



rbct

**Sustainable
Development
Report 2024**



**RBCT continues to deliver against the
17 Sustainable Development Goals of the United Nations**



Vision

Moving coal passionately
through a world class Port
Terminal

Mission

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

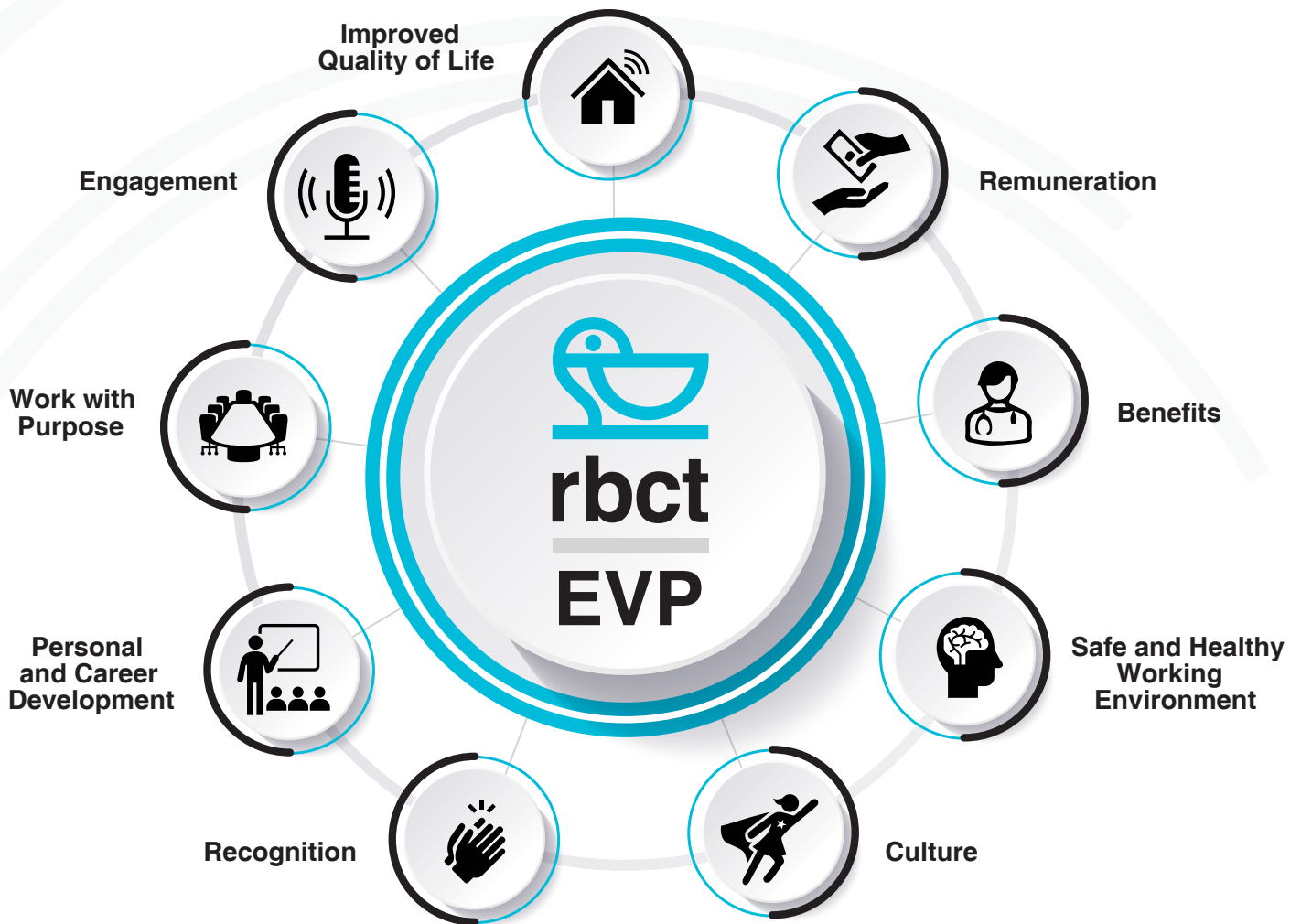
Core Values

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

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Employee Value Proposition (“EVP”)



Message from the Chief Executive Officer



RBCT recognizes the significant impact of our operations on local communities, therefore sustainable practices, community engagement and environmental responsibility are prioritised to ensure positive outcomes and long term wellbeing.

During 2024, RBCT continued its journey towards sustainable operations, focusing on environmental stewardship, social responsibility, governance and economic resilience. Our efforts to reduce carbon emissions, conserve water and minimize waste have not only strengthened our environmental performance but also contributed towards a healthier planet for future generations. RBCT lives the value: "We care for the environment!"

Amidst the focus on coal recovery during 2024 that observed a 10% improvement, RBCT has remained resilient and dynamic, driving innovation and efficiency in our operations. RBCT maintained its position as being a safe, efficient and reliable Terminal.

RBCT's commitment to sustainable practices is beyond compliance. We acknowledge that there is more work to be done, therefore, we remain committed to continuous improvement and transparency in our sustainability journey. Collaboration with all stakeholders to address emerging challenges and opportunities will continue, thereby creating long-term value for our business and society as a whole. A key priority is maintaining a safe working environment and ensuring that every employee and contractor returns home without harm, every day. The following safety milestones were achieved in 2024:

- 1 Million LTI-free man-hours on 16 August 2024
- 144 injury-free days in October 2024
- 40% reduction in the total number of injuries (from 15 to 9)
- Recorded the lowest number of total injuries (9) in the history of the Terminal
- Fatal Risks Control Protocols ("FRCPs") are in place and effective
- Identification of High Potential Hazards ("HPHs") and the elimination of High Potential Incidents ("HPIs")

RBCT has successfully implemented several Environmental, Social and Governance ("ESG") initiatives, which include the following:

- ESG Policy
- ESG Strategy
- ESG Risk Assessment
- ESG Materiality Assessment with Stakeholders
- Setting of ESG Objectives and Targets
- ESG Reporting (Greenhouse Gas Assessment)
- Human Rights Due Diligence Assessment and Policy

From an environmental perspective, RBCT is proud to report that the following was achieved:

- No dust fallout exceedances
- No external environmental complaints received
- No ESUP dam overflow incidents
- No major findings reported on external environmental audits

Furthermore, RBCT's dedication to Corporate Social Investment ("CSI") is evident through initiatives that support Early Childhood Development ("ECD") as well as Education and Community Welfare. Fostering meaningful partnerships and investing in sustainable development projects creates sustainable growth for our local communities. RBCT supported 32 NPOs during 2024 to the value of R1 276 000. There has been significant growth in terms of the number of NPOs supported over the years, from 17 to 32 in 2024, which contributes significantly towards community welfare. During 2024, RBCT concluded the building of Mfaniso Secondary School to the value of R6.3m. Furthermore, the roof at Entabane Primary School was replaced to the value of R2.9 million together with the introduction of gardening and tree planting initiatives to promote environmental awareness and sustainability.

RBCT's focus is on sustainable interventions that address critical challenges in the education sector and the commitment to improving the King Cetshwayo District matric pass rate is reflected by the number of local schools (6) that have been adopted by the Inkanyezi Academy Programme (Maths, Science and Economics). This programme has yielded impressive results and contributed towards the King Cetshwayo District achieving an improvement of 5.2% in the 2024 matric results.

RBCT is committed to embedding ESG principles into its business operations and during 2024 a total of 15 internal audits were completed and reported to the Finance Committee ("FINCO"). An active Whistle Blower line, which ensures transparency and accountability is also in place.

The future outlook of RBCT is built on a foundation of sustainability, responsibility and economic viability. RBCT will maintain the focus on minimizing our environmental footprint, promoting social welfare and driving economic growth that benefits all stakeholders, remaining true to our slogan: "Coal to the world, growth to the nation."

Alan Waller
RBCT CEO

RBCT Board of Directors



N Damasane (Ms)
Chairman



ND Baloyi



V Bayoglu



MJ Houston



TL Myburgh



NG Langa (Ms)



IA Swanepoel



BM Dalton



DR Gain



U Bester



AJ Waller



TC Mbuyazi

RBCT Executive Team



AJ Waller
Chief Executive Officer



ZP Mthiyane (Ms)
General Manager:
Health, Safety, Environment
and Compliance



TC Mbuyazi
General Manager:
Finance



ZH Nonqane (Ms)
General Manager:
Operations



K Naidoo
General Manager:
Asset Management



NS Mgabhi (Ms)
General Manager:
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.

RBCT Coal Exporting Parties

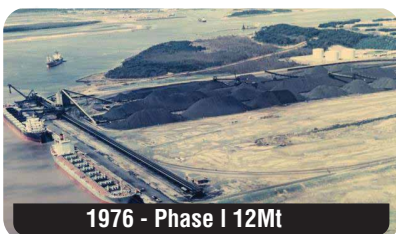
- ARM Coal
- Exxaro Coal
- Glencore Operations South Africa
- Junior Miners (Quattro)
- Black Royalty Minerals
- Liberty Coal Terminal
- Sasol Mining
- Seriti Power
- South African Coal Mine Holdings
- South Dunes Coal Terminal
- Thungela
- Tumelo Coal Mines
- Umcebo Mining
- Kangra Coal
- Mbokodo (Commercial User)

RBCT Export Destinations 2024

AFRICA 4.8% 2.52Mt 0.69Mt – Morocco 0.77Mt – Mauritius	MIDDLE EAST 3.9% 2.03Mt 0.72Mt – Israel 1.02Mt – United Arab Emirates	EUROPE 6.8% 3.54Mt 0.97Mt – Germany 1.44Mt – Netherlands	ASIA 84.5% 43.99Mt 25.75Mt – India 2.37Mt – Pakistan
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Terminal Journey



RBCT Strategy

RBCT's primary focus for 2024 remained on safety, people, infrastructure and cost optimisation.

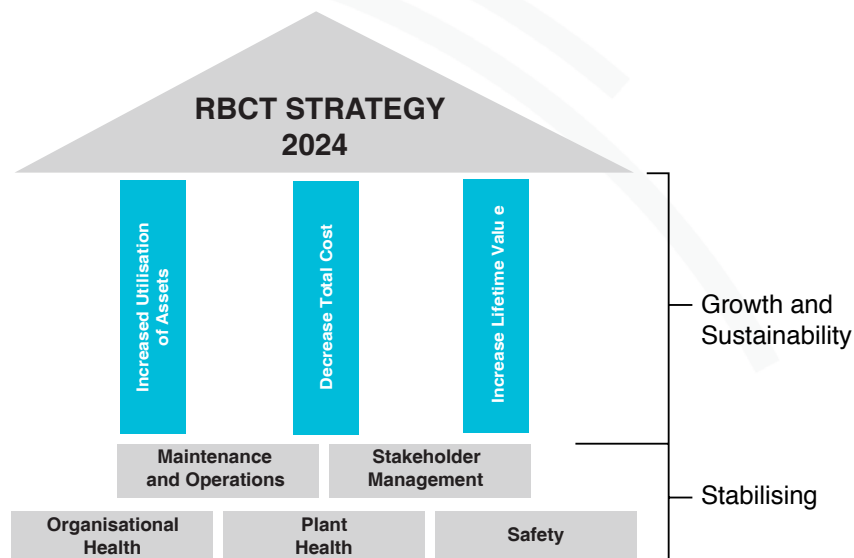
By continued focus on these core areas, value will be created for all stakeholders. This involves understanding the needs of each stakeholder group and tailoring efforts to meet their specific expectations.

