achieving its objectives.

Risk Management Tools

RBCT utilises a number of business tools in the management of risk, which include:

- Conflict of interest declarations are submitted annually or in the event that there is a change in the conflict of interest status of an employee.
- A Code of Conduct booklet is issued to employees.
- Formal Policies and Procedures are in place to assist with the application of company standards.
- Monthly inspections are conducted by Management to identify risk areas.
- The necessary insurance (through an insurance broker) that covers assets and liabilities.
- Monthly reviews of the Operational Risks by RBCT Management.
- RBCT has a zero tolerance approach to fraud, bribery, corruption and unfair business practice. All employees can anonymously report such issues through the secure tip-off "Whistle Blower" line.
- Risk registers and risk action items are managed on Cura.

RBCT Business Continuity Management

Risk exposure from potential disasters or events that may prevent or disturb RBCT's operation is a reality. RBCT makes every effort to ensure that it is protected against risks and threats that could materially impact its operation. It is, however, recognized that the unexpected could and may prevail, the effect of which could compromise RBCT's ability to meet acceptable business operation.

It is for this reason that the Business Continuity Management programme is an integral part of the business to support Management and the mitigation of the duration of disruptions to the business, should the risk materialise. RBCT aims to continue business at acceptable predefined levels, following a disruptive incident and maintain business resilience.

RBCT identified disruptive incidents that may pose a threat to the operation of the Terminal, both strategically and departmentally. The business impact analysis is conducted to identify critical business processes and gather information needed to develop recovery strategies as well as limit the potential of loss. Business Continuity Plans are developed to enable RBCT to resume operation as soon as possible, subsequent to a disruptive event. Business Continuity Plans are tested to ensure that they are up to date, relevant and practical.

Protection of Personal Information

The Protection of Personal Information ("PoPI") Act, No 4 of 2013, gives effect to the constitutional right to privacy, regulates the manner in which personal information may be collected, processed, as well as stored and provides rights and remedies to protect personal information. In order to comply with this act and good practice, RBCT developed and implemented the PoPI Policy. The implementation of this policy validates RBCT's commitment in protecting personal information and ensuring that it is appropriately used for the purposes intended.

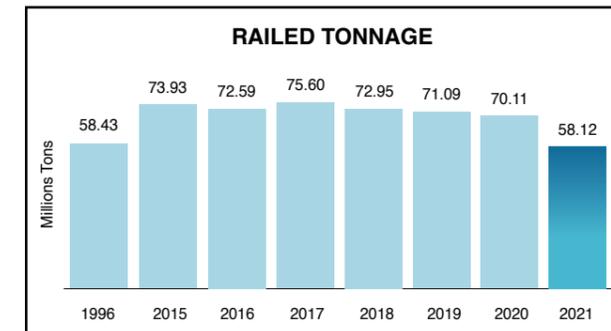
The PoPI Act came into effect on 1 July 2021 and all companies should be fully compliant with the act. A gap analysis was conducted by a law firm to identify RBCT's degree of compliance with the law and identify areas of improvement. All identified gaps are being actioned and their implementation is monitored to ensure full compliance with the act.



OPERATIONS

Railings

A total of 7 350 trains (58.12Mt) were offloaded in 2021. The coal railed in 2021 was 17.1% lower when compared to the 70.11Mt railed in 2020. 13% of trains were tipped and bypassed directly onto the vessels compared to the 16% achieved in 2020. The bypass of trains occurs when a train arrives with the same grade of coal that is required by a vessel waiting to be loaded at the quayside. This assists RBCT to avoid the double handling of coal and also improves the vessel loading rate.

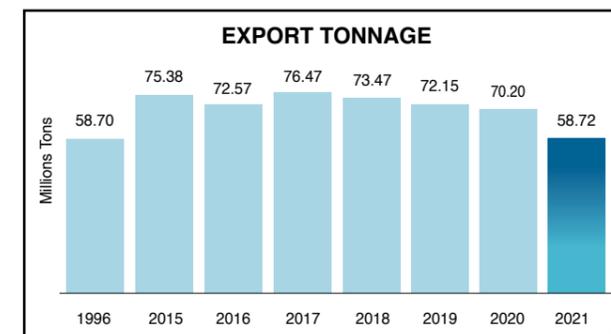


Export

Export tonnage in 2021 decreased by 16.4% from 70.19Mt in 2020, to 58.72Mt. The total number of vessels loaded in 2021 were 645, which was 27.2% less compared to the 886 vessels loaded in 2020.

