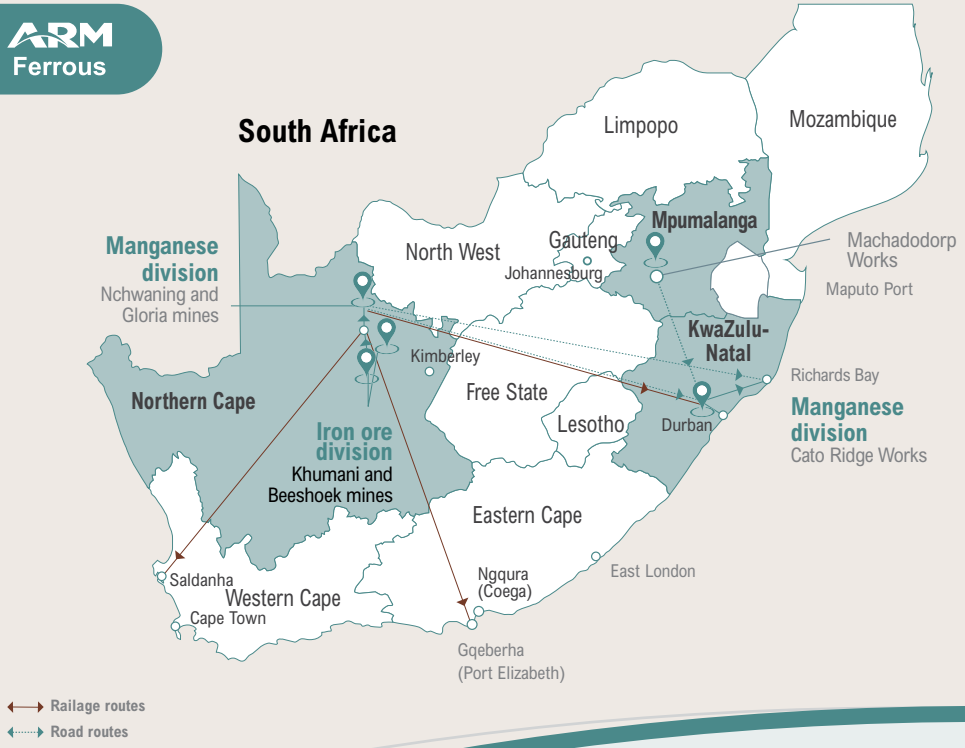
OPERATIONAL REVIEWS

ARM Ferrous





MARYKE BURGER

Chief executive – ARM Ferrous

KEY FEATURES FOR F2026

World-class safety performance

Robust financial position

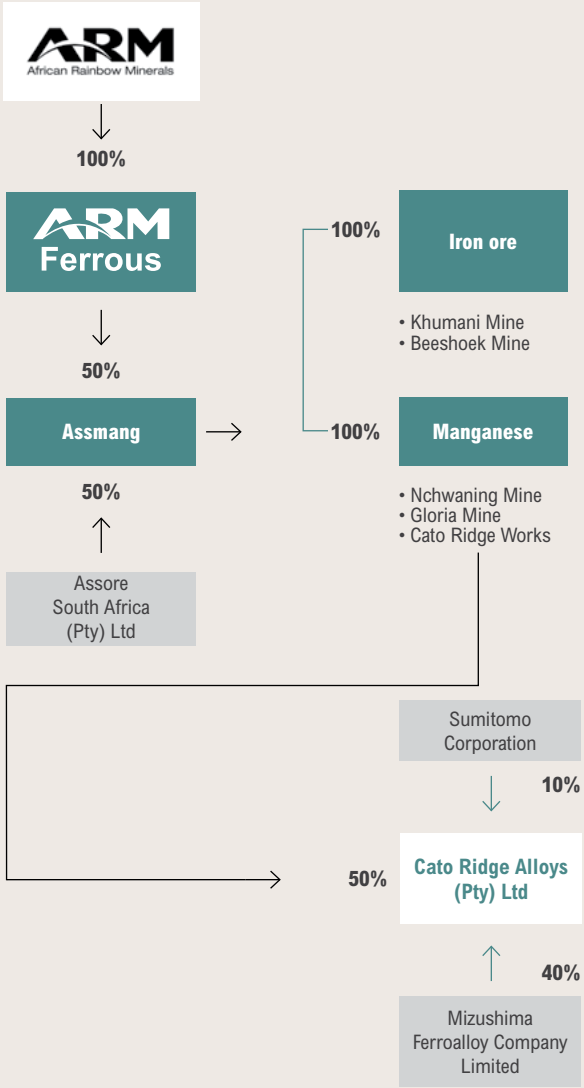
Average realised rand export iron ore price **down 15%**

