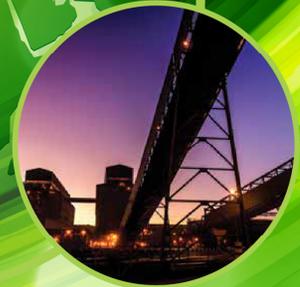




20

20



ANNUAL FINANCIAL RESULTS

PRESENTATION FOR THE YEAR ENDED 31 DECEMBER 2020

Disclaimer

The operational and financial information on which any outlook or forecast statements are based has not been reviewed nor reported on by the group's external auditor. These forward-looking statements are based on management's current beliefs and expectations and are subject to uncertainty and changes in circumstances. The forward-looking statements involve risks that may affect the group's operational and financial information. Exxaro undertakes no obligation to update or reverse any forward-looking statements, whether as a result of new information or future developments.

Where relevant, comments exclude transactions which make the results not comparable. These exclusions are the responsibility of the group's board of directors and have been presented to illustrate the impact of these transactions on the core operations' performance and hence may not fairly present the group's financial position, changes in equity, results of operations or cash flows. These exclusions have not been reviewed nor reported on by the group's external auditor.



Presentation outline



Results overview, Outlook & Strategy update

Mxolisi Mgojo,
Chief Executive Officer



Operational performance

Nombasa Tsengwa,
Managing Director Minerals Business



Financial results

Riaan Koppeschaar,
Finance Director

exxaro

POWERING POSSIBILITY



RESULTS OVERVIEW

Mxolisi Mgojo | Chief Executive Officer

Macro context | recovery, response and resilience

Collaborative response to COVID pandemic

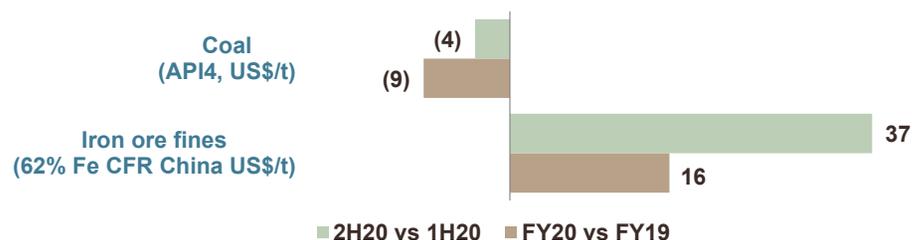
- Acted to **protect employee safety** and **livelihoods**
- Total **supportive expenditure** of R195.5 million
- Maintained **business resilience** to provide an essential service
- Ongoing **COVID-19 alliances** with business and government

An anticipated shift in geopolitics

- Unfolding **global impact** of outcome of US elections
- Global goal to **collaborate** to end the pandemic
- **Climate-friendly US administration**, with potentially wide-ranging implications for the global energy sector

* Task Force on Climate-Related Financial Disclosures

Mixed commodity price performance



Positioning Exxaro for a low carbon future

- **Harvesting value** from R17bn capex expansion programme
- Completed **TCFD* recommendations assessment**
- **Early value coal strategy & non-core coal disposal** minimises stranded assets
- **Digital@Exxaro** enabling efficiency improvements
- **Decarbonisation** - coal operations, position in renewable energy, leveraging mining capability

FY20 highlights | record and balanced performance

ESG*

- ✓ Maintained **leading FTSE Russell Index position**
- ✓ **Record** safety performance:
 - **4 years** fatality free
 - **0.05** Group LTIFR** (target = 0.11)



OPERATIONAL

- ✓ Record **coal export** volumes
12.2Mt ↑ **34%**
- ✓ **Wind energy** delivered
727GWh within target

FINANCIAL#

- ✓ Core **EBITDA**
R7.3bn ↑ **25%**
- ✓ Core **HEPS**
R29.73 ↑ **26%**



SHAREHOLDER RETURN

- ✓ **Ordinary dividend** **1 243 cps**
- ✓ **Special dividend** **543 cps**
- ✓ **Share buyback** **R1.5bn**

* Environment, Social and Governance ** Lost time injury frequency rate per 200 000 man hours worked for FY20 # Measured against FY19



OPERATIONAL PERFORMANCE

Nombasa Tsengwa | Managing Director Minerals Business

Safety and health | excellent safety record

Safety and Health

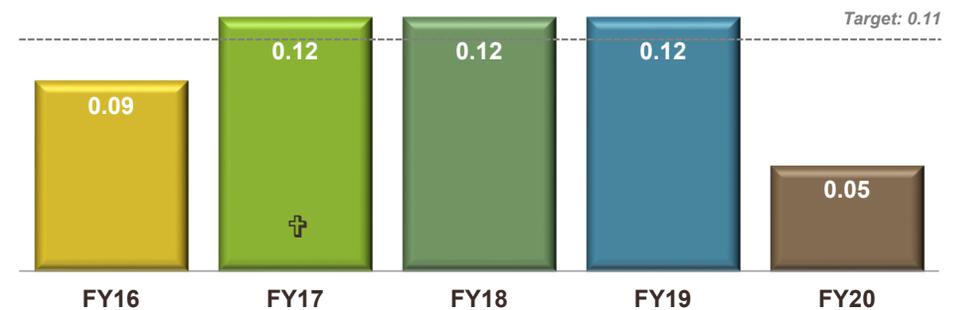
- **LTIFR** improvement of 58%
- **4 years fatality free** on 2 March 2021
- Aim for **zero harm**

Covid-19 impact on operations

- All operations at **full capacity** from 2H20, and Matla at 80% till end 3Q20
- Matla 8 264 and Grootegeluk 8 131 **tests** to date
- Grootegeluk Covid-19 **testing laboratory approved** for public testing, awaiting approval for the Matla laboratory
- 2 796 positive tests – **recovery rate** 99% with only **16 active cases** as at 10 March 2021
- Strict **adherence** to screening and testing **protocols**

† Fatality

LTIFR - Operations



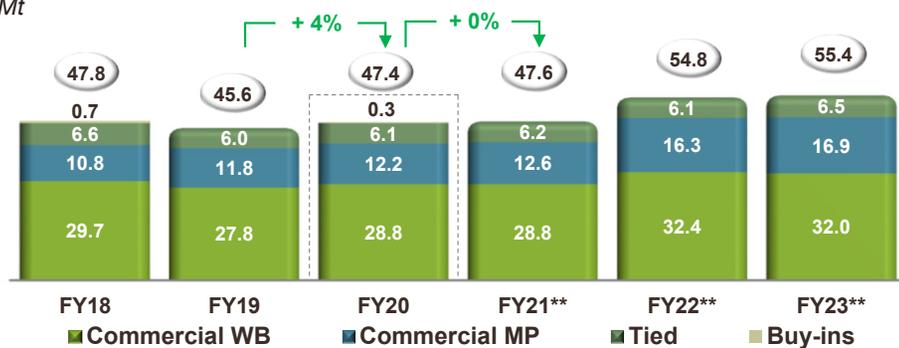
Group COVID-19 vital statistics – 10 March 2021

16 395	2 796	2 768	12	16
				
TESTS CONDUCTED	CONFIRMED CASES	TOTAL RECOVERIES	TOTAL DEATHS	ACTIVE CASES

Coal volumes | growth from investments

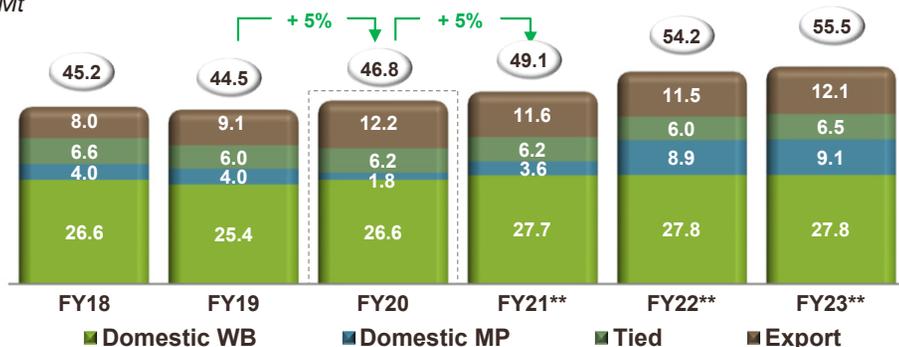
Total product*

Mt



Total sales

Mt



Tonnage movement FY20 vs FY19

Product*	Sales	
	Domestic	Export
Waterberg (WB)		
• Grootegeluk Increased offtake from Medupi	1.0	0.6
Mpumalanga (MP)		
• Belfast Ramping up to full production	1.8	2.1
• Matla Higher product from Mine 2 Shortwall	0.1	0.2
• Leeuwpan Covid-19 lockdown and Eskom contract not finalised	(0.7)	0.1
• ECC Covid-19 lockdown and Eskom contract not finalised	(0.7)	0.5
Buy-ins and stock movement		
Fulfil supply commitments 1Q20 Stock increase at RBCT	0.3	(0.2)
Total	1.8	3.1