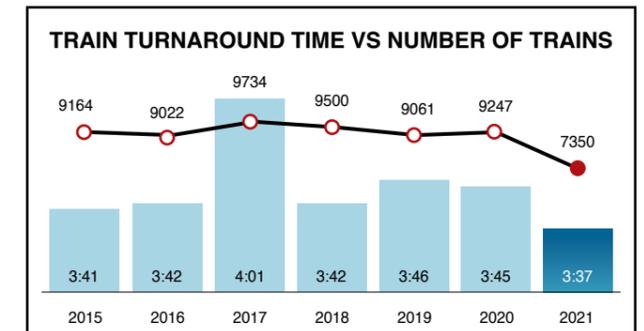
Challenges:

- Delivery of coal to RBCT (Railing Challenges);
- National COVID-19 Clearance Regulation (delaying vessels).



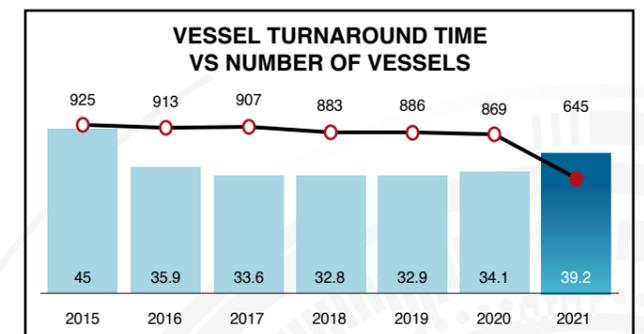
Train Turnaround Time ("TTT")

The TTT achieved was 3 hours 37 minutes in 2021 against the target of 3 hours 48 minutes. TTT is the time from handover of a full set of wagons to RBCT to the time it is handed back to TFR. This is the contracted duration agreed and signed in terms of the Service Level Agreement (SLA) between RBCT and TFR.



Vessel Turnaround Time

Vessel Turnaround Time ("VTT") increased by 13% from 34 hours 6 minutes to 39 hours 12 minutes. VTT is the time between vessels arriving at the port and clearing the channel.



New Records

On 17 July 2021, through the collaboration between Shifts 1 and 2, RBCT achieved a new TGLR record of 6 880t/h, exporting a total of 116 150 tons, thereby breaking the long standing record of 6 385t/h (288 821 tons) achieved on 15 November 2006. This is the highest record achieved over a 24-hour period.



OUR PEOPLE

RBCT Employment Equity

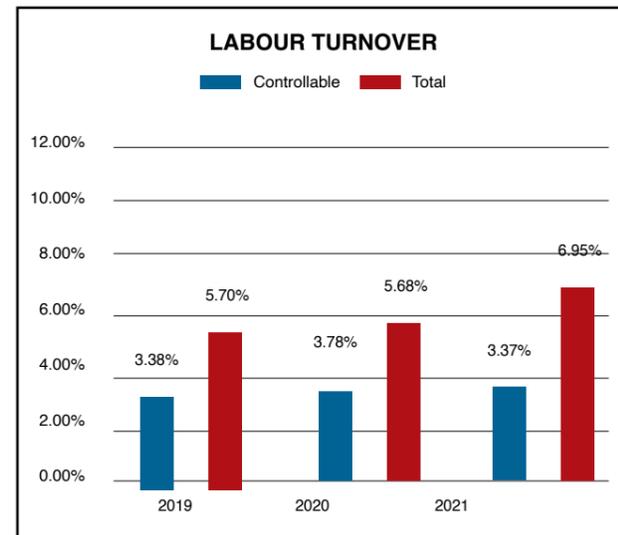
BAND	ANNUAL TARGET	2020	2021
B	88%	95%	94%
C	82%	83%	85%
DL	83%	96%	96%
DU	83%	91%	91%
E & F	75%	83%	83%
Females	31%	29%	31%

People remain the core focus of the business, with the main objective being to create a workforce that is representative of the South African population at all levels of the business. RBCT prides itself in the fact that it is fully committed and complies with the Employment Equity (“EE”) requirements as governed by legislation in an effort to create an equitable workforce.