SIGNIFICANT POINTS

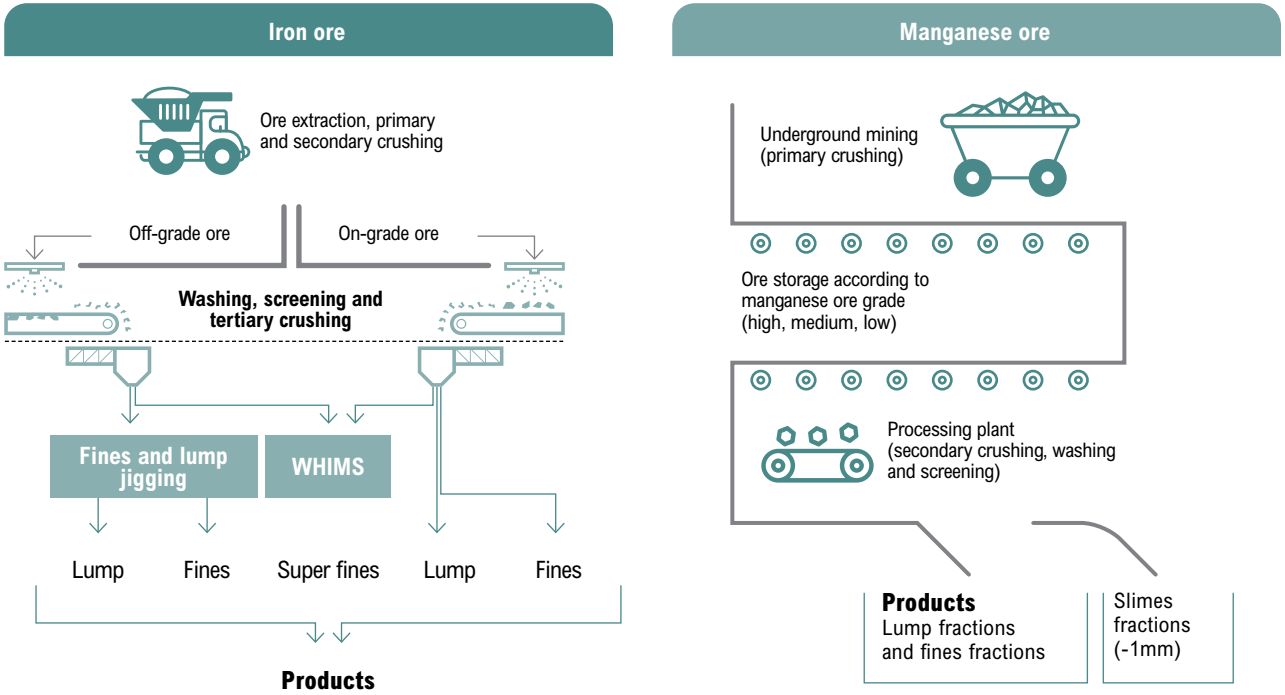
- Decreased local iron ore sales volumes after ceasing production at Beeshoek Mine
- Increase in production volumes of manganese ore
- Lower unit cash cost increase compared to F2025 at manganese division

