



**Annexure A**

**SCORECARD ELEMENTS**

**Name of Entity: Kumba Iron Ore Limited (Measured Entity - Sishen Iron Ore Company (Pty) Ltd)**

**1. OWNERSHIP AND MANAGEMENT CONTROL**

Please indicate the Percentage of Black shareholders/directors/managers by providing relevant information below:

<b>Categories</b>	<b>% for each category</b>	<b>Race classification (indicate % in terms of A, C &amp; I)</b>	<b>Gender (indicate % in terms of F &amp; M)</b>	<b>Age (provide % in chronological order)</b>	<b>Location (indicate nr in each Province)</b>	<b>Disability (indicate % in terms of F &amp; M)</b>
<b>Black Ownership</b>	15.67% BO 9.55% BWO	A, C & I	N/A	N/A	N/A	N/A
<b>Board</b>	80.00%	1 CM 1 CF 1 AF 1 AM	2 F 2 M	40 - 49yrs = 1 50 - 59yrs = 1 60 - 65yrs = 2	GP = N/A NC = N/A WC = N/A	0

<b>Exec Directors</b>	100.00%	2 A	1 F 1 M	40 - 49yrs = 1 50 - 59yrs = 1	GP = N/A NC = N/A WC = N/A	0
<b>Non-Exec Directors</b>	66.67%	2 C	1 M 1 F	30 - 39yrs = 40 - 49yrs = 50 - 59yrs = 60 - 65yrs =	GP = N/A NC = N/A WC = N/A	0
<b>Senior Management</b>	49.76 %	39 A 7 C 7 I	30 M 23 F	30 - 39yrs = 40 - 49yrs = 50 - 59yrs = 60 - 65yrs =	GP = N/A NC = N/A WC = N/A	0
<b>Middle Management</b>	67.07%	358 A 66 C 18 I	246 M 196 F	20 - 29yrs = 30 - 39yrs = 40 - 49yrs = 50 - 59yrs = 60 - 65yrs =	GP = N/A NC = N/A WC = N/A	21 M 7 F
<b>Junior Management</b>	64.72%	1913 A 900 C 427 I	2110 M 709 F	20 - 29yrs = 30 - 39yrs = 40 - 49yrs = 50 - 59yrs = 60 - 65yrs =	GP = N/A NC = N/A WC = N/A	112 M 47 F
<b>Dividends declared</b>	<b>N/A</b>					

**(NB: A-Africans, C-Coloureds, and I-Indians)**

## 2. SKILLS DEVELOPMENT

Total leviable amount and number of black persons trained by providing relevant information as follows:

<b>Total Leviable Amount: R6.1 Billion</b>							
<b>Total Amount Spend: R411 Million</b>							
<b>Categories</b>	<b>Number for each category</b>	<b>Race classification (indicate % in terms of A, C &amp; I)</b>	<b>Gender (indicate % in terms of F &amp; M)</b>	<b>Age (provide % in chronological order)</b>	<b>Location (indicate nr in each Province)</b>	<b>Disability (indicate % in terms of F &amp; M)</b>	<b>Total Amount Spend</b>
<b>Black employees</b>	6175	4491 A 1678 C 5 I	4280 M 1894 F	20 - 29yrs = 30 - 39yrs = 40 - 49yrs = 50 - 59yrs = 60 - 65yrs =	GP = N/A NC = N/A WC = N/A	0	R53 Million
<b>Black non-employees</b>	1258	1034 A 224 C	1125 M 133 F	20 - 29yrs = 30 - 39yrs = 40 - 49yrs = 50 - 59yrs = 60 - 65yrs =	GP = N/A NC = N/A WC = N/A	0	R 3.4 Million
<b>Black employees with disabilities</b>	294	208 A 86 C 0 I	195 M 99 F	20 - 29yrs = 30 - 39yrs = 40 - 49yrs = 50 - 59yrs = 60 - 65yrs =	GP = N/A NC = N/A WC = N/A	66.33% M 33.67% F	R24 Million

<b>Black people at institutions of higher education</b>	605	425 A 180 C	260 M 345 F	20 - 29yrs = 30 - 39yrs = 40 - 49yrs = 50 - 59yrs = 60 - 65yrs =	GP = N/A NC = N/A WC = N/A	0	R28 Million
<b>Black people on a learnership, internship and apprenticeship</b>	939	708 A 230 C 1 I	573 M 366 F	20 - 29yrs = 30 - 39yrs = 40 - 49yrs = 50 - 59yrs = 60 - 65yrs =	GP = N/A NC = N/A WC = N/A	0	R73 Million
<b>Black people absorbed at end of learnership, internship and apprenticeship</b>	17	10 A 7 C	15 M 2 F	20 - 29yrs = 30 - 39yrs = 40 - 49yrs = 50 - 59yrs = 60 - 65yrs =	GP = N/A NC = N/A WC = N/A	0	N/A