In 2024, RBCT recorded the lowest number of injuries. The Organisational Health Survey indicated that 72% of employees are fully engaged. Focus remains on People to ensure that the various roles within RBCT are occupied by competent people, who are aligned with the culture as well as values of RBCT.

A total of R4.1 million was invested in CSI Programmes within our local communities. The main focus was on Education and Early Childhood Development.

RBCT's 2024 strategic focus areas were:

- Safety - everyday home without harm
- Employee engagement
- Increased utilisation of assets
- Decrease of total cost
- Increase lifetime value.



RBCT's Asset Management and Maintenance practices are benchmarked as being on par with the best performing Terminals in the world.

Core Strategic Focus Areas

Health, Safety and Environment

- Safety performance
- Employee health and wellness
- Caring for the environment

Life Cycle Planning

- Plant and equipment maintenance
- Asset utilisation

Operational Efficiencies

- Rail performance
- Coal exports
- Reliability
- Shipping performance
- Availability

Human Resource Development

- Attract, develop and retain suitable talent
- Employee engagement
- Stable industrial relations
- Healthy workplace climate

Stakeholder Management

- Effective communication
- Brand management
- Stakeholder engagement
- Sustainable CSI
- Delivering value for all shareholders

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 and Independent Non-Executive Director

N Damasane (Ms)

Non-Executive Directors

ND Baloyi
V Bayoglu
U Bester
BM Dalton
DR Gain
MJ Houston
TL Myburgh
IA Swanepoel

Independent Non-Executive Director

NG Langa (Ms)

Alternate Directors

SJ Venter
AH Gillespie
NSH Hassan
R Makgota
R Rabambi (Ms)
JHJ Schoeman
M Walker

Chief Executive Officer

AJ Waller

Executive Team

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

Company Secretary

AD van Niekerk (Ms)

Registered Office

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

Auditors

SNG Grant Thornton
Building 4
Summit Place Office Park
221 Garsfontein Road
Menlyn
0081

Registration No.

1973/014256/07



RBCT Opportunities and Focus Areas

MAIN FOCUS AREAS - VALUE CHAIN

- Volume Recovery (locomotive availability, network reliability and cable theft)
- Spares Availability
- TFR Derailments
- Security on the Main Line

JOINT INITIATIVES

- TFR/Minerals Council Interventions (Country and Industry level)
- Mutual Cooperation Agreement ("MCA")
- Security
- Infrastructure Assessment
- Spares (batteries and compressors)
- Major Incident Responses
- Breakthrough Teams on daily operations (joint efforts)

RBCT Infrastructure



RAIL

- 91Mt/a design capacity (32 trains per day)
- 5 Tandem Tipplers (5 500tph)



STOCKYARD

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



EXPORT

- 91Mt/a design capacity (84 vessels per month)
- Shiploaders (10 000tph – 12 000tph)
- 6 dedicated Berths, maximum of 5 Cape Vessels

RBCT Value Chain



MINES

Coal Received from 69 Collieries

1



4

TRANSNET NATIONAL PORTS AUTHORITY

- Berthing of Vessels
- Service Level Agreement
- Daily Interface between Port Control and Planning
- Monthly TNPA Interface Meeting
- Terminal Operational Performance Standards

2



TRANSNET FREIGHT RAIL

- Rail Coal to RBCT
- Service Level Agreement
- Transnet Value Coordination Committee
- Monthly Channel Oversight Meeting
- Channel Logistics Team Meeting

3



RBCT

- Offload
- Manage Stockpiles
- Load Vessels

COAL TO
THE WORLD,
GROWTH TO
THE NATION

Terminal Highlights

COAL EXPORT TERMINAL OPERATOR ASSOCIATION (“CETOA”)

- The 20th CETOA Assembly was hosted by RBCT in Umhlanga (20 to 25 October 2024), with a visit to the Terminal on Thursday, 24 October 2024.
- There were 8 member Terminals present, with 21 delegates.
- There were a number of learnings in various areas, with majority of the Terminals facing similar challenges. Whilst technical discussions remained the key focus, it was interesting to note the increased focus on Safety, Health, Environment and People.
- A key learning from the Assembly in terms of Asset Management and Maintenance practices, is that RBCT remains on par with the best performing Terminals.



INTERNAL AUDIT AND ASSURANCE

The Board of Directors (“the Board”) acknowledges their oversight responsibility in terms of an Internal Audit and Assurance Function, as this ensures that RBCT remains updated in terms of the complexity and rapid changes of the business environment, as well as organisational dynamics, which includes regulatory and compliance frameworks.

The Board has set the strategic direction for the Internal Audit and Assurance Function, which is required to provide assurance that contributes to the effectiveness of Governance, Risk Management and Control processes. The Board has delegated to the Finance Committee (“FINCO”), the responsibility to oversee the Internal Audit and Assurance Function and related activities.

The Board and FINCO have adopted the principles and recommended practices as expressed in the King IV Code on Corporate Governance in South Africa, to ensure that an ethical culture, good performance, and effective control environment exist at RBCT. The Board ensures that Internal Audit and Assurance services provided enable an effective control environment, which supports the integrity of information for internal decision-making and external reports. The Internal Audit and Assurance Function is also governed by standards and guidelines outlined in the International Professional Practices Framework (“IPPF”).

2024 was the second year that the RBCT Internal Audit Department was an in-sourced function providing Internal Audit Services, as per the mandate approved by the Board and FINCO. In line with our Risk-Based Assurance Approach and Methodology, the focus areas adopted by RBCT Internal Audit during 2024, were to assess key Strategic and Operational risks including their related processes that would prevent or negatively affect RBCT from achieving strategic objectives and to provide Management with reasonable assurance that the systems of internal control implemented are adequate, effective and efficient.

To ensure compliance with the International Standards for the Professional Practice of Internal Auditing, RBCT 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 and the focus areas identified in the ESG Roadmap.

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

A detailed assessment of the Strategic and Operational risks was conducted by the Internal Audit and Assurance Function to ensure:

- Alignment of the risk assessment process and an assessment of the effectiveness of the control environment;
- Addressing risks identified by Management; and
- Remaining updated in terms of emerging industry risks and trends.

A strong working relationship was maintained between RBCT and various External Assurance Providers and Regulators, as well as FINCO, who meets quarterly to present and discuss various assurance-related reports on the planned audit engagements.

During 2024, the following audits, which were approved by FINCO, were completed by RBCT Internal Audit and other External Assurance providers:

- Legal and Statutory Inspections
- Atmospheric Emissions Licence – GRC Assessment
- Fatal Risks Control Protocols (“FRCPs”)
- Water Use Licence – GRC Assessment
- Waste Management Norms and Standards
- Critical Unwanted Events – Railway Safety and Vessel Overloading
- Scheduled Trade Permit
- Payroll
- Fire Risk Management
- Atmospheric Emissions Licence – External Audit
- Planned and Predictive Maintenance
- Product Contamination
- Completed Tasks on CURA
- Data Analytics
- Water Use Licence – External Audit

In 2024, the Internal Audit and Assurance Function reviewed and updated the RBCT Combined Assurance Framework, which focused on key risks identified in the Strategic, Operational and Divisional Risk Registers.

The objective of the Combined Assurance Framework was to:

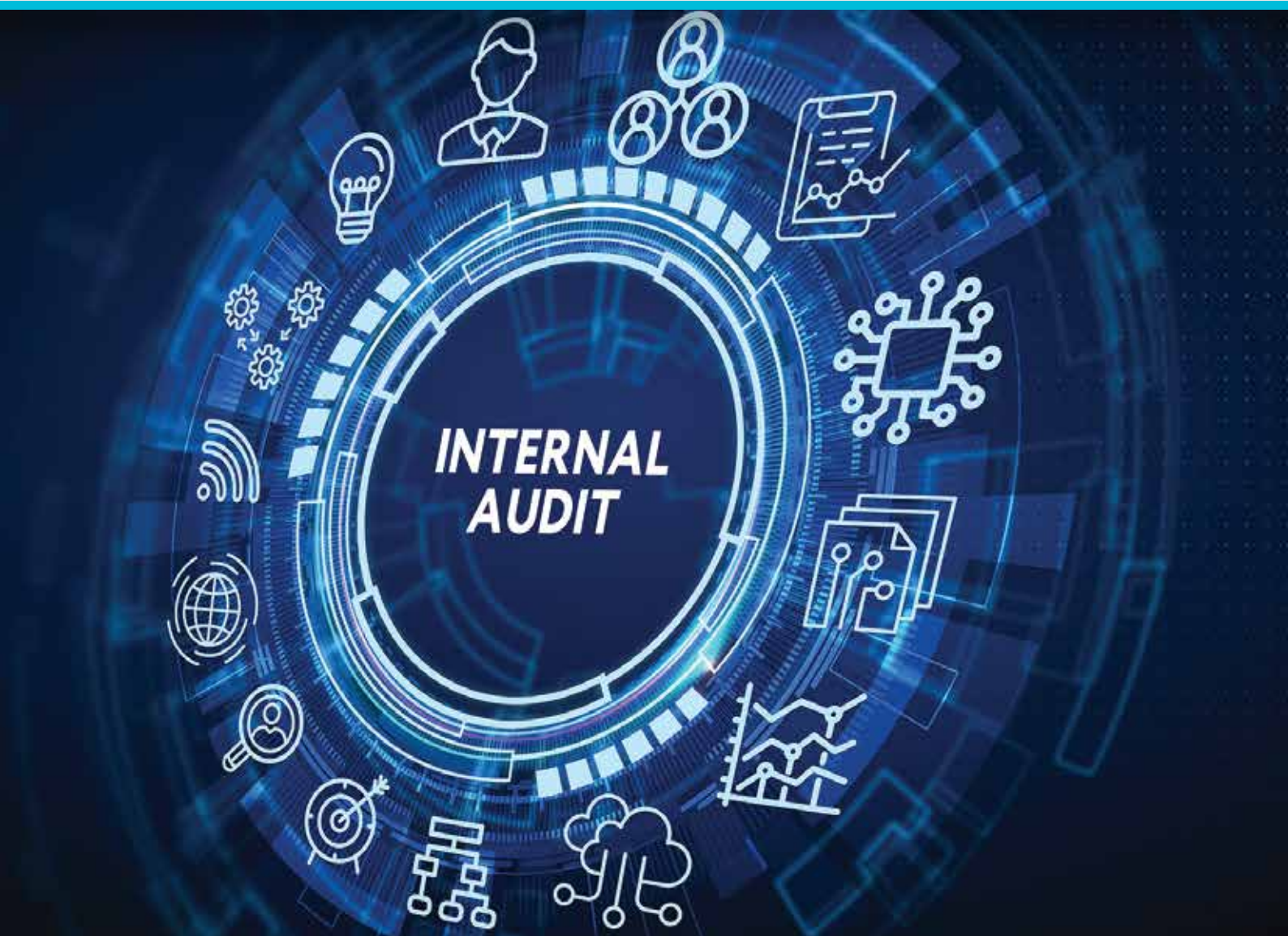
- Identify and specify the sources of assurance coverage over key risks, whilst promoting improved utilisation of assurance services;
- Provide an overview of the various assurance providers and the lines of defence currently in place;
- Link Risk Management and Assurance activities in place whilst reviewing the effectiveness of the Risk Management Framework; and
- Identify any areas of potential assurance gaps.