OPERATIONAL REVIEWS CONTINUED

Structure



Production process



OPERATIONAL REVIEWS CONTINUED

Scorecard

Khumani Mine Iron ore

F2026 OBJECTIVES	ACHIEVED/NOT ACHIEVED	F2027 OBJECTIVES
➤ Ensure LTIFR below tolerance level of 0.20 per 200 000 man-hours.	**Achieved** ➤ LTIFR 0.04 per 200 000 man-hours.	➤ Ensure LTIFR below tolerance level of 0.20 per 200 000 man-hours.
➤ Production planned at 12.3 million tonnes to accommodate Transnet's deteriorating performance.	**Achieved** ➤ 12.39 million tonnes.	➤ Production planned at 12.5 million tonnes.
➤ Lump to fines ratio of 56:44.	**Not achieved** ➤ Lump to fines ratio of 55:45.	➤ Lump to fines ratio of 56:44.
➤ Total ex-pit ore mining from the King Pit to be increased to 70%.	**Achieved** ➤ Total ex-pit ore mining from the King Pit was 70%.	➤ Total ex-pit ore mining from the King Pit to be maintained at 70%.
➤ Sales volumes planned lower at 12 million tonnes to accommodate risk of Transnet's performance in F2026.	**Achieved** ➤ Sales volumes of 12.46 million tonnes.	➤ Sales volumes planned lower at 12.3 million tonnes to accommodate Transnet shuts.
➤ Target unit cash cost (pre-charge out cash cost on mine) increases to R542/tonne for F2026, mainly due to above-inflation electricity rates increase and increased waste mining volumes required.	**Achieved at R539/tonne** ➤ Lower ex-pit mining volumes, lower waste stripping ratio and lower fixed-cost volume variance due to 90 000 tonnes higher production volumes more than offsetting higher fuel and explosives costs as well as maintenance costs on ageing fleet at King Mine nearing replacement cycle.	➤ Target unit cash cost (pre-charge out cash cost on mine) increases to R610/tonne for F2027, mainly due to higher fuel and explosives costs as well as above-inflation electricity rates and increased waste mining volumes required.

OPERATIONAL REVIEWS CONTINUED

Beeshoek Mine Iron ore

F2026 OBJECTIVES	ACHIEVED/NOT ACHIEVED	F2027 OBJECTIVES
➤ Ensure LTIFR below tolerance level of 0.15 per 200 000 man-hours.	**Achieved** ➤ LTIFR 0.13 per 200 000 man-hours.	➤ Number of LTIs: 1 maximum.
➤ Achieve production of 948 000 tonnes until 31 October 2025.	**Not achieved** ➤ 856 000 tonnes.	➤ No production: mine on care and maintenance.
➤ No export sales.	**Achieved** ➤ Local sales of 532 000 tonnes after further sales agreement for 1.2 million tonnes negotiated with AMSA.	➤ Achieve sales of 798 000 tonnes over 10 months July 2026 to April 2027 from stock.
➤ Reduce planned unit cash cost per plan by 2%.	**Not achieved** ➤ Fixed cost not diluted due to below-plan production up to 31 October 2025.	➤ During care and maintenance period, primary objectives will be to ensure safety of the mine, maintain full compliance with regulatory requirements, honour EMPR and rehabilitation commitments, and uphold all permit and licence conditions. Additionally, prioritise preservation and maintenance of mine's physical assets to facilitate efficient restart or recommissioning of operations if required.



Beeshoek Mine

OPERATIONAL REVIEWS CONTINUED

Black Rock Mine Manganese ore

F2026 OBJECTIVES	ACHIEVED/NOT ACHIEVED	F2027 OBJECTIVES
➤ Ensure LTIFR below 0.20 per 200 000 man-hours.	**Achieved** ➤ LTIFR 0.15 per 200 000 man-hours.	➤ Ensure LTIFR below 0.20 per 200 000 man-hours.
➤ Target production volumes of 4 million tonnes.	**Not achieved** ➤ Saleable production 3.9 million tonnes due to systemic production challenges during the year.	➤ Target production volumes of 4.1 million tonnes.
➤ Deliver export sales volume of 3.7 million tonnes to accommodate risk of Transnet's performance in F2026.	**Achieved** ➤ Export sales volumes 3.7 million tonnes.	➤ Deliver export sales volume of 3.85 million tonnes to accommodate risk of Transnet performance in F2027.
➤ Targeting unit production cost increase of 9%, negatively impacted by logistics constraints.	**Achieved** ➤ Unit production cost increased by 7%.	➤ Targeting unit production cost increases of 10%, negatively impacted by inflationary pressures and operational cost increases.