Female representation is a key component of RBCT’s EE focus. During 2021, all the EE targets were achieved at all organisational levels. The target for female representation for 2022 is 33% and in 2023 is 35%. The current EE plan commenced in October 2019 and will be in effect until September 2023. During this period, RBCT will continue to drive initiatives and activities that aim to promote equity and implement Affirmative Action measures.

Labour Turnover

The total Labour Turnover (“LTO”) has consistently remained below the target of 10% over the past 3-year period (i.e. 5.70% in 2019, 5.68% in 2020 and 6.95% in 2021). This can be attributed to the controllable LTO remaining below the target of 8% over the same period (3.38% in 2019, 3.78% in 2020 and 3.37% in 2021). This achievement can be attributed to RBCT’s commitment and dedication to employee development, diversity, inclusion and overall Organisational Health.



Skills Development

In line with RBCT’s skills development plan, the total training hours recorded over the past three years were as follows:

TOTAL TRAINING HOURS	
2021	63 145
2020	19 780
2019	47 306

2021 training completed included the following:

PROFESSIONAL TRAINING DONE	
People Trained	Number Trained
Millwright Apprentices	17
Operations Trainees	19
Electrical Engineer	3
Mechanical Engineer	3
IT Trainee	1
Trainees living with disabilities	4
TOTAL TRAINED FOR 2021	47

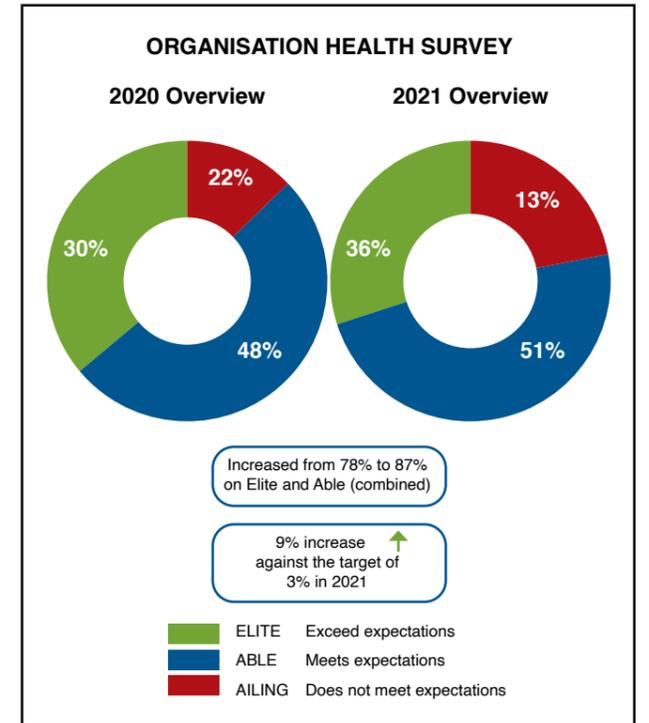
RBCT provided Education Assistance to a total of 43 employees, with a total of 163 modules being registered. In an effort to promote post matric studies, RBCT offered a total of 15 bursaries to recipients from within the local communities.

RBCT also continued to encourage the children of employees to excel in terms of education by offering study grants to the 14 best performers.

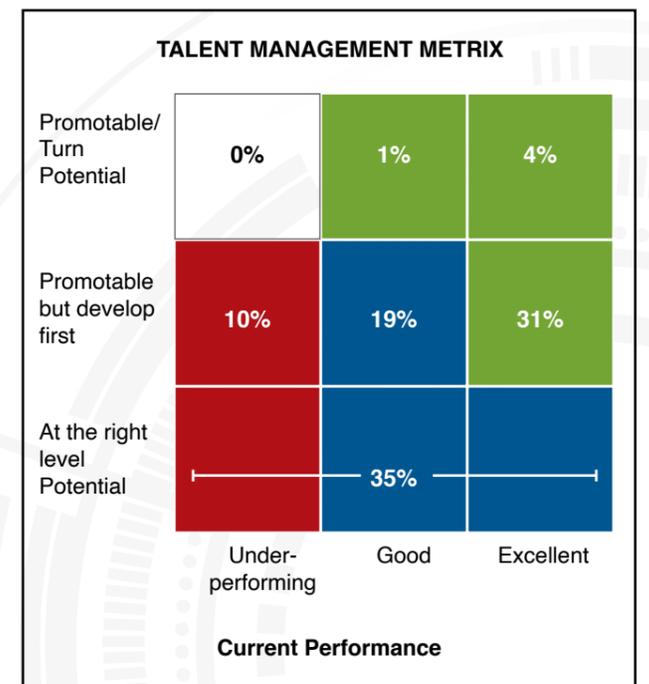
EDUCATION ASSISTANCE	AMOUNT
2021	R578 419