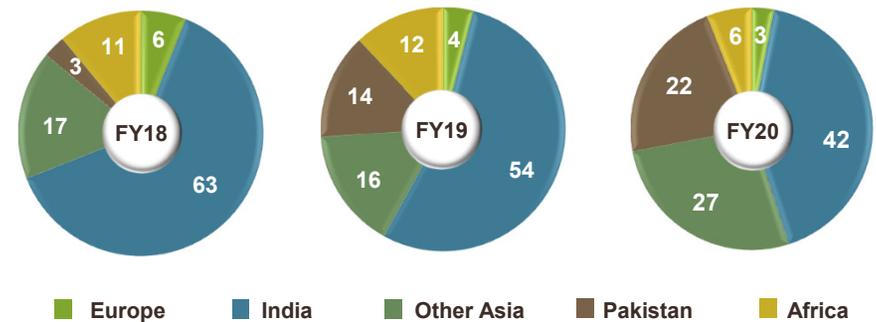
* Tumelo previously reported under buy-ins now classified under Commercial MP production

** Based on latest internal forecast (actual figures could vary by ± 5%)

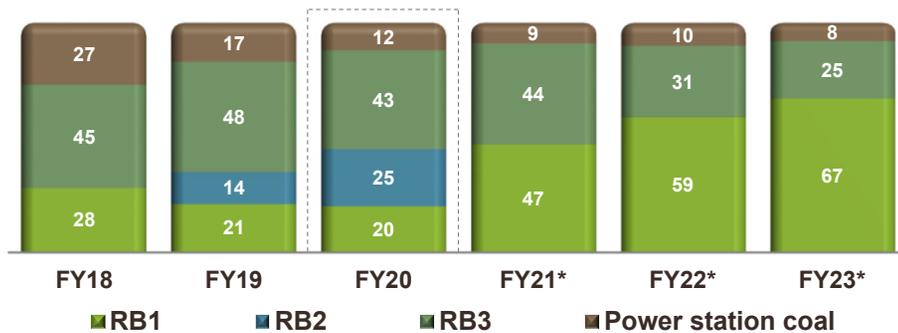
Exports | 12Mt an all-time record

- Exported 12.2Mt, **34% higher**
- Sales to **India** down by 12% mainly due to Covid-19 lockdowns
- Increase in sales to other **Asian** markets driven by Pakistan and opportunistic Vietnamese sales
- Proportion of **RB1** is increasing in the sales mix
- Demand in **seaborne thermal coal** market remains robust

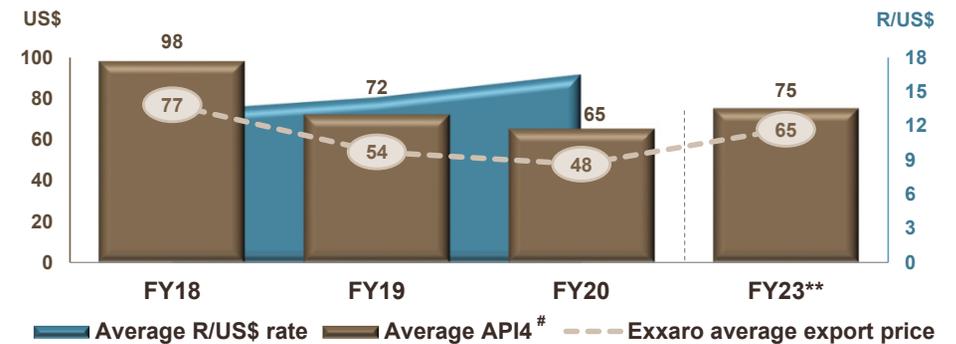
Exxaro export sales destinations (%)



Export product mix (%)



Average realised prices

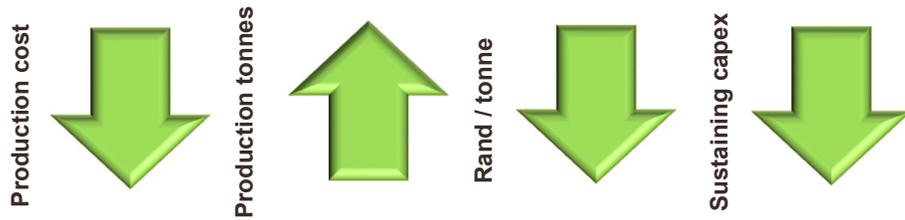


* Based on latest internal production forecast ** Based on latest internal forecast # Source: Argus/McCloskey Price Index

OE | driving cost excellence

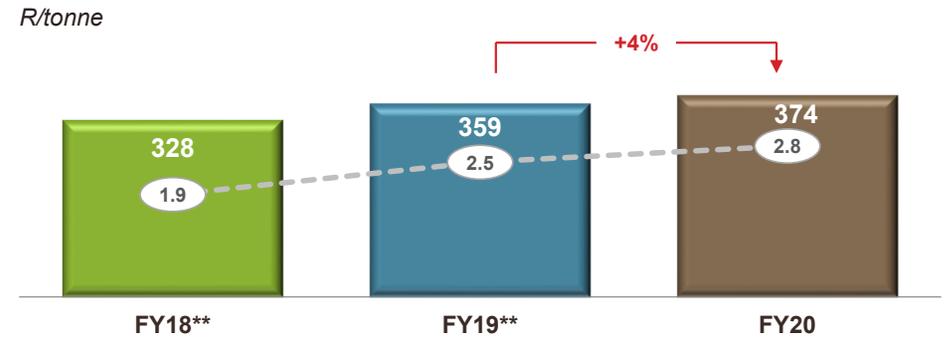
- **Cash cost per tonne** up by 4%, below mining inflation
- Main contributor **distribution costs** associated with 34% higher export volumes
- **Stripping ratios** remaining high as indicated previously
- Good progress against **internal cash preservation targets**

Internal cash preservation savings initiatives

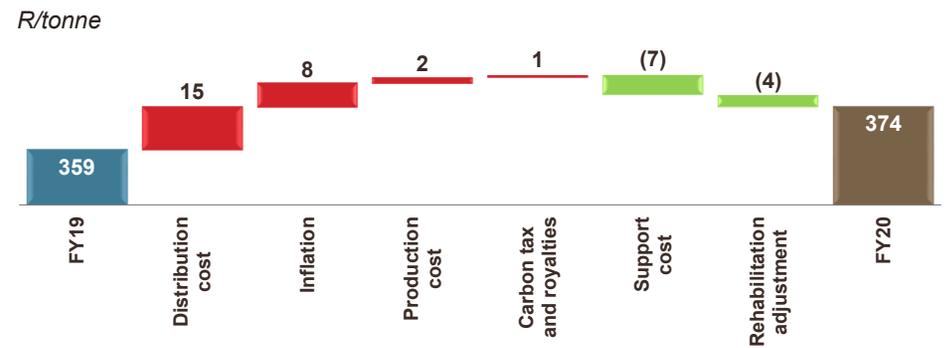


* Tonne of overburden moved for each tonne of ROM ** Re-presented to exclude indirect corporate costs and Coal buy-in cost

Cost per tonne – excluding Matla vs strip ratio*



Cost per tonne – excluding Matla

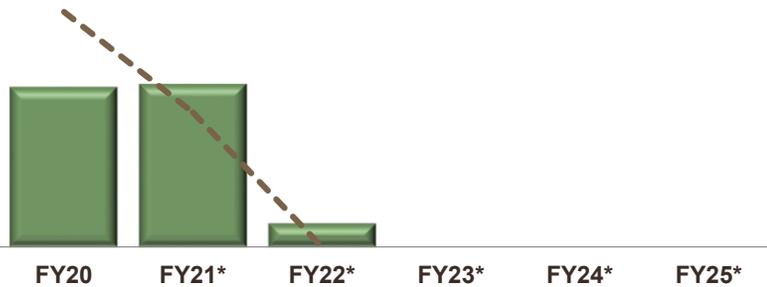


Additional information on slide 37

Capex | focus shifting to sustaining the business

Expansion capital profile

R million



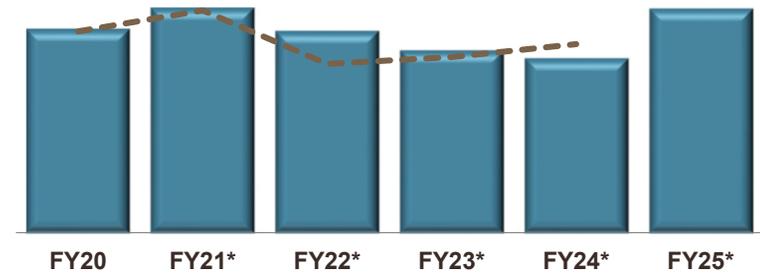
	643	805	132			
	307	164	10			
	950	969	142	*	*	*