Cato Ridge Works Manganese alloys

F2026 OBJECTIVES	ACHIEVED/NOT ACHIEVED	F2027 OBJECTIVES
➤ Ensure LTIFR below tolerance level of 0.19 per 200 000 man-hours.	**Achieved** ➤ Zero LTIs for F2026.	➤ N/A
➤ Ensure zero valid customer complaints for both HCFeMn and MCFeMn.	**Achieved**	➤ N/A



Black Rock Mine

OPERATIONAL REVIEWS CONTINUED

Commodity prices

Average realised US dollar export iron ore prices were 1% higher on a free-on-board (FOB) equivalent basis at US$94 per tonne (F2025: US$93 per tonne). The lump-to-fines ratio decreased from 58:42 in F2025 to 55:45 in F2026.

The average US dollar CIF (cost, insurance and freight) index price for high-grade manganese ore (43.5%) decreased by 5% year-on-year. The average US dollar CIF index price for low-grade manganese ore (36.5%) increased by 8% year-on-year.

Financial performance

ARM Ferrous headline earnings decreased by 42% to R2 028 million (F2025: R3 472 million), driven by lower contributions from both the iron ore and manganese divisions. The iron ore division's headline earnings decreased by 41%, while the manganese division's decreased by 68%.

Operational performance

Iron ore

Iron ore production volumes decreased by 9% to 13.2 million tonnes (F2025: 14.5 million tonnes), due to the cessation of production at Beeshoek Mine at the end of October 2025.

Operational performance at Khumani Mine was affected by substantial rainfall, the annual average rainfall increased by 87%, and mainly impacted 2H F2026. These adverse weather conditions reduced fleet productivity, limited access to mining areas and negatively impacted mining efficiency across the operation. Despite these weather-related challenges, Khumani Mine increased production by 1% to 12.4 million tonnes, 92 000 tonnes higher than the prior year (F2025: 12.3 million tonnes), reflecting the resilience of the operation and the effectiveness of management's proactive and decisive response.

As previously reported, following the completion of a structured consultation process in terms of section 189 of the Labour Relations Act, Beeshoek Mine was placed on care and maintenance. This was as a result of the cessation of iron ore offtake by its sole customer, ArcelorMittal South Africa (AMSA), whose final deliveries under the month-to-month arrangement ended on 27 July 2025. With no sustainable offtake options available after the expiry of the supply agreement and a comprehensive review confirming that alternative commercial arrangements were not economically viable, mining operations ceased on 31 October 2025. At the time, Beeshoek Mine held finished goods of 1.5 million tonnes. Following the cessation of mining, Beeshoek Mine concluded a new 1.2 million tonne offtake agreement with AMSA to sell down this stockpile, with deliveries commencing on 19 February 2026 and 402 000 tonnes sold by 30 June 2026.

Total iron ore sales volumes decreased by 9% to 12.9 million tonnes (F2025: 14.3 million tonnes). Export sales volumes increased by 1% to 12.4 million tonnes (F2025: 12.2 million tonnes), while local sales volumes decreased by 73% to 0.5 million tonnes (F2025: 2.0 million tonnes).

Iron ore divisional on-mine unit cash costs increased by 3% to R536 per tonne (F2025: R522 per tonne).

Khumani Mine's unit cash costs increased by 10% to R539 per tonne (F2025: R491 per tonne), mainly due to inflation (6%) and above-inflation increases in diesel, explosives, power costs and employee costs associated with filling critical vacancies to enhance operational stability and safety performance (4%). The increase in diesel and explosives costs was a result of the Middle East conflict and the resulting energy market volatility, although the impact was partially mitigated through ongoing cost management and operational efficiencies.

The increase in the unit cost of sales for iron ore is mainly attributable to Beeshoek Mine, following the suspension of production at the end of October 2025, which resulted in additional non-cash inventory provisions for obsolete consumables stock and run-of-mine (RoM) stock.

Khumani Mine's unit cost of sales increased by 5% mainly due to higher on-mine unit cash costs and higher inland logistics costs resulting from 306 000 tonnes higher rail volumes. This was partially offset by lower freight costs due to the lower proportion of CIF sales volumes at 37% (F2025: 43%) and a stronger rand.