BURSARY RECIPIENTS	AMOUNT
15 Local Communities	R1 126 422

STUDY GRANTS	AMOUNT
14 Children of Employees	R392 000



The Talent Management Strategy continues to add significant value to the organisation, with a strong focus on employee development, succession planning and a smooth transition post promotion. The process embodies a detailed assessment of the employee’s potential, attributes, attitude, qualifications, performance and career aspirations. Employees are provided with a clear understanding of their potential and performance, while simultaneously formulating individual development plans. This enables the business to meet an employee’s career aspirations and current as well as future business requirements. RBCT also prides itself in going beyond compliance in terms of Employment Equity.



STAKEHOLDER ENGAGEMENT 2021

RBCT's CSI Strategy plays a key role in enhancing the quality of life within the local communities in which we operate and where RBCT's employees reside. RBCT's aim is to promote the development of self-reliant communities and to facilitate sustainable community development programmes that deliver social value. Various initiatives were conducted as per the below CSI highlights. These initiatives included a food parcel drive, essential supplies and the building of 3 classrooms at a local school. The total CSI spend for 2021 was R4.7 million which was distributed as follows:



FOOD PARCELS

R500 000 worth of food relief parcels were donated to 5 NPOs for COVID-19 relief.



MFANISO CLASSROOM

Mfaniso Phase 3 – the construction of 3 classrooms was completed in November 2021 at a total cost of R1.3m.

This is the second set of classrooms to be built, the first set was built in 2020 to the value of R1.3 million.



TOTAL CSI SPEND

A total of R2.3m was spent on Annual Standard Donations within the local district. A total of 31 NPOs were beneficiaries of this amount.

RBCT partners with these NPOs as they are able to reach far and wide within our communities and spread the focus. The total CSI spend for 2021 was R4.7m.





PROCUREMENT

The COVID-19 pandemic continued to have a significant impact on the economy and led to various disruptions within the supply chain environment. The Procurement Team worked closely with suppliers and various short term actions were put in place to ensure continuity of supply as well as to create a safe working environment for RBCT's contractors. Despite the challenging environment, the Procurement Team was still able to maintain very good results, similar to the previous year, in terms of the Broad Based Black Economic Empowerment ("BBBEE") performance. This, combined with understanding and executing the initiatives aligned to the changes within the elements of the Department of Trade and Industry's BBBEE Codes of Best Practice, resulted in RBCT working closely with our suppliers to ensure compliance, thereby embracing the changes within the codes and assisting in the empowerment of RBCT's business partners.

Aligned with driving sustainability within the Zululand region where possible, procurement preference is often placed on local suppliers with additional consideration given to the small and

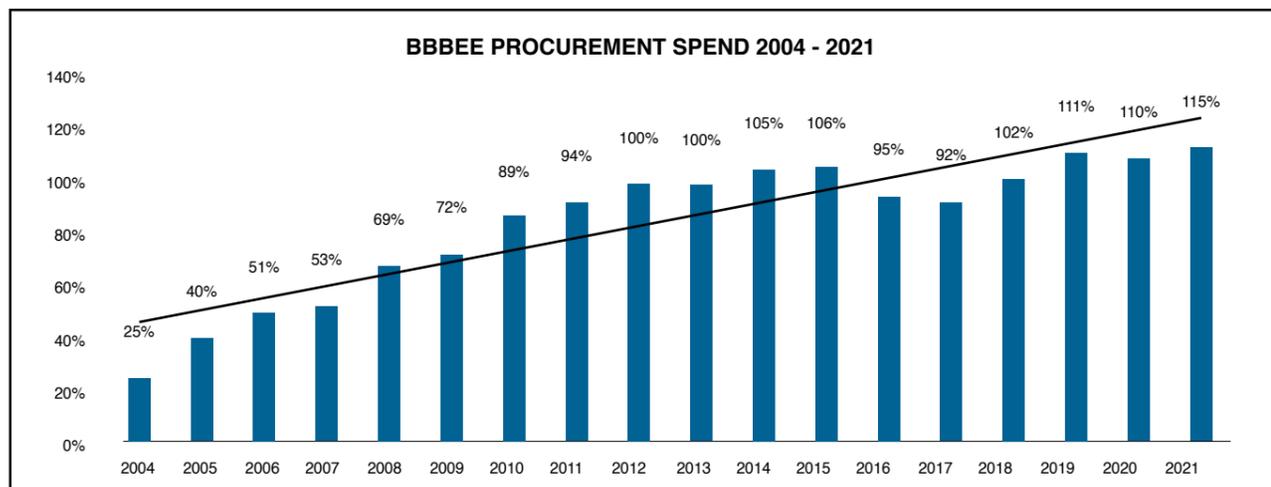
medium enterprise categories. Black Ownership and Black Woman Ownership remains an important criteria in decision making and RBCT works closely with its suppliers to ensure that transformation within their organisations are being addressed.