↓ 6%

	1 400	801	*	*	*	*
						2 201

Sustaining capital profile

R million



Waterberg	1 683	1 740	1 550	1 540	1 451	1 800
Mpumalanga	411	569	521	331	337	500
Other	16	23	20	20	20	20
Total	2 110	2 332	2 091	1 891	1 808	2 320

↑ 3%

August guidance	2 088	2 306	1 750	1 821	1 955	*
						9 920

* Based on latest internal forecast (actual figures could vary by ± 5%), Moranbah South not included

Additional information on slide 32

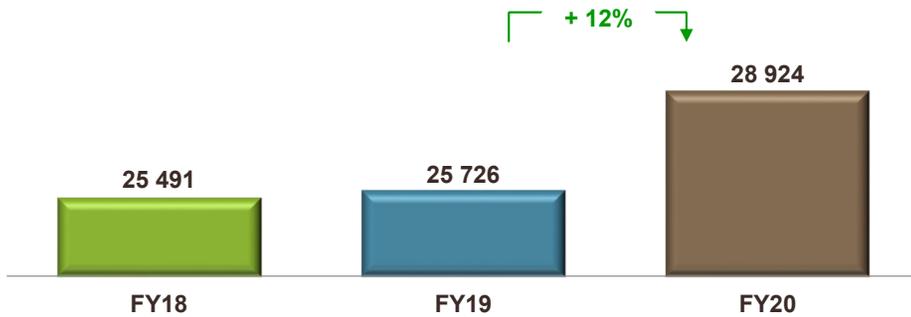


FINANCIAL RESULTS

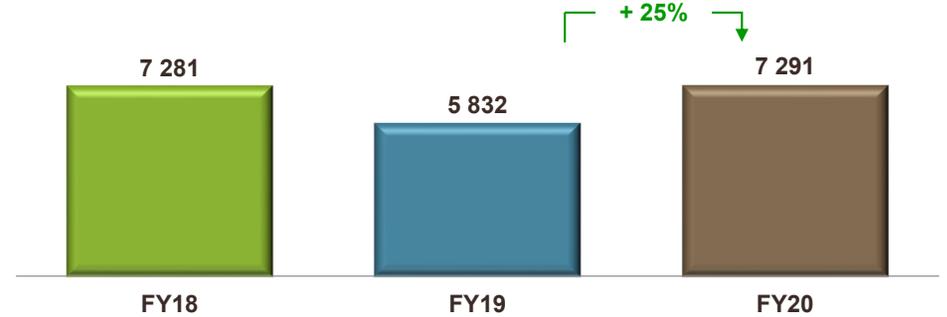
Riaan Koppeschaar | Finance Director

Group core performance | diverse portfolio delivers higher earnings

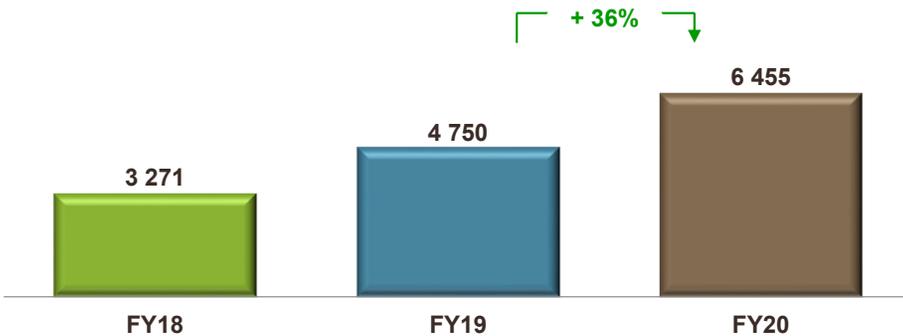
Revenue (Rm)



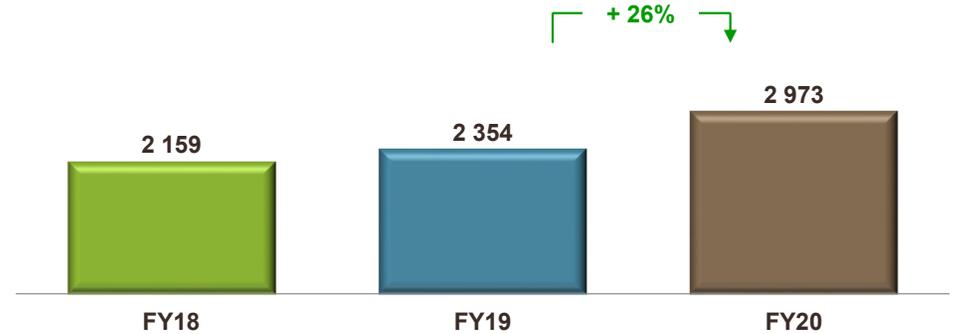
EBITDA (Rm)



Equity income (Rm)



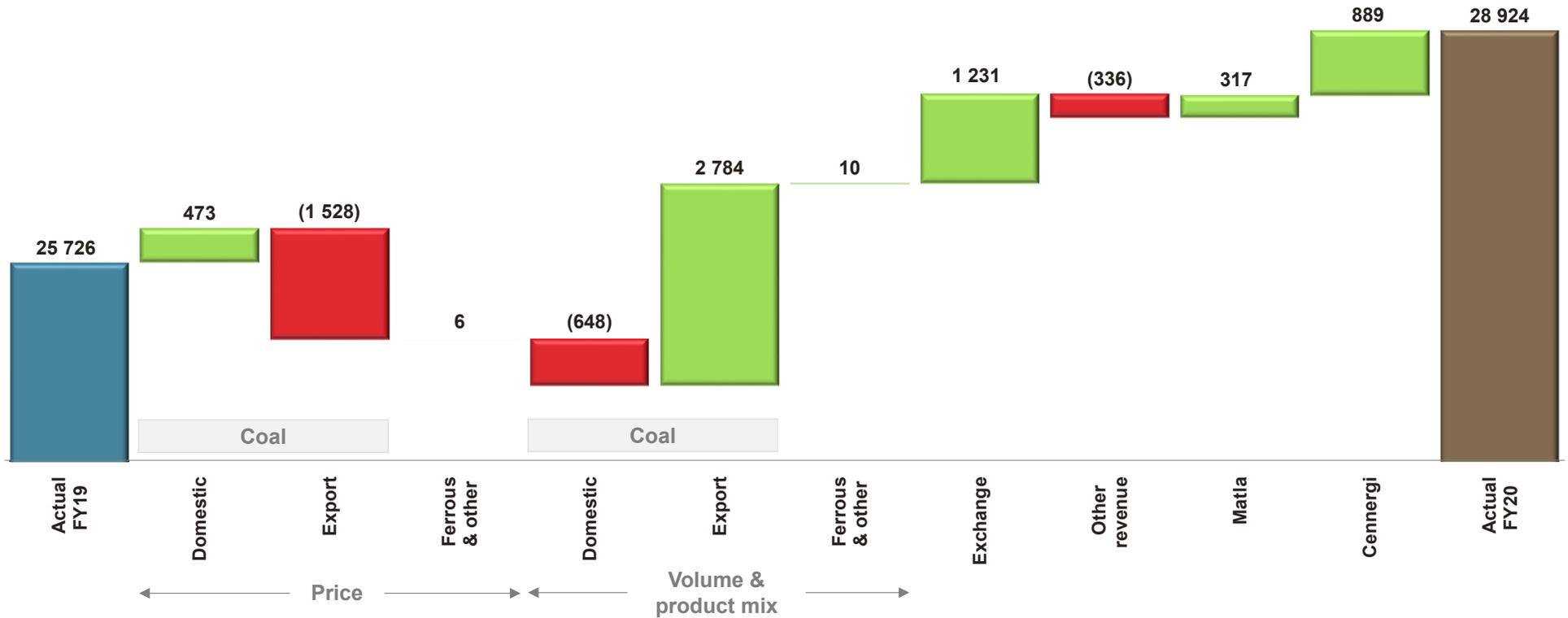
HEPS (cents)