Following the cessation of production at the end of October 2025, Beeshoek Mine's on-mine unit cash costs decreased by 28%, driven by significantly lower waste stripping during the four-month production period.

Manganese ore

Manganese ore sales volumes were unchanged at 4.5 million tonnes (F2025: 4.5 million tonnes). Export sales volumes decreased by 1% to 3.66 million tonnes (F2025: 3.71 million tonnes). Local sales volumes increased by 7% to 0.83 million tonnes (F2025: 0.78 million tonnes) due to increased offtake from a local customer.

Production volumes at Black Rock Mine increased by 5% to 3.9 million tonnes (F2025: 3.7 million tonnes), driven by targeted operational and technical improvements, including enhanced BEV (battery electric vehicle) utilisation and drilling efficiencies, which supported a strong recovery during F2026. The improved results reflect management's proactive response to operational challenges and their ability to drive continuous improvement, resulting in enhanced operational performance.

OPERATIONAL REVIEWS CONTINUED

Unit cash costs increased by 7% to R1 018 per tonne (F2025: R954 per tonne), mainly driven by inflationary pressures, additional employee-related costs required to enhance safety performance and regulatory compliance, costs associated with maintaining BEV and ensuring equipment complies with stringent safety standards.

Unit cost of sales, which includes marketing and distribution costs, decreased by 1%, driven by lower marketing and distribution expenses as a result of favourable foreign exchange movements during the period and the benefit of higher closing stock levels. These were partially offset by inflationary increases in operating costs.

Manganese alloys

High-carbon ferromanganese production at Sakura up to 31 October 2025 was 81 000 tonnes (100% basis) (F2025: 222 000 tonnes). High-carbon ferromanganese sales up to 31 October 2025 were 67 000 tonnes at Sakura (100% basis) (F2025: 221 000 tonnes).

High-carbon ferromanganese production at Cato Ridge Works ceased at the end of May 2025 due to the permanent closure of the operations (F2025: 94 000 tonnes).

Medium-carbon ferromanganese production at Cato Ridge Alloys ceased at the end of May 2025 due to the permanent closure of the operations (F2025: 48 000 tonnes).

High-carbon ferromanganese sales at Cato Ridge Works decreased by 21% to 27 000 tonnes (F2025: 34 000 tonnes). Medium-carbon ferromanganese sales at Cato Ridge Alloys (100% basis) decreased by 38% to 30 000 tonnes (F2025: 48 000 tonnes).

Unit cash costs were not reported for Sakura, as the investment was sold on 31 October 2025 and no production occurred thereafter.

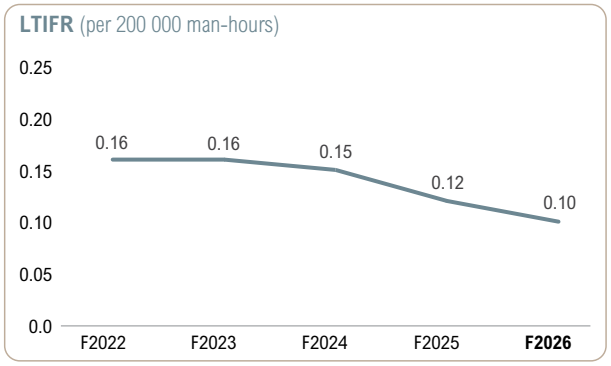
Production activities at Cato Ridge complex ceased at the end of May 2025. Only existing stock is being sold; as a result, no production costs were incurred in F2026.

Ensuring a safe, healthy and appropriately skilled workforce

Total employees at ARM Ferrous decreased by 9% to 8 764 at 30 June 2026 (30 June 2025: 9 693) following the cessation of mining at Beeshoek Mine at the end of October 2025 and the permanent closure of Cato Ridge Works at the end of August 2025. At year end, 57% of the workforce comprised full-time employees and 43% contractors. ARM Ferrous invested R241 million in training in F2026 (F2025: R310 million).