The results of the Strategic, Operational and Divisional Key Risks Review indicated that RBCT has a relatively diverse Management and Risk Management Assurance coverage in place, which is supplemented with regular Independent Internal and External Assurance coverage.

In addition, the Combined Assurance Framework has highlighted the focus areas for Independent Assurance which will be provided to RBCT in 2025. These focus areas were included in the 2025 Assurance Plan that was reviewed and approved by FINCO.

Management, FINCO and the Board 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 2024, any areas of weaknesses, which were identified and reported, have been timeously addressed by Management. These reported audit findings are actively monitored through the CURA Risk Management System and ongoing engagements with Management.



PURPOSE AND FUNCTION OF THE BOARD

RBCT subscribes to the principles of good corporate governance. The Board of Directors carry out 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 reviews and directs RBCT's strategic objectives and annual budget. Professional standards and corporate values are established to regulate the integrity of the Board, Senior Management and Employees. It further provides guidance in terms of the performance of the company and ensures that RBCT adheres to triple bottom line reporting.

BOARD COMMITTEES

In order to enable the Board to efficiently carry out its responsibilities and duties, certain responsibilities have been delegated to the sub-committees as recommended by the King Report.

The sub-committees are as follows:

- Operations Committee ("OPCO") - Chaired by the RBCT CEO;
- Finance Committee ("FINCO") - Chaired by a Shareholder nominated member, as approved by the Board;
- Remuneration Committee ("REMCO") - Chaired by a Non-Executive Director, as approved by the Board;
- Social and Ethics Committee ("S&EC") - Chaired by a Non-Executive Director, as approved by the Board; and
- Projects Committee ("PROCOM") - Chaired by the RBCT CEO.

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



Nosipho Damasane
Board Chairman

OPERATIONS COMMITTEE ("OPCO")

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:

Members	Alternates
AJ Waller (RBCT CEO and Chairman)	
A Bernic	J Morkel
A Botha	
J Britz	N van Wyk (Ms)
A David	
RP Eifridt	TM Son (Ms)
NV Khumalo	R Essay
M Maboya (Ms)	SJ Ferreira
Z Mdanda (Ms)	K Mutetwa (Ms)
S Mély (Ms)	
N Paarman (Ms)	
R Rabambi (Ms)	SA Moepadira
N Ramssoochit	
N Redinger (Ms)	N Nyamiri (Ms)
H Viljoen (Ms)	

FINANCE COMMITTEE (“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:

Members	Alternates
G van den Heever (Chairman)	
NG Langa (Ms) (Independent Non-executive Director)	
J Biggs	S Valencia
A de Klerk	J Puth
W Du Plessis	
R Essay	LN Sindane
L Gumede (Ms)	
E Hanekom (Ms)	MP Rheeder (Ms)
I Jennings	T Scherman
K Matsose (Ms)	
K Mutetwa (Ms)	
C Naidoo	
M Ngema (Ms)	AAT Nkosi
C Ragubeer (Ms)	
M Mitchell	
AJ Waller (RBCT CEO)	
TC Mbuyazi (RBCT GM Finance)	

PROJECTS COMMITTEE (“PROCOM”)

PROCOM members deal with major projects and engineering matters, as well as other matters as may be referred to it by the Board from time to time. In addition the committee makes recommendations to the Board for final decision.

The PROCOM members are as follows:

Members	Alternates
AJ Waller (RBCT CEO and Chairman)	
A David	
C Hallatt	W Suleiman
BH Miles	P Malatji
A Mshiywa	
P Ndlovu	
P Rajilal	
T Schmidt	L Venkatesan
M van Vuuren	

REMUNERATION COMMITTEE (“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 the Executive Directors and General Management remuneration is structured in order 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 and 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 regarding their own remuneration.

The REMCO members are as follows:

Members	Alternates
MJ Houston (Chairman)	
N Damasane (Ms) (Board Chairman)	SJ Venter
DR Gain	R Makgota
BM Dalton	R Rabambi (Ms)

SOCIAL & ETHICS COMMITTEE (“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 as well as ensure 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 as well as 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 and all employees are required to subscribe

The S&EC members are as follows:

Members	Alternates
MJ Houston (Chairman)	
N Damasane (Ms) (Board Chairman)	SJ Venter
DR Gain	R Makgota
BM Dalton	R Rabambi (Ms)

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 Tender Committee comprises of:

Members	
TC Mbuyazi	GM Finance (Chairman)
ZP Mthiyane (Ms)	GM Health, Safety, Environment and Compliance
NS Mgabhi (Ms)	GM Human Resources
K Naidoo	GM Asset Management
ZH Nonqane (Ms)	GM Operations
D De Goede	SM Maintenance
S Harrilall	SM Engineering
A Dhaniran	SM Electrical Technology
K Ramith (Ms)	Procurement Manager
M Ridley	Project Support Manager
I Nzuza	Management Accounting Manager

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 the occupational health, safety and the environment. The committee comprises of 22 members, including the CEO (Chairperson), all General Managers, 7 Divisional Committee Chairpersons, 2 Union Shop Stewards, 1 Health Representative, 1 Safety Specialist, 2 Safety Officers, 1 Environment Specialist and 1 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.

RISK COMMITTEE

As part of the Risk Management Strategy, RBCT utilises the Risk Committee as the final gatekeeper of risk within the company. This committee consists of the CEO, GM Finance, GM Health, Safety, Environment, and Compliance, Risk Specialist and Senior Internal Audit Manager. The Committee meets bi-monthly and ensures that risk frameworks and methodologies are implemented to anticipate unpredictable risks.

CORPORATE SOCIAL AND INVESTMENT ("CSI") COMMITTEE

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

The committee comprises of Management, Union Representatives and RBCT employees. The CSI members are as follows:

Members	
M Cele (Ms)	NS Mgabhi (Ms) (Chairman)
T Cele	S Pillay (Ms)
L Dlamini (Ms)	K Ramgobin
T Dlamini (Ms)	P Sibiya (Ms)
Z Duma (Ms)	R Thwala (Ms)
S Gumede	L Xulu (Ms)
	P Zulu (Ms)



Health, Safety, Environment, Risk and Compliance

During 2024, RBCT maintained its commitment and focus on the safety, health and wellbeing of employees as well as its dedication to environmental stewardship. Surveillance audits on the ISO 45001:2018 Occupational Health and Safety Management System as well as the ISO 14001:2015 Environmental Management System were conducted. The audits affirmed RBCT's adherence to the requirements of both management systems, with no major audit findings raised.

DELIVERING ON OUR SAFETY STRATEGY

RBCT's safety strategy and management approach remains focused 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 its operation. In pursuit of eliminating fatal risks, RBCT has integrated High Risk Work Verification into its operational processes.

Safety Realignment sessions for managers, employees and contractors were effectively executed during the period from 13 March to 30 June, 2024. These sessions prioritised the realignment of RBCT leadership, employees and contractors with regard to safety practices. The Safety Leadership Alignment Day ("SLAD") sessions specifically emphasised Learning from Incidents ("LFI"), Visible Felt Leadership ("VFL") and the identification of High Potential Hazards ("HPHs").

SAFETY PERFORMANCE

A total of 9 injuries were incurred in 2024, compared to the 15 incurred in 2023 which is a 40% improvement. The Total Injury Frequency Rate ("TIFR"), Lost Time Injury Frequency Rate ("LTIFR") and Minor Injury Frequency Rate ("MIFR") for 2024 were 0.56, 0.12 and 0.00 respectively. RBCT recorded the lowest number of total injuries (9) in the history of the Terminal.

No.	2024 Objectives	2024 Targets	2024 Performance	Comment
1	Maintain ISO 45001: 2018 Certification	No major findings on ISO 45001:2018	Zero major findings	Achieved
2	Fatality free year	Zero fatalities	Zero fatalities	Achieved
3	Reduce Lost Time Injuries	LTIFR ≤ 0	0.12	Not Achieved
4	Reduce Minor Injuries	MIFR ≤ 0.06	0	Achieved
5	Total Recordable Injuries	TRIFR ≤ 0.22	0.12	Achieved
6	Total Injury Frequency Rate	TIFR ≤ 0.70	0.56	Achieved

LEADING INDICATORS

VFL, HPHs, Behavioural-Based Safety ("BBS"), Near Miss reporting and High-Risk Work Verification are key leading indicators at RBCT, utilised by management, employees and contractors to identify and mitigate risks proactively. These indicators form the foundation of RBCT's commitment to a culture of safety first.

Visible Felt Leadership ensures that RBCT leadership remains actively engaged in the safety journey, demonstrating accountability and reinforcing safety standards by being present and approachable in operational areas. Through VFL, leaders lead by example, encouraging a culture where safety is visibly prioritised and consistently communicated.

High Potential Hazard identification focuses on recognizing risks with the potential for severe consequences, allowing RBCT to implement robust control measures before incidents occur. This proactive approach reduces safety hazards and enhances overall safety at RBCT.

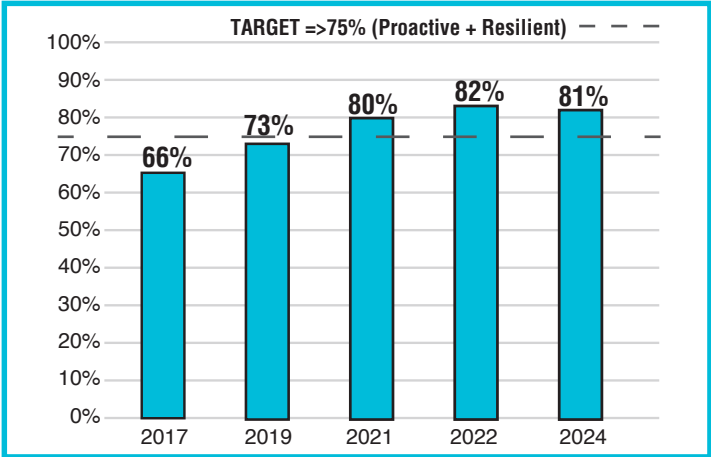
Behavioural-Based Safety is task observations conducted by employees and task observations emphasises understanding as well as addresses safety behaviours. By observing and positively reinforcing safe practices, RBCT encourages individuals to take ownership of safety, driving collective accountability and reducing unsafe acts.

