

3 Empowering people and communities

South Africa faces deep socio-economic pressures, including persistent unemployment, inequality and increasing strain on public services. These realities shape expectations for mining companies to foster safe, inclusive workplaces and contribute meaningfully to community wellbeing and economic resilience.

For Exxaro, strong social performance underpins labour stability, trusted relationships and long-term business sustainability.



Governance and oversight

Accountability and responsibility

- SERC and RBR committees provide board-level oversight
- The executive head: people and performance leads strategy execution for talent, DEI and employee relations
- The executive head: sustainability oversees safety, community development, land use management and ESD delivery
- BU teams and people and performance, safety, community and supply chain managers execute site-level initiatives and grievance response

Regulatory compliance

- Full adherence to Mining Charter III, B-BBEE Act, Labour Relations Act, Employment Equity Act 55 of 1998 (EEA), MHSA, Basic Conditions of Employment Act 75 of 1997 (BCEA), SLPs and MPRDA post-mining requirements
- Annual independent audits for SLP delivery, B-BBEE verification and Mining Charter compliance
- Financial provisions and reporting for ESD and community development aligned with national requirements

Beyond compliance

- Endorsement of UNGC, SDGs, International Labour Organization (ILO) core conventions, Minerals Council Human Rights Framework and the UN Guiding Principles (UNGPs)
- Active participation in Minerals Council South Africa, Business Unity South Africa, CEO Initiative on Youth Employment and Presidential Climate Commission
- Partnerships with local and provincial government, labour unions, development finance institutions, NGOs and industry forums, strengthening collaborative delivery, impact and compliance

Our strategic response

Our response is guided by the Sustainable Growth and Impact strategy, which focuses on empowering people through safety, wellbeing, capability development and equity, and on catalysing socio-economic development that endures beyond mining. Human rights and ethical conduct guide how we conduct our business.

Our people and social impact strategies are underpinned by strong governance and policy frameworks, ensuring responsible conduct and long-term sustainability. Our people practices are guided by:

1

Our people strategy

We are building a people-fit organisation by developing capability, strengthening wellbeing and creating a safe, inclusive and high-performance culture.

2

Safety strategy

We advance safety excellence through the One Voice Safety strategy and zero-tolerance rules, embedding visible leadership, behavioural maturity and technology to achieve zero harm.

3

Integrated health and wellness strategy

We promote employee resilience through proactive health programmes, disease awareness, mental wellness support and partnerships that strengthen public health outcomes.

4

DEI strategy

We drive organisational transformation through anti-racism commitments, inclusive leadership, disability inclusion and targeted actions to improve representation and workplace experience.

5

Talent management strategy

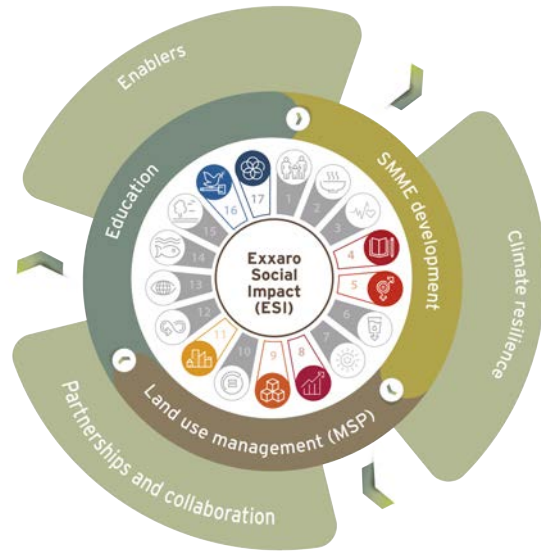
We develop a future-fit workforce by expanding digital learning, strengthening technical and leadership capability, embedding individual development plans and building robust succession pipelines for critical and scarce-skills roles.

Empowering people and communities continued

Our Social Impact strategy

Our social impact management approach focuses on addressing the root causes of socio-economic vulnerability in host communities. It takes a long-term, systemic approach that creates multidimensional benefits, guided by three focus areas (detailed in the infographic on the right). These interventions deliver integrated ESG outcomes by supporting climate-resilient livelihoods, reducing poverty, strengthening community health and enabling sustainable economic participation.

Partnerships with credible institutions and transparent funding mechanisms ensure the Social Impact strategy maintains integrity and scalability.



2025 highlights

Achieved three consecutive years without a fatality as of August 2025, maintaining continued fatality-free progress	Received recognition at the Coal Safe 2025 Awards for excellence in safety, health, environmental management and community development	Strengthened health and wellness delivery through major awareness events and public health initiatives	Proactively addressed matters arising from wage negotiations, with unions engaging in a constructive and cooperative manner
Expanded digital learning platforms and rolled out group-wide individual development plans dashboard to enhance capability development	Surpassed R1 billion in approved grants and loan funding through the ESD programme since its inception in 2018	Maintained B-BBEE level 2 status, supported by preferential procurement performance of 26.35 out of 29 points	Invested R14.30 million in ECD practitioner training, assessment, the registration of the centres and child development programmes (2024: R25.02 million)

Key challenges

Three high-potential incidents and seven LTIs recorded in 2025, resulting in an LTIFR of 0.04 against the target of 0.05	An increase in occupational disease cases from 23 to 40, with TB remaining the most prevalent condition
Delays in delivering certain SLP projects due to partner and implementing agent capacity constraints	Community expectations that exceed available resources, increasing pressure on project delivery and stakeholder relationships
Four incidents of community unrest across all BUs (2024: four)	Seven injuries incurred by employees at our operations (2024: 10)
One case of alleged discrimination or related grievances filed (2024: two)	Three cases of sexual harassment reported (2024: two)

2026 key actions

In 2026, we will deepen our social impact by developing health partnerships and accelerating capability development across the value chain. This includes:

- Expanding community health screenings for HIV, TB and non-communicable diseases in partnership with the SANAC Private Sector Forum
- Formalising an MoU with the Mpumalanga Department of Health to advance women’s health, HIV and TB prevention and management
- Rolling out a group-wide skills audit to identify critical roles, critical skills and proficiency levels for all employees
- Establishing career frameworks and progression pathways for every role to enable internal mobility and strengthen succession pipelines
- Implementing the talent mobility and growth strategy to build critical and future skills, and support career development
- Leveraging financial and non-financial support to augment Aga Setshaba NPC commitments and advance the MSP

Prioritising safety

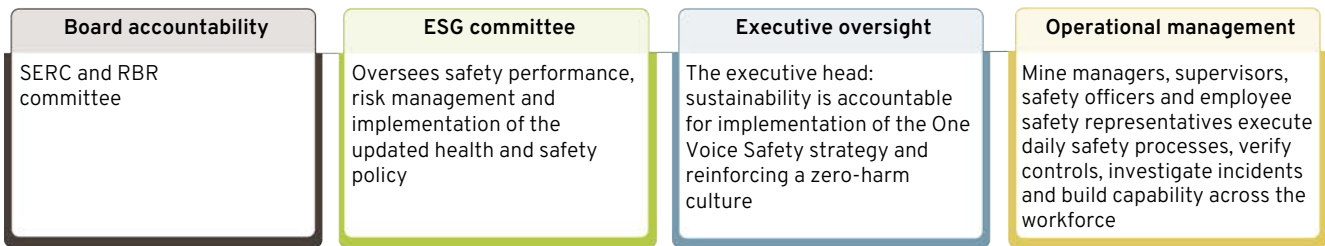
Why this matters

Mining operations are inherently high risk and unsafe practices can lead to injuries, fatalities, production losses, regulatory penalties and reputational harm. Our employees, regulators, communities and investors expect Exxaro to maintain a safe workplace anchored in leadership accountability, behavioural discipline and continuous improvement.

Safety is a critical element of our licence to operate that protects our people, operational resilience and long-term value creation.



Governance and oversight



Strategy and management approach

Exxaro's safety management system translates our safety goal of zero harm across operations into practical standards and behaviours that protect employees and contractors. Guided by our One Voice Safety strategy, we integrate proactive risk management, structured processes, leadership-driven initiatives and technology to embed consistent, high-performance safety practices throughout Exxaro.

Key elements of our approach include:

- Enforcing a zero-tolerance approach to unsafe working practices through consistent adherence to our zero-tolerance rules
- Proactively identifying and mitigating risks with robust controls to prevent incidents
- Maintaining comprehensive safety systems and standards, including compliance with the MHSWA, Occupational Health and Safety Act 85 of 1993 and DMPR safety regulations
- Strengthening our safety culture through communication, training and visible felt leadership (VFL)
- Leveraging technology to enhance monitoring, reporting and hazard detection
- Collaborating with regulators, industry peers and organised labour to advance shared learning and promote continuous improvement in safety practices

The CEO safety summit in April 2025 marked the launch of the One Voice Safety strategy, designed to unify how safety is communicated and practised across the business. The strategy simplifies messaging, aligns leadership engagement and embeds consistent safety behaviours at every site.

We rolled out the strategy through BU activations, toolbox talks and safety indabas, where employees explored the strategy's pillars and behavioural expectations.

Read the [case study](#) on page 60 for details.

We also introduced zero-tolerance rules to define safe conduct and prohibit unsafe practices, alongside fatal risk protocols to manage the 10 most critical risks across operations. Together, these initiatives establish a shared safety language and strengthen collective accountability for zero harm.

ONE VOICE STRATEGY



Prioritising safety *continued*

Preventing and mitigating safety incidents


Our fatal risk protocols and zero-tolerance rules address the most critical safety risks across our operations and define the mandatory standards, controls and behaviours required to prevent fatalities and high-potential incidents (HPIs).

The fatal risk protocols cover the 10 highest risks in our mining and energy operations, including ground and slope stability, transportation, machinery, electricity, fire, explosives and working at heights. The zero-tolerance rules complement these protocols by outlining the non-negotiable actions every employee must follow to ensure safe conduct in high-risk environments. We encourage our employees to exercise their right to stop work when conditions are unsafe.

Site management teams are accountable for verifying controls through high-risk task verifications, while our BU management teams investigate all incidents. An independently chaired group-level committee oversees the investigation of any fatalities or high-potential incidents to ensure impartiality and accountability.

We review our safety improvement plans and targets annually to assess the relevance and effectiveness of our safety programmes and controls. We also embed lessons from incident investigations across operations to strengthen prevention and ensure continuous improvement.

We align our safety practices with internationally recognised safety management standards. Grootegeluk, Matla and Leeuwpan maintained ISO 45001 certification, and Belfast proudly achieved ISO certification in 2025.



Cennergi's windfarms comply with the Occupational Health and Safety Act and the LSP with the Occupational Health and Safety Act and MSHA. Cennergi's head of operations reports safety incident investigation findings to the facilities' steering committees and company boards. Site managers and health and safety representatives conduct investigations following reports from contractors. LTIs and medical treatment cases are immediately reported to the group health and safety department.

Leadership accountability and culture

We drive accountability through leadership-led engagements, transparent communication and ongoing recognition of safety excellence across BUs.

Our annual CEO safety summit focuses on critical safety, wellness and mental health issues, empowering employees and leaders to collaborate on practical solutions that strengthen operational safety. Frontline teams participate in panel discussions that address key safety challenges and promote shared ownership of performance outcomes.

Leadership safety days further reinforce leadership's commitment to zero harm by creating space for open, critical safety conversations through field engagements. These engagements help align management priorities with workforce realities and build trust through direct, on-site interaction.

We strengthen leadership capability through targeted training programmes that cover risk management, legal liability and leadership in safety. These initiatives equip leaders with the competence and confidence to guide behaviour and embed a zero-harm mindset across all operations.


Awareness, communication and training

We promote safety awareness through ongoing dialogue and training, targeted campaigns and transparent communication across all operations. Our goal is to embed a common safety language that guides behaviour and decision making at every level.

Group-wide initiatives such as safety stand downs, toolbox talks, BU safety indabas and mass meetings help us share lessons from incidents, reinforce consistent safety messages and drive accountability. We integrate safety themes into toolbox talks and site briefings to translate learnings into practical improvements.

We build safety competence through structured training and ongoing development, ensuring that all employees and contractors are authorised and declared competent before starting work. Training covers core risk areas and includes on-the-job and induction training, line supervisor safety management, safety representative training and mini-hazard identification and risk assessment (HIRA) courses.

Safety campaigns throughout the year encourage employees to take responsibility for their own safety and that of their colleagues, promoting proactive intervention when unsafe practices are observed.



Cennergi's annual safety indabas enhance safety practices, promoting collective responsibility and continuous improvement.

Technology and innovation

We use bespoke apps to improve safety awareness. Employees can easily identify hazards and report unsafe behaviours, conditions and potential risks using our near miss reporting app and mini-HIRA tools. Management engages with employees in the field and captures their VFLs using the app, which helps the organisation analyse leading indicators.

The integration of digital tools streamlines access to safety processes and procedures, supports consistent implementation of safety standards and fosters behavioural accountability across all BUs.

Stakeholder collaboration

We collaborate with industry partners, regulators and organised labour to promote shared learning, strengthen compliance and drive collective action towards zero harm. These partnerships enable knowledge exchange, benchmarking and consistent safety standards across the mining industry. Key collaborations and engagements include:


Minerals Council South Africa	Participating in initiatives such as Khumbul'ekhaya, which promotes CEO-led safety leadership and industry-wide efforts to reduce fatalities
Mining Industry Occupational Safety and Health	Implementation of leading practices in key risk areas including falls of ground, transport and machinery safety
MSHA	Aligning with national safety milestones and ongoing contributions to industry safety forums
Government and regulators	Engaging with national and provincial government departments, local municipalities and regulators to support compliance, incident reporting and joint safety campaigns
Contractors and business	Collaborating to align expectations, strengthen incident prevention measures and embed shared accountability for safety performance

2025 performance

	Target	Exxaro			CENNERGI		
		2025	2024	2023	2025	2024	2023
Fatalities	0	0	0	0	0	0	0
HPIs		3	1	4	1	0	0
LTIs		7	10	11	1	0	0
LTIFR	0.05	0.04	0.06	0.07			

Exxaro maintained strong safety performance in 2025, achieving an LTIFR of 0.04, which was below the annual limit of 0.05 and an improvement on the 2024 rate of 0.06. We recorded seven LTIs and three HPIs (2024: 10 and one respectively). The HPIs occurred at Matla mine and were linked to trackless mobile machinery and working at heights, and at the LSP, where a heavy-duty vehicle tipped over.

Inspectors issued one section 54(1)(b) stoppage during the year (2024: zero stoppages).



Cennergi maintained a zero-fatality incident rate but recorded one LTI at LSP in 2025. An employee carrying PV panels stepped into an unmarked trench and twisted his knee. Lessons learnt from the incident include ensuring that, before executing their daily responsibilities, management, supervisors and employees are competent in conducting, understanding and applying relevant risk assessments to effectively identify and control hazards.


Tsitsikamma and Amakhala Emoyeni scored 99% during quarterly external compliance audits, and Karreebosch scored 98%. For Karreebosch, Concor and Goldwind Africa scored 97% and 99%, respectively.

Safety achievements and industry recognition

Group 40 consecutive months fatality free as at 31 December 2025	Grootegeluk 13 years fatality free	The Coal Safe 2025 Awards recognised the Exxaro group as a fatality-free business with more than 10 000 employees. Recognition included:	
Belfast Three years fatality free	Leeuwpan 35 years fatality free	Grootegeluk 12 006 fatality-free production shifts	Matla 12 345 fatality-free production shifts
Matla Eight years fatality free	Mines in closure 15 years fatality free	Belfast Zero LTIs	Leeuwpan 33 024 fatality-free production shifts
FerroAlloys 28 years fatality free	Cennergi Nine years fatality free		

Improving our safety management

Continuous governance improvement	Leadership safety day
The board approved a standalone health and safety policy in 2025 that strengthens accountability and clarifies responsibilities across all operations. The policy replaces the combined safety and sustainable development policy and reinforces that safety is a non-negotiable part of daily work. It reflects Exxaro’s commitment to achieving zero harm and embedding a culture of care and responsibility across the organisation.	The annual leadership safety day, held on 24 October 2025 under the theme #NotInMyName: Khetha Ukuphepha, focused on reinforcing VFL and shared accountability. Executive committee members visited BUs to lead critical safety engagements and strengthen commitment to zero harm across all teams.
Technology upgrades	Industry collaboration
We launched our upgraded VFL app in September 2025 to enhance leadership visibility and accountability. The app is now available to all D-level employees and contractor site managers, supporting real-time engagement and reporting. By providing actionable insights and helping analyse leading indicators, the app drives proactive risk management and reinforces our commitment to achieving zero harm.	Exxaro established a tripartite alliance with industry peers, organised labour and regulators including the DMPR and the Minerals Council South Africa. The alliance promotes open dialogue, shared accountability and collective action to improve safety outcomes across the mining industry.



2026 key actions

Our focus for 2026 is to deepen the socialisation of the One Voice Safety strategy across all operations and contractor networks. This includes:

- Hosting the 2026 CEO safety summit under the theme “Powering safety with One Voice”
- Reviewing and updating fatal risk protocols and implementing critical controls
- Developing and implementing a health and safety capability framework across the group

Case study

Uniting employees and leadership under a shared safety culture

The roll-out of the One Voice Safety strategy brought Exxaro’s safety vision to life across Matla, Leeuwan, Grootegeluk, Belfast and our mines in closure in KwaZulu-Natal.

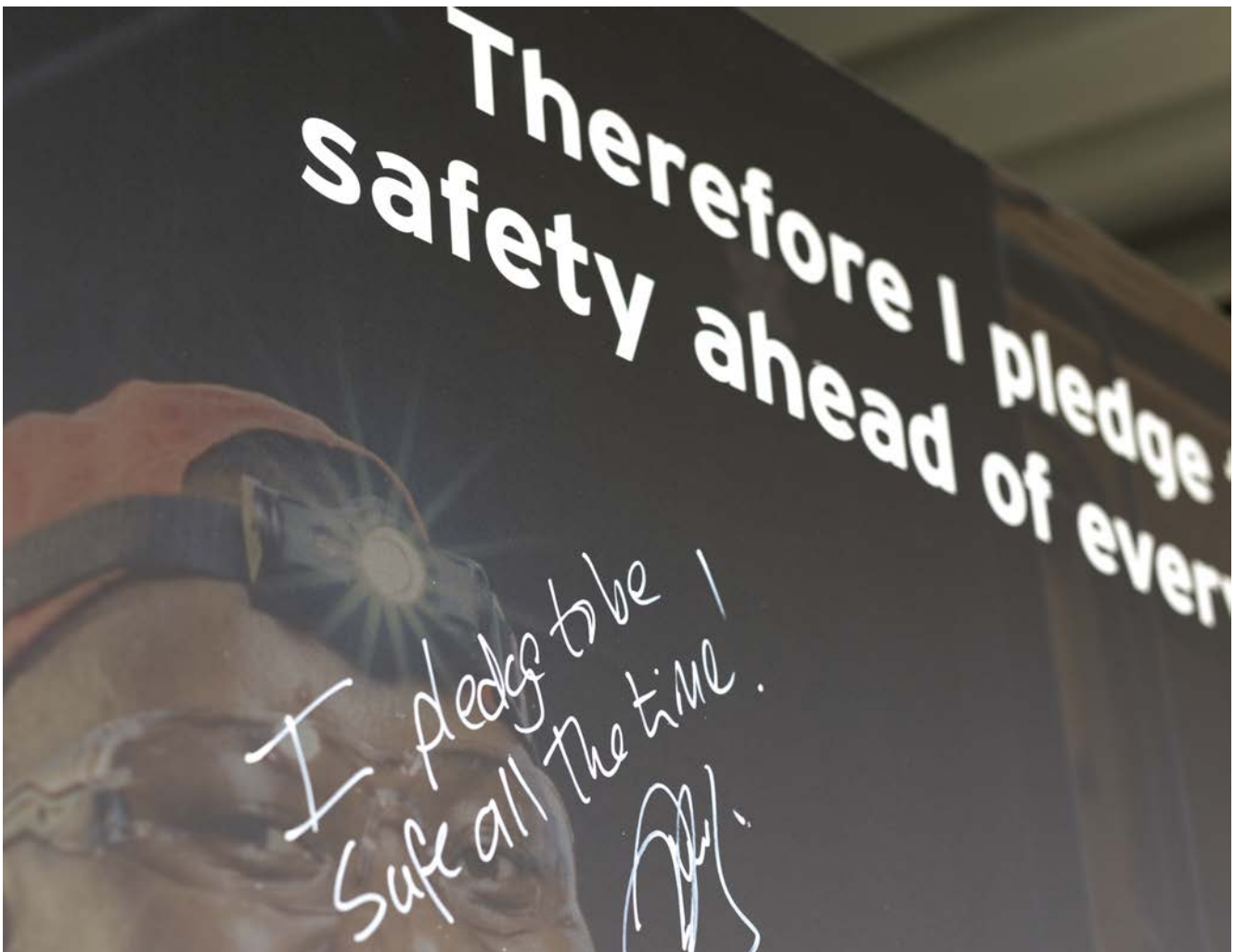
Each safety indaba created space for reflection, dialogue and shared accountability, strengthening alignment between employees, leadership, unions and stakeholders around the goal of zero harm.

