

# Organisational overview continued

## OUTPUTS Products



### Agriculture

- **Omnia Nutriology™**: Ammonium nitrate-based fertilizer (granular, liquid, direct application ammonia) specialty fertilizers, AgriBio products, farming research and development (R&D), and retail
- **Oro Agri**: Biostimulants, adjuvants, crop protection products
- **Innofert**: Trading
- **Axioteq**: Consulting analytics services



### Mining

- **BME**: Bulk emulsion, packaged explosives, initiating systems, blasting accessories detonators
- **Protea Mining Chemicals**: Chemicals for mining industry, value-added services



### Chemicals

- **Protea Chemicals**: Chemicals supply chain management (representing global companies in South Africa and Africa) Specialty chemicals
- **Umongo Petroleum**: Lubricants, additives base and process oils
  - o Distribution partner to global oil companies
  - o Advanced technology through Chevron

## OUTCOME FOR OUR STAKEHOLDERS



### FINANCIAL IMPACT

#### Providers of capital

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Earnings attributable to shareholders<br/><b>R129 million</b><br/>(2019: loss of R407 million)</li> </ul> | <ul style="list-style-type: none"> <li>• Direct investment into R&amp;D<br/><b>R27 million</b><br/>(2019: R22 million)</li> </ul>                                  |
| <ul style="list-style-type: none"> <li>• Return on average equity<br/><b>1.5%</b><br/>(2019: 5.5% loss)</li> </ul>                                 | <ul style="list-style-type: none"> <li>• Credit rating<br/>Long term: <b>BBB-</b><br/>Short term: <b>A3</b><br/>(2019: long term: BBB-, short term: A3)</li> </ul> |
| <ul style="list-style-type: none"> <li>• Free cash flow<br/><b>R963 million generated</b><br/>(2019: outflow R1 748 million)</li> </ul>            |  |



### SUSTAINABILITY IMPACT

#### Employees

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Fatalities<br/><b>Zero</b><br/>(2019: zero)</li> </ul>                              | <ul style="list-style-type: none"> <li>• RCR of<br/><b>0.49</b><br/>(2019: 0.36)</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Total GHG emissions<br/><b>624 590 tonnes</b><br/>(2019: 301 670 tonnes)</li> </ul> | <ul style="list-style-type: none"> <li>• Total water reused/recycled<br/><b>15 million litres</b><br/>(2019: 11 million litres)</li> </ul> |
| <ul style="list-style-type: none"> <li>• B-BBEE status<br/><b>level 3</b><br/>(2019: level 3)</li> </ul>                     |  |



### VALUE DISTRIBUTED

#### Providers of capital, employees, communities

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Wages and benefits paid<br/><b>R2.0 billion</b><br/>(2019: R2.0 billion)</li> </ul>  | <ul style="list-style-type: none"> <li>• Training spend<br/><b>R19.2 million</b><br/>(2019: R30.9 million)</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Socio-economic development spend (excluding emerging farmer programme)<br/><b>R2.7 million</b><br/>(2019: R2.8 million)</li> </ul> | <ul style="list-style-type: none"> <li>• Taxes (direct and indirect) paid to the South African government<br/><b>R83 million</b><br/>(2019: R73 million)</li> </ul> |
| <ul style="list-style-type: none"> <li>• Preferential procurement<br/><b>R6.9 billion</b><br/>(2019: R6.7 billion)</li> </ul>   | <ul style="list-style-type: none"> <li>• Finance cost<br/><b>R572 million</b><br/>(2019: R481 million)</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Dividends paid<br/><b>Rnil</b><br/>(2019: R153 million)</li> </ul>   |   |