Near Miss Reporting empowers all employees to report all Near Misses immediately even in event of no one being injured, as they can indicate potential hazards and assist in identifying safety issues before they escalate into serious incidents. This open reporting culture has contributed to a significant increase in awareness and collaboration across all levels of the organisation.

High-Risk Work Verification ensures that tasks involving high risks are carefully planned, reviewed, and executed under stringent controls. By verifying compliance with safety protocols prior to the commencement of a task and upon completion thereof, RBCT mitigates the possibility of high potential incidents.

The data emanating from leading indicators serves as a valuable resource for identifying trends and areas of improvement. The consistent and comprehensive application of these leading indicators has resulted in impressive safety gains for RBCT in our safety performance and overall safety culture.

RBCT’s Strategy is to achieve a Proactive to Resilient Safety Culture where focus is on Leading Indicators.

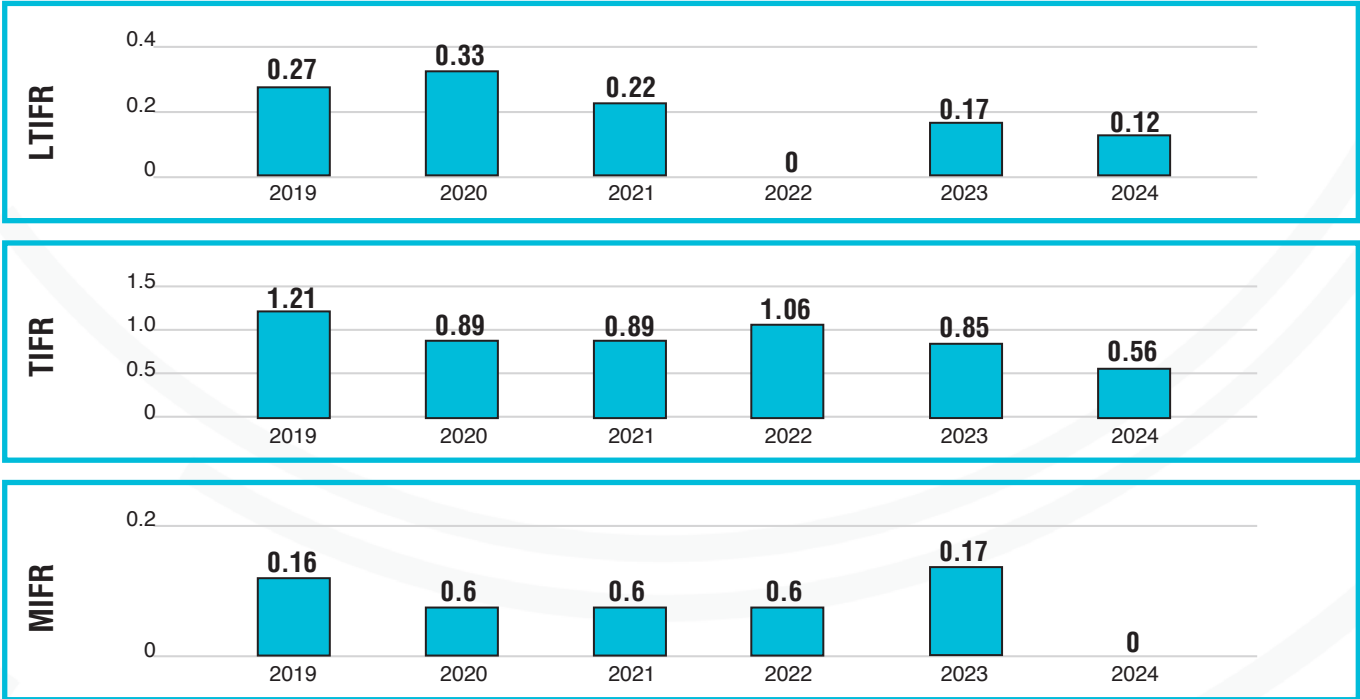


RBCT Safety Culture Survey Results Trend

THE RESULTS

The results of the RBCT Safety Culture Survey indicate an overall (employees and contractors) slight decline of 1.2% from 82% in 2022 to 81% in 2024, against the target of 75%.

The Safety Culture Survey conducted in 2024 demonstrates the commitment towards safety from RBCT employees and contractors. Employees, contractors and management are united in their shared responsibility for safety and creating an improved safety culture that values continuous improvement.



DELIVERING ON OUR ENVIRONMENTAL STRATEGY

RBCT is dedicated to fulfilling its legal and social obligations by proactively mitigating environmental impacts and averting unforeseen incidents, such as unauthorised water discharges and surpassing air emission thresholds. The coal logistics operations undertaken by RBCT strictly adhere to the ISO 14001:2015 Environmental Management System requirements and site specific Environmental Management Plan. RBCT prioritises environmental protection and compliance to environmental legislation. Rigorous pollution prevention strategies and ongoing mitigation measures, have been implemented to systematically reduce and mitigate the impact of RBCT’s activities on the environment.

Environmental Management at RBCT is a collective responsibility shared by every employee and on-site contractor. In 2024, RBCT recorded zero external environmental complaints, highlighting our commitment to maintaining stringent environmental standards and fostering a sustainable operational framework.

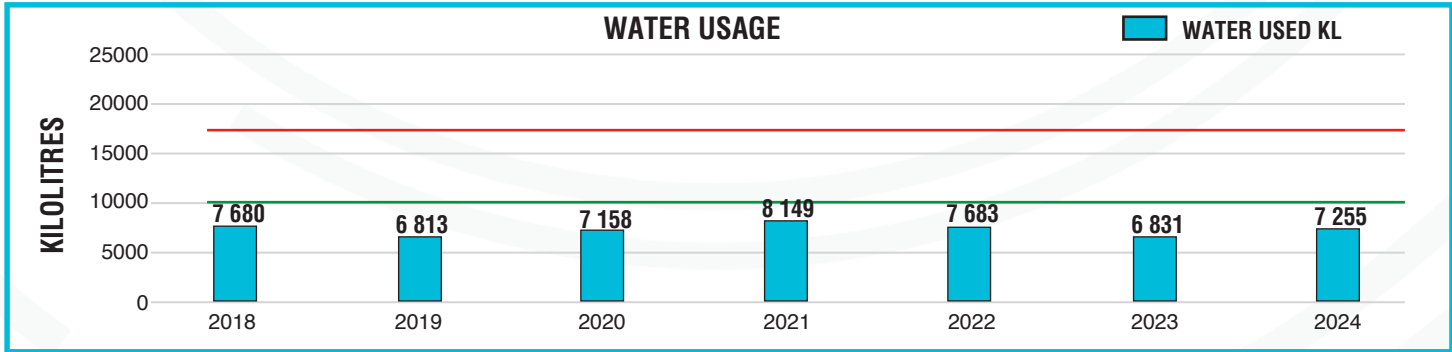
2024 Objectives	2024 Targets	2024 Performance	Comments
Maintain ISO 14001: 2015 Certification	ISO 14001: 2015 No major findings	No major findings	Achieved
External environmental transgressions	Zero external environmental transgressions	No external environmental transgressions	Achieved
Effective dust management	Reduced dust fallout exceedances	No dust fallout exceedances	Achieved
Reduce greenhouse gases	Baseline quantification of Scope 1, 2 & 3.	Greenhouse gas baseline assessment completed	Achieved
Improve industrial water quality	ESUP dam de-sludge	ESUP dam de-sludge completed	Achieved
Improved water balance (ESUP) to minimized dam overflow	To obtain the General Discharge Permit	General Discharge Authorisation obtained	Achieved

Water Usage and Management

The implementation of the Integrated Waste and Water Management Plan (“IWWMP”) is central to ensuring compliance with the conditions in RBCT’s Water Use License issued by the Department of Water and Sanitation (“DWS”). To mitigate any potential pollution to the surrounding environment, storm water as well as water collected from the coal stockpiles are drained into strategically placed settling ponds around the operating areas. These ponds facilitate the separation of contaminants from the water before it is subsequently pumped into offsite storage dams referred to as “ESUP”. 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. RBCT has a 21(a) Water Use License (groundwater abstraction), marking a pivotal contribution to RBCT’s Water and Air Quality Management initiatives. This further assists to alleviate pressure on the uMhlathuze Water Catchment, affirming RBCT's dedication to conscientious environmental stewardship.

Potable Water Usage

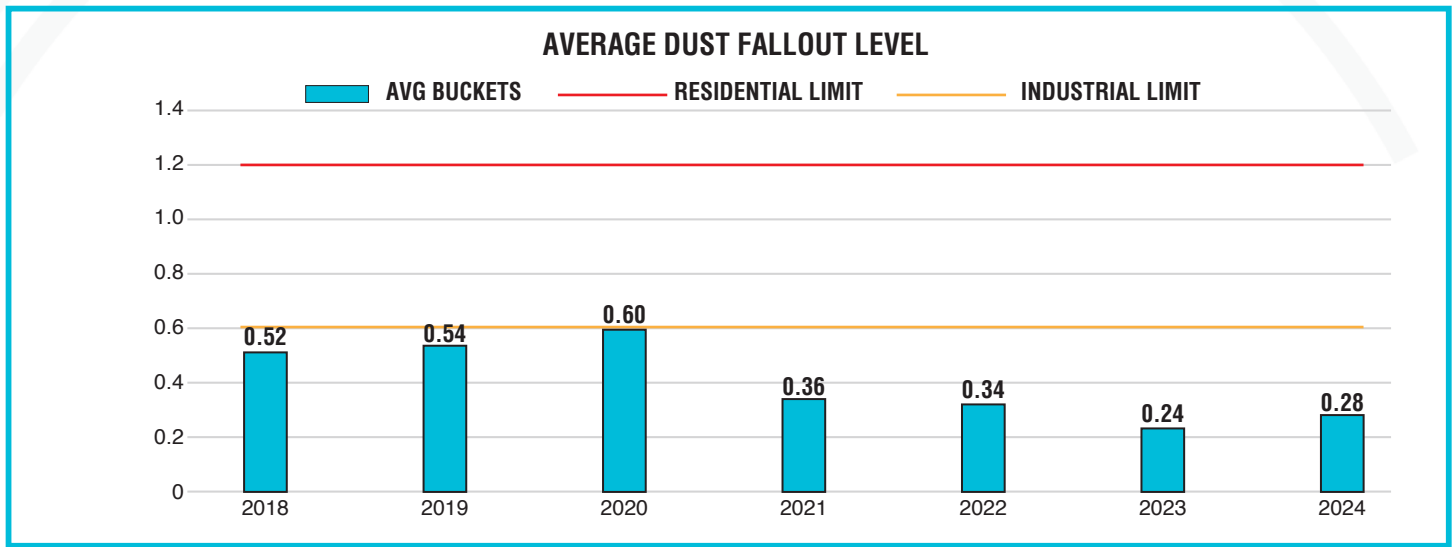
During 2024, an average monthly consumption of 7 255 kiloliters of potable water was recorded, demonstrating adherence to our internal target of 10 000 kiloliters. RBCT continuously strives to reduce the utilisation of fresh water by seeking innovative ways in which to efficiently utilise this scarce resources and is firmly committed to protecting the environment as well as natural resources. To systematically address the environmental implications of our operations, RBCT has conducted a comprehensive assessment of environmental aspects. This evaluation has allowed RBCT to identify potential environmental impacts, for which robust mitigating controls have been implemented.