The strategy’s WINAS pillars translate the One Voice priorities into practical behaviours that define how safety is lived across the organisation:

One Voice strategy	Key takeaway
Streamlined communication	W We talk about safety in one voice because we are One Exxaro
Incredible leadership	I I am a leader. Safety starts with me
Leading safe practices	N No HIRA, no work
Fair play	A A zero-tolerance approach will save my life
Learning organisation	S Safety training is for life

Each pillar represents a simple, memorable commitment that reinforces Exxaro’s culture of care, accountability and vigilance. The indabas demonstrated that safety is not about compliance. It is a shared value that connects every employee through consistent actions and a collective responsibility to ensure that every colleague returns home safely, every day.

One Voice. One Exxaro. Safety Always, All the Way.



Promoting health and wellness

Why this matters

Mining environments expose employees to occupational health risks such as dust, noise and fatigue, while broader social and economic pressures influence mental wellbeing. Stakeholders expect Exxaro to provide safe, healthy and supportive workplaces.

Effective health and wellness management enhances workforce productivity and resilience, advancing our strategic objective of empowering people to create impact.



Governance and oversight



Strategy and management approach

We follow a preventive, employee-centred approach to health and wellness. Guided by our integrated health and wellness strategy, we identify and address occupational, non-occupational and mental health risks to reduce their causes and impacts on our people and business. Our approach combines medical screening and surveillance, wellness promotion and psychosocial support, delivered through on-site health services, awareness campaigns, testing drives and targeted behavioural interventions.

Key elements of our approach include:

- Ensuring compliance with national occupational health legislation, including the MHSA and the BCEA
- Aligning wellness initiatives with national and provincial health priorities and global World Health Organization guidelines
- Reducing occupational exposures through dust suppression, noise mitigation and routine occupational health surveillance
- Providing integrated wellness programmes that support physical, mental and social wellbeing
- Delivering counselling and support services through our EWP
- Strengthening mental health awareness through targeted campaigns, training and access to on-site therapists



Prevent

Prioritising early intervention by running awareness campaigns, on-site screening days, health testing drives and wellness initiatives. These programmes help identify risks early and encourage healthier lifestyle choices across the workforce.

Diagnose

Strengthening medical surveillance by expanding BU-level clinical testing for chronic conditions, heart disease and cancer risk. This includes specialised diagnostics, such as DNA-based screening, for employees from middle management upward.

Manage

Improving long-term health management by ensuring all employees with occupational and non-occupational health risks are enrolled in disease management programmes and receive ongoing monitoring, treatment guidance and follow-up care.

Support

Enhancing employee wellbeing through psychosocial and practical support services, including counselling and trauma debriefing, on-site therapists, virtual mental health masterclasses, internal awareness campaigns and access to financial counselling.

Promoting health and wellness continued

Employee wellness programme

We provide access to external counselling services and targeted interventions to support employees across the group. We have also reviewed our wellness strategy to ensure that it comprehensively addresses all key areas required within the framework and effectively responds to the diverse needs of our employees.

The revised strategy takes into account emerging workplace challenges, aligns with organisational values and strengthens our commitment to supporting employees' physical, psychological and financial wellbeing.

We create awareness through LetsConnect, screensavers, LCD displays, the intranet and SMS updates that share EWP contact details. We include EWP access in induction processes and fit-for-work assessments to ensure employees understand how to seek assistance.

Mental health remains an important part of the EWP. We offer mental health masterclasses and sessions at BUs to equip our employees with self-diagnosis techniques and practical coping strategies. On-site therapists are available at all BUs.

Bayport Financial Services complements this offering with debt counselling, restructuring, financial rehabilitation and financial management training for employees facing hardship.

Proactive wellbeing tools and services

We apply proactive measures to promote healthy lifestyles and reduce the risk of preventable illnesses. We use real-time monitoring devices during wellness campaigns to assess blood pressure, blood sugar, fatigue and stress levels, giving employees immediate insight into their health status. Dieticians provide personalised guidance based on these results, helping employees understand their risks early and make informed changes that support long-term wellbeing.

Our wellness coordinators engage regularly with BU teams to identify emerging issues and ensure interventions are timely and targeted.

Occupational and non-occupational diseases


Monitoring occupational and non-occupational (lifestyle) diseases helps us track trends, identify emerging health risks and guide preventive action. Our surveillance covers communicable illnesses, such as occupational TB, and non-communicable conditions linked to dust, noise and lifestyle factors.

Communicable diseases

Occupational diseases	TB and hepatitis B contracted at work
Non-occupational diseases	Cholera, malaria, typhoid, influenza and sexually transmitted infections

Non-communicable diseases

Occupational diseases	Noise-induced hearing loss (NIHL), pneumoconiosis, silicosis, chronic obstructive airway disease and occupational asthma
Non-occupational diseases	Diabetes, hypertension and cardiovascular ailments



Occupational health talks addressed common health concerns and best practices for wellbeing on site. These initiatives equip contractors and employees with the knowledge and tools to proactively manage their health, contributing to a resilient and more productive workforce at Cennergis operations.

Stakeholder collaboration

We work with a broad network of stakeholders to strengthen occupational and public health outcomes, extend screening capacity and align our practices with industry and national priorities.

Our key collaborations include:

Employees	Partnering with employees through awareness, screening and wellness initiatives that support the prevention, diagnosis and management of occupational and non-occupational health risks
Mine Health and Safety Council	Engaging across all BUs to assess progress against the new occupational health milestones announced in 2024, ensuring alignment with industry standards and continuous improvement in health and hygiene performance
Minerals Council South Africa	Sharing information, participating in occupational health forums and contributing to industry initiatives focused on noise reduction, dust management and occupational hygiene. Performance is tracked through the council's health and hygiene dashboard
National and provincial Department of Health (DoH)	Collaborating to strengthen public health programmes, including TB and HIV screening, awareness campaigns, access to chronic medication and improving continuity of care for employees

2025 performance

EWP

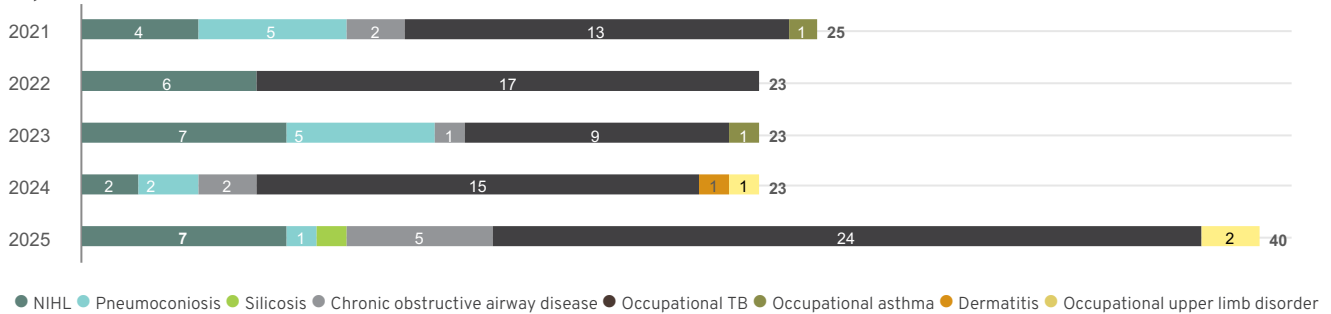
	2025	2024	2023
Utilisation rate (%)	7.5	7.8	8.9
Proactive Health Solutions benchmark (%)	6	5.3	6.4
Cases managed	3 678	3 785	6 350
Individual cases	525	541	716
Individuals in group trauma debriefing sessions	842	615	578
Individuals in group information sessions	2 311	3 781	5 056

- The majority of employees who utilised EWP services are women (30 to 39 years old) (2024: men 20 to 49 years old)
- Depression is the leading cause of mental health issues (2024: depression)
- Preferred services are on site and face-to-face (2024: on-site and face-to-face counselling)
- 159 employees have relationship-related challenges (2024: 191)

Occupational diseases

In 2025, we recorded 40 occupational disease cases (2024: 23), resulting in an OHFR of 0.22 (2024: 0.14) against the target of 0.13.

Reported number of cases



NIHL

Mining industry target

No employee's standard threshold shift should exceed 25dB from baseline when averaged at 2 000Hz, 3 000Hz and 4 000Hz in one or both ears.

Risk mitigation measures

Our hearing conservation programme helps limit NIHL through engineering controls, improved monitoring and targeted awareness.

BUs implement the following risk mitigation measures:

- Integrating modified digital noise sensors at Belfast with the SCADA system, enabling real-time noise monitoring from the control room
- Removing all machinery emitting noise levels above 107dB(A)
- Deploying new technologies to identify and communicate noise risks, including a noise camera at Belfast and a "visualise noise robot" at Grootegeluk that provides visual warnings to reinforce hearing protection
- Providing moulded and customised hearing protection for engineering and plant employees at Belfast and Grootegeluk to ensure proper fit and improved effectiveness
- Implementing continuous real-time monitoring of airborne pollutants, noise and thermal stress at Grootegeluk, which operates under high-temperature conditions

We conduct regular checks and tests to ensure hearing protection and controls remain effective, and reinforce awareness of workplace noise risks and protective measures through induction sessions across all BUs.

Silicosis

Mining industry target

- No new silicosis cases among individuals not exposed to mining dust before December 2008, using current diagnostic techniques
- 95% of respirable crystalline silica measurements below 0.05mg/m³, based on individual readings rather than averages

Risk mitigation measures

BUs maintain exposure levels below the industry milestone and ensuring controls remain effective through routine assessments and occupational hygiene surveillance.

We have not recorded silicosis cases since 2019. Dust control remains a priority across operations, with continued improvement in dust suppression, housekeeping and real-time particulate monitoring.

Pneumoconiosis

Mining industry target:

- No new cases of pneumoconiosis among individuals not exposed to mining dust before December 2008, based on current diagnostic techniques
- 95% of exposure measurements for coal workers' pneumoconiosis below 1.5mg/m³ (<5% crystalline silica), using individual readings rather than averages

Risk mitigation measures

Exxaro maintains a low incidence of pneumoconiosis due to targeted interventions when over-exposures are identified. BUs implement corrective measures that include:

- Reviewing ventilation systems and dust suppression controls
- Strengthening maintenance on equipment that influences dust levels, including air-conditioner functionality and door seals
- Applying leading practices, such as conveyor belt dust fogger systems and real-time underground dust monitoring

These actions support alignment with the MHSC milestones and maintain performance below industry thresholds.

Promoting health and wellness continued

Non-occupational diseases

We identified 30 new diabetes cases (2024: 39) and 148 hypertensive employees and contractors (2024: 122).

HIV/Aids and TB

Mining industry target:

- Employees and contractors should receive annual HIV/Aids counselling and testing with eligible employees linked to an antiretroviral treatment programme (as per the National Strategic Plan)
- At or below the national TB incidence rate

We report against the industry TB and HIV targets on the Minerals Council's Masoyise dashboard.

HIV/Aids awareness (employees and contractors)	2025	2024	2023
Attended counselling sessions	13 257	14 143	18 419
Total tested (voluntary)	13 008	13 459	12 597
% tested	98	94.33	68.39
Employees tested positive	82	189	236
Enrolled as at December 2025 (cumulative)	1 576	1 548	2 123
Received antiretroviral treatment	1 576	1 548	4 815

We integrate HIV/Aids awareness into our medical inductions, with dedicated campaigns encouraging voluntary counselling and testing. Healthcare centres provide employees with medication that supports early treatment and better health outcomes.



Our focus for 2026 is to expand health screening in host communities, strengthen mental health support and formalise key public-health partnerships. This includes:

- Expanding community screenings for HIV, TB and non-communicable diseases in host communities through the SANAC Private Sector Forum
- Further extending psychologist and counsellor hours at high-demand sites to improve access to mental health support
- Finalising an MoU with the KwaZulu-Natal DoH to enhance joint efforts in HIV, TB and women's health initiatives and inclusive access to care

Improving our health and wellness management

Roll-out of the updated wellness programme

In 2025, all BUs formally adopted Exxaro's updated wellness programme, which was integrated into daily operations to strengthen health, wellbeing and productivity. BU engagements with wellness coordinators informed the roll-out, ensuring that the programme reflects site-specific needs and supports consistent group-wide implementation.

We also advanced our health agenda under the prevent, diagnose and manage framework through key wellness initiatives, including TB and flu campaigns, mental health and cancer masterclasses, cancer screenings, World Aids Day activities, wellness and sports events, the peer educator and fatigue management programmes, and mobile community health outreach.

Strengthening mental health and on-site support

Demand for psychological support increased during the year, prompting several BUs, including Grootegeluk, to extend the operating hours of on-site therapists. The additional capacity improved access to counselling, boosted participation and strengthened referral pathways for employees requiring continued care.

Advancing data-driven health monitoring

All BUs use continuous real-time health and hygiene monitoring systems integrated with the SCADA platform, enabling more accurate tracking of occupational health risks and data-driven decision making. Belfast began the first phase of wearable health device distribution, with a dietician providing personalised guidance based on real-time health indicators.

Community health screenings

We strengthened our proactive health management approach by supporting our host communities through targeted partnerships and outreach initiatives. Working with the SANAC Private Sector Forum, we continued our community health screening programme in Limpopo and Mpumalanga. The co-funded initiative reached 11 136 community members in 2025 and is set to expand to mine closure communities in 2026.

Under our MoU with the Limpopo and Mpumalanga DoH, we also advanced several public health initiatives. These included medical circumcision campaigns, donations of HIV-related materials, rural health outreach efforts, community mammogram services and awareness campaigns on GBV, breast cancer and mental health. Additional activities included oral health campaigns, participation in the Waterberg executive mayor's integrated health screening initiative and ongoing "taking service to the community" programmes.

Case study

Wellness events and awareness programmes

Rising lifestyle health risks and the need for stronger mental health support highlighted the importance of preventive healthcare across our operations. Throughout the year, we organised wellness events and awareness programmes to promote early detection, build health literacy and strengthen employee and community wellbeing. We combined education, targeted screenings and accessible support services to reinforce our commitment to creating a healthier and more resilient workforce.

Exxaro Race for Health

More than 7 000 runners participated, promoting physical fitness and strengthening community involvement.

Cancer awareness campaigns

All BUs ran October campaigns aligned with the wellness calendar, reinforcing early detection and proactive health management.

Health awareness masterclasses

Sessions focused on mental health and cancer, encouraging informed decision making and a culture of openness.

Financial wellness outreach

Social media campaigns expanded access to financial literacy tools for employees and community members.

Preventive health interventions

In partnership with the DoH, 1 009 male medical circumcisions were facilitated as part of broader public health efforts.

Wellness days across operations

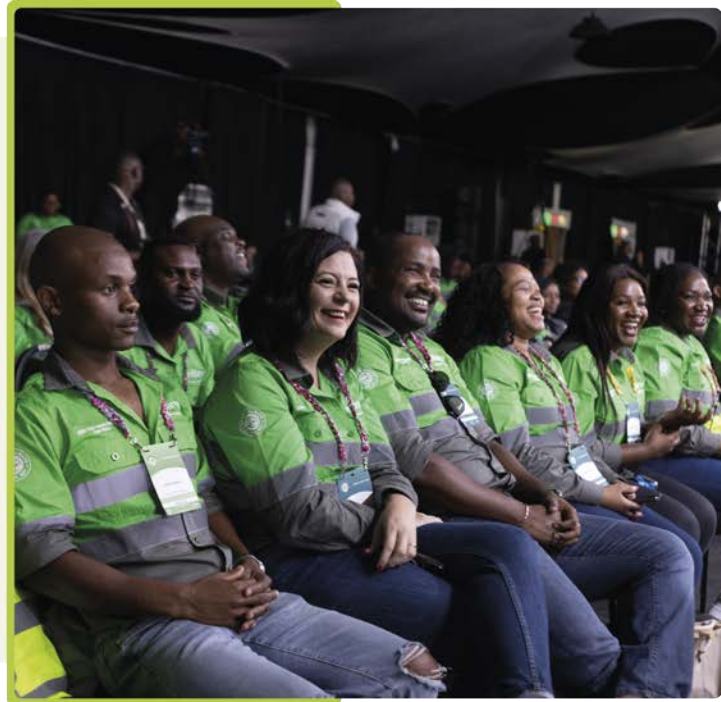
Screening for lifestyle diseases, with guidance on nutrition, physical activity and early risk identification.

Engaging our employees

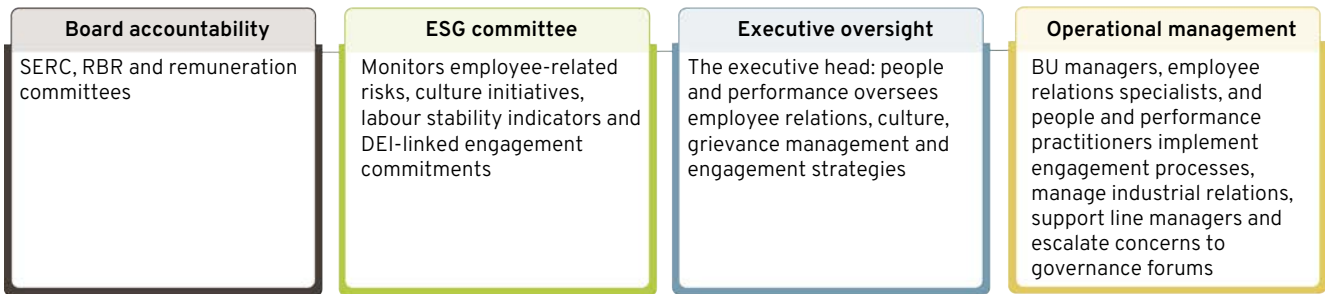
Why this matters

Employee engagement at Exxaro extends beyond formal communication and survey mechanisms. Meaningful employee engagement strengthens trust, promotes collaboration and supports a workplace culture where employees feel respected and able to contribute to organisational performance. Our employees and contractors expect transparent communication, constructive relationships and fair processes that protect wellbeing and dignity.

