PERFORMANCE HIGHLIGHTS
For the year ended 30 June 2021

Revenue

\[ \uparrow 14\% \]

R39.5 billion
(2020: R34.6 billion)

Operating profit

\[ \uparrow 44\% \]

R2 273 million
(2020: R1 578 million)

Profit before tax

\[ \uparrow 1 409\% \]

R1 774 million
(2020: R118 million)

Earnings per share

\[ \uparrow 645\% \]

284 cents
(2020: Loss of 52 cents)

Headline earnings per share

\[ \uparrow 89\% \]

285 cents
(2020: 151 cents)

Earnings per share

47 cents
(2020: Nil)

Dividend per share

Cash generated from operations

\[ \uparrow 11\% \]

R4 785 million
(2020: R4 302 million)

NAV per share

\[ \uparrow 4\% \]

R32.35
(2020: R31.16)
<table>
<thead>
<tr>
<th>Category</th>
<th>Change</th>
<th>Value</th>
<th>(2020)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>↓4%</td>
<td>13 075</td>
<td>(13 568)</td>
</tr>
<tr>
<td>Employee costs</td>
<td>↑15%</td>
<td>R4.8 billion</td>
<td>(R4.2 billion)</td>
</tr>
<tr>
<td>CSI spend</td>
<td>↓14%</td>
<td>R18 million</td>
<td>(R21 million)</td>
</tr>
<tr>
<td>Energy consumption</td>
<td>↓10%</td>
<td>65 844 930 kWh</td>
<td>(73 481 755 kWh)</td>
</tr>
<tr>
<td>Total CO$_2$e</td>
<td>↑5%</td>
<td>365 560 t</td>
<td>(349 548 t)</td>
</tr>
<tr>
<td>Water withdrawal</td>
<td>↑13%</td>
<td>534 033 kl</td>
<td>(472 596 kl)</td>
</tr>
<tr>
<td>Fuel consumption</td>
<td>↑9%</td>
<td>113 724 697 ℓ</td>
<td>(104 573 676 ℓ)</td>
</tr>
<tr>
<td>Road distance</td>
<td>↑15%</td>
<td>228 735 899 km</td>
<td>(198 243 274 km)</td>
</tr>
</tbody>
</table>