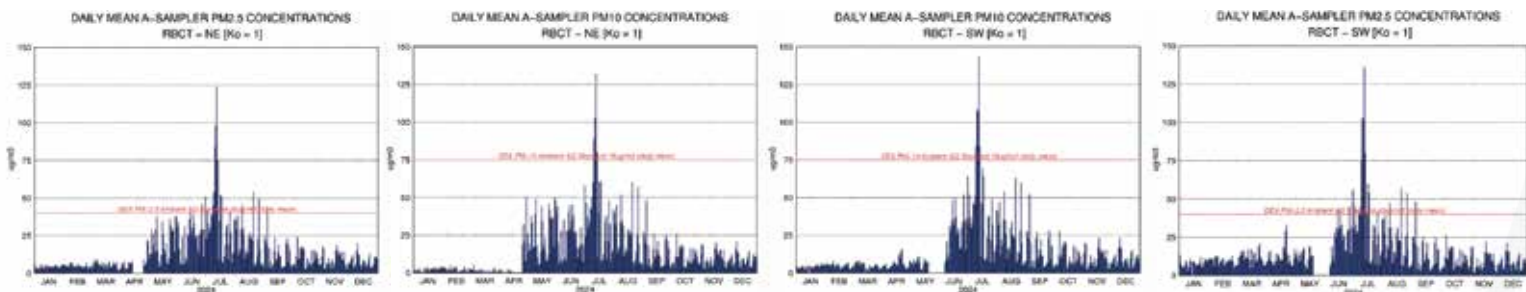
Air Quality

Dust management is crucial at RBCT. The average dust fallout in 2024 was 0.28 g/m², which is well within the industrial limit of 1.20 g/m². Dust control methods are in place and effective, ensuring dust fallout levels are below the prescribed industrial limit target. RBCT is compliant with the Atmospheric Emission Licence ("AEL") conditions and monitors PM₁₀, PM_{2.5} and SO₂ to effectively address ambient air quality.

To effectively suppress dust, RBCT employs a water-based dust mitigating chemical known as "Dust Treat" on the gravel roads surrounding the stockpiles. Furthermore, supplementary mitigation measures have been introduced, including the utilisation of a mobile mist cannon for activities such as tipping, reclaiming, stacking dusty coal and dust suppression during the cooling process of hot coal. In addition, water sprays, referred to as rain guns, are strategically placed around the stockpiles and water tankers are deployed to spray roads during periods of high traffic movement and in areas where water sprays are not installed. These proactive measures collectively contribute to RBCT's commitment to effective dust management practices.



Particulate matter (PM₁₀ and PM_{2.5})



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; and
- Oil filters.

Enhancing the efficiency of waste sorting and disposal represents a critical facet of RBCT's business strategy. As a duly registered waste generator, RBCT diligently adheres to the National Waste Norms and Standards. To continually enhance our Waste Management Programme, RBCT undertakes comprehensive waste audits and implements sustainable Waste Management Plans. All forms of waste disposed of at RBCT are systematically categorised in accordance with SANS 10234 standards and undergo rigorous assessments for landfill disposal. This concerted effort underscores RBCT's unwavering commitment to environmentally sound practices and continuous improvement in waste management methodologies.

OUR ENVIRONMENTAL FOCUS AREAS



ENERGY

- Real time monitoring and awareness creation
- Analysis of energy consumption
- Exploring new technologies
- Identify and prioritise improvement opportunities
- ISO 50001 journey
- Alternative energy – solar in certain buildings
- Environmental Forums in place, chaired by City of uMhlathuze (“CoU”) Air Quality

WASTE MANAGEMENT

- Compliance to National Norms and Standards for the storage of waste
- General Waste Management through waste separation
- Recycling of waste (e-waste, scrap metal, rubber, electrical cables etc.)
- Water, sewage and oil waste
- Opportunities for recycling of waste



WATER

- Compliance to Water Use License
- General Discharge Authorisation
- All water used on site is recycled
- Exploration of innovative water saving initiatives
- Recycling of industrial water through ESUP Dam and settling ponds

AIR QUALITY

- Compliance to Atmospheric Emission License and Scheduled Trade Permit
- Dust suppression (roads and coal stockpiles)
- Hot coal management
- Dust and SO₂ monitoring
- 2 x mist cannons for dust suppression – efficient usage for tipping, stacking and reclaiming dusty coal
- Hot coal emissions monitoring





DELIVERING ON OUR HEALTH, HYGIENE AND WELLNESS STRATEGY

The health and well-being of employees is one of RBCT's key priorities. A healthy workforce means a productive, efficient and energised workforce. RBCT aims to provide a working environment that maximises wellness and minimises incidents, illnesses and disorders through health enhancing related activities. The Wellness Management Programme focuses on the overall wellness of employees and contractors. RBCT's approach to managing health related matters in the workplace entails the following:

- **Health Risk Management**, which focuses on occupational health and hygiene, thus ensuring legal compliance.
- An **Employee Wellness Programme** ("EWP") that assist with the identification and resolution of employee's performance and behavioural issues resulting from personal and work-related concerns, which might compromise mental health and productivity.
- **Primary Health Care** provides for the treatment of health issues thus minimising lost time through ill health.
- **Strategic Management** includes environmental health, HIV/Aids, incapacity, awareness and training programmes as well as other condition that may affect the long-term success of the business.

Occupational Health and Hygiene Performance: Coal Dust and Silica

RBCT has taken appropriate measures to reduce dust and silica exposure. Dust and silica monitoring is conducted annually and is kept to the lowest level, prioritising engineering controls, such as dust suppression and ventilation, followed by work practices and finally, personal protective equipment ("PPE") as well as respirators.

Noise

Accredited Occupational Health Specialists conduct baseline, periodic, transfer and exit audiometric examinations on employees. Noise is generally treated at the source, however, where it is not possible for noise to be eliminated, signage is posted to remind employees and contractors to wear hearing protection devices. All employees exposed to excessive noise are provided with the necessary Hearing Protection Devices (HPDs) and are trained on the manner in which it is to be maintained. HPD's are serviced on an annual basis.

Health Risk Assessment ("HRA")

The review of the HRA as well as the Occupational Risk and Exposure Profiles ("OREP") is an ongoing process. Every two years, RBCT conducts an Occupational Hygiene Risk Assessment in order to identify, evaluate, quantify and control all non-occupationally induced health risks that may negatively impact the health status of employees. RBCT is committed to providing a workplace that maintains the health and safety of all persons on its premises.

Ergonomics Management Programme

An on-site Biokineticist and the Clinic staff, work together with the aim of improving the wellness of RBCT employees, thereby ensuring a healthy and productive workforce. The Biokineticist operates from the RBCT fitness centre and runs the rehabilitation programme for employees recovering from various

conditions (i.e. stroke, musculoskeletal injuries) and various ergonomic assessments are conducted for employees driving and operating mobile equipment.

Non-Occupational Disease Management

The Primary Healthcare Management programme at RBCT provides a first level diagnostics and therapeutic Health Care Service, founded on the principles of evidence based medicine to accurately diagnose and treat acute and common ailments. RBCT's Primary Healthcare Management programmes include the following components:

- Assessment and treatment of illnesses (e.g. backache)
- Reproductive health programme
- Health screening as well as promotion programme, including vaccination of employees and tests such as:
 - Blood Pressure
 - Blood Sugar
 - Cholesterol
 - HIV Counselling and Testing
 - Emergency Medicine
 - Chronic Disease Monitoring

The monitoring and management of employees with clinical risk factors remained a priority during 2024, with well controlled risk factors and chronic conditions. The status of the 2024 medical surveillance was 100%. In December 2024, the HIV prevalence rate at RBCT was 13.7%, with 98% of the HIV positive employees being on anti-retroviral ("ARVs") treatment. A total of 88% of employees know their HIV status.

RBCT continued to focus on Wellness for both employees and contractors during 2024. The monitoring and management of employees with clinical risk factors, such as Body Mass Index ("BMI"), Blood Pressure("BP"), Blood Sugar and Cholesterol remained a priority during the year. Improvements in terms of these chronic conditions as well as many other conditions were noted.

SANS 3000-4 Railway Safety Regulator (“RSR”)