Effective engagement supports Exxaro’s strategic objectives by improving productivity, strengthening organisational culture and promoting a safe, inclusive and high-performance environment.



Governance and oversight




Strategy and management approach

We promote an engaged, values-driven workforce through an approach that supports open communication, constructive labour relations and a consistent employee experience across our operations. Our management systems emphasise fairness, dignity, inclusion and respect, guided by our values and regulatory obligations. Exxaro’s people strategy, supported by our performance achievement system, strengthens organisational culture and enables effective delivery of our targets.

Key elements of our approach include:

- Maintaining open communication through established engagement forums and organisational dialogues
- Applying clear procedures to identify, address and resolve employee concerns
- Embedding values-led behaviour through leadership role-modelling and cultural programmes
- Actively promoting DEI to advance meaningful transformation across the business
- Strengthening workplace culture through training, awareness and coaching
- Ensuring fair labour practices in line with South African legislation, including the Labour Relations Act, the EEA, the BCEA and the MHSA, as well as B-BBEE requirements
- Using employee insights to improve organisational processes and support change journeys

 Cennergi’s human resources framework aligns with Exxaro’s policies and procedures, ensuring consistent practices across the group. Where specific guidelines are absent, Exxaro’s established policies and procedures serve as the benchmark.



1 A culture for a diversified tomorrow Cultivating a culture of inclusion and innovation for a diversified Exxaro with new traditions and unprecedented success

2 Wellness and safety first Nurturing a workplace where our employee experience aligns with our intent of empowering employees, enhancing wellness, ensuring zero harm and powering better lives

3 Unearthing potential, empowering excellence Prospecting potential, energising and investing in our people to deliver sustained Exxaro excellence

4 Continuous access to top talent Igniting our future by attracting, retaining and empowering top talent in shaping tomorrow’s mining and energy legacy

5 Foundational enabler Enabling operational excellence through optimised, fit-for-purpose policies and processes

Engaging our employees *continued*

Embedding culture and leadership as ESG enablers

Exxaro recognises that the successful execution of our ESG commitments depends not only on governance, systems and controls, but also on leadership behaviour, organisational culture and employee ownership.

We improved our approach to culture and leadership enablement this year to support ESG delivery by focusing on psychological safety, inclusive leadership, ethical decision making and employee voice. These efforts aim to ensure that ESG is experienced consistently across all operations as “how we work”, rather than as a standalone compliance requirement.

Through leadership-led dialogue platforms, inclusion forums and culture activation initiatives, Exxaro creates structured opportunities for employees to engage with ESG priorities, contribute ideas and participate in shaping a values-driven, human-centred organisation aligned to the Sustainable Growth and Impact strategy.

Driving a values-led culture

Our organisational culture is central to how we work and deliver value. Our culture themes translate Exxaro’s purpose and values into everyday behaviour, strengthening collaboration, ethical conduct and shared accountability across our operations. They support consistent employee behaviour and guide how we engage with internal and external stakeholders.

Responsible	Acting ethically and treating others with dignity to foster a safe, healthy workplace
Ownership	Contributing to performance and innovation by working together
Diverse	Harnessing individual strengths to achieve exceptional outcomes
Open and connected	Achieving excellence through collaboration and shared accountability
Adaptable	Responding to change with agility and a willingness to learn

Exxaro conducts regular culture and engagement surveys as a structured listening mechanism to understand employee experience, track organisational health and inform leadership action. We conduct full culture and engagement surveys on a cyclical basis, supplemented by targeted pulse surveys during periods of transition or focused change.


Insights gathered through these survey processes inform targeted leadership interventions, organisational improvements and culture enablement initiatives across the group. This year, we developed a roadmap that outlines a multi-phase journey to embed a unifying culture that supports high performance, leadership excellence and long-term organisational sustainability.

The purpose of this journey will be to:

- Co-create a shared cultural foundation across the executive committee and BUs
- Socialise and model the culture so it becomes part of everyday behaviours
- Embed the culture into leadership practices and people processes
- Sustain and evolve the culture through rituals, measurement and storytelling

The aspirational culture journey positions Exxaro to:

- Strengthen leadership accountability and behavioural consistency
- Build a unified organisational identity across BUs and functions
- Improve trust, engagement and collaboration
- Enhance alignment between culture, strategy and performance

 Read more on [page 69](#).

Building a diverse and inclusive workplace

We are committed to creating a workplace where everyone is treated with dignity and has fair access to opportunities. Our DEI strategy, aligned with Exxaro’s values and the UNGC principles, guides our efforts to remove systemic barriers, build diverse representation and foster an environment where differences are respected. This strategy also shapes our employee relations framework and disability policy to ensure equal access to recruitment, training and development. Regularly reviewing the strategy for relevance and effectiveness is an important part of our ongoing improvement efforts.

Central to this approach is our anti-racism charter. Grounded in the principles of our code of conduct, the charter affirms zero tolerance for racist behaviour and reinforces awareness, solidarity and respect across our operations and host communities.

Our DEI approach includes:

- Inclusive recruitment and hiring processes that support a diverse talent pool
- Mentoring and leadership initiatives that support employees from marginalised backgrounds
- Employee resource groups that promote connection and shared learning
- Fair and transparent grievance processes
- Regular audits to identify and address inequities
- Training programmes that challenge bias and discriminatory behaviour
- Partnerships with labour unions, government bodies and institutions to support transformation
- Access to employee assistance programmes that provide counselling for mental health, trauma and harassment

Our DEI framework

Strategic priorities

- Gender equity
- LGBTQIA+ equity
- Racial equity
- Disability competence
- An inclusive workplace culture
- Promoting inclusivity in external interactions


Guiding principles

- Promoting an environment of respect for all
- Building trust as a foundation for collaboration
- Establish processes free from prejudice
- Zero tolerance for discrimination and harassment
- Promotion of DEI throughout the organisation

The strategy enables us to:

- Create an environment built on trust and respect
- Recognise DEI as a business enabler
- Foster a workplace where employees thrive
- Implement policies and procedures aligned with South African legislation

Our employee assistance programme complements these efforts by providing confidential support for mental health, GBV and stigmatisation.



Cennergi’s employment equity committee oversees the implementation of the employment equity plan while guiding and monitoring transformation and skills development. The committee reviews recruitment processes, addresses deviations in equity performance and ensures the availability of technical skills to meet transformation goals. The government’s independent power producer office monitors Cennergi’s equity-category employment under the Renewable Energy Independent Power Producer Procurement Programme, including opportunities secured for South African citizens and local communities.

Employee relations

We promote constructive and respectful employee relations by aligning our policies and procedures with best labour practices and South African legislation. Our approach emphasises fairness, integrity and due respect when managing individual and collective employee concerns.

Established engagement structures facilitate regular communication across our operations, ensuring employees are informed about organisational priorities such as health, wellness, safety, operational changes and financial performance. These channels provide valuable insights that guide process improvements, strengthen workplace climate and support organisational change.

To build capability and ensure consistent application of employee relations practices, we provide targeted training and workshops for employee relations managers and line managers. This supports early resolution of concerns, reinforces shared accountability and promotes a healthy and collaborative workplace.

We also conduct culture and engagement surveys every second year at our corporate centre and BUs to track progress against our DEI strategy, leadership effectiveness and the integration of key culture themes.

Annual participation in the [Top Employers Institute survey](#) (page 69) further demonstrates our commitment to benchmarking people practices against global standards and identifying opportunities for improvement.

Trade union engagement

Relationships with organised labour are based on trust, productive engagement and clear communication. We maintain strong working relationships with trade unions through formal structures and ongoing dialogue. As part of our capacity building efforts, we engage unions on organisational priorities, support their training needs and equip shop stewards to participate effectively in wage negotiations and organisational processes.

Monitoring, measuring and reporting

We monitor employee-related performance through established systems that track compliance, representation and people development outcomes across the group. Our monitoring processes ensure alignment with South African labour legislation, the Mining Charter and internal transformation objectives.

Key indicators include:

- Black ownership at group level
- Representation of people with disabilities
- People development spend as a percentage of payroll
- HDP representation across top, senior, middle and junior management levels
- Women representation across management bands

We review these indicators regularly to identify progress, address gaps and inform targeted interventions. Findings support compliance reporting and enable continuous improvement in line with Exxaro’s people strategy and transformation commitments.

2025 performance

Our workforce

	2025		2024		2023	
	Number	% of total workforce	Number	% of total workforce	Number	% of total workforce
Exxaro						
Permanent employees	6 742	32	6 966	31	6 797	33
Contractors	14 555	68	15 300	69	13 868	67.0
Total employees	21 297	100	22 266		20 665	
Cennergi						
Permanent employees	45	3.6	31	6	35	20
Contractors	1 216	96.4	520	94	143	80
Total employees	1 261	100	551		178	

Wind turbines are operated and maintained under contract by Nordex at Amakhala Emoyeni and by Vestas South Africa at Tsitsikamma. Cennergi and these contractors use sub-contractors for maintenance work, employing 56 people at Amakhala Emoyeni (2024: 55) and 45 at Tsitsikamma (2024: 37).

The 68MW LSP was constructed under contract by Elsewedy and Edison, employing 677 people throughout the year. The 140MW Karreebosch windfarm is also under construction, with the main contractors being Goldwind and Concor, with 438 employees on site at year end.

Workforce numbers remained consistent year on year, reflecting stable operational activity and continued investment in developing internal talent. Our permanent workforce, contractor base and Cennergi teams together provide the capacity and specialised skills needed to sustain production and support long-term organisational performance.

Engaging our employees continued

Improving our employee relations management

Leadership capability

In 2025, we strengthened leadership capability to foster an inclusive, respectful and psychologically safe workplace.

New programmes introduced during the year include:

- **Crucial conversations for mastering dialogue**, which equips leaders and employees with skills to navigate difficult discussions, resolve disagreements and transform conflict into collaboration
- **Team effectiveness diagnostic tools** that enhance self-awareness, deepen empathy and help leaders understand the diverse motivations and perspectives within their teams

These interventions support purposeful engagement and improve interpersonal capability.

DEI e-learning programme

Our DEI e-learning programme, launched in 2025, provides accessible and practical learning content to help employees build inclusive behaviours.

The programme includes:

- Courses on harassment and bullying
- Content on diversity of thought, generational differences and respectful communication
- Practical strategies to create and sustain an inclusive work environment
- Tools that strengthen allyship, empathy and interpersonal understanding

The modules are available to all employees and can be completed at their own pace.

Advancing equity and transformation

Employment equity

Our employment equity and skills development measures support Exxaro's transformation objectives and contribute to South Africa's broader goal of building a non-racial and inclusive economy. Each BU and employer monitors progress against its approved employment equity plan, supported by targeted people development initiatives and affirmative action measures.

We have met our employment equity targets for the past seven years in line with Mining Charter III requirements.

Steady progress continues across all management levels, and we achieved most of our set targets. The updated five-year employment equity plans, aligned with our DEI strategy, position us to strengthen compliance and deepen transformation across the organisation.

B-BBEE

Exxaro was certified as a level 2 B-BBEE contributor (2024: level 2), maintaining our position as one of South Africa's leading black-empowered mining and energy companies. Work to maintain our B-BBEE performance is ongoing, including enhanced learning and development marketing aimed at underrepresented groups and the continued absorption of learners into permanent roles.

Employment equity Management category	Black male employees		All female employees		HDP ¹		Mining Charter III targets (%)	
	Number	%	Number	%	Number	%	HDP	Women
Top management	–	–	1	25	1	25	50	20
Senior management	36	41	33	37.9	69	79.3	60	25
Middle management	300	39.8	360	47.8	660	87.6	60	25
Junior management	1 204	49.3	887	36.3	2 091	85.6	70	30

¹ Includes white female employees.



Cennergi's employment equity plan complies with legislation and the Department of Employment and Labour Codes of Good Practice. Independent power producers must submit proof of meeting job creation obligations quarterly to the Department of Electricity and Energy, with underperformance potentially leading to contract termination. This process ensures bidders are genuinely committed to enterprise development objectives.

Cennergi's employment equity plan was updated in 2024. Equity categories, with contractual commitments, encompass employment secured for South African citizens and local communities. Hiring commitments are:

- Amakhala Emoyeni: 97% South African citizens (77% black and 64% from local communities)
- Tsitsikamma community windfarm: 80% South African citizens (50% black and 20% from local communities)
- LSP: 80% South African citizens (60% black and 40% from local communities)
- Karreebosch: 65% South African citizens (27% black and 8% from local communities) during construction

Cennergi consistently meets job creation targets and did not incur contract termination points or penalties from the Department of Electricity and Energy in 2025.

People with disabilities

People with disabilities represent 1.7% of our workforce (2024: 1.7%) and this is expected to increase to 3% by 2030. In 2025, we socialised our updated people with disabilities policy and began reviewing additional policies to strengthen support for people with disabilities across the business. As part of this process, we established forums to promote inclusion and regularly monitored action plans to identify gaps and guide future initiatives. The outcomes of our environmental accessibility assessment informed these efforts.

A dedicated workstream within our DEI strategy continues to drive initiatives that build an accessible and disability-confident workplace. In 2025, we focused on raising disability awareness and strengthening leaders' ability to recognise and manage their own and their teams' unconscious bias.

2025 highlights

Recruiting 73 young graduates into our internship programme, with 42 full-time bursars	Rolling out our leaders toolkit for people with disabilities
Enhancing workplace accessibility	Finalising a fair and equitable process for the provision of reasonable accommodation
Assisting employees and their families to claim available tax benefits	Conducting a disabilities awareness campaign, highlighting 30 bursars living with disability and 11 interns living with disability

Building an engaged, inclusive and values-driven culture

In 2025, Exxaro placed increased emphasis on enabling authentic dialogue, trust and inclusion through facilitated conversations, leadership storytelling and employee-led forums. This included the launch of our employee value proposition to promote talent acquisition and retention.

Case study

Creating safe spaces for inclusion and wellbeing

In 2025, Exxaro introduced the Ibandla Men’s Forum as part of our DEI and belonging agenda. The forum creates a structured, psychologically safe space for men across the organisation to engage in open conversations on mental health, identity, relationships, ethical leadership and wellbeing.

The initiative acknowledges that men often face unique social and emotional pressures that influence their wellbeing, behaviour and relationships at work. By addressing these challenges openly, Ibandla supports healthier individuals, stronger teams and a more inclusive organisational culture.

The forum is fully endorsed by Exxaro’s leadership and aligns with the group’s values of empowered contribution, teamwork, excellence and responsible behaviour. Since its launch, Ibandla has hosted facilitated sessions across operations, receiving strong participation and positive feedback.

The initiative has also drawn interest from peer organisations seeking guidance, reinforcing Exxaro’s position as a leader in inclusive culture practices within the mining sector.



Top Employers Institute survey

We have continued to improve our performance year on year and were once again recognised as a Top Employer in 2025. We surpassed the certification threshold by 24.4% (2024: 18.39%) and achieved an overall score of 89.40%, up from 83.39% in the previous year – a 6.01% improvement from our last participation.

This certification reflects our performance across several themes:

Business strategy 100% (2024: 100%)	Learning 100% (2024: 86.67%)	People strategy 100% (2024: 96.67%)
Purpose and values 100% (2024: 71.43%)	Creating a positive work environment 100% (2024: 92.38%)	Ethics and integrity 100% (2024: 84.62%)

Culture and engagement surveys

In 2025, during a period of organisational transition, Exxaro introduced a targeted culture pulse survey to assess employee sentiment and test progress against themes identified in our 2023 culture survey, which serves as the baseline for employee sentiment and cultural integration across the group. The pulse survey achieved a participation rate of 24% and feedback from employees indicated that:

- Employee pride remains a strong foundation of the culture
- Communication gaps are creating uncertainty
- Psychological safety needs strengthening
- Listening must be more intentional and action-oriented

The results did not yet reflect the desired improvement across all focus areas identified in the 2023 survey and highlighted priority areas requiring focused leadership attention.



In response, we undertook a structured process to develop action plans across all BUs and conceptualised a [culture reset roadmap](#) (page 66).

Structured leadership action plans were implemented in 2025, with clear ownership, timeframes and accountability mechanisms to address the issues raised. These plans support our broader objective of strengthening leadership effectiveness, psychological safety and employee experience as ESG enablers.

To support transparent tracking of progress, a follow-up pulse survey will be conducted in February 2026. A full culture and engagement survey is planned for the third quarter of 2026 to assess progress since the 2023 baseline and enable deeper analysis of long-term cultural trends.

By the end of 2026, Exxaro aims to embed a culture reinforced through systems, role-modelled by leaders and sustained through rituals and measurement, setting the stage for a refreshed roadmap for 2027 to 2028.

Employee value proposition

Exxaro introduced our employee value proposition this year to support our talent attraction and retention efforts. The employee value proposition covers six pillars that reflect the Exxaro possibility promise:

1. A purpose-driven culture with leaders who nurture the contribution of their people	2. An inclusive workplace where all employees belong
3. A company that cares about the environment through our sustainability efforts	4. A career destination that invests in the development of Exxaro’s employees
5. A caring culture that supports holistic wellbeing	6. Flexible and competitive remuneration and benefits

We also introduced structured focus groups across the business to reflect employee experiences and identify potential areas of improvement.

Engaging our employees continued

Trade union representation

In 2025, 5 221 employees were represented by affiliated trade unions recognised by Exxaro (2024: 5 483).

Long-term wage agreements concluded in December 2024 continued to be implemented during the year, supporting labour stability across all operations. Ongoing collaboration with organised labour remains central to maintaining constructive relationships and ensuring consistent application of the agreed provisions.

	Number of employees	
	2025	2024
AMCU	643	692
FAWU	19	25
NUM	4 358	4 419
Solidarity	201	247
Total	5 221	5 483

Workplace harassment

Our workplace harassment policy outlines Exxaro's zero-tolerance approach to sexual and racial harassment and is aligned with national codes of good practice on preventing and eliminating workplace harassment. The policy ensures that unacceptable behaviours are addressed promptly and do not undermine inclusion or employee wellbeing.

In 2025, three cases of harassment were reported (2024: two). We investigated and finalised all cases and took appropriate disciplinary action, including the dismissal of perpetrators.

Eliminating discrimination and resolving grievances

We are committed to an inclusive workplace grounded in equal opportunity, dignity and respect. Training and support for managers and supervisors help ensure consistent and fair management of grievances.

In 2025, one case of alleged discrimination or grievances was filed (2024: two).



We discuss our approach to child and forced labour, working hours, minimum wage and labour standards under [embedding human rights in our business](#) (page 95).

Strengthening workforce wellbeing and sustainability

Share ownership

GreenShare, our employee share ownership plan (ESOP), provides dividend-based benefits to employees who do not participate in a management share scheme. Eligible employees receive a cash payment equivalent to the dividends on 560 Exxaro shares, minus dividend tax, without capital appreciation rights.

In 2025, each GreenShare beneficiary received R7 656.32 (2024: R10 653.44).

	Number of active beneficiaries	Number of units	Payment before tax R	Payment after tax R
June 2025	6 433	3 602 480	31 197 476	24 957 981
November 2025	6 237	3 492 720	29 443 629	23 554 903

Housing

Our housing strategy supports long-term sustainability and compliance with Mining Charter III, including the transition away from hostel accommodation after 2025. The strategy promotes home ownership and provides housing or living-out allowances for bargaining unit employees.

