

FOCUS ON THE BUSINESS

OUR BUSINESS MODEL: HOW WE CREATE VALUE

Our vision: To grow the business into a long-life, major producer of PGMs, and doing this safely and efficiently while continuously moving down the cost curve.





OUTPUTS

M MANUFACTURED

- **4.2Mt** milled – 2.0Mt at Zondereinde; 2.2Mt at Booyseindal North
- **13 591kg** of metal produced from own operations
- Total refined metal sales of **R6.1 billion**:
Platinum **270 194Moz**
Palladium **134 101Moz**
Rhodium **42 632Moz**
Gold **5 466Moz**
Total: **452 393Moz**



OUTCOMES

F FINANCIAL

- **R479.2 million** to taxes and royalties
- **R39.6 million** to providers of capital, excluding Zambezi preference shares

H HUMAN

- **R1.8 billion** to salaries, wages and other benefits

S SOCIAL

- **R3.5 million** to corporate social responsibility



IMPACTS

H HUMAN

Accommodation:

- **LA 398** housing units sold to employees
- **2 440** single units created
- Employee accommodation and upgrades:
R24.4 million spent at Zondereinde
R14.3 million spent at Booyseindal

Safety:

- Zero fatalities
- **LA 1.92 LTIIR** at Zondereinde
- **LA 0.44 LTIIR** at Booyseindal

Health:

- **R68.8 million** contributed to health care funds
- **2 153** employees received VCT
- **72** new cases of NIHL

N NATURAL

- Water consumption increased by **12%** to 4 786 000m³
- Electricity consumption at Zondereinde increased by **3%** to **LA 646 785MWh**
- Electricity consumption at Booyseindal increased by **15%** to **LA 132 790MWh**
- CO₂ emissions **844 824 tonnes**
- SO₂ emissions **LA 6 987 tonnes**