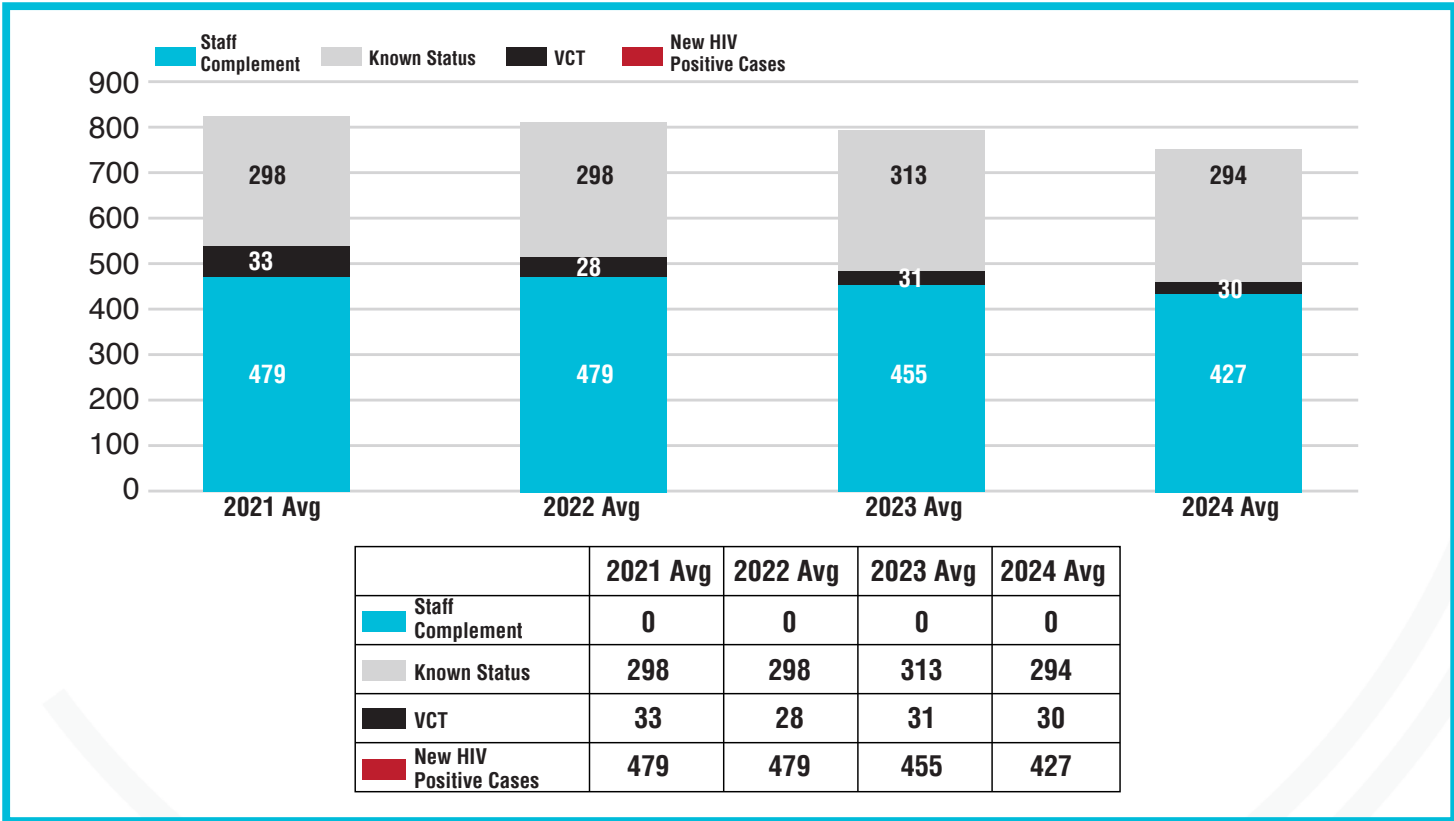
RBCT subscribes to SANS 3000-4, a National Standard for the Health Assessment of railway safety based on a Risk Management approach. RBCT has adopted this standard and has developed procedures for the management of human factors in order to mitigate the potential effects thereof on railway safety. All rail employees have received formal training in terms of fatigue management and have developed much needed skills as well as knowledge to manage their wellness and to ensure that they are fit for work. During 2024, a human factors audit was conducted by the RSR at RBCT and the report confirms that RBCT is compliant.

HIV Counselling and Testing

HIV/AIDS remains a significant risk. RBCT recognizes that the management of HIV/AIDS is an integral part in ensuring the wellbeing of employees as well as raising awareness of HIV/AIDS among employees. Access to resources regarding HIV related matters is available on a 24-hour basis at the on-site Occupational Health Centre, where RBCT is working in partnership with the Life Sense Disease Management Programme. The purpose of the programme is to assist RBCT employees with adherence to the ARV programme, as well as to overcome any barriers that may prevent adherence to coordinate and centralise the HIV treaters and treatment records, as well as to ensure that employees are able to maintain a healthy and productive lifestyle.

On 1 December 2024, RBCT embarked on a week of voluntary HIV/AIDS testing in commemoration of World Aids Day (“WAD”). The proposed South African theme was “Collective Action: Sustain and Accelerate HIV Progress. In order to end HIV/AIDS”, which was adopted by RBCT. Employees are encouraged to participate in the battle against HIV/AIDS as well as to address the stigma and discrimination associated with the disease. Furthermore, it serves as an important reminder that we must remain steadfast in our commitment to prevent new HIV infections.

HIV Management Programme



CHEKA IMPILO
Take the 3 steps to Wellness:

- Get Tested;
- Get Vaccinated; and
- Adhere to Treatment.





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. Furthermore, 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 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 and Conditions of Service 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 practices. All employees can anonymously report such issues through the secure tip-off "Whistle Blower" line on 080 020 5094.
- RBCT has a dedicated 24/7 Sexual Harassment Whistleblower line on 080 000 7826 and email at rbct@whistleblowing.co.za.
- Risk registers and risk action items are managed on Cura.
- Risk Committee is in place to oversee the Risk Management Framework, by ensuring that RBCT

identifies, evaluates and manages risks effectively to achieve the strategic objectives.

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 have measures in place to ensure that it is protected against risks and threats that could materially impact its operation. It is, however, recognised that the unexpected could and may prevail, the effect of which could compromise RBCT's ability to meet acceptable business operations. It is for this reason that the Business Continuity Management programme is an integral part of the business in order to support Management and to mitigate the duration of disruption 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 operations 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 Act ("PoPIA"), 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 to protecting personal information and ensuring that it is appropriately used for the purposes intended.

POPIA THE PROTECTION OF PERSONAL INFORMATION ACT:

Protection of Personal Information Act (PoPIA), No. 4 of 2013 gives effect to the constitutional right to privacy, regulates the manner in which personal information may be processed and provides rights and remedies to protect personal information.



Here's what you need to know

WHAT IS THE PURPOSE OF THE PoPIA?

The purpose of PoPI Act is to balance a person's right to privacy, which is protected in the Constitution against the right to access to information



Information Officers are responsible for ensuring compliance to the PoPIA.

Our Deputy Information officers are:

- Phindi Mjadu
- Damien Gerber



Each department has PoPI Champions.

WHAT IS EXPECTED OF YOU WHILE HANDLING/PROCESSING PERSONAL INFORMATION ON BEHALF OF RBCT?

1. Don't collect, use or share personal information without a lawful reason or consent from the relevant person.
2. Don't retain personal information for longer than what is required.
3. Ensure that emails are sent to the correct recipients.
4. Safeguard personal information against damage, loss and unauthorised access.
5. Documents with personal information must be stored in a safe and secure area at all times.
6. Ensure that disposal of documents with personal information is done in a secured manner and can't be reconstructed.



POLICIES AND PROCEDURES

RBCT has the following in place:

1. A Policy to enforce compliance with the PoPIA.
2. A Procedure that outlines the process that should be followed for managing personal information breach incident response, (HS097).
3. A Policy that sets the required retention periods for identified and specific categories of documents, (SR004).



Non - Compliance

Non-compliance to the PoPIA can result in one of the following:

- Fine of up to R10 million
- Imprisonment of up to 10 years
- Both a fine and imprisonment



Environmental, Social and Governance


































Environmental, Social and Governance (“ESG”) is one of RBCT’s key strategic focus areas. RBCT aims to maintain an ongoing dialogue with its stakeholder groups, including employees, contractors, shareholders, suppliers, communities, government entities, local as well as district municipalities, non-governmental organisations, non-profit organisations and media.


RBCT continues to mature in the journey towards ESG implementation. The ESG policy is in place to demonstrate RBCT’s commitment in identifying and managing the ESG issues that affect its business activities. The ESG strategy was developed and is integrated into the RBCT strategy and the embedding of it into the business is being prioritised. The ESG Materiality Assessment with stakeholders was conducted, in order for RBCT to obtain an understanding of the ESG issues that are important to RBCT’s sustainability and to prioritise them as well as have them incorporated into the Corporate Strategy. Following the Materiality Assessment, objectives and targets were set for ESG issues that are both important to the business and stakeholders.

A comprehensive Greenhouse Gas (“GHG”) Baseline Assessment was conducted in order to inform the development of a roadmap for the achieving of sustainable carbon emission reduction goals. The identification of significant contributors to the respective emission scopes will guide the potential GHG emissions.

In addition, RBCT conducted the Human Rights Due Diligence in order to assess RBCT’s compliance with the United Nations Guiding Principles and the United Nations Global Compact, which deals with the broad themes of human rights, labour, environment and anti-corruption. These are regarded internationally as the best practice standards for Human Rights Due Diligence. An ESG Risk Rating will be conducted by an external agency, to measure RBCT’s exposure to risks and opportunities related to ESG and to validate RBCT’s ESG-related efforts.

RBCT ESG MATERIAL TOPICS		U.N. SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT	CORRESPONDING RBCT SUSTAINABILITY REPORT (GRI STANDARDS MATERIAL TOPIC)
Closure Planning and Rehabilitation	Planning for the rehabilitation of the land upon expiration of the lease.	 	12.3 Closure and rehabilitation
Air Emission Control and Pollution Management	<p>RBCT's Air Pollution Management during the operation processes as well as setting of goals as well as actions for reducing air emissions, such as the utilisation of low-sulphur fuel oil.</p> <p>Addressing air pollution incidents and establishing preventive measures, review and follow-up processes etc.</p>		12.1 GHG emissions 12.4 Air emissions 12.13 Asset integrity and critical incident management
Energy Use and Efficiency	Energy resources utilisation and GHG emissions. RBCT's environmental policy, mitigatory plans as well as actions taken to reduce energy utilisations and improve efficiency, and whether RBCT implements the concept of green operation into its operations as well as introduce new technologies, energy exchange, etc.	 	12.1 GHG emissions 12.2 Climate adaptation, resilience and transition 12.4 Air emissions
Waste Management	The management and reduction policies in terms of waste generated by RBCT's operations, including water pollution, addressing pollution incidents and establishing preventive measures, review and follow-up processes, etc.	 	12.6 Waste 12.7 Water and effluents 12.13 Asset integrity and critical incident management
Biodiversity Management	The impact of business operations on the ecosystem and biodiversity as well as the plans and actions taken in response to ecological conservation.	 	12.5 Biodiversity
Water Conservation as well as Management and Green Operations	Water resources utilisation. RBCT's Environmental Policy, mitigating plans as well as actions taken to reduce water utilisation and improve efficiency and whether RBCT implements the concept of green operation into its operations and introduces new technologies.		12.7 Water and effluents

RBCT ESG MATERIAL TOPICS		U.N. SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT	CORRESPONDING RBCT SUSTAINABILITY REPORT (GRI STANDARDS MATERIAL TOPIC)
Workforce Health, Safety and Wellness	The workplace safety, employee wellness as well as health promotion programs, prevention and management of occupational accidents or other related topics of RBCT's operations.	   	12.14 Occupational Health and Safety 12.13 Asset integrity and critical incident management
Labour Relationship	The effectiveness of communication between employees and management through the union, employee satisfactory survey, complaint system, etc.	   	12.15 Employment Practices 12.16 Child labour 12.17 Forced labour and modern slavery 12.18 Freedom of association and collective bargaining 12.19 Non-discrimination and equal opportunities
Socio Economic Climate	RBCT's social participation and commitment, including community developing projects and charity involvement.	 	12.8 Economic impacts 12.9 Local communities
Female Representation (as well as Human Rights and Inclusion)	RBCT's policies and actions on human rights related issues, including child labour, discrimination, forced labour, gender equality, and whether the policies as well as actions will promote inclusion on gender, ethnicity, ages, religious backgrounds and sexual orientations.	 	12.15 Employment practices 12.16 Child labour 12.17 Forced labour and modern slavery 12.19 Non-discrimination and equal opportunity
Talent Management and Succession Planning	RBCT's policies and actions on the development of internal talent, ensuring continuity and the retention of good talent.	 	12.8 Economic impacts
Supply Chain Management / Sustainable sourcing	Policies and procedures of Supply Chain Management and Procurement. The application of the principle of sustainable procurement. The supplier audit, considering sustainable aspects such as human rights, business integrity and environmental protection, etc.	    	12.15 Employment practices 12.8 Economic impacts 12.19 Non-discrimination and equal opportunity
Operational Performance	RBCT'S operational performance, operating costs and other information, such as direct and indirect economic impact caused by the operational process.	 	12.8 Economic impacts