Safety and health

ARM Ferrous recorded no fatalities in F2026 (F2025: one). The divisional LTIFR improved to 0.10 per 200 000 man-hours in F2026 (F2025: 0.12). Khumani Mine achieved seven million fatality-free shifts over 11 years and Black Rock Mine achieved one million fatality-free shifts.



Fatality-free shifts

Operation	Total fatality-free shifts worked*	Last fatality	Fatality-free
Khumani Mine	**7 028 868**	April 2015	11 years
Beeshoek Mine	**6 258 599**	March 2003	23 years
Black Rock Mine	**1 053 850**	April 2025	One year

* *As at 30 June 2026.*

Risk-based occupational medical surveillance programmes identify and address specific health risks in each workplace and occupation, with an emphasis on TB, HIV and Aids, and noise-induced hearing loss (NIHL). In F2026, medical surveillance included:

- 14 118 audiometric tests (F2025: 16 309)
- 42 965 TB-screening tests (F2025: 44 334)
- 18 332 HIV counselling sessions (F2025: 16 599).

Chronic conditions are monitored by specific occupational exposure profiles for high-risk roles. Employees can access psychological and mental health support through a toll-free helpline in the employee assistance programme and on-site psychological support programme.

Hearing conservation remains a focus of occupational health surveillance and management. Customised hearing protection devices are issued to exposed employees, and all machines at the ARM Ferrous operations are below the MHSC milestone level of 104dBA. Two cases of NIHL were submitted for compensation at ARM Ferrous operations in F2026 (F2025: six).

OPERATIONAL REVIEWS CONTINUED

Environmental performance

Carbon emissions and energy use

Scope 1 and 2 carbon emissions decreased by 44% due to the cessation of smelting at Cato Ridge Works at the end of May 2025. Scope 1 and 2 carbon emissions per tonne of iron ore produced remained at 0.026tCO_2e and emissions per tonne of manganese ore produced were 0.043tCO_2e (F2025: 0.042tCO_2e).

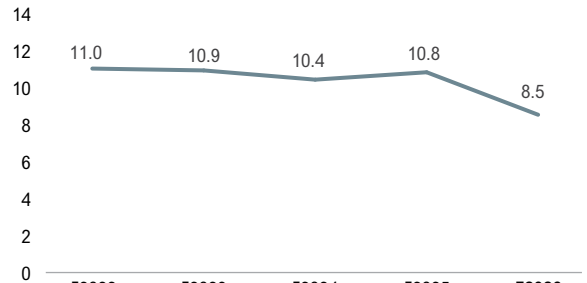
Electricity consumed accounted for 67% of ARM Ferrous' scope 1 and 2 emissions and decreased by 42% year-on-year (F2025: decreased by 60% and 9% respectively). ARM Ferrous is a member of the Energy Intensive Users Association and has a charter to map its development and implementation of energy-efficient practices.

Following an adjudication process for a potential power purchase agreement with an independent power producer (IPP) as part of its medium to long-term strategy, ARM Ferrous took the decision to defer the conclusion of a short-term agreement, as the required power capacity was not immediately available for deployment in the market. A long-term decision will be finalised once there is clarity on a firm tariff structure and alignment on key terms and conditions consistent with the remaining operational life of ARM Ferrous' assets in the Northern Cape.

Water management

ARM Ferrous' mines are in the water-scarce Northern Cape, and the cost and continuity of water supply are a risk for all mines and communities in the region. The 2026 climate change and water report provides more information on mitigating measures.

Operational water withdrawn (million m^3)



We continue to align water accounting with the ICMM's water reporting good practice guide and deepen our understanding of water-related impacts, risks and opportunities. Total operational water withdrawn decreased by 21% to 8.5 million m^3 (F2025: 10.8 million m^3), driven by Beeshoek Mine being placed on care and maintenance and enhanced reuse of underground water at Black Rock Mine. Khumani Mine accounted for 57% of ARM Ferrous' operational water withdrawn, Beeshoek Mine 23% and Black Rock Mine 18%.