(NB: Please use fields applicable to each codes of good practice, considering the 31 May 2019 amended generic codes)

### 3. ENTERPRISE AND SUPPLIER DEVELOPMENT

Total procurement spend/budget and number of enterprise and supplier development beneficiaries and value thereof by providing relevant information below:

<b>Total Procurement Spend: R32 Billion</b>			
<b>Total Number of Suppliers - 1580 Supplier</b>	<b>Total Value Spend R29 Billion</b>		
<b>Total Number of EME Supplier</b>	<b>Total Value Spend</b>	<b>% Black Ownership</b>	<b>% Black women ownership</b>
<b>510</b>	<b>R 4,4 billion</b>	<b>0%-50% = 175</b> <b>51%-100% = 335</b>	<b>0%-29% = 326</b> <b>30%-100% = 184</b>
<b>Total Number of QSE Supplier</b>	<b>Total Value Spend</b>	<b>% Black Ownership</b>	<b>% Black women ownership</b>
<b>298</b>	<b>R 4 billion</b>	<b>0%-50% = 66</b> <b>51%-100% = 232</b>	<b>0%-29% = 170</b> <b>30%-100% = 128</b>

Total Number of Large Suppliers	Total Value Spend	% Black Ownership		% Black women ownership	
772	R20,2 billion	0%-50% = 633		0%-29% = 670	
		51%-100% = 139		30%-100% = 102	
<b>Total Value of 2% NPAT or 0.2% of allocated Budget: R432 Million</b> <b>Actual Value Spent of 2% NPAT or 0.2%: R41.5 Million</b>					
Total Number of EMEs	Total Value Spend	% Black Ownership	% Black Women Ownership	Location (indicate nr in each Province)	Sector
103 EME & QSE Supplier Development Beneficiaries	R41,5 Million	>51% BO			Construction & Mining
Total Number of QSEs	Total Value Spend	% Black Ownership	% Black Women Ownership	Location (indicate nr in each Province)	Sector

<b>Total Number of Large enterprises*</b>	<b>Total Value Spend</b>	<b>% Black Ownership</b>	<b>% Black Women Ownership</b>	<b>Location (indicate nr in each Province)</b>	<b>Sector</b>
N/A	N/A	N/A	N/A	N/A	N/A
<b>Total Value of 1% NPAT or 0.1% of allocated Budget: R216 Million</b>					
<b>Actual Value Spent of 1% NPAT or 0.1%: R43,4 Million</b>					
<b>Total Number of EMEs</b>	<b>Total Value Spend</b>	<b>% Black Ownership</b>	<b>% Black Women Ownership</b>	<b>Location (indicate nr in each Province)</b>	<b>Sector</b>
<b>579 EME &amp; QSE Enterprise Development Beneficiaries</b>	<b>R43,4 Million</b>	<b>&gt;51% BO</b>			<b>Construction &amp; Mining</b>

<b>Total Number of QSEs</b>	<b>Total Value Spend</b>	<b>% Black Ownership</b>	<b>% Black Women Ownership</b>	<b>Location (indicate nr in each Province)</b>	<b>Sector</b>
<b>Total Number of Generic entities*</b>	<b>Total Value Spend</b>	<b>% Black Ownership</b>	<b>% Black Women Ownership</b>	<b>Location (indicate nr in each Province)</b>	<b>Sector</b>
<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

(NB: Use the NPAT percentages that is applicable in each codes of good practice)

\*In terms of the 31 May 2019 amended generic codes of good practice, large entities will qualify as beneficiaries of enterprise and supplier development only if they were EMEs or QSEs when they were identified for support in the first instance, and a measured entity is allowed to recognise large entities only up to 5 years.

#### 4. SOCIO-ECONOMIC DEVELOPMENT

Total spend and number of black participants, race classification, gender, geographical indication and value thereof by providing relevant information below:

<b>Total Value of 1% NPAT or 0.1% of allocated Budget: R216 Million</b>				
<b>Number of participants</b>	<b>Race classification (indicate % in terms of A, C &amp; I)</b>	<b>Gender (indicate % in terms of F &amp; M)</b>	<b>Location (indicate nr in each Province)</b>	
70	>75% Black	N/A	GP	
			MP	
			FS	
			LP	
			WC	
			EC	
			NC	
			KZN	
			NW	
<b>Total Value Spend:</b>	<b>R215 Million</b>			

*(NB: A-Africans, C-Coloureds, and I-Indians)*