RBCT ESG MATERIAL TOPICS		U.N. SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT	CORRESPONDING RBCT SUSTAINABILITY REPORT (GRI STANDARDS MATERIAL TOPIC)
Business Ethics and Corporate Governance	Code of conduct, ethical business practices, anti-fraud / anti-bribery policy, anti-sexual harassment, etc.	   	12.12.20 Anti-corruption 12.21 Payment to governments 12.22 Public policy
Board Independence, Diversity and Structure	Rights and interests of shareholders, shareholder relationship, operation and independence of the Board of Directors, Board equity and compliance to King IV principles.	   	12.19 Non-discrimination and equal opportunity
Data Security and Privacy	Protection of confidential information, anti-hacking, authorised access to confidential information, regulatory compliance, etc. RBCT's method on guarding the privacy of CEPs as well as transaction security and its compliance status in terms of data protection regulations.	   	N/A
Risk and Crisis Management	Risk identification, analysis and management of various operational aspects as well as identification of future opportunities.	   	12.13 Asset integrity and critical incident management
Legal Compliance	RBCT's status in terms of legal compliance, policy dissemination and any significant violation.	      	General legal disclosures
Climate Related Risks and Opportunities	RBCT's evaluation mechanisms, reaction plans, future plan, goal effectiveness evaluation, etc., in response to the impacts and opportunities brought by climate changes, which includes extreme climate and carbon pricing trends.		12.2 Climate adaptation, resilience and transition

RBCT People

RBCT EMPLOYMENT EQUITY (“EE”)

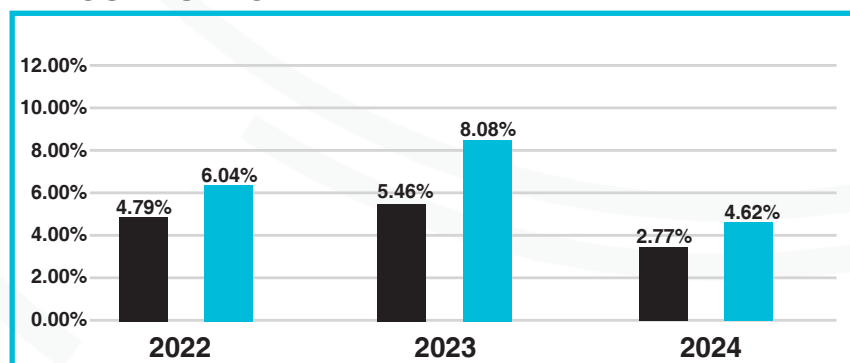
Human Capital (people) is our strategic imperative. RBCT continuously strives to create an equitable workplace with a representative workforce at all levels. In 2024, RBCT met and, in some cases, exceeded its EE targets at all organisational levels, with the exception of B Band. RBCT is fully committed and compliant with EE requirements, as governed by South African Legislation in an effort to create an equitable workforce. This includes not just fulfilling legal obligations, but also actively promoting diversity and inclusion.

BAND	ANNUAL TARGET	2023	2024
B	96%	95%	95%
C	88%	87%	90%
DL	98%	98%	98%
DU	89%	89%	90%
E & F	83%	83%	83%
FEMALES	33%	31.57%	33.01%

Female representation is a key component of RBCT’s EE focus. In 2024, the female representation target of 33% was achieved. This great achievement highlights RBCT’s drive to create an equitable workforce. The new EE plan commenced in October 2023 and will be in effect until September 2027. During this period, RBCT will continue to drive initiatives and activities that aim to promote equity and implement Affirmative Action measures. RBCT is committed to creating a fair and inclusive workplace for all employees.



LABOUR TURNOVER



The total Labour Turnover (“LTO”) has consistently remained below the target of 8% over the past 3 years. In 2022, it was at 4.79%, in 2023 at 5.46% and in 2024 at 2.77%. This great achievement can be attributed to RBCT’s commitment to delivering on its Employee Value Proposition (“EVP”). RBCT is committed to delivering on a set of components (remuneration and employee benefits) that offer value to employees, in return for the value that employees provide to the organisation.

SKILLS DEVELOPMENT

In line with the Skills Development Plan for 2024, RBCT recorded a total of 32 181 training hours against the 20 359 achieved in 2023.

The training completed included the following: 6 Millwright Apprentices, 2 Electrical Engineer Trainees, 1 Risk Management Trainee, 2 Process Engineer Trainees, 4 Learners Living with Disabilities and 15 TVET Learners.

A total of 12 bursaries were offered to recipients from within the local communities (King Cetshwayo District) to the value of R1.2 million.

TOTAL TRAINING HOURS		BURSARY RECIPIENTS	AMOUNT	MALE	FEMALE
2024	32 181	Learners in need from 12 communities	R1 200 000	2	10
2023	20 359	TOTAL RECIPIENTS FOR 2024	R1 200 000	12	



PROFESSIONAL TRAINING CONDUCTED			
People Trained	No. Trained	Male	Female
Millwright Apprentices	6	4	2
Risk Management Trainees	1	0	1
Electrical Engineer Trainees	2	0	2
Process Engineer Trainees	2	1	1
Learners Living with Disabilities	4	2	2
TVET Learners	15	8	7
TOTAL TRAINED FOR 2024	30	15	15

RBCT Communities

RBCT's Corporate Social Investment ("CSI") Strategy plays a key role in enhancing the quality of life in the communities within which our people reside. Our aim is to promote the development of self-reliant communities and to facilitate sustainable community development programmes.

Mfaniso Secondary School

Our CSI strategy focuses on enhancing the quality of life through Education, Early Childhood Development ("ECD") and Community Welfare. RBCT sponsored the building of Mfaniso Secondary School to the value of R6.3 million.



Ntabeni Primary School

Ntabeni Primary School has evolved from learners historically being taught under a tree to a fully equipped Primary School in Esikhawini with an enrollment of 456 learners.

Ntabeni was officially opened by RBCT and Ms Magubane (first Principal) on 18 September 2010. RBCT ensures that renovations are conducted as and when required.

In 2024, RBCT replaced the roof of the entire school to the value of R2.9 million. In addition, RBCT introduced gardening and the planting of trees to the school.





Matric Results

RBCT is committed to improving the quality of education by supporting 6 local High Schools on an annual basis.

In 2024, the King Cetshwayo District in KwaZulu-Natal achieved an 88.6% Matric pass rate, which was a significant improvement against the 2023 pass rate of 83.4%.

R1.27 million was donated to 32 local NPOs. Total 2024 CSI Spend R4.23 million



Operational Performance

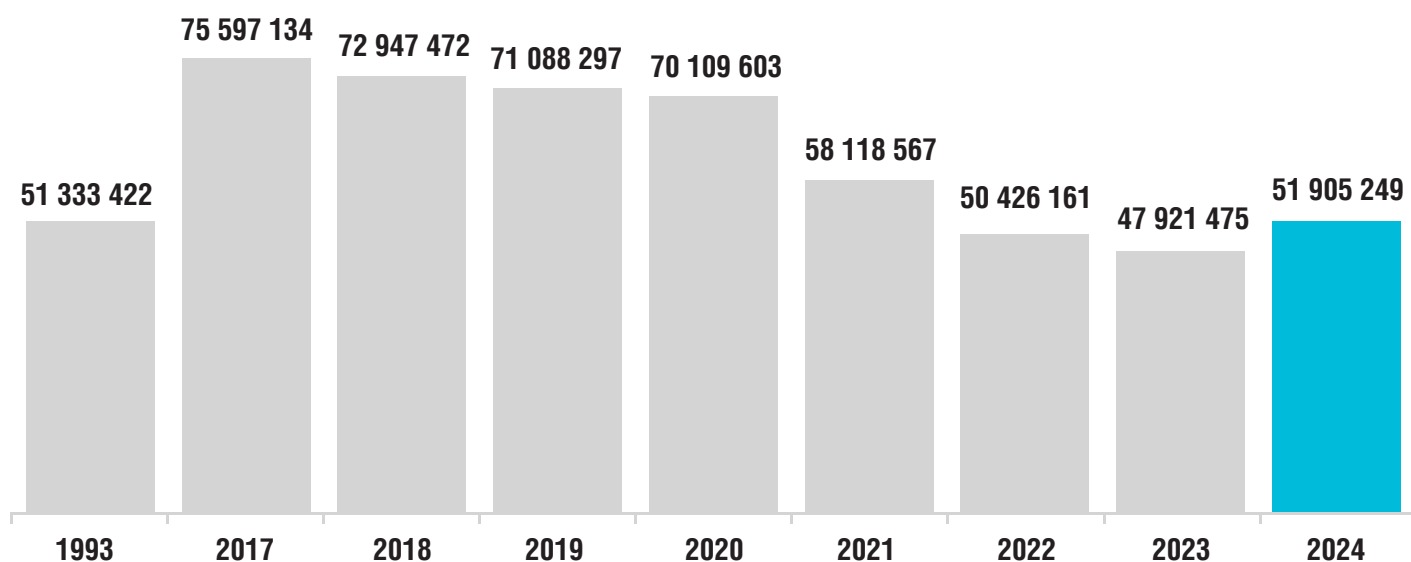
ANNUAL RESULTS: TONNAGE RAILED TO RBCT

The tonnage railed to RBCT in 2024 was 51.9Mt, which was a 10% increase against the 47.92Mt railed in 2023.

The Train Turnaround Time (“TTT”) is the contracted duration for the handling of a train subsequent to it being handed over to RBCT by TFR, and it being offloaded as well as handed back to TFR. The TTT is reflected in the signed Service Level Agreement between RBCT and TFR. The TTT in 2024 was 3 hours and 43 minutes, against a target of 3 hours and 46 minutes. In 2024, 9% of trains were tipped and bypassed directly to the vessels, compared to the 11% in 2023.

RBCT continues to collaborate with TFR in order to improve rail performance.