Detail on calculation of core results on slides 39 to 42

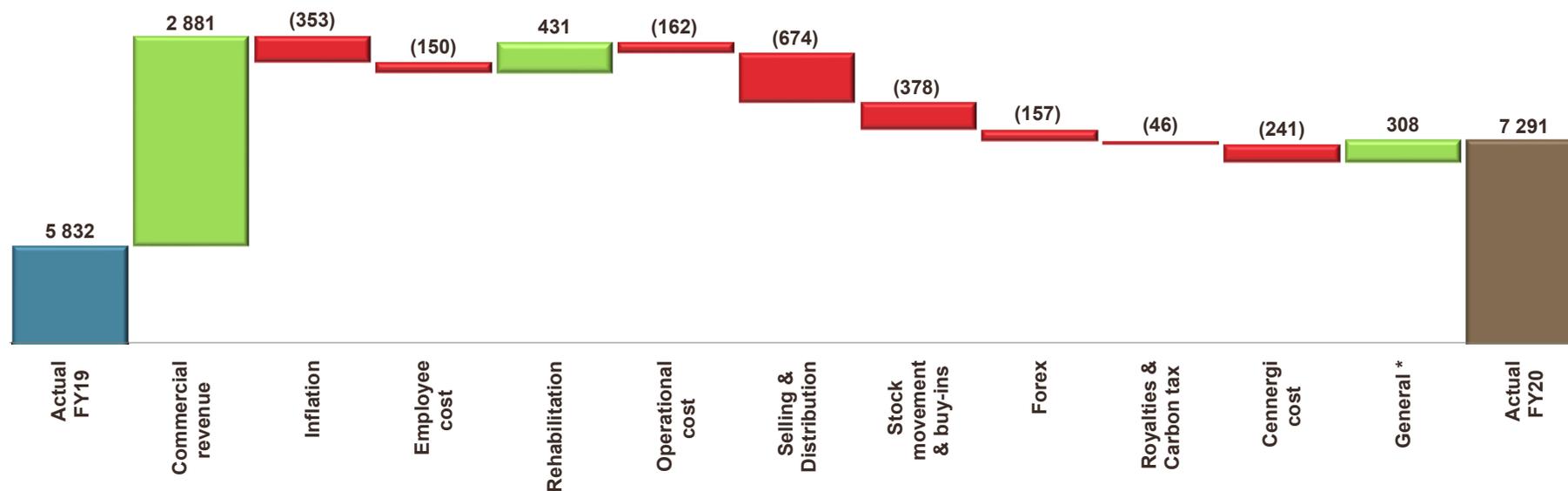
Group revenue | continued growth in export market

R million



Group core EBITDA | cost supporting higher turnover

R million



Coal**	6 849	1 976	(317)	(166)	428	(234)	(675)	(317)	7	(46)		202	7 707
Energy		889										(241)	648
Ferrous**	11	17	(7)	2	1	56		(70)				2	12
Other**	(1 028)	(1)	(29)	14	2	16	1	9	(164)			104	(1 076)
	5 832	2 881	(353)	(150)	431	(162)	(674)	(378)	(157)	(46)	(241)	308	7 291

* Total EBITDA variance for Matla included in General = - R15 million ** Re-presented to exclude indirect corporate costs

Coal | export volumes offset lower prices

<i>R million</i>	1H20	2H20	FY19	FY20
Revenue	13 730	14 145	25 582	27 875
Commercial Waterberg	7 615	7 834	14 012	15 449
Commercial Mpumalanga	4 076	3 961	7 240	8 037
Tied Mpumalanga	2 005	2 350	4 038	4 355
Other	34		292	34
EBITDA	4 223	3 484	6 849	7 707
Commercial Waterberg	4 158	3 935	7 146	8 093
Commercial Mpumalanga	35	(468)	71	(433)
Tied Mpumalanga	72	72	159	144
Other*	(42)	(55)	(527)	(97)
EBITDA margin (%)	31	25	27	28

* Re-presented to exclude indirect corporate costs

Cennerg | stable renewable energy generation

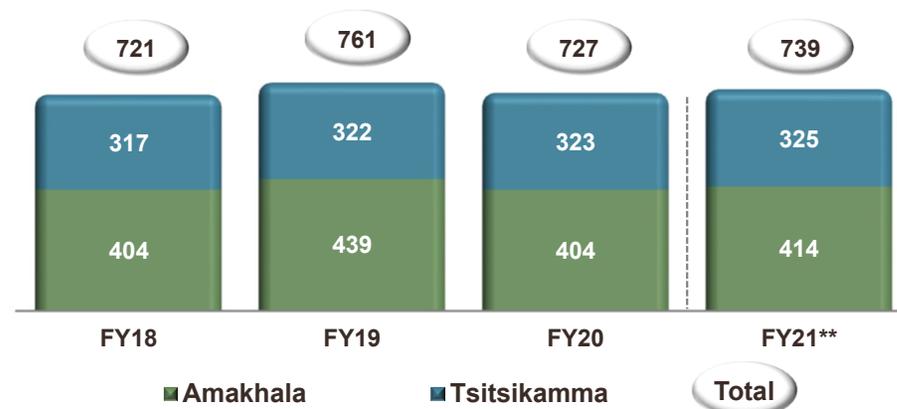
Performance since acquisition

R million	2Q20	2H20	FY20
Revenue	283	606	889
Operational expenses	(92)	(209)	(301)
Group accounting adjustments	(51)	(158)	(209)
Net operating profit	140	239	379
Depreciation	98	194	292
EBITDA	238	433	671
Net debt	4 715	4 632	4 632
Energy generation (9 months)	176GWh	377GWh	553GWh

Annual average electricity generation

	Amakhala	Tsitsikamma
Capacity factor*	36%	40%
Equipment availability	98%	98%
Average electricity generation per annum	414GWh	325GWh

GWh#



* Ratio of actual electricity output over a given period of time to the maximum possible output over that period of time ** Based on latest internal forecast

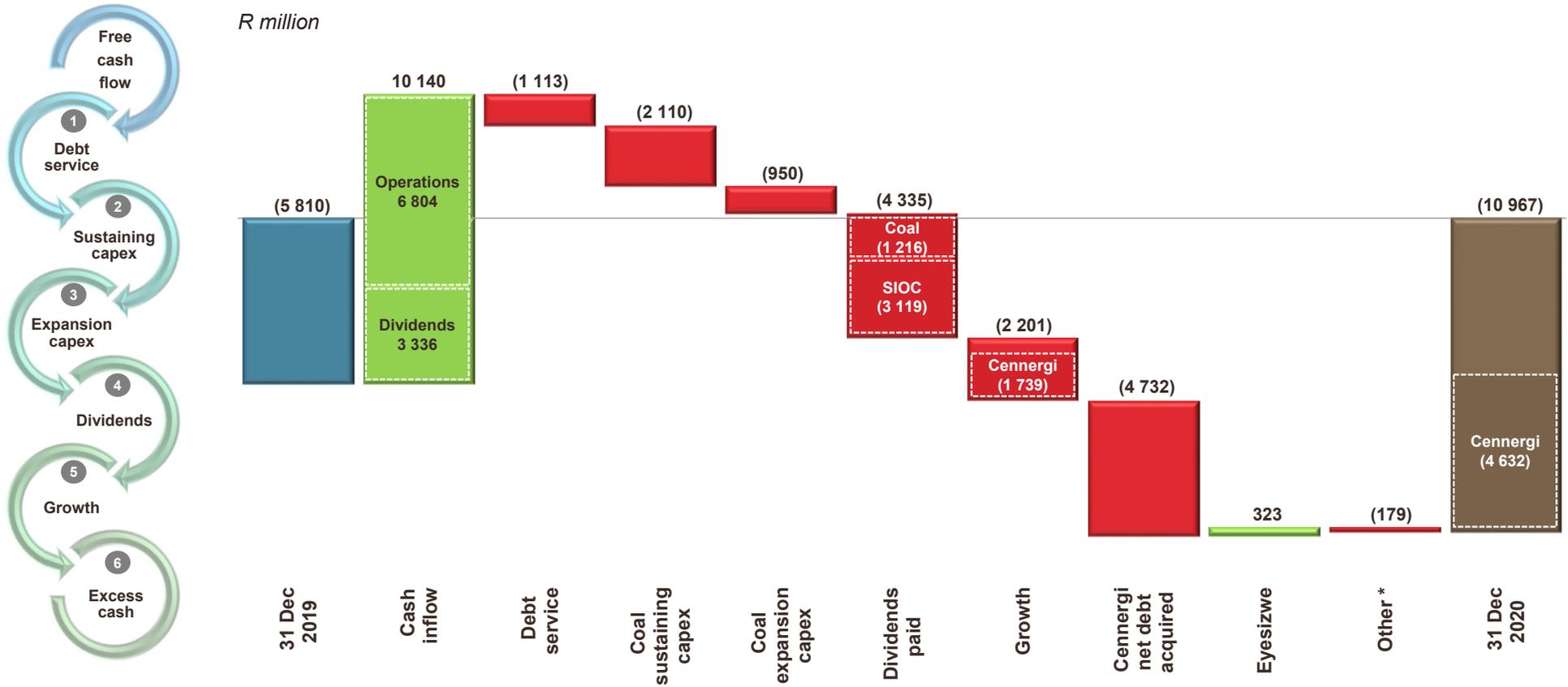
100% although only 50% equity-accounted income was included in Exxaro results up to 1Q20 whereafter fully consolidated from 2Q20