In 2025, 2 329 permanent employees received a housing allowance to assist them with mortgage repayments (2024: 2 351). Capital assistance of R125 000 was paid to 103 employees (2024: 116) to improve their affordability and support home ownership.

Converted hostels remain underutilised, with 18 employees living in these units in 2025 (2024: 33). Lower occupancy may reflect increased uptake of home ownership or alternative accommodation supported through the living-out allowance.

We paid a living-out allowance to 3 580 employees (2024: 3 546). This allowance is paid to the bargaining unit employees who are residing in rental accommodation.

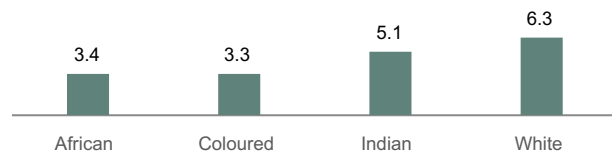
Employee turnover

The turnover rate for 2025 was 3.7%, reflecting abscondment, death, incapacity, dismissal, resignation and retirement (2024: 3.6%).



Refer to the [databook](#) for more detail.

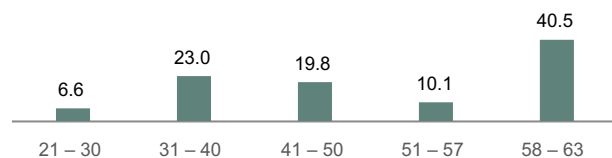
Turnover by ethnicity (%)



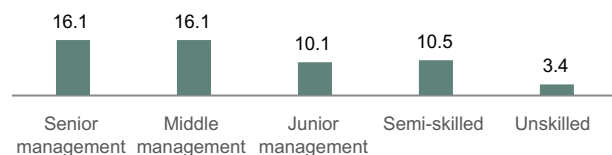
Turnover by gender (%)



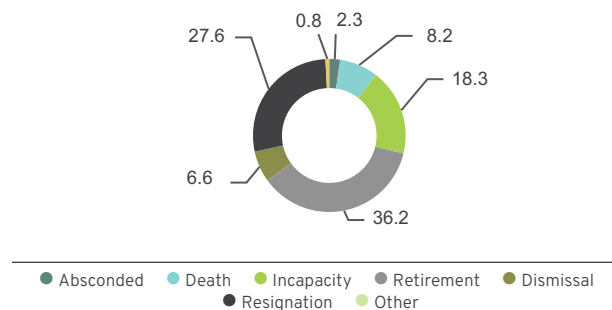
Turnover by age group (%)



Turnover by category (%)



Reasons for termination (%)



2026 key actions

- In 2026, our focus includes:
- Progressing on our culture journey
 - Identifying and managing scarce and critical skills
 - Employee wellbeing
 - Building on stakeholder relationships as we proceed into wage negotiations for 2027

Developing future-ready talent

Why this matters

The minerals and energy sectors face persistent skills shortages and rapidly changing capability requirements, making effective talent management essential to securing the skills we need for operational excellence and future growth. Our employees expect clear career pathways, equitable access to development and support in building professional capabilities.

Investing in talent and leadership capacity strengthens our resilience and ensures we remain competitive and well positioned to deliver on our Sustainable Growth and Impact strategy.



Governance and oversight



Strategy and management approach

Our talent strategy supports a capable, engaged and representative workforce that can adapt to evolving business needs. We focus on strengthening our talent pipelines, developing future capabilities and ensuring that employees have fair access to opportunities for growth and advancement. Our approach integrates workforce planning, employee experience and transformation to support long-term performance.

Key elements of our approach include:

- Attracting and retaining critical and scarce skills
- Improving recruitment processes and internal mobility
- Developing technical, digital and behavioural capabilities
- Implementing structured workforce and succession planning processes
- Advancing employment equity and DEI priorities
- Ensuring compliance with statutory workplace skills planning and Mining Charter requirements
- Monitoring talent performance through annual KPIs, dashboards and regular review processes

Cennergi prioritises internal recruitment of high-potential employees to retain talent and grow management expertise. Employees receive STIs based on individual and company performance. Line managers conduct performance appraisals twice a year to determine training and development needs.



1 Unearthing potential, empowering xxcellence Recognising and developing unique talents, skills and competencies that Exxaro employees possess to break down barriers and limitations. Allowing employees to reach their full potential and achieve individual and business goals.

2 Continuous access to top talent Fuelling our future by attracting, retaining and empowering top talent to thrive and succeed in today's competitive business landscape and grow more effectively, achieving Exxaro's goals in the process.

3 Enabling leaders Enabling values-based leadership to create an environment based on opportunities that allows individuals to grow, develop and thrive in their careers, enhancing their overall performance and driving innovative thinking, positive behaviour and productivity.

Developing future-ready talent continued

Foundational enablers

- Operational excellence and insights enabled by optimised, fit-for-purpose policies and processes
- Digging deep to skill up by building scarce and critical skills
- People analytics and insights to enable data-led decision making
- Fair labour practices, robust employee relations and labour and community stability

Talent attraction and retention

Achieving our current and future business objectives depends on recruiting and retaining the best talent. We attract and retain individuals who are capable, values-driven and aligned with our purpose. This requires a strong employer brand and culture, coupled with competitive remuneration and access to development opportunities. This is further reinforced by maintaining a compelling employee value proposition to support our talent attraction and retention efforts.

Attracting talent

We use a combination of digital and partnership-driven channels to broaden access to skilled candidates across priority talent segments. This includes:

- Advertising opportunities across online platforms and targeted digital sourcing channels
- Engaging with universities through career fairs and collaboration with disability units at accredited institutions
- Using our applicant tracking system to support transparent role advertising, application tracking and real-time visibility of recruitment activity across BUs

Employee agility

We prioritise internal mobility to support growth, retain institutional knowledge and foster development. Employees may apply for opportunities without requiring line-manager approval, supporting a culture of empowerment and greater access to career pathways.

We regularly refine our internal processes to support an agile employee experience. Policy improvements have clarified progression pathways, strengthened alignment with SLP commitments and streamlined performance and succession processes.

Learning and development

We spend above the required threshold for training and development under the Skills Development Levies Act. Our learning and development approach focuses on building the skills required to meet emerging operational demands, technology shifts and new capability requirements linked to Exxaro's business transition. Training programmes are refreshed through collaboration between our people and performance and digital value chain teams, who monitor technological developments to keep learning content current.

Employees have access to a wide range of learning modalities, including classroom-based programmes, e-learning, simulators, virtual reality, webinars and masterclasses. Accredited short courses and formal studies build competencies in areas such as automation, neuroscience, data analytics, change management and digital business strategy.

Digital learning

Technology broadens access to learning and supports development. Digital platforms, which are accessed through Exxaro's MyNexxt platform, enable employees to engage with learning content at their own pace and pursue career growth opportunities. Our capability system tool, called ulwaXXi, is a vital step in our digital transformation and automation journey.



Read the [performance](#) section (page 73) for details.

Adult education and training

Adult education and training equips employees with the skills needed to achieve National Qualification Framework level 1 (equivalent to grade 9). This supports functional literacy, safety communication and access to further training and career progression.

We also offer portable skills programmes in welding, plumbing and civils to address broader entry-level development needs and build foundational competencies that support progression into higher-level roles.

Leadership and succession management

A strong leadership pipeline is critical to maintaining a diverse and future-fit workforce. Our programmes develop leadership behaviours, technical competencies and professional readiness, preparing employees to step into future roles that respond to a changing metals and energy environment.

Leadership and future-focused capabilities

Our leadership development pathways equip employees for new technologies, evolving operating models and emerging leadership demands. This includes structured leadership programmes, accredited management studies and targeted initiatives that support progression into critical and scarce-skills roles.

These programmes are complemented by accredited short courses, formal studies and occupational qualifications that support readiness for opportunities linked to renewable energy, digitalisation and the broader transition in our sector. Our leadership programmes are delivered in partnership with accredited business schools.

Technical and professional skills pipeline

We are building a strong pipeline of critical skills, with a focus on sector-wide shortages in science, technology, engineering and mathematics fields. We identify and support full-time students in priority disciplines, including engineering, data science, information technology, geology and business support services, with a deliberate emphasis on candidates from our host communities.

Professional in training (PIT) programme

Our three-year PIT programme serves as a core pipeline for technical and leadership talent. The programme blends academic learning with structured workplace exposure, supported by mentors and technical coaches who guide participants through rotations across operational and functional areas. Leadership development prepares graduates for future roles and professional registration. New learners are enrolled with the Mining Qualifications Authority (MQA) and for leadership capability development, they form part of Exxaro leadership development programmes which are accredited with the Institute of Higher Learning and Development.

DEI

We advance our DEI strategy by creating development and employment opportunities for marginalised groups, including women, people with disabilities and students from our host communities. These efforts strengthen future talent supply and support long-term employment equity objectives.

Employment equity and representation

We prioritise the development and progression of employment equity candidates, with a focus on black people, women and people living with disabilities. Vacancies at all levels are considered through this lens and succession planning structures prepare black employees and women for advancement into critical and leadership roles.

People with disabilities

We continue to strengthen inclusion for people with disabilities through targeted education and empowerment interventions. Holistic support is integrated across our DEI and disability strategies, improving access to learning, development and career opportunities.

Women in mining

Women remain a priority talent segment across the organisation. Our BUs strengthen inclusion through women in mining committees and leadership initiatives that promote professional growth and safe working environments.

Our approach to growing the women in mining pipeline includes:

Fast-tracking, mentorship and executive coaching	Gender mainstreaming and sexual harassment awareness
Career-planning support for young women in our communities through programmes such as Edumap	Increasing representation of black women in feeder schemes and talent pathways through employment equity plans
Access to leadership development through the women in mining and women in leadership forums	Progression into technical and leadership roles through the PIT programme and other empowerment initiatives

These interventions support retention and progression of women across engineering, mining and professional disciplines.

Strategic partnerships

We collaborate with employees, communities, industry bodies, training authorities and programme partners to strengthen our talent pipeline, expand access to skills development opportunities and support national socio-economic priorities such as youth employment.

We work with sector-focused institutions to support capability development and ensure alignment with industry standards and regulatory requirements. Key partnerships include:

Minerals Council Education Advisory Committee	Collaboration on skills development and regulatory matters affecting the mining sector
MQA	Driving mining-related skills development through accredited programmes and sectoral learning pathways
Colliery Training College	Providing engineering and mining-related training in Mpumalanga
Youth development programmes	Creating employment opportunities for youth in our host communities by enabling practical work experience
Employees and community members	Building local capabilities and strengthening future talent supply through shared development initiatives

2025 performance

People development training expenditure	2025	2024	2023
Total training (Rm)	399	402	358
Total training (% of total payroll)	5.82	6.75	6.22
Training of black people (Rm)	364	363	318
Black people trained (% of total payroll)	5.31	6.08	5.54

Building Exxaro's capability R399 million invested in training and development (2024: R402 million or 6.75% of payroll)	Developing core operational skills R174 million directed to functional and technical training (2024: R200 million)	Growing the future talent pipeline R180 million for bursaries, learnerships, internships and professional programmes (2024: R173 million)	Preparing employees for leadership roles R5 million invested in leadership and management development (2024: R11 million)
Average hours of employee training by gender 214 hours for male employees 274 hours for female employees		Average hours of employee training by employee category 1 636 hours for middle management 840 hours for senior management	

Developing future-ready talent continued

Improving our talent management

Succession planning

We introduced a reimagined succession planning framework in 2025 to elevate the maturity and consistency of our leadership pipeline processes. The new framework integrates succession analytics, providing greater alignment between employee aspirations and organisational requirements, and creating a strong talent bench of future-ready successors. Talent reviews in 2025 improved visibility of bench strength and development needs for certain critical roles, strengthening succession readiness and targeted development planning.

To reinforce governance and provide strategic oversight, we established the Exxaro talent review committee, a sub-committee of the executive committee. The talent review committee endorses talent mobility decisions and validates succession progress for our leadership and emerging talent. We implemented several talent movements in line with the committee's recommendations.

We also introduced a new promotions policy, which ensures Exxaro's promotional decisions are aligned to our talent, transformation and succession strategies. The policy formalises in-role promotions and enhances the transparency and fairness of progression opportunities across the business.

Individual development plans

In July 2025, we introduced a group-wide individual development plan dashboard to ensure that employees have a development plan in place. BU-specific dashboards are now embedded across the group, supporting consistent monitoring of employee development. Although implementing tailored plans for all employees, including blue-collar workers, presented challenges, our learning and development practitioners worked closely with BUs to ensure that individual development plans reflect role-specific development needs rather than safety compliance alone.

During the year, 27.27% of total female employees and 48.90% of total male employees received performance and career development reviews in line with their plans. Furthermore, 82.94% of total middle management employees and 64.95% of total senior management employees received performance and career development reviews.

Talent access

As part of our employer branding and attraction strategy, we optimised our LinkedIn Life Tabs to create a dynamic and authentic digital space that highlights our culture, values and employee experience.

The refreshed platform provides prospective candidates with a clearer view of life at Exxaro, including our commitment to DEI, sustainability and community impact. Curated content and employee storytelling strengthen candidate engagement and position Exxaro as an employer of choice aligned with our long-term vision.

Mentorship programme

Mentorship training began at Matla and Grootegeluk, equipping mentors with the skills to guide colleagues and support mentees in taking ownership of their development. The initial roll-out has been well received, with strong participation and engagement.

Building on this progress, mentorship training will roll out across the business in 2026. This phased approach ensures sustainable integration of mentoring practices, strengthens talent pipelines and supports knowledge transfer across the organisation.

ulwaXXi platform

ulwaXXi, launched in August 2025, advances our digital transformation journey by replacing manual bursary and external training processes with an SAP-enabled integrated workflow.

Named after the isiZulu word for "knowledge", it improves accuracy, turnaround times and transparency, streamlining undergraduate and postgraduate bursary applications and external training requests.

Digital learning

We expanded our digital learning ecosystem to strengthen learning and support the development of core and critical skills. New platforms, including Bookboon, EduMine and the eXXsight Academy, were introduced alongside existing resources such as Udemy and LinkedIn Learning. To increase utilisation, we host masterclasses and share digital collateral that highlights available content and encourages employees to upskill and reskill in line with emerging capability requirements.

Talent attraction and retention

External recruitment remains focused on bringing in scarce and critical skills, particularly in senior roles where targeted appointments support transformation priorities.

Middle management (Paterson D band)

- 22 external candidates appointed (2024: 52), of whom 21 are black people and 52% black women
- 124 internal appointments (2024: 115), comprising 87% black people and 42% black women

Senior management (Paterson E band)

- 4 external black candidates appointed (2024: five), of whom 25% are black women
- 84% of internal appointments were black candidates (2024: 86%)

Talent bench

D band bench: 17.8%^{RA} (2024: 23.8%)
 E band bench: 32.6%^{RA} (2024: 27.9%)
 B-BBEE bursary element: 0.13% (2024: 0.69%)

Changes in organisational structures and the leadership landscape, new roles created and the revised succession framework and approach affected our talent bench movements.

^{RA} Reasonable assurance provided.

Succession planning and leadership development strengthen our internal pipeline, with internal promotions demonstrating the depth of our talent bench within the organisation. In 2025, we received 2 325 applications for internal growth opportunities at Paterson DL band and higher, compared to 3 646 in 2024. The higher volumes of job applications in 2024 are attributed to the organisational effectiveness project.



Learning and development

Digital learning

Courses and number of interventions	2025	2024
ESG and risk		
Climate change	7	35
Anti-bribery and anti-corruption	7 741	727
Confidentiality	191	103
DEI courses such as workplace harassment	38	612
Exxaro Leadership Way	0	15
Risk management framework	64	20
Implicit and unconscious bias	118	61
Performance		
Performance management	29	37
Information technology and cyber		
Cybersecurity	3 395	146
Microsoft Office	74	144
Adapt to 4IR	71	126
Managing innovation	0	3
Management		
Beyond budgeting management thinking	3	33

Progress across key digital platforms included:

480 employees registered for open-source online courses (LinkedIn, Udemy, Coursera), with 35% utilisation (2024: 108 registrations; 8% utilisation)

3 638 training interventions completed on the voluntary MyNexxt e-learning platform (2024: 6 788)

115 072 compliance-related courses completed through MyNexxt (2024: 99 395)

Powering Knowledge achieved 91% utilisation among youth development participants (2024: 94%)

Adult education and training

Participation in adult education and training remains low due to workforce demographics, but there is ongoing demand for portable skills training.

	2025	2024	2023
Investment (Rm)	0.49	0.97	0.95
Employees enrolled	1	1	0
Community members enrolled	8	61	125

Portable skills

Exxaro promotes a culture of continuous learning to unlock potential, ignite innovation and build a sustainable future for our business and communities.

To support this, we offer portable skills programmes in welding, plumbing and civil to address broader entry-level development needs and build foundational competencies that support progression into higher-level roles.

	2025	2024	2023
Investment (Rm)	8	9	6
Employees enrolled	57	136	139
Community members enrolled	503	659	391
Trade tests completed	116	49	28

Leadership and succession development

144 employees completed leadership programmes

(2024: 102)

123 employees enrolled in management development programmes

(2024: 153)

22 employees took part in the UCT Graduate School of Business Women in Leadership programme

(2024: 52)

Leadership programmes	Occupational level	Number of employees	
		2025	2024
Leading programme	E band	0	0
Leadership in connected	Paterson DM/DU band	27	18
Essential leadership	DL level	43	33
Launchpad leadership	below Paterson DL	52	19
Nano sessions	Paterson C band	0	32
Women in leadership		22	52

These programmes are complemented by accredited short courses, formal studies and occupational qualifications that support readiness for opportunities linked to renewable energy, digitalisation and the broader transition in our sector.

Our learning strategy remains an important enabler of capability development and succession planning for specialist and management roles.

Formal studies	Total enrolled	Black people	Black women
Postgraduate ¹	39	37	27
Undergraduate ¹	21	21	10
New skills short courses ²	6	5	2

¹ South African universities.

² South African and international universities.

Mentorship programme

We had 80 employees who participated this year, of whom 62% were black people and 52% black women. This compares to 17 participants in 2024 (88% black people and 47% black women). There was no mentorship training in 2024 due to operational effectiveness process.

Women represented 56% of employees in mentorship training in 2025 (2024: 47%).

Developing future-ready talent continued

Technical and professional skills pipeline

80 full-time bursars in engineering and mining disciplines
(2024: 56)

R10.8 million invested in bursaries to help address engineering skills shortages
(2024: R9.3 million)

32 full-time tertiary bursaries awarded to Edumap graduates and youth from Exxaro's communities
(2024: 21)

32 full-time tertiary bursaries awarded to Edumap graduates and youth from Exxaro's communities
(2024: 21)

In 2025, we introduced the EduMine platform to provide mining experience using Exxaro technologies, prepare learners and employees for future operational needs, and potential merger and acquisition activities. Since the launch, 17 participants have enrolled, 11 have completed their courses and six are still in progress.

Feeder schemes	In training	Black people	Black women
Engineering learners	157	150	59
Miner learners	349	348	153
Operator learners	557	553	297
Internships	130	130	73
Business administration learners	94	94	70

Professionals in training programme

2025 enhancements include:

- Implementing a digital onboarding handbook and digitised pre-onboarding process
- Introducing a structured onboarding process for coaches
- Developing an interview support guide for bursars entering the PIT pipeline

Although interview simulations were ultimately not required, the guide will be shared with the broader bursary cohort.