Water supply to Khumani Mine remained consistent, with no disruptions from water shortages. This was supported by consistent supply from the Vaal Gamagara water supply scheme (VGGWSS), increased rainfall during the period and supplementary process water secured from neighbouring mines. Continued pipe failures within the VGGWSS highlight the need for a refurbishment plan under the phase 2 project. The engineering design phase and specialist studies for the project are progressing, with completion expected by the end of June 2027. Khumani Mine is also exploring alternative water supply options to mitigate this risk and potentially achieve water independence.

Tailings storage facilities (TSFs)

The ARM TSF management policy and standard align with the ICMM's GISTM and are implemented at all three ARM Ferrous mines. The annual reviews by the Independent Tailings Review Board (ITRB) were conducted in May 2026. These reviews assess the safety of the TSFs in terms of design, construction, operation, monitoring, management and governance, and performance against the design intent. ARM's GISTM conformance results and public disclosure are available on our website.

GISTM

Supporting host communities

ARM Ferrous participates in the shared-value working committee with other Northern Cape manganese producers and the Minerals Council in creating innovative projects with a meaningful benefit for communities.

Enterprise and supplier development initiatives promote economic development and job creation in local communities. Projects under local economic development and social and labour plans, as well as corporate social investment initiatives, contribute to community infrastructure and socio-economic development. In F2026, these included upgrading a road; donating mobile office units, a fence and office furniture to a local municipality and a traditional council; funding the placement of 12 healthcare practitioners at clinics in labour-sending areas; refurbishing boreholes to improve access to water for approximately 6 000 households; and supporting local learners by funding a matric exam camp, prize-giving ceremonies and a shoe drive.

OPERATIONAL REVIEWS CONTINUED

ARM Ferrous ESG indicators

	Unit	F2026	F2025	F2024	F2023	F2022
Employee indicators						
Average number[1]		**9 577**	10 205	10 192	11 166	12 034
– Permanent employees		**4 996**	5 527	5 350	5 432	5 498
– Contractors		**4 581**	4 678	4 842	5 734	6 536
LTIFR per 200 000 man-hours		**0.10**	0.12	0.15	0.16	0.16
Environmental indicators (100% basis)						
Scope 1 and 2 carbon emissions	tCO_2e	**531 974**	947 612	1 022 597	1 177 878	1 260 064
Total operational water withdrawn	million m^3	**8.5**	10.8	10.4	10.9	11.0
Energy use – electricity	MWh	**395 463**	684 606	697 215	774 220	824 098
Energy use – diesel	000 litres	**53 611**	59 643	64 537	62 629	61 232
Community investment indicators						
Total corporate social responsibility (CSR)	R million	**60**	56	123	93	91
– Corporate social investment (CSI)	R million	**27**	18	38	26	30
– Local economic development (LED)	R million	**33**	38	85	67	61

[1] *Permanent employees and contractors reported as average for the year, consistent with calculating safety statistics.*



Khumani Mine

OPERATIONAL REVIEWS CONTINUED

Summary operational and financial indicators – 100% Assmang basis

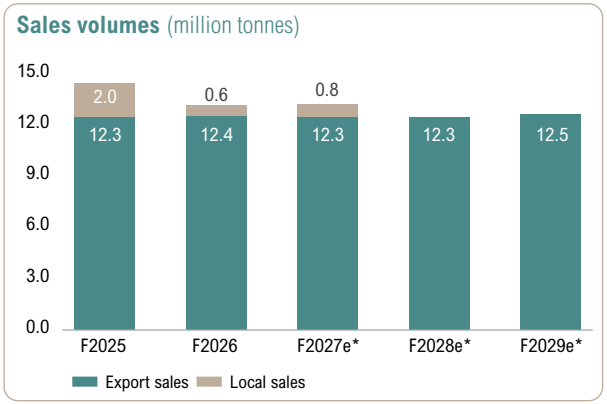
IRON ORE DIVISION

Operations
Khumani Mine – 100% basis, unless otherwise stated.

Ownership
ARM and Assore each own 50% of Assmang.

Management
ARM provides management services while Assore performs the sales and marketing function.