RBCT has actively and progressively driven preferential procurement spend for the past 17 years and insists on suppliers providing approved verification certificates to ensure compliance to the Codes. RBCT maintains an extensive customized database in its SAP system and is able to continuously improve its position with up to date and reliable statistics on the various criteria as defined in the Codes. Decision making is therefore easily facilitated when considering elements such as Black Ownership, as well as Black Woman Controlled businesses that are suppliers or potential suppliers to RBCT. To ensure that the maximum procurement spend contributes towards the empowerment performance, it is RBCT's preference to engage with businesses that maintain a minimum Level 4 BBBEE rating.

Where commercial criteria is the same, preference is given to the higher BBBEE rated supplier. RBCT does not pay a premium to empowered companies as commercial competitiveness is also a key determinant in decision making. From time to time, RBCT may require long-term contractors and suppliers to share their plans to maintain and improve their empowerment ratings.

Standard Procurement Criteria

- Compliance with RBCT's Health, Safety and Environmental Standards.
- Adherence to RBCT's quality specifications.
- Competitive market related pricing.
- Valid BBBEE verification certificate.
- Service excellence.



ENTERPRISE AND SUPPLIER DEVELOPMENT

Enterprise development remains a key focus at RBCT and one of the ongoing initiatives facilitated through its shareholders was making available 4Mt of export capacity to Junior Miners at commercially attractive rates. The allocation of the 4Mt capacity is managed by the Department of Mineral Resources and Energy ("DMRE").

This means that Junior Miners have access to export markets through RBCT and maintain improved operational performance as well as profitability within their businesses. The South African export facilities are often constrained due to infrastructure challenges, therefore the allocation of this capacity contributes significantly to enterprise development within the mining environment.

Supplier and Enterprise Development initiatives within the procurement area further contribute to RBCT's responsible procurement strategy. RBCT partners with Black Owned Exempt Micro Enterprises and Qualifying Small Enterprises that are both suppliers and potential suppliers to RBCT in developing self-sufficient business partners. This is achieved through working with committed suppliers and ensuring that all selection criteria is adhered to. A strategic focus area in developing the supplier database is the ownership element and engaging with suppliers in terms of transformation as well as compliance to the Department of Trade and Industry's Codes of Good Practice.

Due to the nature of RBCT's maintenance spend being predominantly on specialised high quality engineering items, managing the achievement of the quality standards and specifications presents RBCT with good mentoring opportunities to develop and grow the skills within its suppliers.

RBCT remains committed to Enterprise and Supplier Development and delivering continuous improvement within the procurement environment.