	2025	2024
PIT programme graduates in the talent pipeline	76	82
Candidacy	4	4
Bursars	167	163
Bursars for people living with disabilities	30	32
Percentage of black South Africans	98%	94%
Total programme cost	R77 million	R64 million

DEI


Women in mining

	2025	2024
Female employees in the workforce	35%	33%
Female PIT graduates	71%	65%
Black female full-time bursars in engineering and mining disciplines*	52%	61%
Women in learnership and internship feeder schemes	50%	52%
Number of black women sponsored at Technical and Vocational Educational Training (TVET) colleges for access to formal learnerships	51	20

* South Africans at local universities.

People with disabilities

	2025	2024
Black South Africans with disabilities supported at local tertiary institutions (full-time studies)	30 (53% women)	30 (50% women)
Internships for people with disabilities appointed (all black people)	14 (43% women)	3 (67% women)

 In accordance with its aim to further the objectives of diversity and inclusion in the energy sector, Cennergi recruited 10 new employees in 2025, of which 30% were female (30% black women) and 70% were male (50% black men).

Employment equity and representation.

Youth employment development partnerships

SME.TAX has supported youth employment and skills development since 2024 by recruiting 50 participants for a two-year programme ending in April 2026. Success is measured by participants securing employment or launching cooperatives, contributing to small business development. The programme enables participants to move into employment or entrepreneurial ventures. Three learners found permanent employment and four are establishing their own businesses. The remaining 43 learners will be completing the programme in April 2026 and thereafter will be assisted in finding permanent employment.

Lularides trains youths in motorcycle operation, equipping them with learner's licences and delivery driver certifications. Most trainees are placed as delivery drivers with companies such as Mr D in Centurion, Soweto, Middelburg, Witbank and Secunda. 148 participants completed motorcycle training in 2025.

Edumap College provides a 12-month bridging programme for matriculants from disadvantaged communities who demonstrate academic potential but do not yet meet university entrance requirements. The programme focuses on improving their maths and physical science results to enable access to institutions of higher learning. Since 2019, Edumap College has supported 110 students to improve their matric results. Building on this, students who completed the Edumap programme have been sponsored by Exxaro to further their studies, with 33 students enrolled since 2022.

Exxaro supports 32 active bursars through this initiative. Of these, 20 students who improved their results in 2025 and met university admission requirements are being considered for bursaries.



2026 key actions

Our focus for 2026 is to strengthen talent mobility and deepen organisational capability by introducing group-wide skills insights and structured development pathways. This includes:

- Rolling out a skills audit initiative to identify scarce and critical roles, critical skills and proficiency levels
- Further embedding the talent mobility and growth strategy, supported by a unified mobility policy
- Introducing structured mobility programmes, including lateral transfers, stretch assignments, secondments, job shadowing and new roles
- Expanding mentorship training to all BUs, with full programme implementation from mid-2026
- Formalising the PIT coach onboarding process to strengthen programme support, capability development and quality of guidance for all participants

Empowering our communities

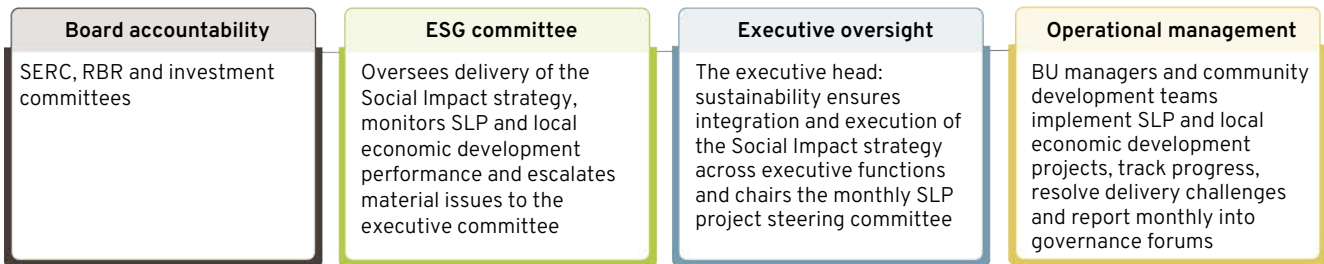
Why this matters

Strong, resilient host communities are essential to socio-economic stability, sustaining Exxaro’s licence to operate and aligning with South Africa’s national development goals. Communities and government expect meaningful action to address unemployment, education gaps and limited economic opportunities.

By investing in development programmes that build skills, strengthen education and improve access to essential infrastructure, we become a catalyst for economic growth and contribute to more inclusive, sustainable post-mining economies.



Governance and oversight



Strategy and management approach

We empower communities as part of delivering on our Social Impact strategy, which goes beyond statutory SLP and B-BBEE requirements to address long-term socio-economic challenges in our host communities. The strategy strengthens education systems, supports sustainable livelihoods and enables economic participation.

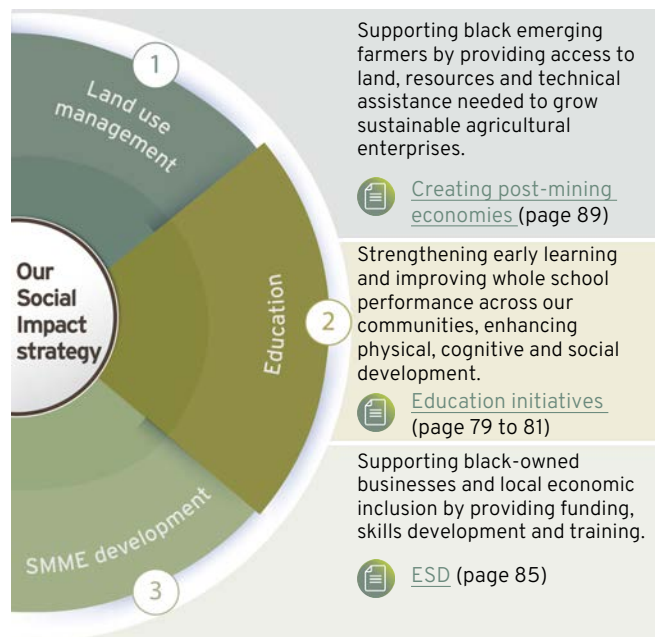
Key elements of our approach include:

- Implementing large-scale programmes that target systemic issues such as early learning, youth employability and local economic development
- Ensuring compliance with B-BBEE codes, Mining Charter III SLP requirements and MPRDA regulations through structured planning, governance and reporting
- Monitoring and measuring programme effectiveness through regular performance reviews and impact assessments
- Deepening collaboration with municipalities, NGOs and delivery partners to strengthen implementation and support shared development priorities
- Enhancing delivery through capacitated BUs, improved oversight mechanisms and cross-functional alignment with the Sustainable Growth and Impact strategy

CENNERGI Amakhala Emoyeni and Tsitsikamma promote education and skills development, social welfare, healthcare, general administration and enterprise development. The socio-economic development and enterprise development commitments for Karreebosch and LSP are only applicable during the operation phase.

Our Social Impact strategy

This strategy enables us to strengthen livelihoods during mining and support sustainable opportunities in the post-mining economy. This approach is complemented by discretionary expenditure and collaboration that enhance the reach, quality and coordination of development programmes. We aim to create lasting social impact that extends beyond regulatory requirements through the following three pillars:



Empowering our communities continued

Our Social Impact strategy is implemented through:

Key principles

- A market-based approach that integrates social, environmental and economic outcomes
- Long-term planning, aligned to the life of operations and incorporating post-mining livelihoods
- Designing for scalable projects that will enable multiplier effects within host communities
- Optimisation of existing resources and partnerships to maximise social and economic impact

The value we deliver is supported by:

Strategic enablers

- Funding structures to ensure effective allocation of resources through zero interest loans, community-focused donations and sponsorships
- Inclusive planning processes developed in consultation with communities and government, aligned with municipal integrated development plans and Exxaro's SLP commitments
- Localised project management to drive improvement in SLP delivery, leveraging intellectual capital for lasting social impact

Social impact funding

Our funding structures support compliance requirements and broader, value-adding community investments. The following mechanisms provide a stable and diversified funding base for socio-economic development projects across our mining and energy operations:

Compliance and regulated contributions

ESD programme	Funded through a self-sustainable loan fund aligned to 3% of Exxaro's NPAT as required by the B-BBEE codes, supporting black-owned suppliers (2% in Exxaro's supply chain) and enterprises (1% outside the supply chain). There is also grant funding to support micro and survivalist enterprises
Socio-economic development initiatives	Supported by 1% of NPAT as required by the B-BBEE codes, designated expenditure by the Exxaro Aga Setshaba NPC, funding discretionary projects, as well as donations to charitable organisations
Amakhala Emoyeni Community Fund Trust and Tsitsikamma Community Windfarm Trust	Allocates 2.1% of windfarm revenue to socio-economic development (1.5%) upliftment and enterprise development (0.6%) projects within a 50km radius

Community dividend structures

Exxaro Aga Setshaba NPC	Receives dividends from a 5% shareholding in Eyesizwe (30.81% Exxaro BEE shareholder). Funds are allocated to community development initiatives
Amakhala Bedford and Cookhouse Trusts	Represents the 5% community shareholding in the Amakhala Project Company (2.5% each)

Discretionary impact enablers

Exxaro Mountain Bike Academy	Annual funding supports youth by enabling them to complete schooling and develop skills for employment opportunities in sports and related fields
Concessional land leases	Emerging farmers gain access to rehabilitated or surplus mining land, enabling agricultural and commercial ventures
Land packages	Local governments and SMMEs receive land packages for human settlements, agricultural projects and community infrastructure



Cennergi directs community development funding through the Amakhala Emoyeni Community Fund Trust and Tsitsikamma Community Windfarm Trust, with additional projects outside a 50km radius of the windfarms funded through a CSI budget. The LSP committed 0.1% of total construction and operational costs to skills development, 0.1% to supplier development and 1.5% of revenue to enterprise and socio-economic development initiatives with local communities and municipalities. Karreebosch committed 1% of NPAT to enterprise development, 1% of NPAT to socio-economic development and 2% of NPAT to supplier development.

Stakeholder collaboration

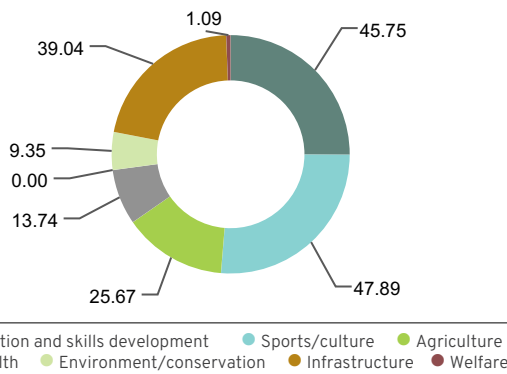
Our inclusive approach enables Exxaro to design development programmes that reflect community priorities, address systemic challenges and deliver measurable impact. We build strong partnerships that strengthen SLP delivery and support shared value creation across our host communities.

Communities	We identify their needs, co-design projects and expand opportunities through local forums and proactive engagement
Government	We comply with regulatory requirements and align SLP and social impact initiatives with DMPP, DoE, DoH, dtic, municipal IDPs and provincial development priorities
Development finance institutions	Collaborate on socio-economic development and unlock co-funding opportunities
Programme partners	We deliver social impact programmes such as education, skills development, agricultural and ESD with partners such as Cotlands, Citizen Leaderlab and SE Holdings
Industry bodies	We facilitate knowledge exchange, influence policy and support coordinated sector-wide impact through the Minerals Council South Africa

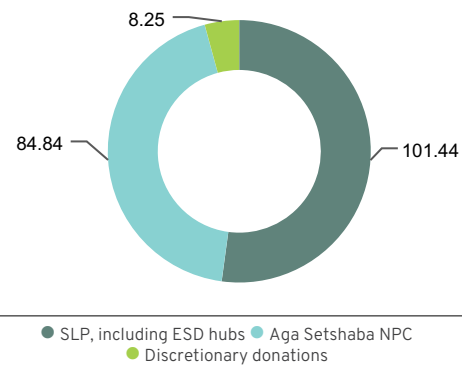
2025 performance

	2025	2024	2023
Social investment projects for socio-economic development (SLPs and CSI) (excluding R10.52 million ESD programmes)	R182.54 million	R161.79 million	R86.91 million
Combined investment by Exxaro and Cennergi in socio-economic and ESD programmes	R224.23 million	R187.29 million	R223.51 million
CSI (excluding ESD programmes)	R93.09 million	R117.87 million	R71.95 million
Number of community members benefited	64 694	71 525	41 867
SLP project investment (excluding R10.52 million ESD investment)	R90.92 million	R43.91 million	R14.96 million
Jobs created through SLPs	139	51	29
Cennergi's investment in socio-economic development initiatives, including education, welfare, agriculture development and health	R29.7 million	R27.9 million	R25.3 million

Social investment projects in local economic development excluding ESD financial support and Cennergi (R182.54 million) (Rm)



Investment structure spend to support social investment projects, including ESD and Cennergi (R194.53 million) (Rm)



CENNERGI The Renewable Energy Independent Power Producer Procurement Programme expenditure activities at our energy solutions business performed strongly, despite the intensity of quarterly expenditure targets to maintain and fulfil licence to operate conditions. This business is required to spend 2.1% of quarterly revenue on socio-economic development (1.5%) and enterprise development (0.6%) activities in communities affected by its operations. For private offtake facilities, Karreebosch is required to spend 4% of NPAT on socio-economic development (1%), enterprise development (1%) and supplier development (2%), and the LSP is required to spend 1.5% of revenue on socio-economic development (0.9%), enterprise development (0.6%) and 0.1% of total operational cost value on supplier development.

SLPs, Renewable Energy Independent Power Producer Procurement Programme and CSI performance

We spent R101.44 million on SLPs (2024: R43.91 million)	64 694 people benefited from SLPs (2024: 140 000)	SLP projects that are still underway potentially benefiting 144 176 people (2024: 123 425)
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Multi-stakeholder partnerships

We strengthened our collaborative approach by forming new multi-stakeholder partnerships to address systemic challenges:

- In Lephalale, our partnership with the Minerals Council South Africa has enabled strategic multi-stakeholder engagements with the Lephalale TVET College, the Department of Higher Education and Training, the MQA and Eskom to improve training infrastructure and programmes. We are finalising an MoU to support critical skills development and enhance youth employability
- In Emalahleni, we are participating in a multi-stakeholder collaboration with mining companies in the region, the local municipality and the DWS. By aligning SLP commitments, the partners are supporting the water infrastructure refurbishment to improve access to clean water and support long-term environmental resilience

Long-term learning support

We strengthen the sustainability of our education initiatives by improving the infrastructure that supports teaching and learning. To support our education Wi-Fi project, we expanded digital access across 46 schools and community sites. To enable educators to integrate digital tools into their lessons, 20 schools received mobile computer labs equipped with laptops and basic teaching technology.

To secure long-term connectivity, we engaged telecommunications providers to explore sustainable support models. These engagements did not deliver the commitments required because many providers have existing service-level agreements and we are assessing alternative options to maintain digital access for schools and communities.

Implementation of our current five-year SLPs continued across BUs, with several key projects in Lephalale, Matla and Belfast completed during the year. However, we experienced some delays in implementing SLPs, including municipal capacity constraints, long lead times for sourcing specialised equipment and limited local supplier capacity in technical skills and financial resilience.

Empowering our communities continued

Through targeted ESD funding and mentoring, we provided additional financial support to small enterprises to help them meet contractual obligations.

	Grootegeluk		
Completed	Nelsonskop Primary School hall and classrooms	ECD centre	ESD programme
	We completed the handover of the new Martina Kekana school hall, four additional classrooms and external upgrades at Nelsonskop costing R23 million, recognising that overcrowding in Lephalale schools remains a challenge. The infrastructure unlocked community and district access to a multi-purpose hall with potential income generation for the school's sustainability.	The Lephalale fully fledged ECD hub of excellence was completed and handed over to Cotlands. This hub provides support to 44 ECD centres. The centre will ultimately be handed over to the DoE.	The Lephalale ESD programme supports and strengthens local entrepreneurs' capabilities.
2025 spend	R1.03 million	R4.83 million	R8.63 million
2024 spend	R11.36 million	R0.72 million	R0.45 million
Beneficiaries	1 700 learners with 56 jobs created	2 528	140

	Grootegeluk			Thabametsi
Projects underway	Marapong sport, arts and culture precinct	Marapong potable water pipeline	Waste management	Sewer rehabilitation at Thabametsi's Paarl sewer project
	The precinct and the Thusong skills development centre are on track for completion in 2026. Both projects will support community development through improved access to training and recreational facilities in Lephalale.	Exxaro completed phase 1 of the project in 2021. The municipality is undertaking phase 2, which aims to deliver water to the Marapong Township. A new contractor will be appointed to ensure the project is completed in 2026. Continued to support the municipality with the engineering design services costs.	With development underway, we are integrating waste pickers into the formal system and creating SMME opportunities in recycling and related value chains in Lephalale.	As part of our 2020 to 2024 SLPs, we completed sustainable sanitation infrastructure to support improved health and hygiene for the surrounding community. The refurbishment of the Paarl sewer system improves sanitation and environmental management.
2025 spend	R41.85 million	R0.28 million	R1.11 million	R18.87 million
2024 spend	R12.39 million	R0.79 million	R2.4 million	R0.29 million
Beneficiaries	36 227 (21 720 youth)		30 745	26 228

	Belfast	Matia
Completed	Road rehabilitation phase 2	Road infrastructure and Thubelihle substation
	The project will improve mobility, safety and access for community members and local businesses	We completed road infrastructure works, including the Ekungenei road rehabilitation
2025 spend	R5.36 million	R11.59 million
2024 spend	R4.87 million	R0.25 million
Beneficiaries	47 240	13 270

	Leeuwpan		Matla	
Projects underway	ESD programme	Leeuwpan borehole rehabilitation	Matla Bonginhlaha School phase 4	Cofimvaba sheep shearing
	The programme provides targeted training to 15 SMMEs to strengthen their business capabilities and support local economic development.	In collaboration with the local municipality, this project aims to improve community water access. Exxaro procured and delivered the equipment. The municipality is responsible for installation to rehabilitate the borehole infrastructure. Completion was delayed to the first quarter of 2026.	Matla is supporting the construction of a new grade R classroom block that includes four classrooms, a centralised ablution facility, a dedicated playground, a gatehouse with a refuse area and a walkway. The project also involves the demolition and safe removal of an existing asbestos structure. The total cost of this project will be R19.27 million.	The project will benefit the community of Xeni and surrounding villages of Cofimvaba in the Eastern Cape. Approximately 20 to 60 jobs will be created for the local community. A total of 10 000 sheep will be sheared during the shearing season. The planned completion date was delayed due to a number of developmental challenges. The project is expected to be completed at the end of 2026.
2025 spend	R1.89 million	R0.45 million	R2.71 million	R1.45 million
2024 spend	R1.86 million	R0.77 million	R0.00	R0.00
Beneficiaries	9	44 727	1 378	200

Tshikondeni (mine in closure)		
Projects underway	Irrigation	Improved access to water
	As part of our 2023 to 2027 SLP: <ul style="list-style-type: none"> • Eight farmers received irrigation systems and borehole infrastructure, along with training and supply contracts that improved market access 	As part of our 2018 to 2022 SLP: <ul style="list-style-type: none"> • Four surrounding communities will have access to reliable water once the water project is completed in 2026
Accrued 2026 value	R16.06 million	R27.89 million
Beneficiaries	8	2 132

Community education and economic development

We have shifted our education and early learning support from once-off infrastructure interventions to programmes that strengthen the capabilities of practitioners, centres and learners. Through this approach, we aim to improve the quality and sustainability of early learning outcomes in our host communities. Changes we implemented include:

- Expanding practitioner training
- Supporting ECD centres through the registration process
- Improving digital access for educators and learners

Exxaro invested R45.75 million (2024: 85.83 million) in community education to benefit 35 093 learners (2024: 27 000 learners).