Outlook sales volumes – 100% basis



* *F2027, F2028 and F2029 are estimated volumes.*

	Unit	F2026	F2025	F2024	F2023	F2022
Operational						
Production volumes	000t	**13 245**	14 567	14 146	13 886	16 201
Khumani Mine	000t	**12 389**	12 297	11 547	11 351	13 074
Beeshoek Mine	000t	**856**	2 270	2 599	2 535	3 127
Sales volumes	000t	**12 991**	14 290	14 723	14 210	16 064
Export iron ore	000t	**12 439**	12 260	12 241	11 966	13 176
Local iron ore	000t	**552**	2 030	2 482	2 244	2 888
Unit cost changes						
Unit cash costs[1]	%	**3**	3	5	28	12
Unit cost of sales	%	**10**	6	7	9	8
Financial						
Sales revenue	R million	**21 153**	24 217	29 068	25 069	27 856
Total costs	R million	**16 728**	16 494	16 480	14 734	15 769
Operating profit	R million	**4 591**	7 891	12 625	10 654	12 192
EBITDA	R million	**6 687**	9 966	14 461	12 435	13 758
Headline earnings	R million	**3 759**	6 321	9 867	8 316	9 307
Capital expenditure	R million	**2 524**	2 681	3 215	3 414	2 890

[1] *On-mine unit cost production from F2020 until F2022.*

OPERATIONAL REVIEWS CONTINUED

Summary operational and financial indicators – 100% Assmang basis continued

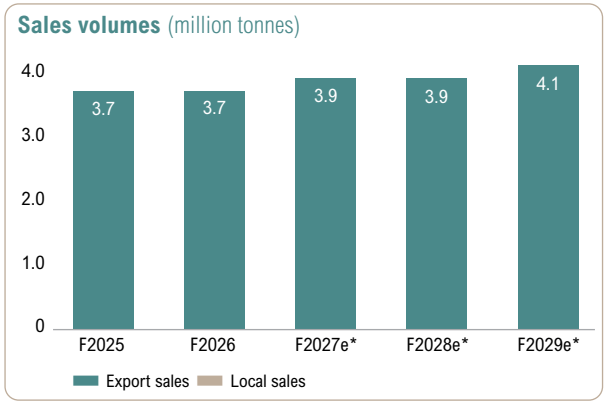
MANGANESE DIVISION

Operations
Nchwaning and Gloria mines (collectively Black Rock Mine), Cato Ridge Works, Cato Ridge Alloys.

Ownership
ARM and Assore each own 50% of Assmang.

Management
ARM provides management services while Assore performs the sales and marketing function.

Outlook sales volumes – 100% basis



* *F2027, F2028 and F2029 are estimated volumes.*

	Unit	F2026	F2025	F2024	F2023	F2022
Operational						
Production volumes						
Manganese ore	000t	**3 941**	3 761	3 622	4 272	4 147
Ferromanganese	000t	**81**	364	382	425	385
Sales volumes						
Manganese ore[1]	000t	**4 493**	4 482	4 432	4 325	3 957
Ferromanganese	000t	**124**	303	307	334	291
Unit cost changes – manganese ore						
Unit cash costs[2]	%	**7**	9	20	5	(1)
Unit cost of sales	%	**(1)**	4	6	(4)	15
Financial						
Manganese ore						
Sales revenue	R million	**11 585**	13 027	11 748	12 973	12 009
Total costs	R million	**11 058**	11 539	11 019	10 809	9 841
Operating profit	R million	**574**	1 507	744	2 724	2 726
EBITDA	R million	**1 762**	2 665	1 848	3 697	3 626
Headline earnings	R million	**440**	1 086	492	2 130	2 101
Capital expenditure	R million	**1 177**	998	1 368	1 618	2 133
Ferromanganese						
Sales revenue	R million	**406**	1 795	1 724	2 316	2 718
Total costs	R million	**668**	2 385	2 140	2 130	2 074
Operating profit	R million	**(128)**	(533)	(376)	399	784
EBITDA	R million	**(128)**	(532)	(376)	409	795
Headline earnings	R million	**(242)**	(457)	(206)	614	2 035
Capital expenditure	R million	**–**	13	26	65	87

1 *External sales only and includes sales to Sakura Ferroalloys.*
2 *On-mine unit production costs from F2020 until F2022.*