Tonnage Railed

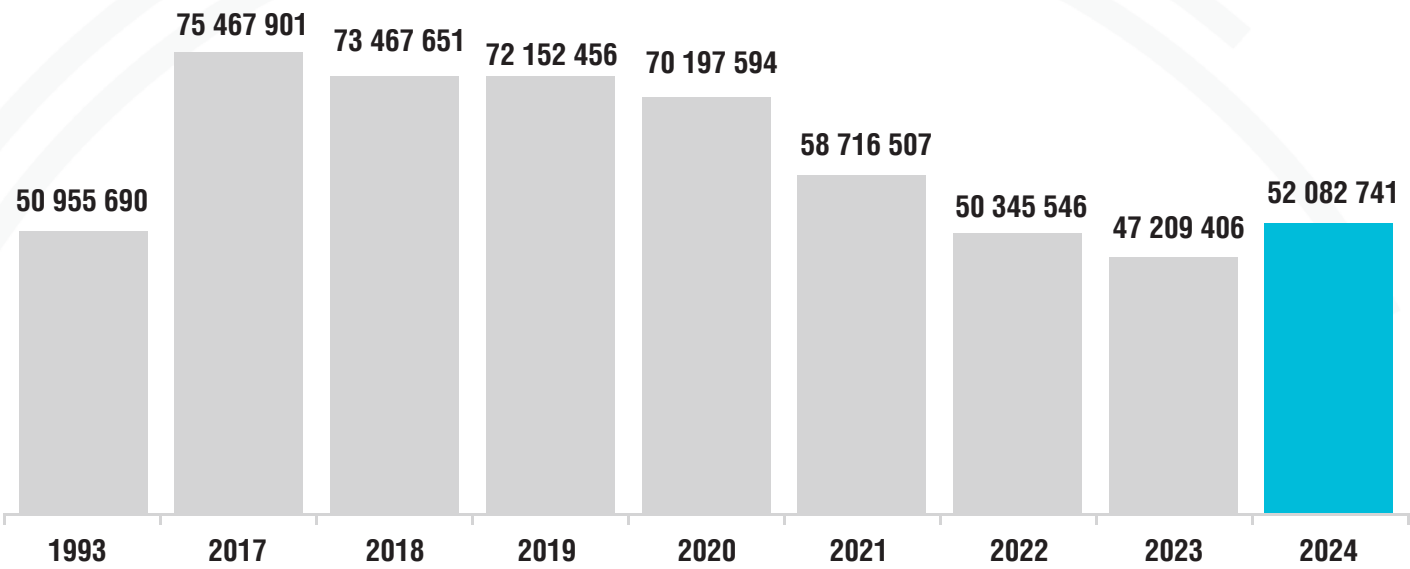


ANNUAL RESULTS: EXPORT TONNAGE

In 2024, RBCT exported 52.08Mt of coal, which was a 10% improvement against 2023.

The Terminal has a design capacity to export 91MT of coal per year.

Tonnage Shipped



Enterprise and Supplier Development

PROCUREMENT

2024 has been a challenging yet rewarding year from a procurement perspective and saw RBCT achieve consistent results when compared to the previous year. The aftermath of the COVID-19 Pandemic continued to have a significant impact on the economy and continues to disrupt the supply chain environment. The Procurement Team worked closely with suppliers and various short term actions were established 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 able to maintain exceptional results, with a marginal improvement in terms of the Broad Based Black Economic Empowerment ("BBBEE") performance, when compared to 2023. This, combined with understanding and executing on 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 its suppliers to ensure compliance, thereby embracing the codes and assisting in the empowerment of its business partners.

Aligned with driving sustainability within the KwaZulu-Natal environment, procurement preference is often focused on local suppliers, with additional considerations to the small and medium enterprise categories where possible. Black Ownership and Black Woman Ownership remain an important criteria in decision making and RBCT works closely with its suppliers to ensure that transformation is prioritised.

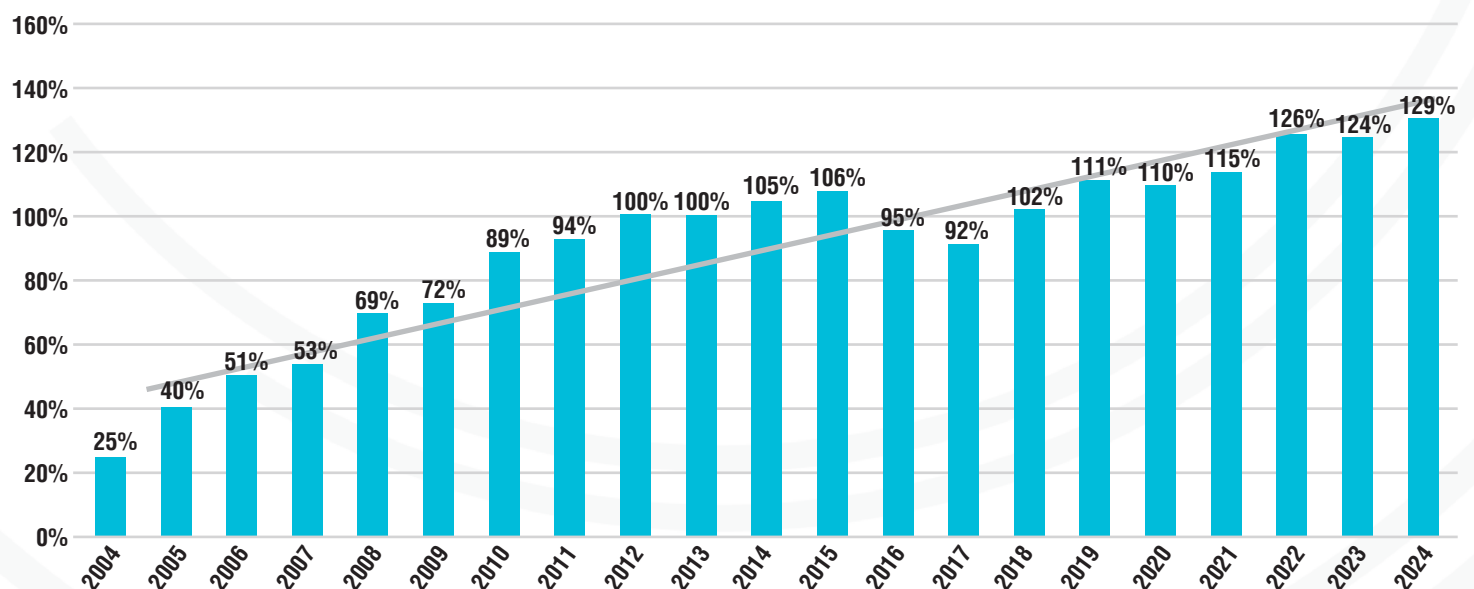
RBCT has actively and progressively driven preferential procurement spend and insists on suppliers providing approved verification certificates to ensure compliance within the codes. An extensive customised database is maintaining the SAP system and is able to continuously improve RBCT's position with updated 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 RBCT's empowerment performance, it is preferred to engage with businesses that maintain a minimum Level 4 BBBEE rating.

Where commercial criteria is similar, preference is given to the higher BBBEE rated supplier. RBCT does not pay a premium to empowered companies, as commercial competitiveness is a key determinant in decision making. From time to time, RBCT may require long-term contractors and suppliers to share their plans in order 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; and
- Valid BBBEE verification certificate.

B-BBEE PROCUREMENT SPEND 2004 - 2024



ENTERPRISE AND SUPPLIER DEVELOPMENT

Enterprise Development remains a key focus at RBCT. One of the ongoing initiatives facilitated through the shareholders, was the 4Mt of export capacity that was made available to Junior Miners at commercially attractive rates. The allocation of the 4Mt capacity is managed by the Department of Mineral Resources and Energy (“DMRE”).

Therefore 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 Developments initiatives within the procurement environment 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 the all-selection criteria is adhered to. A strategic focus area in developing the supplier database is the Ownership Element and engaging with suppliers around transformation as well as compliance to the Department of Trade and Industry’s (“DTI”) 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 drive continuous improvement initiatives to create an efficient procurement environment that remains equitable to all stakeholders.



Boundary and Scope

The 2024 Sustainability Report covers the period 1 January to 31 December 2024.

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

- Structure of the Board of Directors and Executive Management;
- Corporate Governance - purpose and function of the Board;
- Strategies and Policies that have been implemented to achieve optimal results;
- The health and safety of employees as well as the environmental impact;
- Risk Management;
- Environment, Social and Governance (ESG);
- Human Resources programmes;
- Current goals that have been achieved and future goals to be achieved;
- Outreach programmes in order to deliver social value by giving back to the local communities, with specific focus on education and early childhood development;
- Empowering local communities;
- Enterprise and Supplier Development; and
- Operational activities such as:
 - Rail performance - coal is handled effectively and efficiently upon its arrival at RBCT from TFR. No data has been captured for this report in terms of derailments as it is not a direct part of RBCT's operational activities.
 - Export 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.



Glossary

AIDS	Acquired Immune Deficiency Syndrome, a disease of the immune system caused by HIV infection
ARV	Anti-retroviral
AWP	Awaiting Placement Time
BBBEE	Broad-based black economic empowerment. This represents a broadening of the earlier Black Economic Empowerment policy and attempts to spread the benefits of economic empowerment to the widest possible spectrum of black South Africans
BBS	Behavioural Based Safety
BMI	Body Mass Index
BP	Blood Pressure
CEO	Chief Executive Officer
CEPs	Coal Exporting Parties
CoU	City of uMhlathuze
COVID-19	Coronavirus disease of 2019
CRRC	China Railway Rolling Stock Corporation
CSI	Corporate Social Investment
CURA	Governance Risk and Compliance Software/Enterprise Risk and Compliance Software
DMRE	Department of Mineral Resources and Energy
DWS	Department of Water and Sanitation
DTI	Department of Trade and Industry
EE	Employment Equity
ESG	Environment, Social and Governance
ESUP	An offsite storage dam known as ESUP Dam
EWP	Employee Wellness Programme
FINCO	Finance Committee
FRCPs	Fatal Risks Control Protocols
GHG	Greenhouse Gas
GM	General Manager
GRI	Global reporting Initiative
HIV/AIDS	Human immunodeficiency virus/acquired immune deficiency syndrome
HPHs	High Potential Hazards
HRA	Health Risk Assessment
HSEC	Health, Safety, Environment and Compliance
IDPs	Individual Development Plans
IMBIZO	An open forum chaired by the CEO to address all employees regarding business performance and all key matters
ISO	International Organisation for Standardisations. 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
ISO 45001	An Environmental Management System standard published by the ISO Integrated Waste and Water Management Plan ("IWWMP")
IWWMP	Integrated Waste and Water Management Plan
King Report	The King IV 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

LTJ	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 refers to the number of Lost Time Injuries 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
NPO	Non Profit Organisation
OHS	Organisational Health Survey
OHSAS	Occupational Health and Safety Assessment Specification
OPCO	Operations Committee
OREP	Occupational Risk and Exposure Profiles
NLCC	National Logistics Crisis Committee
PHMC	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 utilised on-site 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
SDG	Sustainable Development Goals
S&EC	Social and Ethics Committee
SHE	Health and Environment
SLAM	Stop, Look, Listen, Assess, Manage
SO2	Sulfur Dioxide
TB	Tuberculosis
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
VFL	Visible Felt Leadership
WAD	World Aids Day



To share your views or comments, contact:

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