Projects underway	School infrastructure and resources	Whole school development programmes	ECD	Skills development
	We continued phase 4 of the construction of the grade R block at Bonginhlanhla School in eMalahleni.	The programmes we support include: <ul style="list-style-type: none"> • Academic programmes and school resourcing • Extracurricular support • Health programmes 	Our ECD support focuses on practitioner training, assessment, registration of the centres and child development programmes.	This investment targets research, development and university chairs.
2025 spend	R2.71 million	R33.91 million	R14.30 million	R7.54 million
2024 spend	R11.36 million	R45.65 million	R25.02 million	R3.81 million

ECD support and development

We allocate 70% of our education investment towards ECD

Our investment in ECD is a direct response to closing gaps that we identified across 199 ECD centres in Nkangala. These gaps include funding, infrastructure and practitioner capability that still affect the quality and sustainability of early learning provision. Our investment also supports the priorities set out in South Africa’s 2030 ECD Strategy and the National Development Plan.

While implementation was initially planned for 2025, the programme will start in 2026 to allow for better alignment with operational priorities and resource planning. In 2026, the focus will be on ECD registration, infrastructure support and teacher development and training in Mpumalanga.

In 2025, we supported 44 ECD centres in Lephalale and nine in Eastern Cape

We supported 53 ECD centres across the Eastern Cape and Lephalale through early learning programmes and practitioner training in 2025. Our partnership with Cotlands in Lephalale provides comprehensive support to registered centres and strengthened early learning outcomes.

In 2025, 31 ECD practitioners (three in Lephalale and 28 at Cennergi) completed an accredited NQF level 4 qualification and 96 participated in relevant training programmes, expanding the reach of our capacity building efforts.

Case study

Addressing barriers to learning through vision and hearing support

In 2025, we strengthened early learning outcomes by pairing our ECD programmes with essential health services through our visual and audiology programme. The programme provided screening and treatment for young learners to help identify conditions that may hinder classroom participation and learning.



Vision support	We tested 1 413 children for vision and provided 58 learners with prescription glasses. Since 2019, we have tested 16 964 children and issued 445 glasses.
Audiology support	We tested 719 children for hearing, provided 16 hearing aids and performed ear wax removal for 38 children. Cumulatively, 1 383 children have been tested and 20 hearing aids issued.

Through this programme, we address health-related barriers that affect learning and support improved educational outcomes in our host communities.

Empowering our communities continued

Exxaro Aga Setshaba NPC and Exxaro Chairman's Fund contributions

We met the B-BBEE dtic requirement to invest 1% of NPAT in socio-economic development, supported by contributions from Exxaro Aga Setshaba NPC and discretionary donations. Exxaro Aga Setshaba NPC contributed R84.84 million (2024: R96 million) benefiting 56 769 community members (2024: 72 106). In education, the NPC spent R36 million (2024: R55 million) for academic camps, health and ECD support programmes. Aga Setshaba delivered the following high-impact initiatives through various partnerships:

Completed	Academic camps	Health	Bursaries	Hope for the Blind
	We supported grade 12 learners to attend academic camps in Mpumalanga (Belfast, Leeuwanpan and Delmas).	We partnered with Vision 4 Change to roll out eye-testing and audiology programme in KwaZulu-Natal (Hlobane and Durnacol).	Ruta Sechaba: In 2025, we awarded 12 grade 8 bursaries. Unfortunately, one learner lost their bursary due to academic performance. We thus have a total of 51 instead of 52 learners in grade 9 to 11. Edumap bridging programme: We supported 20 learners with bursaries to improve their grade 12 marks.	Our donation helped procure vision impairment equipment and surgeries for people in Limpopo.
2025 spend	R2.05 million	R0.78 million	R9.3 million	R9.4 million
Beneficiaries	1 985 learners	2 037 learners	71 learners	



Cennergí's socio-economic and enterprise development programmes

Tsitsikamma

Invested **R12.5 million** in host communities (2024: R12.3 million) reaching more than 10 000 (2024: 2 423) **people** and **creating 140** (2024: 104) **jobs**

Completed	ECD support	Teacher stipends	Bursary support	Internet connectivity
	<ul style="list-style-type: none"> We provided resources to six crèches (2024: six), benefiting 185 children (2024: 185) We created 34 jobs (2024: 26) for practitioners and cooks with NQF level 2 training 	We funded monthly stipends for 10 school governing body teachers (2024: nine) and two information and communication technology tutors (2024: three) at Qhayiyalethu FET School, Paul Sauer High School, Kareedouw and Loerie Primary Schools in the Eastern Cape.	Through bursaries coordinated by Masinyusane, we supported 19 students (2024: 10).	In partnership with Herotel, we provided free internet for 654 AmaMfengu households (2024: 654 households) to access procurement platforms, SMME funding and other opportunities.
2025 spend	R1.9 million	R0.4 million	R2.1 million	R0.04 million
2024 spend	R1.60 million	R0.92 million	R1.40 million	R0.04 million

Completed	Community hall renovations	Grade 12 learner accommodation	Youth jobs and literacy programme	Youth skills development programme
	Our renovation of Wittekleibos community hall created 10 temporary jobs (2024: 10) and empowered nine local SMMEs (2024: two).	We provided accommodation for 54 grade 12 learners (2024: 87) from Qhayiyalethu High School at Paul Sauer High School hostel and funded monthly stipends for nine school governing body teachers (2024: three).	We hired and trained 17 unemployed youth (2024: 17) to teach 277 learners (2024: 181) to read and write, in partnership with Masinyusane Development Organisation.	We trained 19 youth (2024: 10) in various skills such as millwright, chef, cattle farming, sewing, livestock, cabin crew, forklift operator, etc.
2025 spend	R0.4 million	R1.7 million	R0.1 million	R0.7 million
2024 spend	R0.40 million	R1.50 million	R0.66 million	R0.54 million

Completed	NNT women poultry expansion	Wittekleibos vegetable garden initiatives	Training for women over 40 years old in cosmetic production	SMME soap and detergent manufacturing training
	We funded the operational costs and construction of a second poultry house, enabling expansion from 1 620 to 4 000 egg layers.	These initiatives supported vegetable gardens through farm audits, market access and sourcing external funds in partnership with SE Holdings.	We supported training of 10 women in cosmetic and personal care manufacturing in partnership with The Hope Factory and Chemical Industries Education and Training Authority (CHIETA).	Through collaboration with the CHIETA and SAICA's Hope Factory, we trained 10 local SMMEs (2024: 10) in soap and detergent manufacturing.
2025 spend	R2.2 million	R0.4 million	R0.6 million	R0.1 million
2024 spend	R1.40 million	R0.89 million	R0 million	R0.73 million

Case study

Strengthening education outcomes in the Tsitsikamma region

Khayiyalethu FET, a no-fee quintile 3 high school in Kareedouw, serves learners from some of the most socio-economically constrained communities in the Tsitsikamma region. Persistent challenges, including educator shortages, high employee turnover, overcrowded classrooms and limited subject offerings, put pressure on academic performance and learner retention.

Since adopting the school in 2017, the Tsitsikamma Community Windfarm Trust has provided targeted, long-term support to strengthen education outcomes. Investments have focused on critical educator posts, learner development, infrastructure upgrades and grade 12 support, including accommodation at the nearby Paul Sauer High School hostel.

Between 2023 and 2025, R5.3 million was invested to stabilise the learning environment and improve access to quality teaching. This sustained intervention has driven a marked improvement in academic performance and learner progression.

Programme outcomes include:

Matric pass rates improved from 41% in 2023 to 65% in 2024, reaching 96% in 2025

Stabilised teaching capacity and expanded subject offerings, including maths and physical sciences

Improved access to grade 12 learner accommodation through hostel support



Case study

Empowering women through enterprise development

Through the Amakhala Emoyeni Community Fund Trust and CHIETA's Cosmetic and Personal Care Products Manufacturing Programme, Lindelwa Mboya progressed from trainee to business owner, establishing a small-scale manufacturing enterprise supplying detergents and personal care products.

The programme provided targeted skills development, mentorship and business support, enabling Lindelwa to launch a compliant operation with SABS-tested products sold through multiple retail outlets. Lindelwa's enterprise has created employment for local youth and contributes to economic activity in a rural area with limited opportunities.

Beyond business growth, Lindelwa supports community initiatives and mentors aspiring entrepreneurs, showcasing how focused enterprise development can enable sustainable livelihoods and strengthen host communities.

Key highlights

Employing three local youth, supporting income generation in a rural community

Strengthening local enterprise development through skills transfer, mentorship and reinvestment in community initiatives



Empowering our communities continued

Amakhala Emoyeni

We invested **R17.2 million** (2024: R15.5 million) in host communities, reaching more than **5 000 people** (2024: 263) and **creating 188 jobs** (2024: 64).

Completed	Bursaries	Pilot training	School refurbishment	Teacher and admin stipends
	Bursaries supported 14 students (2024: 14) from Cookhouse, Bedford, Adelaide and Somerset East to acquire scarce skills at South African universities and TVET colleges.	We empowered Khazimla Gongqa to attend a two-year pilot training programme at the Madiba Bay School of Flight in Walmer, Gqeberha.	We refurbished ablution facilities at Witmos Primary School and installed a beta view fence at Visrivier Primary School, creating 17 jobs (2024: four), benefiting 264 learners (2024: 246).	Stipends supported 10 school governing body teachers (2024: one assistant teacher, two administrative clerks), creating 12 temporary jobs (2024: four) and benefiting over 1 600 learners (2024: over 1 000).
2025 spend	R1.3 million	R30 000	R1.7 million	R0.5 million
2024 spend	R2.70 million	R0.25 million	R0.46 million	R0.22 million

Completed	Youth literacy programme	ECD renovation	School vegetable gardens	Wheelchair support
	The programme hired and trained 13 (2024: 10) previously unemployed youth to teach learners from Msobomvu Primary School and local ECD centres to read and write in partnership with Masinyusane.	We renovated Nyarha ECD centre in Bedford, creating six temporary jobs, benefiting one local SMME and 66 children.	We established vegetable gardens at four schools (2024: four), benefiting 1 961 learners (2024: 1 142).	We purchased wheelchairs for six beneficiaries (2024: 14) in Bedford, Cookhouse and Somerset East.
2025 spend	R0.5 million	R0.3 million	R0.3 million	R0.1 million
2024 spend	R0.45 million		R0.22 million	R0.17 million

Completed	Soup kitchen construction	Farmworkers' house renovations	Cancer screening support	Victim support centres
	We constructed a soup kitchen container for the Lixhase Women Cooperative benefiting 60 elderly beneficiaries (2024: 60).	We renovated four farmworkers' houses at Alstonfield, Penderry and Varkenskuil farms, creating 38 jobs.	We supported mammogram screening for 138 women aged 40 and above across our four host communities to promote early breast cancer detection, led by Dr Unathi Siggoza from Somerset East.	We supported the construction of plinths and rainwater tanks for Somerset East and Cookhouse victim support centres.
2025 spend	R30 000	R2.8 million	R0.2 million	R0.3 million
2024 spend	R0.27 million	R0.96 million		R2.10 million

Completed	Livestock farm support	Soap and detergent training	SMME support	Cosmetic production training
	Our support of Laphumikwezi livestock farm benefited 10 beneficiaries (2024: 10).	In collaboration with CHIETA, we trained 16 local SMMEs (2024: 16) from Adelaide, Bedford, Cookhouse and Somerset East in soap and detergent manufacturing by Chemin.	We supported seven catering, security, waste recycling and general trading SMMEs in partnership with SAICA Enterprise Development.	In collaboration with CHIETA and The Hope Factory, we trained 10 women older than 40 from Adelaide, Bedford, Cookhouse and Somerset East in cosmetic manufacturing.
2025 spend	R0.5 million	R0.3 million	R1.4 million	R0.4 million
2024 spend	R0.69 million	R0.52 million	R0.71 million	

Completed	Ikamva-Lethu poultry project	Sakhubuntu vegetable farm	Oyingelosi Trading
	Eight farmers (2024: two) benefited from our support of Adelaide's Ikamva-Lethu poultry project through farm audits, market access and external funding. Farmers also received extra grant funding of R0.4 million from Exxaro Aga Setshaba NPC to procure around 2 000 chicks.	We supported a farming project in Cookhouse, creating 36 temporary jobs and benefiting 100 people (2024: 100). The project also received an extra grant of R1.7 million from Exxaro Aga Setshaba NPC.	By assisting a small waste management service business in Cookhouse, we created eight permanent jobs.
2025 spend	R0.7 million	R0.7 million	R0.1 million
2024 spend	R0.21 million	R0.89 million	

2026 key actions

In 2026, we will focus on ensuring that ECD centres are adequately resourced and that practitioners are equipped to deliver quality early learning. This includes:

- Registering 30 ECD centres to meet DoE requirements and enable access to subsidies
- Strengthening whole school development through targeted support for exit grades
- Expanding bursary opportunities and pathways to higher education for learners in host communities
- Advancing vocational and TVET partnerships in Lephalale to support skills development
- Exploring opportunities to use company-owned land for community development and food security initiatives

Enabling enterprise and supplier development

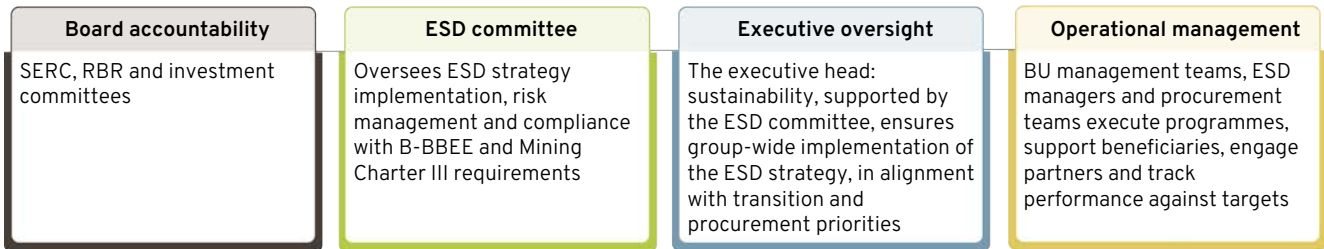
Why this matters

ESD is central to strengthening inclusive economic growth in our host communities. Stakeholders expect us to enable opportunities for small businesses, create jobs and support meaningful participation in regional value chains. Effective ESD also strengthens supply chain resilience and supports the transformation objectives that underpin our social licence to operate.

This contributes directly to our Sustainable Growth and Impact strategy by empowering communities to build sustainable livelihoods beyond mining and supporting an energy transition grounded in economic diversification.



Governance and oversight



Strategy and management approach

Our ESD approach is guided by our updated strategy, as shown in the graphic alongside. We focus on developing black-owned, black women-owned and black youth-owned enterprises through financial and non-financial support, improved market access and targeted capability building programmes.

Key elements of our approach include:

- Providing grants, loans and co-funding to support SMME growth and long-term financial sustainability
- Delivering needs-based non-financial support through ESD hubs and digital platforms
- Developing a diverse supplier pipeline aligned with BU localisation plans
- Strengthening governance, compliance and performance monitoring
- Leveraging partnerships to expand access to markets, technology and blended capital

This enables scalable SMMEs, supports green economy participation and advances transformation while reinforcing supply chain resilience. Strong governance, performance monitoring and ecosystem partnerships ensure that ESD delivers meaningful and sustainable economic outcomes.

Our ESD strategic priorities

In 2025, we evolved our ESD strategy to account for the strategic changes implemented across Exxaro since the original strategy was approved in 2018. The updated approach shifts the programme from a compliance-driven model to a more integrated, impact-focused framework. This includes a stronger emphasis on developing high-growth and green economy enterprises, strengthening local economic participation and building a future-ready supplier ecosystem.

The revised strategy also provides a clearer distinction between national and local beneficiary outcomes, sharper governance mechanisms and an enhanced measurement framework. These changes improve accountability, clarify performance expectations and ensure that ESD is positioned as a strategic lever supporting an impactful transition.



Enabling enterprise and supplier development continued

Delivering socio-economic impact and supporting an impactful transition

Our ESD programme supports SMMEs with programmes that enable them to grow and create socio-economic impact. Growth is measured through access to new markets, an increase in owned assets and better management of the business. Socio-economic impact is measured through job retention and creation, as well as increase in turnover and contribution to the tax base. By developing enterprises that are competitive and resilient, we help diversify regional economies, reduce dependency on mining and stimulate job creation.

Catalysing high-growth and green economy enterprises

We prioritise supporting enterprises that focus on clean technology, innovation, circular business models and other sectors that align with Exxaro's broader decarbonisation commitments and transition pathway.

Leveraging strategic partnerships and circular collaboration

Our partnerships help unlock markets, provide access to technology, enable blended capital solutions and strengthen compliance readiness for SMMEs. They also extend the reach and impact of ESD interventions, particularly in regions where collaboration helps address barriers to market access, supplier readiness and local economic participation.

Exxaro collaborates with a range of stakeholders, including development finance institutions, provincial and national development agencies, original equipment manufacturers, peer corporates and other ecosystem partners. We also participate in ecosystem development forums, where beneficiaries and partners collaborate, share knowledge and develop market access opportunities.

Building a future-ready supplier ecosystem

We are creating opportunities for black-owned, black women-owned and black youth-owned suppliers and supporting them to become long-term participants in Exxaro's value chain. We do this through:

- Developing our pipeline of suppliers in priority ownership categories (high-growth potential black-owned, black women-owned and black youth-owned enterprises) through our ESD hubs
- Preferential procurement mechanisms, including bid evaluation criteria, preferential contracting, set-asides, fair price adjustments, sub-contracting and B-BBEE premiums
- Our supplier readiness programme, which prepares enterprises for participation in Exxaro's procurement processes
- Aligning with the BUs to ensure that the ESD hub pipelines and development programmes match upcoming procurement opportunities
- Ensuring suppliers are equipped to meet compliance, quality and cost requirements to compete sustainably in the market

This approach emphasises diversity, future readiness and competitiveness to strengthen supply chain resilience and align local supplier development with Exxaro's operational needs.

Embedding governance and beyond compliance excellence

Our initiatives align with Exxaro's B-BBEE obligations and are guided by the dtic's B-BBEE Act and codes, the Department of Small Business Development's SMMEs and Co-operatives Funding Policy (April 2023) and the Preferential Procurement Policy Framework Act. Exxaro's ESD programmes not only contribute to our B-BBEE score but also exceed the minimum standards set by local, provincial and national government.

Funding and financial support mechanisms

Our funding suite is structured to balance impact, sustainability and compliance. Each mechanism supports enterprises at different stages of maturity and contributes to a financially sustainable ESD programme.

The funding suite supports the shift towards a greater reliance on zero interest loans and co-funding to maintain a self-sustaining programme. This enables us to match financial support to enterprise maturity and risk profile.