Group core earnings | diversified portfolio continues to deliver

<i>R million</i>	1H20	2H20	% change	FY19	FY20	% change
Net operating profit	2 798	2 058	(26)	3 920	4 856	24
Income from investments	37	36	(3)	47	73	55
Net financing cost – Exxaro excluding Cennergi	(183)	(260)	(42)	(12)	(443)	
Net financing cost – Cennergi	(137)	(252)	(84)		(389)	
Post-tax equity-accounted income	2 353	4 102	74	4 750	6 455	36
Coal: RBCT	10	(2)	(120)	3	8	167
Mafube	35	32	(9)	127	67	(47)
Ferrous: SIOC	2 257	3 866	71	4 423	6 123	38
TiO ₂ : Tronox SA	95	131	38	236	226	(4)
Energy: Cennergi	13			45	13	(71)
LightApp	(9)	(9)		(28)	(18)	36
Other: Black Mountain		122		51	122	139
Other	(48)	(38)	21	(107)	(86)	20
Tax	(580)	(399)	31	(957)	(979)	(2)
Non-controlling interest	(928)	(1 183)	(27)	(346)	(2 111)	
Attributable earnings	3 360	4 102	22	7 402	7 462	1
Attributable earnings per share* (cents)	1 339	1 634	22	2 354	2 973	26

* Based on a core number of shares of 332 million from January to October 2019 and 251 million for November and December 2019 (FY20 = 251 million)

Capital allocation | strategic investment benefiting stakeholders



* Mainly shares acquired to settle vested share-based payment schemes (-R270 million), ECC contingent consideration paid (-R195 million), and movement in interest accrued (+R114 million)

Detail net debt movement graph on slide 46

Shareholder return | strong performance rewarding investment

	Total FY20	Final 2H20	Special 2H20	Interim 1H20	Total FY19
Dividend cover* - Coal (times)				3.0	3.0
Dividend cover* - Group (times)		2.5			
SIOC dividend declared (Rm)	5 369	3 663		1 706	4 092
Dividend declared per share (cents)	2 429	1 243	543	643	1 430
Dividend declared (Rm)	8 713	4 459	1 948	2 306	5 129
Eyesizwe	2 614	1 338	584	692	1 539
Other	6 099	3 121	1 364	1 614	3 590

Share buyback

- Value limited to R1.5 billion
- Subject to market conditions and prevailing share price at the time
- Launch date planned in 2Q21 after closed period ends

* Cover calculated on core attributable earnings



OUTLOOK

Mxolisi Mgojo | Chief Executive Officer

Business outlook | 1H21 – steady global recovery

- ✓ Continuation of **global economic recovery and positive commodity cycle** favourable for South African economy, subject to urgency and success of **COVID-19 vaccine roll out**
- ✓ Clarity on further implementation of the **Economic Reconstruction and Recovery Plan**
 - **Structural reforms** to enable infrastructure development
 - **Multiplier effect** favourable to domestic coal, cement and steel industries
- ✓ **API4 price** finding support at high levels
- ✓ Tight **iron ore market**
- ✓ Volatile **Rand exchange rate**
- ✓ **Continue with disposal process** for non-core assets* and review of Black Mountain Mining
- ✓ **Further liberalisation of the electricity sector** to support the **growth of renewable energy**

* Leeuwpan, ECC and BoT investments



STRATEGY UPDATE

Mxolisi Mgojo | Chief Executive Officer

Strategy | agility and sustainable value creation in a low carbon world

Strategic priorities*

- 1 Continue with our **portfolio optimisation**
- 2 Responsible **value maximisation** of our remaining **coal asset portfolio**
- 3 Deliberate and responsible management of **risks and opportunities** in the **low carbon transition**
- 4 Prioritise acceptable **value distribution** with long term **investments**

* As communicated at 1H20 results announcement

Delivery on strategic priorities

- 1 Good **progress** on **disposal of non-core assets**
- 2 Transition whilst continuing to **extract value** through **operational excellence**
- 3 **Board approval on the strategic direction** to facilitate carbon reductions:
 - ✓ **Strategy underpinned by TCFD assessment outcomes**
 - ✓ **Decarbonisation strategy:**
 - **Maximise value** of the coal business
 - Build on our **energy business**
 - Leverage mining capabilities for **minerals opportunities**
 - ✓ Build **climate resilience for communities**
- 4 **Disciplined capital allocation and investment framework**

Energy | accelerate our low carbon future

Timing

- South Africa at crossroads of **energy liberalisation**
- 2.5GW of **embedded mining demand**
- Including **84MW** demand at **Grootegeluk** alone

Symbiosis

- **Investments** in our **own generation requirements** reduce operating costs, reduce carbon footprint and hedge future electricity tariff increases
- Our DNA is **managing large capital-intensive projects**

Continuity

- The Cennergi strategy has produced one of South Africa's **leading managers of renewable assets** and one of its largest wind asset bases

Discipline

- A **disciplined and transparent investment strategy** using proven technology

Impact

- Investments in Renewable Energy **reduce Exxaro's portfolio risk** and **provide resilience, diversification** and **long-term stability** to our **cash flows**
- It is also necessary if we are to **accelerate Carbon Neutrality**

Energy | brief biography of MD – Energy, Roland Tatnall



- ✓ Appointed as **Managing Director, Energy** at the ConneXXion, effective 10 March 2021.
- ✓ A multifaceted professional with **over 20 years'** experience in the broader **energy industry** with a particular focus on **Africa and South Africa**. He has spent the last **15 years focused on infrastructure and energy investment** in private equity, business development and project development roles.
- ✓ He has had the privilege of **working with multicultural teams** across the continent and has been exposed to working in markets as diverse as Europe, the US, the Middle East, Asia and Australia. His infrastructure and energy experience exposed him to **fund-raising as well as strategy development and implementation**.
- ✓ He says: **“Energy is the largest single opportunity on the African continent and one of the most important given the impact it could have on the future of Africa”**



THANK YOU



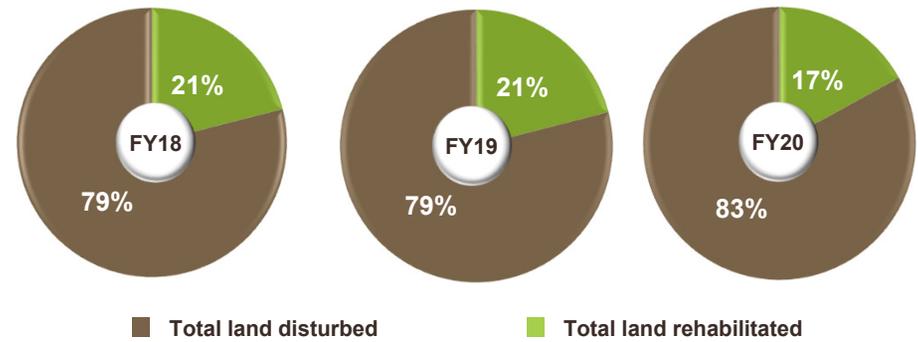
ADDITIONAL INFORMATION

SHEC | environmental performance

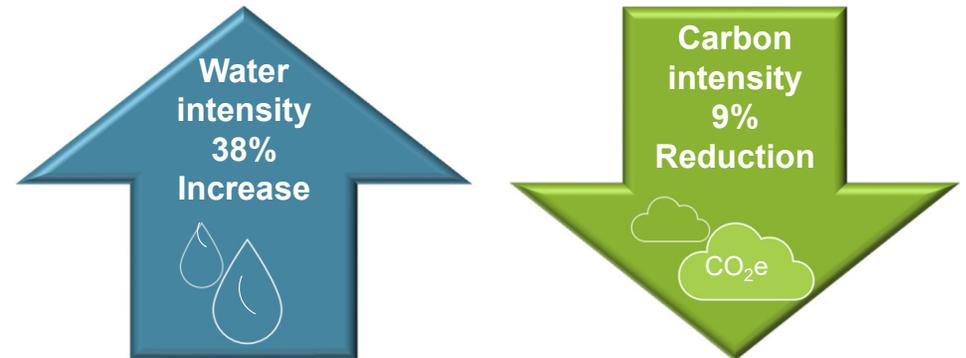
Integrated environmental management

- **Total land rehabilitated** reduced by 4% due to increased Belfast activities
- All **mine residue facilities at ECC** have been upgraded and an Engineer of Record (EOR) appointed as per SANS 10286
- **Water intensity** increased by 38% from 99L/tonne ROM in FY19 to 137L/tonne ROM in FY20 due to increased abstraction at Grootegeeluk mine, the ramp up of Belfast and construction activities at Matla
- **Carbon intensity** improved by 9% from 5.4ktCO₂e/TTM to 4.9ktCO₂e/TTM due to energy efficiency projects at our business units, particularly at Grootegeeluk. Electricity intensity decreased by 7% to 13MWh/kt (14MWh/kt in FY19) and diesel intensity decreased by 6% to 2 042L/kt (2 183L/kt in FY19)