GLOSSARY

AIDS	Acquired Immune Deficiency Syndrome, a disease of the immune system caused by HIV infection
AIT	Artisan in Training
ART	Artisan Recognition Training
ARV	Anti-retroviral
AWP	Awaiting Placement Time
BBBEE	Broad-based black economic empowerment. This represents a broadening of earlier BEE (see below) policy and attempts to spread the benefits of economic empowerment to the widest possible spectrum of black South Africans
BP	Blood Pressure
CEO	Chief Executive Officer
CEP	Coal Exporting Parties
COVID-19	Coronavirus disease of 2019
CRC	Coal Receipt Clerk
CSI	Corporate Social Investment
CURA	Governance Risk and Compliance Software/Enterprise Risk and Compliance Software
DWA	Department of Water Affairs
EE	Employment Equity
ESUP	An offsite storage dam known as ESUP Dam
EWP	Employee Wellness Programme
FINCO	Finance Committee
FRCP	Fatal Risk Control Protocols
GM	General Manager
HIV/Aids	Human immunodeficiency virus/acquired immune deficiency syndrome
HRA	Health Risk Assessment
HSEC	Health, Safety, Environment and Community
IDPS	Individual Development Plans
IMBIZO	An open forum chaired by the CEO to address all employees on business performance and all key matters.
ISO	International Standard for Organisation. Published in 1996 by the International Organisation for 14001 Environmental Standardisation, it specifies the actual requirements for an environmental management system.
ISO 14000	An environmental management system standard published by the ISO
ISO45001	An environmental management system standard published by the ISO IWWMP Integrated Waste and Water Management Plan
King Report	The King Report on Corporate Governance is a ground-breaking booklet of guidelines for the governance structures and operation of companies in South Africa. It is issued by the King Committee on Corporate Governance. The Institute of Directors in Southern Africa (IoDSA) owns the copyright of the King Report on Corporate Governance and the King Code of Corporate Governance. Compliance with the King Reports is a requirement for companies listed on the Johannesburg Stock Exchange
LTI	Lost Time Injury. Refers to an injury resulting in the injured person being unable to attend/return to work to perform the full duties of his/her regular work, as per the advice of a suitably qualified medical professional, on the next calendar day after the injury.

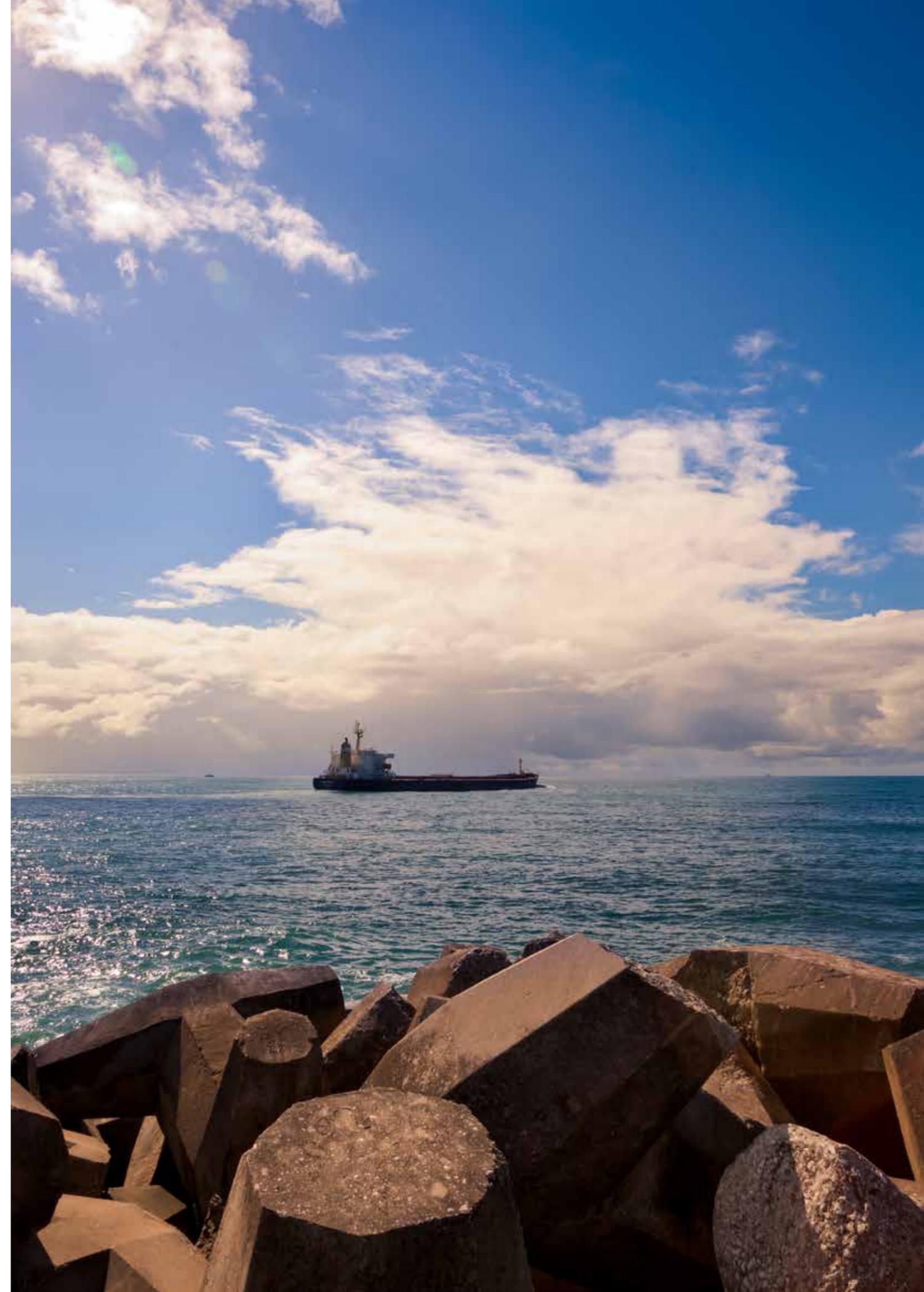
LTIFR	Lost Time Injury Frequency Rate. The number of lost time injuries (see previous page) per 200,000 hours worked.
MERSETA	Manufacturing, Engineering and Related SETA
MIFR	Minor Injury Frequency Rate
Mt	Million tons
Mt/a	Million tons per annum
NTG's	Not-To-Go's
OHS	Organisational Health Survey
OHSAS	Occupational Health and Safety Assessment Specification
OPCO	Operations Committee
OREP	Occupational Risk and Exposure Profiles
PHC	Primary Healthcare Management
PM2.5	Particulate matter 2.5 micrometers or less in diameter
PM10	Particulate matter 10 micrometers or less in diameter
PoPI	Protection of Personal Information
PROCOM	Projects Committee
RBCT	Richards Bay Coal Terminal
RDC20	A dust suppressant used onsite to suppress dust on the ground
REMCO	Remunerations Committee
RSR	Railway Safety Regulator
SABCOHA	SA Business Coalition on Health and Aids
SANS	South African National Standard
SHE	Safety, Health and the Environment
SLLAM	Stop, Look, Listen, Assess, Manage
TFR	Transnet Freight Rail
THE	Train Handling Empty
THF	Time Handling Full
THT	Train Handling Time
TIN	Train Identification Nomination
TIT	Time in Tippler
TIFR	Total Injury Frequency Rate
TGLR	True Gross Loading Rate
TNPA	Transnet National Port Authority
TPH	Tons per Hour
TPT	Train Placement Time
TT	Tipping Time
TTT	Train Turnaround Time
ZCCI	Zululand Chamber of Commerce and Industry