Grants	Recognise 100% of the contributed amount for B-BBEE compliance but require full annual refinancing. They are used primarily for micro-enterprises selected through structured processes such as the pitch for funding programme, or in exceptional cases where a combined grant and loan solution is appropriate.
Zero interest loans	Provide scalable support for qualifying enterprises assessed through the ESD funding framework. Only 70% of the loan value is recognised for compliance, but the programme is designed to be self-sustaining through repayments. Continued repayments reduce reliance on new budget allocations and support Exxaro's broader B-BBEE performance. We actively manage the loan book to ensure it remains within acceptable risk levels and contributes to long-term programme sustainability.
Co-funding	By partnering with development finance institutions and other industry collaborators, we expand the reach of the programme and reduce loan book risk. Co-funding does not carry direct compliance recognition but plays a key role in enabling blended capital solutions.
Early payment	Exxaro settles SMME vendor invoices well within the prescribed 15 working days, significantly ahead of standard payment terms, thereby enhancing cash flow and helping these businesses thrive.

Non-financial support and capability development

Non-financial support strengthens enterprise capability and enhances long-term competitiveness. Our non-financial offering includes:

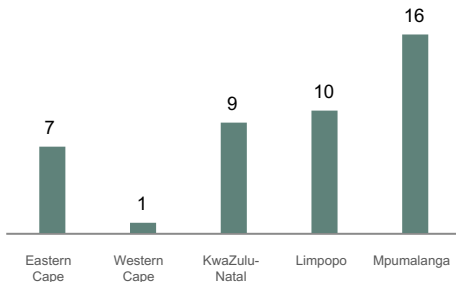
- Gap assessments to identify enterprise development needs
- Supplier pre-development
- Accredited training and development delivered through e-learning or in-person channels
- Mentorship and networks enabled through business linkages
- Business services such as access to templates, agreements and operational tools
- Shared infrastructure accessible through ESD hubs

The ESD hubs provide multi-year incubation and capacity building programmes tailored to enterprise maturity, including financial management training, compliance readiness support, bookkeeping mentorship and technical guidance. These interventions help enterprises build the technical, financial and operational capabilities they need to operate competitively and sustainably.

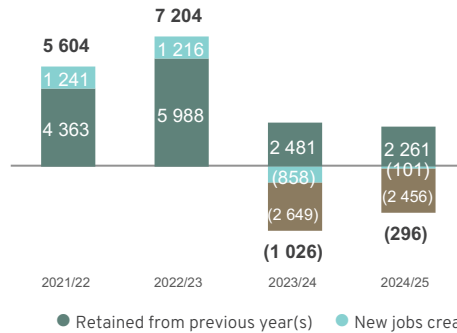
2025 performance

	2025	2024	2023
Approved spend (Rm)	85.6	169.8	111.3
Jobs retained (number)	979	286.0	355.0
Beneficiaries (number)			
Qualifying small enterprises (QSEs) and exempt micro-enterprises (EMEs)	43	58	14
Youth-owned	20	22	1
Women-owned	19	21	9

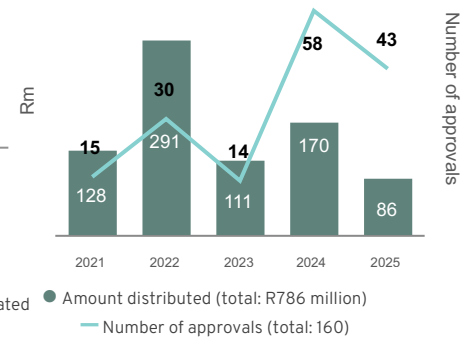
Provincial spread of supported QSEs and EMEs (total: 43)



ESD programme beneficiaries



ESD approvals per year



Funding and financial support

We strengthened the governance and oversight of our ESD loan book to ensure it remains within acceptable risk levels. This included refining screening processes during funding windows, aligning loan decisions with the ESD funding framework and enhancing monitoring of repayment trends. We also implemented enhanced loan recovery measures such as cession and litigation, in line with the National Credit Act.

Demand for financial support continues to exceed available budget, particularly in communities where Exxaro is the only sizeable company and expectations for assistance are high. This reinforces the importance of maintaining a self-sustaining loan book supported by repayments.

As at the end of December 2025, funding approvals totalled R85.58 million.

Loans advanced R76.34 million (2024: R117.28 million)	Settled loans R24.29 million (2024: R88.70 million)
Loan repayments R118.15 million (2024: R84.69 million)	Outstanding loan book R328.85 million (2024: R378.14 million)

Early payment support increased by 40% in 2025, with R0.07 billion disbursed to 549 SMMEs (2024: R0.05 billion to 478). This included 339 EMEs and 210 QSEs, reflecting year-on-year increases of 13% and 18% respectively. The programme exceeds B-BBEE requirements by providing critical liquidity for small enterprises.

Our total SMME spend reached R1.87 billion, comprising R0.92 billion to EMEs and R0.95 billion to QSEs.

Non-financial support

We expanded several non-financial support programmes to strengthen the capability and competitiveness of SMMEs in our development pipeline.

Supplier readiness

This new programme was introduced to equip aspiring contractors with the capabilities required to respond successfully to requests for tenders, and improve compliance with relevant legislation.

Rolled out across all BUs, the programme is designed to improve supplier preparedness and strengthen the pipeline of enterprises ready to participate in our value chain.

Contractor management and development

To broaden our impact, we successfully appointed YIEDI as our implementation partner for the expanded version of this programme, which was rolled out in 2025 with an initial cohort of 18 beneficiaries. The programme provides targeted support to first-time contractors through training, gap assessments, business operations improvement and progress monitoring.

Financial excellence

In partnership with SAICA, this programme has supported 87 SMMEs over its first three cohorts, creating 102 new jobs, securing new contracts for 16 SMMEs, while 17 expanded their market share and four accessed loan funding to support growth.

The fourth cohort started in 2025, extending support to a new group of entrepreneurs. The programme remains an important lever in improving financial discipline, operational efficiency and long-term sustainability for SMMEs.

Pitch for funding

In partnership with the Small Enterprise Development and Finance Agency, we provided 29 small enterprises with grant funding of R250 000 each to strengthen their business growth (2024: 27).

We implemented the programme in nine host communities in 2025 (2024: nine).

Now in its second year, the pitch for funding programme supports micro and survivalist SMMEs that are not yet ready for loan financing but show potential for growth with early-stage support.

Enabling enterprise and supplier development continued

ESD portal enhancements

We expanded the functionality and use of the digitised ESD supplier portal in 2025, which is central to improving transparency, efficiency and accessibility across the programme. The portal enables SMMEs to submit and track applications for financial and non-financial support, while providing access to a structured development pathway.

The platform offers a range of digital tools including:

- Business plan templates and agreements
- Online gap assessments
- E-learning modules through a voucher-based model
- Beneficiary forums and collaboration platforms
- Visibility of grant and loan options

Increased use of the portal enhanced monitoring, reduced administrative turnaround times and improved the consistency of support delivered across hubs.



2026 key actions

During 2026, we will focus on implementing initiatives that drive the updated strategic objectives outlined in the ESD strategic priorities. These initiatives include:

- Continue managing the ESD loan book within acceptable risk levels
- Implementing a purchase order loan fund in the first half of 2026
- Embedding an ecosystem-based approach for SMME development
- Explore the development of suppliers in strategic goods/services
- Aligning ESD hubs more closely with BU localisation plans
- Improving processes, systems and technology to strengthen data quality and operational efficiency
- Exploring additional support mechanisms for programme graduates, including opportunities to foster “pay it forward” mentoring

Case study

Scaling local enterprise through strategic partnership

Maake Mining Services accelerated its growth through a three-year contract at Exxaro’s Grootegeluk mine, supported by targeted ESD funding that strengthened local employment and skills development.

Founded on more than 20 years of industry experience, Maake Mining Services began full operations in 2022 with a focus on safety, quality and community impact. A breakthrough came in August 2024 when the company secured a three-year contract at Grootegeluk to manage cyclic ponds and Dam 5, support loading and hauling activities, and maintain key infrastructure.

To support delivery, the company received R30 million in ESD funding from Exxaro in two tranches during 2024. The funding enabled investment in new machinery, strengthening operational capacity and improving production performance. Structured to align with cash flow, the loan model allowed the business to generate revenue before commencing repayments, supporting financial sustainability.

Since securing the contract, the company has matured operationally, strengthened safety standards and expanded its workforce.

Impact highlights

- R30 million in ESD funding unlocked fleet expansion and increased production capacity
- 76 jobs created, with 67% of employees drawn from local communities
- Improved operational reliability and production delivery beyond allocated volumes
- Advanced local skills development and supplier capacity within the mining value chain



Creating post-mining economies

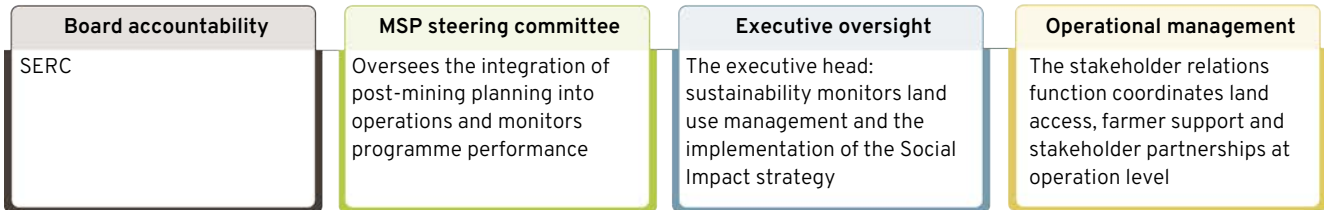
Why this matters

Many of our operations are located in rural areas where economic activity outside of mining is limited and unemployment, particularly among youth, is high. Without deliberate intervention, mine closure can intensify social vulnerability and erode local livelihoods.

Through the MSP, we convert rehabilitated or unused mining land into productive agricultural assets that support enterprise development and sustainable income generation, contributing to an impactful transition, inclusive growth and long-term community wellbeing.



Governance and oversight

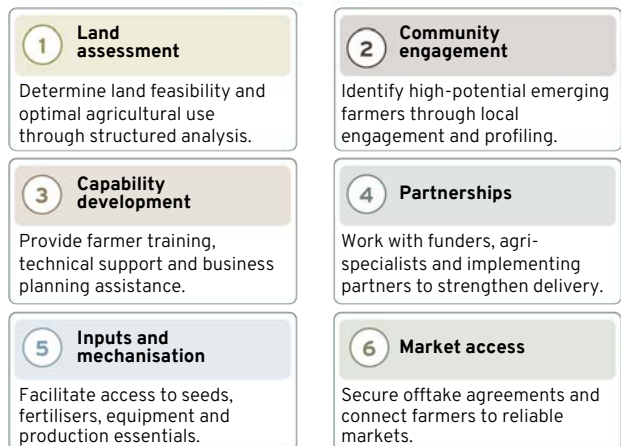


Strategy and management approach

We aim to effectively develop emerging black farmers, transforming them from subsistence to commercial farmers by enabling access to land, resources and market opportunities. Our partnership-focused approach enables Exxaro to provide structured support that positions participants for long-term success within the agricultural value chain.

Key elements of our approach include:

- Integrating post-mining agricultural opportunities through community engagement and land use analysis
- Identifying, assessing and profiling emerging farmers to determine suitability for participation
- Establishing partnerships that provide technical, financial and operational assistance across the farming lifecycle
- Developing business plans, financial models and production best practice training, strengthened by ongoing mentorship
- Securing land leases, partnerships with development finance institutions, agri-specialists and product offtakers to ensure market access and compliance
- Monitoring and measuring performance indicators such as land under management, yield and revenue increases, jobs created, training delivered and farmer independence



Creating post-mining economies continued

Holistic development and support

We strengthen post-mining economic resilience by providing integrated support that enables emerging farmers to operate independent, commercially viable agri-enterprises. We provide farmers with tailored support that covers foundational and advanced requirements across the agricultural value chain. This includes access to rehabilitated or unused mining land, essential inputs and mechanisation, and technical guidance on crop and livestock production. Farmers receive training in production best practices, compliance readiness (including Global GAP and other requirements) and enterprise management. We also help farmers develop business plans, financial models and funding applications.

Development partnerships

We work with development finance institutions to raise funding for farmers, secure land leases and facilitate access to resources. In addition, partnerships with agri-specialists and offtake partners help ensure that participating farmers can meet market standards and secure reliable buyers. These collaborations enhance the MSP's reach and enable farmers to progress from inception to commercial maturity.

Monitoring, measuring and reporting

We track several indicators to ensure that our interventions deliver community benefits and progress farmers towards independence. Key measures include:

- Total land under management and in use or to be used by emerging farmers
- Increase in yields (crop farming)
- Increase in revenue generated by farmers (crop and cattle farming)
- Jobs created and retained (seasonal and permanent)
- Number of farmers trained
- Number of sustainable farmers who can operate independently and deliver on their offtake agreements

We also track funding deployed through Exxaro's instruments and additional capital leveraged from development finance institutions.

2025 performance

Province	Type of farming	Number of projects		Number of farmers	
		2025	2024	2025	2024
Limpopo	Crops	4	4	13	230
Mpumalanga	Livestock, grain, fruit and poultry	13	13	31	32
Gauteng	Essential oils	1	1	1	1
KwaZulu-Natal	Livestock, grain, forestry and essential oils	15	15	90	297
Western Cape	Honey	1	1	1	1
Eastern Cape	Livestock	2	2	2	101
Total		36	36	138	662

Due to capacity and funding challenges, the number of farmers receiving support through the MSP decreased compared to last year. We are exploring alternative funding sources for farmers currently not receiving support. However, farmers who graduate from the MSP will be replaced from the pool of farmers that has been scoped and baselined. The number of supported farmers will therefore always be at least 138.

Improving our post-mining economies management

Programme scope and reach

The MSP has 10 662.5ha under management. At year end, we supported 138 farmers across 36 projects in six provinces (2024: 662 farmers).

- 54% female farmers (2024: 4%)
- 23% youth farmers (2024: 23%)

Access to support, resources and funding

- No funding was provided for the MSP from Exxaro in 2025. The focus was on using funds that were approved and disbursed in 2024*
- Additional funding leveraged: R47 million (2024: R15 million)

Agricultural performance

- 10 farmers planted tomatoes on 33ha with a yield of 383t
- One farmer grew stoned fruit on 12ha of land with a yield of 23t
- Two farmers harvested 6 430t of maize from 1 090ha
- One farmer harvested 952t of soya beans from 379ha
- One farmer with 2.4ha harvested 173t of vegetables

We did not enter into new leases during 2025, as the focus for the year was on deepening the quality and effectiveness of support within existing projects. This deliberate consolidation enables stronger engagement, deeper farmer capacity building and greater impact at farm level.

Additional projects will be introduced as current participants mature through the programme and demonstrate readiness for graduation.

In 2025, farmers made gradual progress toward greater independence through training, mentorship and production support. Several projects, however, required additional assistance.

Farmers used the additional funding for soil preparation and input costs.

Crop performance was impacted by adverse climate conditions and late planting in 2025, leading many farmers to fall short of expected yields. The reduced harvest volumes also influenced seasonal job creation, which depends heavily on cropping cycles. Several farmers will require additional technical and financial support in the next planting season, particularly where loans were tied to current season output.

* The funding includes the technical, non-financial support provided to the farmers.



2026 key actions

Our focus for 2026 is to strengthen agricultural resilience, secure additional funding partnerships and pilot alternative post-mining land uses. We aim to do this by:

- Expanding the ecosystem of partners to complement the MSP capabilities
- Implementing a beekeeping project in Belfast
- Welcoming new graduates into the MSP

Driving supply chain sustainability

Why this matters

Exxaro's supply chain plays a central role in advancing economic inclusion, strengthening host communities, supporting national transformation priorities and environmental objectives.

Through intentional green procurement, and preferential and local procurement, we help unlock opportunities for emerging businesses, contribute to sustainable livelihoods and responsible sourcing in line with our Sustainable Growth and Impact strategy.



Governance and oversight

Board accountability

SERC, RBR and investment committees

Executive oversight

The executive head: commercial implements policies and guidelines for the execution of the supply chain strategy in support of the sustainable growth and impact objectives

Operational management

The group manager: supply chain management leads and aligns execution of the procurement mandate to achieve SMME and ESG objectives

Strategy and management approach

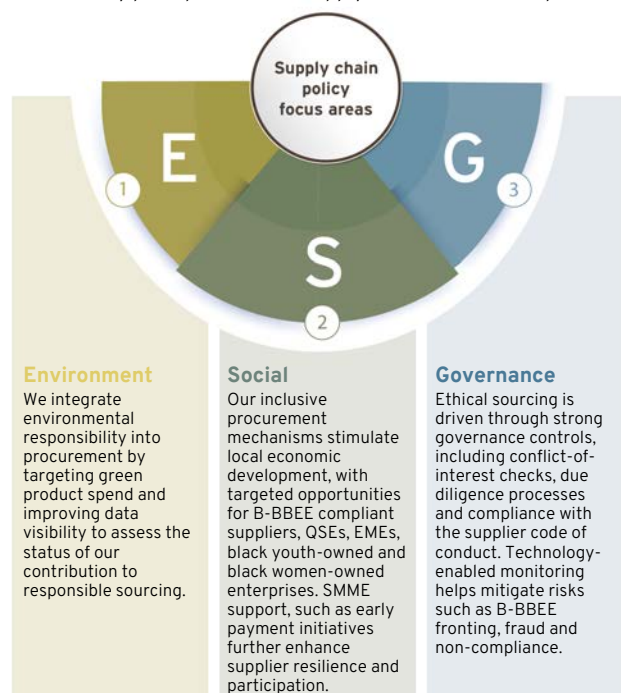
Our supply chain management strategy sets out how we apply strong governance, ethical standards and transformation priorities across our procurement activities. The strategy is supported by our supply chain source-to-pay and sustainability policies and aligns with the requirements of the B-BBEE Act, Mining Charter III and our SLP commitments.

Key elements of our approach include:

- Developing and refining policies that go beyond compliance and integrate ESG imperatives into our procurement practices
- Advancing local economic development by enabling greater participation of historically disadvantaged suppliers, with a specific emphasis on enterprises owned by black youth, people living with disabilities and black women
- Strengthening supplier onboarding, monitoring and due diligence processes to reinforce ethical sourcing and reduce exposure to supply chain risks
- Monitoring, measuring and reporting procurement performance against our targets for preferred groups
- Maintaining a fair, equitable and transparent procurement process, grounded in strong governance and controls
- Working with regulators, industry partners and community stakeholders to advance shared value within the supply chain

Supply chain policy focus areas

We demonstrate our sensitivity to the environmental and socio-economic challenges facing South Africa by incorporating sustainability principles into our supply chain. This is underpinned by:



Driving supply chain sustainability *continued*

Preferential procurement

We prioritise procurement from B-BBEE compliant suppliers, with a particular emphasis on black women, youth and people living with disabilities. Our procurement targets include directing 12% of spend to black women-owned companies and 13% of total procurement spend to local SMMEs from host communities.

We support inclusive procurement by:

- Earmarking portions of procurement spend for qualifying supplier groups
- Promoting local procurement through sub-contracting
- Encouraging local hiring by suppliers where skills are needed

We also recognise that smaller suppliers often face cash flow constraints, which is why we offer preferential payment terms and early settlement of invoices. In exceptionally compelling cases, we provide advance payments or relax bank guarantee requirements to help SMMEs deliver on their contracts.