Land disturbed vs land rehabilitated (%)



Water and Carbon intensity



Coal | major projects

Pipeline:

GG6 Expansion	<ul style="list-style-type: none"> • Capex: R5.3bn • Product: 1.7 – 2.7Mtpa of semi soft coking coal • In construction • 1st production: 1H21 • Full production: 1H22
Matla Life of Mine Project	<ul style="list-style-type: none"> • Capex: R3.4bn • Access to reserve at Mine 1 • Construction start: 2H20 • 1st production: FY23
Belfast	<ul style="list-style-type: none"> • Capex: R3.5bn • Product: 2.7Mtpa of thermal coal • Project Close in progress • 1st production: 1H19 • Project Close: 1H21
GG Rapid Load Out Station	<ul style="list-style-type: none"> • Capex: R1.3bn • Load capacity: 12Mtpa • Project Close: 2H20
Leeuwpán Lifex	<ul style="list-style-type: none"> • Capex: R0.6bn • Product: 2.7Mtpa of thermal coal • 1st production: 2H18 • Relocation action plan completion expected 1H21

Timeline:

1H21	<ul style="list-style-type: none"> • GG6 Expansion: Construction continues with first production expected • Matla Life of Mine Project: Construction commences • Leeuwpán Lifex: Relocation Action Plan concludes • Belfast: Project Completion
2H21	<ul style="list-style-type: none"> • GG6 Expansion: Construction Completion • Matla Life of Mine Project: Construction continues
FY22	<ul style="list-style-type: none"> • GG6 Expansion: Project Complete • Matla Life of Mine Project: Construction continues
FY23	<ul style="list-style-type: none"> • Matla Life of Mine Project: Construction continues
FY24	<ul style="list-style-type: none"> • Matla Life of Mine Project: Project Complete

Coal | capital expenditure

<i>R million</i>	FY19	FY20	FY21*	FY22*	FY23*	FY24*	FY25*
Sustaining	2 245	2 110	2 332	2 091	1 891	1 808	2 320
GG rapid load out station	350	113	34				
GG trucks, shovels and stacker reclaimers	270	643	346	717	334	534	556
GG discard and backfill	381	257	251	431	473	214	675
GG other	752	670	1 109	402	733	703	569
Leeuwpans lifex reserve	48	70	26				
Leeuwpans other	148	96	196	206	95	102	109
ECC	279	216	290	299	160	115	100
Belfast		29	57	16	76	120	291
Other	17	16	23	20	20	20	20
Expansion	3 572	950	969	142			
GG6 Expansion	1 195	643	805	132			
GG other	3						
Belfast	2 071	204	40				
ECC	230	103	124	10			
Other	73						
Total coal capital expenditure	5 817	3 060	3 301	2 233	1 891	1 808	2 320
Waterberg	2 951	2 326	2 545	1 682	1 540	1 451	1 800
Mpumalanga	2 776	718	733	531	331	337	500
Other	90	16	23	20	20	20	20
August guidance		3 488	3 107	1 750	1 821	1 955	

* Based on latest internal forecast (actual figures could vary by ± 5%)

Coal | product volumes

'000 tonnes	FY18	FY19	FY20	FY21*	FY22*	FY23*
Thermal production	44 815	43 479	44 933	44 592	49 835	50 010
Grootegeluk	27 375	25 683	26 554	25 785	27 457	26 657
Matla	6 609	5 991	6 153	6 214	6 052	6 479
ECC**	4 195	4 511	3 834	3 975	5 359	5 600
Leeuwpán	4 220	4 396	3 720	3 474	5 646	5 626
Belfast		1 029	2 850	3 260	3 442	3 640
Mafube (Buy-ins from Mafube JV)	991	1 869	1 822	1 884	1 879	2 008
NBC	1 425					
Buy-ins	651	29	291			
Total thermal product (including buy-ins)	45 466	43 508	45 224	44 592	49 835	50 010
Total metallurgical production – Grootegeluk	2 323	2 074	2 222	3 006	5 004	5 355
Total product	47 789	45 582	47 446	47 598	54 839	55 365

* Based on latest internal forecast (actual figures could vary by \pm 5%) ** Reclassified Tumelo buy-ins previously reported under buy-ins to ECC production

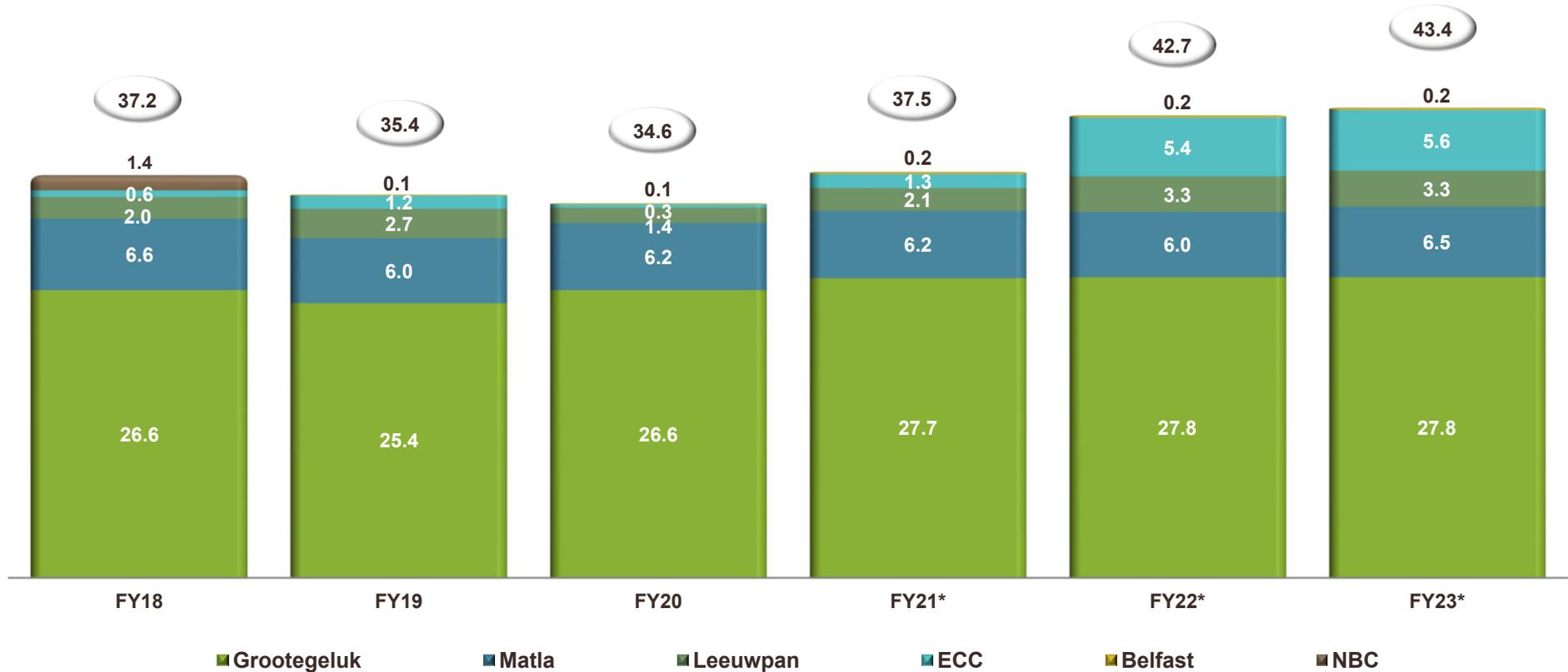
Coal | sales volumes

'000 tonnes	FY18	FY19	FY20	FY21*	FY22*	FY23*
Sales to Eskom	31 466	31 396	30 861	31 318	37 715	38 378
Grootegeluk	24 059	23 157	24 704	25 122	25 122	25 122
Matla	6 605	5 998	6 157	6 196	6 034	6 460
Leeuwpan		1 343			1 440	1 440
ECC		898			5 119	5 356
NBC	802					
Other domestic thermal coal sales	4 536	3 020	2 692	4 826	3 565	3 622
Exports	7 965	9 087	12 170	11 603	11 553	12 087
Total thermal coal sales	43 967	43 503	45 723	47 747	52 833	54 087
Total domestic metallurgical coal sales	1 197	1 030	1 036	1 303	1 399	1 399
Total sales	45 164	44 533	46 759	49 050	54 232	55 486

* Based on latest internal forecast (actual figures could vary by ± 5%)