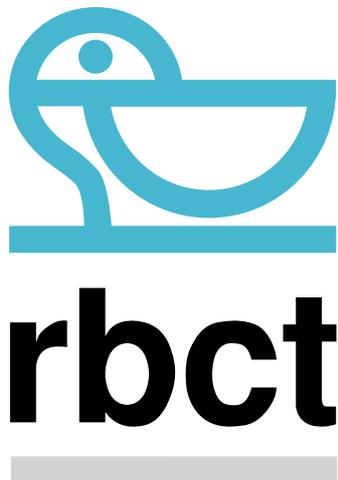
BOUNDARY and Scope

The 2021 Sustainability Report covers the period 1 January to 31 December 2021.

This report provides a brief analysis of the company's operational logistics and performance in the following criteria:

- The Health and Safety of employees and the environmental impact on the surrounding areas.
- Strategies and policies that have been implemented to achieve optimal results in the above regard.
- Current goals that have been achieved and future goals to be achieved.
- Outreach programmes, delivering social value by giving back to our community, with specific focus on education.
- Empowering local communities.
- Structure of the Board and Management.
- Employee and recruitment programmes.
- Operational activities such as:
 - Rail performance (coal is handled effectively and efficiently once it arrives at RBCT from TFR, no data has been captured for this report in terms of derailments as it is not a direct part of our operational activities).
 - Shipping performance (the arrival and departure of all vessels are managed and coordinated by TNPA. The quality and analysis processes of the coal is excluded from this report as it is conducted independently by an on-site laboratory).





To share your views or comments, contact:

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