Cennergi monitors its procurement share from B-BBEE suppliers, QSEs, EMEs and women-owned vendors against commitments and targeted percentages in the implementation agreement between Cennergi and the Department of Electricity and Energy:

- Tsitsikamma community windfarm and Amakhala Emoyeni have set procurement goals of 60% total procurement from B-BBEE suppliers, 10% from QSEs and EMEs, and 5% and 2.5% respectively from women-owned vendors
- The LSP has set procurement goals of 40% from B-BBEE suppliers, 10% from QSEs and EMEs, 3% from women-owned vendors and 3% from youth-owned vendors
- Karreebosch, Goldwind and Concor have set combined procurement goals of 63.07% from B-BBEE suppliers, 25.89% from black enterprise, 18.51% from QSEs and EMEs, and 7.24% from women-owned vendors

Ethical procurement

We promote ethical and sustainable sourcing by aligning our policies and controls to ensure that all suppliers meet Exxaro's governance standards and commit to our supplier code of conduct and conflict of interest guidelines. Our processes focus on:

- Using technology-enabled screening and due diligence to identify conflicts of interest and mitigate risk of exposure to B-BBEE fronting or fraud
- Incorporating ethical requirements into the vendor onboarding process
- Hosting ethics moments at various levels of supply chain

Green procurement practices

We incorporate green procurement targets into our supply chain performance to reduce our carbon footprint and support Exxaro's environmental commitments.

Stakeholder collaboration

We work with a range of partners to advance inclusive, ethical and supply chain sustainability practices. Collaboration supports shared learning, strengthens governance and enables broader socio-economic impact across our value chain.

Our key stakeholders include:

- Suppliers
- Applicable government and regulatory authorities
- Local communities

Case study

Empowering community enterprises through targeted SMME support

Noku Resources Proprietary Limited is a 100% black woman-owned enterprise founded in Rietspruit, Mpumalanga. After completing Exxaro's business development programmes, the company transitioned from a dormant entity into a viable supplier in the mining sector. Exxaro's structured ESD support has since enabled the business to scale, secure contracts and build long-term capability.

Noku Resources became operational after Nokulunga Dlamini completed Exxaro's Sunrise Community of Practice programme in 2020, followed by incubation support funded through our SLP. These interventions strengthened the company's governance, financial management and service delivery skills, enabling Noku to secure a five-year industrial cleaning contract at Matla mine as well as a dust suppression sub-contract at Seriti Power's New Largo mine.

To further enhance operational capacity, Exxaro approved a zero interest ESD loan of R1.19 million in 2025 for the purchase of a 20 000-litre water bowser. This investment reduced reliance on leased equipment, supported contract execution and helped sustain 39 jobs filled entirely by local community members.

With a more resilient business model, Noku Resources is now expanding its services into logistics and conveyor maintenance, with projected turnover expected to exceed R10 million by 2026. Exxaro will continue to provide targeted non-financial support, including mentorship and financial management guidance, to reinforce sustainable growth.

2025 performance on local procurement

Local vendors accounted for 14.6% of our total procurement spend, representing R1 795 million directed to businesses in host communities. This supported more than 511 local vendors, including 389 local SMMEs, who received R1 307 million in procurement spend.

	2025	2024	2023
Procurement spend directed to local SMMEs	R1.3 billion	R 1.2 billion	R1.4 billion
Number of local SMMEs supported through procurement spend	389	392	341
Value of local contracts awarded	R1.4 billion	R1.2 billion	R1.9 billion
Number of local vendors awarded contracts	70	38	31

B-BBEE preferential procurement

Preferential procurement contributed a score of 26.8 out of 29 points towards our current achievement of B-BBEE level 2 recognition. This contribution is complemented by a 0.6% improvement on spend with EME and QSE.

Women and youth procurement spend

Exxaro achieved a procurement spend of 19% from black women-owned businesses, against the target of 15%. Procurement spend from youth-owned businesses was 13%, against the target of 5%.



Cennergi met its preferential procurement targets for 2025 and did not incur any termination points.

Green procurement

Exxaro achieved 6.4% on overall green procurement performance against the target of 2%. The following measurement categories contributed to this outcome:

- 7.27% resource efficient procurement (2024: 1.15%)
- 3.41% energy efficient procurement (2024: 0.92%)
- 1.57% environmentally preferable procurement (2024: 0.48%)
- 10.11% reverse logistics (2024: 6.40%)

Ethical procurement

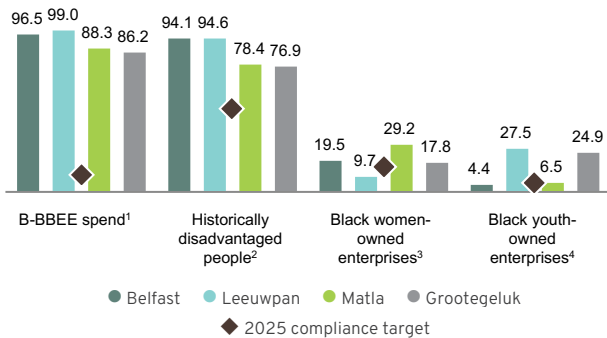
We enhanced our anti-corruption and transparency practices by:

- Hosting a Supplier Ethixx Day, reinforcing ethical conduct and transparency
- Updating the supplier code of conduct to align with industry best practice and King IV
- B-BBEE fronting checks and reviews

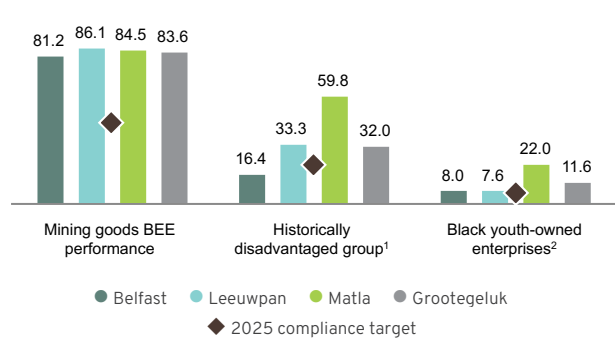
Mining Charter III

As a mining right holder, Exxaro measures our inclusive procurement by assessing our performance against Mining Charter III for procuring mining goods and services from designated groups. Exxaro maintained the achievement of our target of 40 points (2024: 40) on the Mining Charter III in 2025.

Mining Charter III – services procurement performance (%)




Mining Charter III – goods procurement performance (%)



¹ Procurement from entities with more than 25% black ownership and at least level 4 on the B-BBEE scorecard.
² Procurement from entities with HDP as majority owners.
³ Procurement from entities with black women as majority owners.
⁴ Procurement from entities with black youth as majority owners.

¹ Procurement from entities with HDP as majority owners.
² Procurement from entities with black youth as majority owners.



2026
key actions

Our focus for 2026 is to increase effectiveness of procurement practices and contributions through targeted initiatives, including:

- Improving alignment of procurement processes with ethics and conflict of interest policies
- Improving procurement with our local communities suppliers
- Conducting physical on-site verifications of supplier references
- Conducting conflict of interest reviews with current vendors
- Sustaining early detection of B-BBEE fronting
- Engaging effectively with stakeholders

Embedding human rights in our business

Why this matters

Our operations and value chain intersect with employees, contractors and communities, where impacts on safety, equality and access to essential services can arise. We strive to embed human rights as the foundation of the standards applied across our business to prevent harm and promote dignity.

Upholding these rights strengthens our social licence to operate, ensures compliance with national and global frameworks and supports resilient, equitable communities.



Governance and oversight



Strategy and management approach

We manage human rights through a proactive and structured approach that integrates strong governance, due diligence and consistent implementation across operations. Our human rights policy guides expected behaviours and aims to prevent adverse impacts, promote dignity and fairness, and strengthen the systems that safeguard people throughout our operations and value chain.

Key elements of our approach include:

- Embedding human rights risk assessments into ESG due diligence
- Ensuring contractor and supplier standards cover labour rights, safety and fair treatment
- Training employees and contractors on human rights awareness
- Providing secure whistleblower channels through the fraud and ethics hotline
- Maintaining grievance mechanisms that are accessible to employees, contractors and communities
- Collaborating with NGOs, regulators and industry partners on best practice
- Reviewing human rights processes and policies to support continual improvement
- Encouraging open communication between employees and supervisors

We align our human rights approach with the following guidance:

Organisation	What it means for Exxaro
South African Constitution, BCEA and Labour Relations Act	Foundation for labour rights, fair treatment and legal compliance
Minerals Council South Africa Human Rights Framework	Sector-specific guidance for managing human rights in mining operations
UNGPs on Business and Human Rights	Standard for due diligence, prevention of harm and remedy where impacts occur
ILO Declaration on Fundamental Principles and Rights at Work	Protects freedom of association, fair working conditions and prohibition of child or forced labour
OECD Guidelines for Multinational Enterprises	Responsible business conduct expectations across global value chains
UN Global Compact Principles	Alignment with principles on human rights, labour, environment and anti-corruption



Cennergi ensures human rights considerations are adequately managed and addressed through human resources policies and a code of conduct and grievance procedure aligned with South African human rights legislation. Cennergi is also committed to the IFC's Performance Standard 2 on labour and working conditions, which requires companies to treat their employees fairly, provide safe and healthy working conditions, avoid using child or forced labour and identify related risks in their primary supply chain.

Review and due diligence

We conduct regular reviews to identify, prevent and mitigate actual and potential human rights impacts across our operations and communities. In addition, we review our governance processes, policies and operating practices for compliance with national regulations and international standards, accompanied by actionable recommendations, as well as internal standards and supporting documentation to integrate human rights and help to prevent our involvement in any adverse human rights impacts.

Following our due diligence conducted in 2024, the following key areas have been identified for improvement:

- Aligning policies with Exxaro's evolving organisational structure and operational processes
- Developing a formal communication plan to ensure all stakeholders, including suppliers, fully understand Exxaro's human rights commitments and grievance procedures
- Enhancing the supplier code of conduct to formalise and align grievance mechanisms across all operations
- Expanding Exxaro's policy commitment on child labour to include broader children's rights

We conduct annual independent compliance audits at all BUs, covering environmental management, water use, air quality, SLPs, health and safety, with oversight from the combined assurance forum.

We encourage all stakeholders to report suspected fraud, corruption or human rights violations to our anonymous fraud and ethics hotline. Employees can also report human rights violations to supervisors, line managers and the people and performance department.

Prevention and mitigation

As we embed human rights practices within our business and business conduct, we invest in and develop areas within our sphere of influence for the benefit of our stakeholders.

These focus areas include:

Governance and ethics

Our board oversees human rights considerations through its broader governance mandate, which includes economic transformation, fraud and corruption prevention, public health and safety, consumer protection, community development and environmental stewardship. All litigation matters are reported on giving consideration to possible ESG and human rights impacts. This oversight ensures Exxaro remains ethical and compliant.

We prioritise the protection of human rights across our value chain by working with contractors and suppliers that demonstrate responsible conduct, as defined in our updated supplier code of conduct. The new supplier code of conduct (available on our [website](#)), approved in November 2025, confirms Exxaro's commitment to protect and uphold human rights and our requirement that suppliers and business partners comply with our policy, failing which it will be considered a material breach, which may lead to termination.

Ethical culture is reinforced through our mining with morals programme, which raises awareness of expected conduct and encourages employees to speak up when they see misconduct or potential human rights concerns.

Robust governance structures, including board policy approval, oversight by two board committees and an internal escalation process for complaints are in place.

[Fraud and ethics hotline](#) (page 104)

Respect for all communities

Exxaro recognises that communities have the fundamental right to access essential services and to live in safe and healthy environments. Our approach includes:

- Respecting the cultural values of host communities, including traditional authorities
- Supporting community self-sufficiency, sustainability and the protection of health, safety and the natural environment
- Providing appropriate mitigation where communities may be affected by noise, air pollution or hazardous materials
- Following the DMPR's mine community resettlement guidelines when resettlement is required
- Applying the IFC's Performance Standard 5 and the Minerals Council's Human Rights Framework for non-mining-related resettlements to ensure ethical and equitable outcomes

[Empowering our communities](#) (page 77)

Children's rights

Exxaro supports the rights of children to access quality education and to be treated in a manner appropriate to their age. Our approach includes:

- Prioritising human capital development in our social investment strategy, with a focus on ECD, whole school development, skills development and agricultural and entrepreneurial skills
- Designing ECD programmes that help children become school-ready and able to thrive
- Improving school infrastructure through our Grootegeluk and Matla SLPs to create conducive learning environments
- Identifying infrastructure needs through stakeholder engagement to promote equal access to education for learners and teachers





Environmental management and conservation

We safeguard the environment and support community resilience by planning early for mine closure and prioritising rehabilitation throughout the mining lifecycle. Our approach includes:

- Supporting black emerging farmers through the MSP programme
- Providing funding, market access, inputs, machinery and training to help farmers commercialise their businesses
- Creating secondary economic activity in areas where Exxaro, previously Kumba and Iscor, has operated
- Aligning closure and rehabilitation practices with our commitments to responsible mining, decarbonisation and climate change mitigation

[Integrating mine closure and rehabilitation](#) (page 45)

Embedding human rights in our business continued

<p>Equal opportunities, non-discrimination and transformation</p>	<p>Exxaro's DEI strategy:</p> <ul style="list-style-type: none"> • Supports employees' human rights by preventing discrimination, harassment and racism • Aligns with the National Gender Policy Framework and the UN Convention on the Elimination of All Forms of Discrimination against Women <p>We train leaders and employees on gender equity and identity, LGBTQIA+ inclusion, racial equity, disability competence and inclusive culture to promote fairness and respectful conduct.</p> <p> Our DEI strategy (page 64)</p>
<p>Human rights in the workplace</p>	<p>We uphold internationally recognised labour rights in all workplaces. This includes:</p> <ul style="list-style-type: none"> • Prohibiting forced or compulsory labour • Adhering to the legal minimum age of 18 and ILO child labour conventions • Supporting legitimate apprenticeships, internships and similar programmes in line with applicable laws • Enforcing reasonable working hours, leave and holidays that safeguard physical and mental health • Applying transparent disciplinary and grievance mechanisms that ensure fair treatment <p> Engaging our employees (page 65)</p>
<p>Freedom of association and the right to collective bargaining</p>	<p>Exxaro respects every employee's right to form or join a labour union without fear of reprisal, intimidation or harassment. We foster constructive dialogue with legally recognised union representatives freely chosen by our employees. We engage in good faith to build trust, support collective bargaining and maintain positive labour relations.</p> <p> Trade union representation (page 70)</p>
<p>Safety and health in the work environment</p>	<p>We maintain the highest safety standards and work towards zero harm across all operations. Our approach is supported by rigorous management systems, protocols and programmes that promote safe and healthy working conditions.</p> <p> Prioritising safety (page 57) and promoting health and wellness (page 61)</p>
<p>Security</p>	<p>When protest action affects our operations, we are guided by the Regulation of Gatherings Act, 1993 (Act 205 of 1993), our stakeholder management and human rights policies and our security strategy, aligned with the Voluntary Principles on Security and Human Rights. All of our operations implement a human rights and security approach consistent with these voluntary principles.</p> <p>We also give ongoing training for employees on human rights principles:</p> <ul style="list-style-type: none"> • Induction programmes educate employees about human rights and our position against discrimination • We train security personnel in human rights aspects relevant to each operation • Refresher courses include human rights

Stakeholder collaboration

Open communication and transparent engagement are essential for identifying and addressing human rights concerns. To support this, we provide several channels for stakeholders to raise concerns and take all grievances seriously. We investigate and address complaints appropriately.

Key collaborations and engagements include:

<p>Communities</p>	<p>Using stakeholder engagement forums to discuss issues directly and build positive relationships with our communities</p>
<p>Employees</p>	<p>Engaging employees on labour rights, fair treatment and ethical conduct through induction, training and awareness programmes, alongside participation in community-centred initiatives such as food garden projects</p>
<p>Suppliers</p>	<p>Working with suppliers to promote responsible business practices and uphold human rights expectations across the supply chain</p>
<p>Government and regulators</p>	<p>Engaging with national and provincial departments and regulators, including the DMPR, DoH and DoE, to support compliance with regulations that protect community and employee rights</p>
<p>Industry alliances</p>	<p>Collaborating through the Minerals Council to promote responsible practices and address shared human rights concerns within the mining sector</p>
<p>Research and education institutions</p>	<p>Partnering with universities on research and community empowerment initiatives that support local development and sustainable natural resource management</p>

2025 performance

	2025	2024	2023
Human rights grievances lodged against Exxaro	None	None	None
Employees participating in DEI courses such as workplace harassment and diversity and inclusion	38	136	196
Fraud and ethics allegations reported	291	252	191
Allegations reported via the fraud and ethics hotline	275	220	164
Percentage of allegations resulting in disciplinary inquiries	5%	4%	23%
Disciplinary hearings concluded	14	5	22
Cases brought before the Council of Conciliation, Mediation and Arbitration (CCMA)	6	4	2

In total, 19 disciplinary inquiries were recommended, 14 were concluded and five did not take place due to employee resignations. Of the 14 disciplinary hearings concluded in 2025 (2024: five), 14 ended with a verdict of guilty (2024: four), while zero resulted in a not-guilty verdict (2024: one).

With regard to CCMA cases, the Commissioner decided in favour of Exxaro once (2024: twice) and there was no instance where the matter was resolved through a mutual agreement (2024: none). Five other matters lodged with the CCMA in 2025 are still outstanding.

Improving our human rights management

We invested R60 million in initiatives that support human rights in 2025, demonstrating Exxaro’s commitment to go beyond regulatory compliance in promoting sustainable development across our host communities. These investments focused on education, essential services, agriculture and health.

Strengthening education and child development

- We completed and handed over a new school hall and five classrooms at Nelsonskop Primary School in Lephalale, reducing overcrowding and supporting the right to quality education
- Our ECD centres supported 2 955 children, helping ensure school readiness and age-appropriate development
- Our investment in teacher development advanced, with 31 teachers qualified for accredited training and an additional 96 participating in relevant training programmes
- Our ongoing visual and audiology programme delivered critical health screening for 2 037 learners in KwaZulu-Natal (Hlobane and Durnacol). Of these, 58 got prescribed spectacles and 16 hearing aids. Wax removal was done for 38 learners

Improving access to essential services

- In Lephalale, our refurbishment of the sewer plant improved public health and restored dignity for approximately 144 000 residents
- Our teams constructed two water purification plants in water-scarce Tshikondeni, using sand extraction technology. Final commissioning awaits the replacement of an out-of-service transformer required for the power connection
- Refurbishing the substation in the Thuthukani township of eMalahleni improved electricity reliability for surrounding communities
- The new access road we developed in Belfast strengthened mobility and supported local economic activity
- At Leeuwpan, our support for the borehole resuscitation project included procuring all required material on time, while slower-than-planned municipal installation extended the overall project timeline

Agricultural and economic development

- We strengthened food security and local livelihoods through agricultural and entrepreneurial training programmes
- We supported sustainable community development through initiatives that promote self-sufficiency and enhance economic resilience

Strategic partnerships and capacity building

- We signed an MoU with the Limpopo DoE to enhance the quality of our educational initiatives, improve delivery efficiency and ensure investments align with provincial priorities
- Through a Minerals Council-facilitated process, Exxaro, the MQA, Eskom and the Department of Higher Education established a collaborative initiative to strengthen the Lephalale TVET College’s training capability and improve graduate employability



2026 key actions

Our focus for 2026 is to scale up human capital development through targeted ECD support, whole school development and strategic education infrastructure. We will be partnering with various stakeholders to implement ECD by:

- Establishing 30 ECD centres (age three to five years) in Mpumalanga for teacher development and training, infrastructure support and registration of the centres
- Implementing ECD foundation phase (age six to nine years) across our BUs through numeracy, literacy and science teacher development and resourcing
- Improving critical subjects in high schools through academic camps and maths programmes
- Advancing digital equity through comprehensive educational programmes, fostering digital inclusion by providing essential technology education
- Capacitating identified TVET colleges in partnership with the MQA