Coal | domestic market volumes per mine

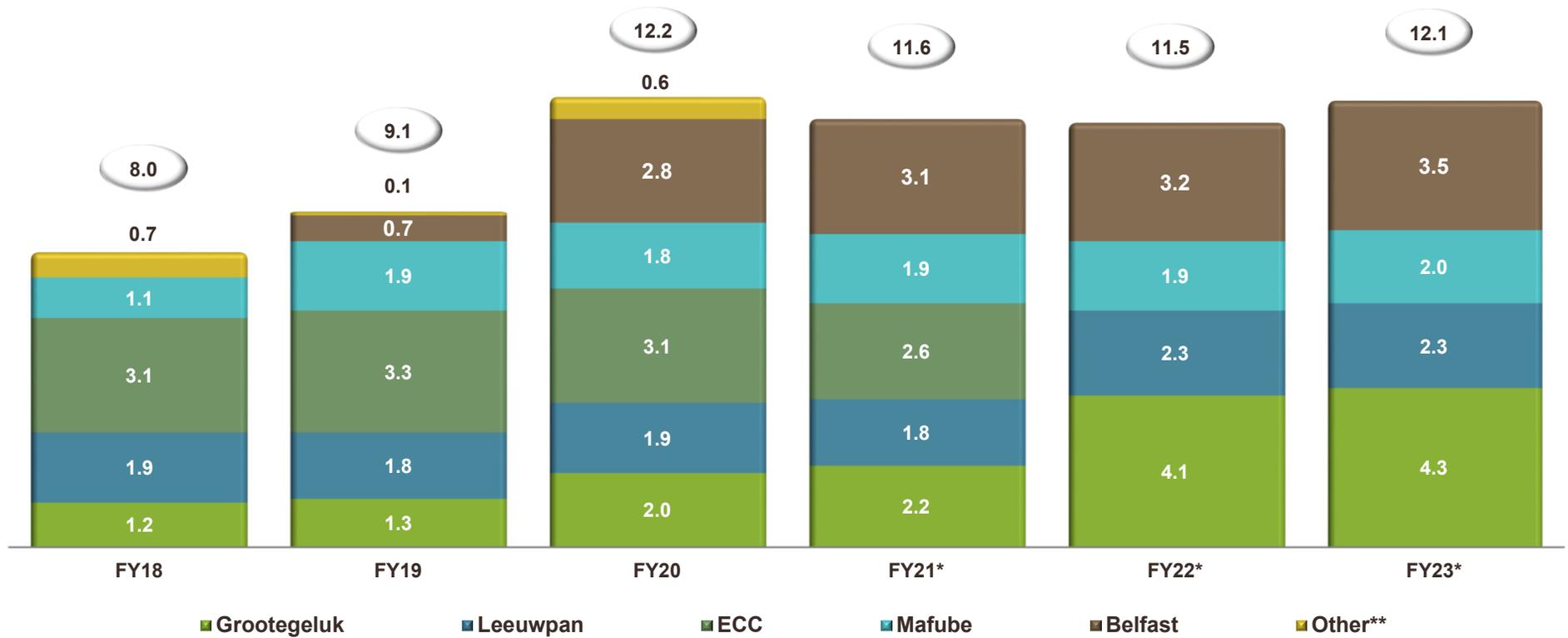
Million tonnes



* Based on latest internal forecast

Coal | export volumes per mine

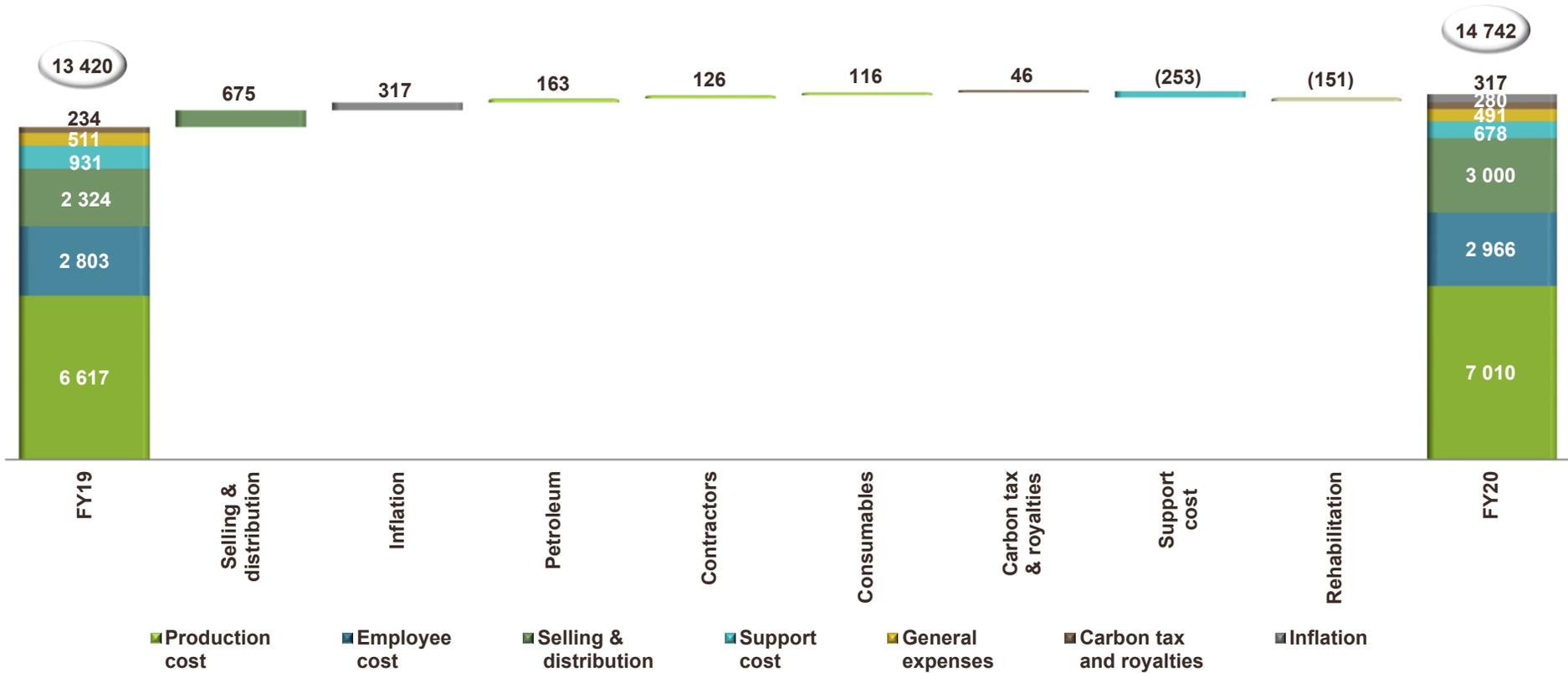
Million tonnes



* Based on latest internal forecast ** Buy-ins and inventory

Coal | cash cost per bucket

R million



Coal | sensitivities FY20

Measure	Sensitivity	Impact on NOP* (Rm)	
Royalty cost	1%	(279)	279
Environmental rehabilitation discount rate	1%	(236)	234
Export price per tonne	US\$1	(200)	200
Domestic sales volumes	1%	(103)	103
Exchange rate	10 cents	(51)	51
Labour	1%	(32)	32
Railage	1%	(31)	31
Export sales volumes	1%	(23)	23
Fuel	1%	(11)	11
Electricity	1%	(6)	6

* Net operating profit

Financial overview | group IFRS

<i>R million</i>	1H20	2H20	% change	FY19	FY20	% change
Revenue	14 078	14 846	5	25 726	28 924	12
Operating expenses	(10 009)	(14 622)	(46)	(19 327)	(24 631)	(27)
Net operating profit	4 069	224	(94)	6 399	4 293	(33)
Net operating profit margin (%)	29	2	(27)	25	15	(10)
Post-tax equity-accounted income	2 355	4 056	72	4 693	6 411	37
Attributable earnings: owners of parent	4 334	2 949	(32)	9 809	7 283	(26)
Headline earnings*	3 315	4 102	24	7 599	7 417	(2)
EBITDA	3 884	3 362	(13)	5 954	7 246	22
Cash generated from operations	4 732	3 038	(36)	5 273	7 770	47
Capital expenditure	1 264	1 911	51	6 076	3 175	(48)
Net debt	10 534	10 967	4	5 810	10 967	89
Attributable earnings per share (cents)**	1 727	1 175	(32)	3 908	2 902	(26)
Headline earnings per share (cents)**	1 321	1 634	24	3 027	2 955	(2)

* Non-IFRS number ** Based on weighted average number of shares of 251 million

Financial overview | non-core adjustments

<i>R million</i>	1H20	2H20	FY19	FY20
Coal	(815)	(1 478)	(44)	(2 293)
Disposal/transfer of operations	14	7	76	21
BEE Phase II implementation	(870)			(870)
Impairment of ECC		(1 378)		(1 378)
Change in effective equity percentage in RBCT		(20)		(20)
Loss of control of Tumelo			(35)	
Impairment reversal on PPE*			23	
Insurance claims received	32		148	32
Gain on termination of a lease			1	
Targeted voluntary packages**			(275)	
Gain/(loss) on disposal of non-core assets	9	(87)	18	(78)
Ferrous	(11)		(2)	(11)
BEE Phase II implementation	(11)			(11)
Targeted voluntary packages			(2)	
TiO₂			2 400	
Disposal of Tronox investments			2 335	
Indemnity from tax consequence on disposal of Tronox Holdings plc shares			65	

* Property, plant and equipment ** Excluding Matla

Financial overview | non-core adjustments (continued)

<i>R million</i>	1H20	2H20	FY19	FY20
Energy	1 262			1 262
Profit on deemed disposal of Cennergi JV	1 321			1 321
Recycling of our share of cash flow hedge of Cennergi JV on deemed disposal	(59)			(59)
Other	835	(356)	125	479
ECC contingent consideration adjustment			296	
BEE Phase II implementation	881			881
Targeted voluntary packages			(119)	
Loss on dilution of equity-accounted investments			(42)	
Fair value adjustment of debt			58	
Impairment of investment in associate	(46)	(458)	(58)	(504)
Gain/(loss) on disposal of non-core assets and other		102	(10)	102
Non-core adjustment impact on net operating profit	1 271	(1 834)	2 479	(563)
Post-tax equity-accounted income	2	(46)	(57)	(44)
Net financing cost – Replacement BEE Transaction			(25)	
Tax on items with impact on net operating profit	(2)	262	(76)	260
Non-controlling interest on items with impact on net operating profit	(297)	466	86	168
Total non-core adjustment impact on attributable earnings	974	(1 152)	2 407	(179)

Financial overview | group core*

<i>R million</i>	1H20	2H20	% change	FY19	FY20	% change
Revenue	14 078	14 846	5	25 726	28 924	12
Operating expenses	(11 280)	(12 789)	(13)	(21 806)	(24 069)	(10)
Add back: Depreciation	1 131	1 305	15	1 912	2 436	27
EBITDA	3 929	3 362	(14)	5 832	7 291	25
EBITDA margin (%)	28	23	(5)	23	25	2
Post-tax equity-accounted income	2 353	4 102	74	4 750	6 455	36
Headline earnings*	3 360	4 101	22	7 402	7 461	1
Headline earnings per share (cents)**	1 339	1 634	22	2 354	2 973	26
Average R/US\$ rate						
Realised	16.39	16.51	1	14.73	16.43	12
Spot	16.65	16.25	(2)	14.44	16.45	14
Average API4 export price (US\$/tonne)	66.39	64.01	(4)	71.56	65.20	(9)
Average coal export price realised						
US\$/tonne	51.79	44.54	(14)	53.58	48.00	(10)
R/tonne	862	724	(16)	774	789	2

* Non-IFRS number ** Based on a core number of shares of 332 million from January to October 2019 and 251 million for November and December 2019 (FY20 = 251 million)

Tronox | value accretive disposal

	Cash invested	Proceeds from disposal & dividends received	Special cash dividend	Share buyback programme
<i>R million</i>				
Cash invested in Mineral Sands/Tronox	(8 692)			
October 2017		6 525	4 502	
February & May 2019		4 946	3 215	
March 2021		5 763	1 950	1 500
Dividends received (FY12 – FY20)		2 538		
Total	(8 692)	19 772	9 667	1 500

Capital funding structure | Exxaro excl. Cennergi

R million

Facilities available

	<i>Drawn</i>	<i>Undrawn/ committed</i>	<i>Undrawn/ unissued</i>
Term loan and revolving facility	7 750	2 000	
DMTN* programme	1 000		4 000
Interest bearing borrowings	8 750		
Interest capitalised	59		
Lease liabilities	488		
Capitalised transaction costs	(8)		
Total interest-bearing debt	9 289		
Current	6 088		
Non-current	3 201		
Net cash and cash equivalents	(2 954)		
Net debt	6 335		

Maturity profile of debt

Repayment year	9 289
Less than 6 months	73
6 – 12 months	6 016
1 – 2 years	1 272
2 – 3 years	921
3 – 4 years	685
4 – 5 years	53
> 5 years	269

* Domestic Medium-Term Note

Capital funding structure | Cennergi

R million

Facilities available

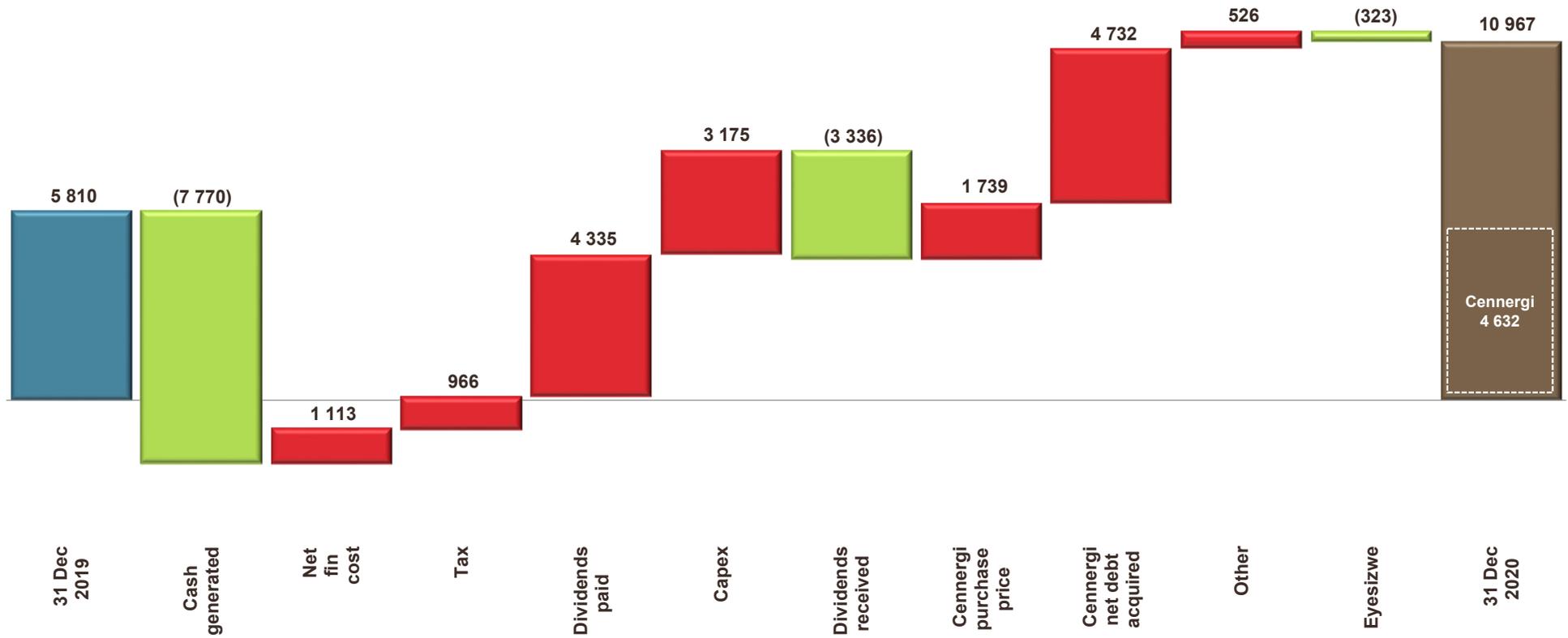
	<i>Drawn</i>	<i>Undrawn/ committed</i>	<i>Undrawn/ unissued</i>
Loan facilities	4 810	395	
Interest bearing borrowings	4 810		
Lease liabilities	55		
Total interest-bearing debt	4 865		
Net cash and cash equivalents	(233)		
Net debt	4 632		

Maturity profile of debt*

Repayment year	4 865
Less than 6 months	52
6 – 12 months	59
1 – 2 years	150
2 – 3 years	208
3 – 4 years	273
4 – 5 years	349
> 5 years	3 774

* As agreed with providers of loans

Group results | net debt FY20



Performance | key indicators

	Target	FY19	FY20
Internal key performance indicators			
EBITDA interest cover* (times)	>4	160	15
Net debt: equity* (%)	<40	17	17
Net debt: EBITDA* (times)	<1.5	1.0	1.0
Return on capital employed (%)	>20	28	25
Bank covenants**			
Net debt: equity (%)	<80	17	14
EBITDA interest cover (times)	>4	19	11
Net debt: EBITDA (times)	<3	0.7	0.7

* Excluding Cennergi since consolidation of 100% of results since the step-up acquisition from the 1st of April 2020

** Including dividends received from associates and contingent liabilities, except DMRE guarantees and excluding Cennergi consolidated results