

INSITE

MAY 2019 THE NEWS, VIEWS AND PEOPLE OF KUMBA IRON ORE

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Family time by Joseph Adonis

CONGRATULATIONS TO OUR WINNER!

The INSITE photo competition was about celebrating generations. The winning photograph is a great picture of family time, three generations together.

Congratulations to Joseph Adonis, a Master Fitter at Kolomela Mine. This photograph was taken with a camera and not a cell phone.

GET TO KNOW YOUR COLLEAGUES



KATLEGO MABIHI Mechanical Engineering Intern

How long have you worked for the Kumba family? 8 Months **What is the app you cannot go without?** Twitter and WhatsApp **If you can be a writer – what will your book be about?** Life **What is your dream holiday destination if money was no option?** Seychelles **What is the one thing you think humanity needs to do that will help save our planet?** Stop Polluting the planet **Describe your perfect Saturday in 5 words:** Spending time with beloved ones.



REFILWE LEGOTLO Section Manager Mine Planning

How long have you worked for the Kumba family? 9 Months **What is the app you cannot go without?** PodcastAddict-I am constantly streaming NPR1, BBC, Freakonomics, Science for the People and The Skeptics Guide to the Universe **If you can be a writer – what will your book be about?** I would write a book about early childhood nutrition. **What is your dream holiday destination if money was no option?** A private jet world tour in 90 days... Cook Island, Milan, Machu Picchu in Peru, Whichaway Camp in Antarctica, Bora Bora, Paris, British Virgin Island and Masha Cay. **What is the one thing you think humanity needs to do that will help save our planet?** If we are all conscious and actively avoid littering it would be a major step to conserving our planet, protecting wildlife and oceans. **Describe your perfect Saturday in 5 words:** Husband! Daughter! Food! Wine! Sleep!



KHETHUKUTHULA MAJENZI SAP FICO Specialist

How long have you worked for the Kumba family? 5 Months **What is the app you cannot go without?** WhatsApp **If you can be a writer – what will your book be about?** I would write about being grateful - Live, Love, Laugh **What is your dream holiday destination if money was no option?** Disneyland with my family **What is the one thing you think humanity needs to do that will help save our planet?** I think it start from the heart, we have to care a little bit more **Describe your perfect Saturday in 5 words:** Home, Family, Love, Laugh, Soccer

PHOTO COMPETITION

Almost every person has a story of women that made a difference in their lives or the change they helped to bring to a woman's world. We invite you to share the photos of the woman who had a big influence in your life or a woman where you were able to make an impact to improve her life. To enter include: Your name and contact details. The camera used to take the photo. The name of the woman in the photo. The reason for your entry – what impact did she make or what influence did you have?

SEND TO MONDE MAOTO: Monde.Maoto@angloamerican.com by 16 June 2019.



The winning photo will be printed on A2 canvas with photo credits and the INSITE winning laurel.

PLEASE READ THE RULES CAREFULLY TO MAKE SURE YOUR PHOTOGRAPH(S) DO NOT GET DISQUALIFIED

- All photographs must be between 1MB and 3MB in size.
- Each photograph needs a title and a caption. If there are people in the photograph, please supply names.
- Give detail on the device you used to take photograph – camera, phone or other.
- No late entries will be accepted.
- Maximum of three photographs per person.
- Only the winner in the first position will win the prize.
- The judges' decision is final.

Editor's NOTE

SETTING A HIGH STANDARD FOR 2019

We're already half way in 2019 and the work done thus far is absolutely phenomenal.

Celebrating the results at all our sites was a highlight on the Exco calendar. Keeping our shareholders happy and building a company for the future was evident in the results presented. We can all be proud of this achievement as it reflects hard work and commitment from all of us. I have no doubt that we will achieve even greater results in 2019, if we set our minds to it. Remaining focused and putting more effort on what is within our control, will bring us positive results. This edition of INSITE is a celebration of great people, commitment and excellent work ethic. We are proud to share the news with you.

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KUMBA MARKS WORLD SAFETY AND HEALTH DAY

By hosting a media show and tell at Kolomela mine on how the company keeps employees safe and healthy.

28 April was World Day for Safety and Health at Work and for us at Kumba, this day marked a significant milestone, that is of reaching 1083 days since the company's last fatal accident. There is little cause for celebration though – when it comes to safety, as at Kumba we believe that there is no room for complacency.



Back in 2016, Themba Mkhwanazi launched a "sacred covenant code" and declared that not one more person would lose their lives while working for Kumba. It was no small commitment, considering the scope of Kumba's operations, and the number of people working for the company.

Since embedding a company-wide culture of zero harm and elimination of fatalities programme as well as taking a holistic approach to health and safety at its operations, Kumba has been without a fatal incident since May 2016. In addition, it has seen a 67% drop in serious incidents and injuries across its Sishen, Kolomela and Saldanha Port operations.

This fresh approach to safety has seen a fundamental change in mindset from mine leadership and every single employee, that includes a relentless focus on managing catastrophic and fatal risks, and a commitment to ensuring the health and wellness of all miners, their families and the broader community.

Managers at all levels have been challenged to change their mindsets around safety, and to understand that whatever happens on their watch reflects their leadership. "If you're going to eliminate accidents and incidents, leaders must be in the field where the risk work is taking place. When workers see this, they tend to follow correct procedures more. This has had a major impact on our accident rates," says Fourie.



Kumba has gone to unprecedented lengths to ensure its safety culture is embedded and enforced – including costly site shut-downs, where necessary, to rectify hazards and modify high-risk processes and behaviours.

In addition, the company has introduced a raft of new technologies and innovation to reduce exposure to occupational hazards that pose risk of injury and disease. These include:

- A world class control room where Kolomela mine's operation are monitored and controlled remotely.
- Auto braking on trucks, as part of a collision avoidance strategy to prevent trucks colliding with each other and structures
- Auto drilling, which sees drill operators siting in air-conditioned cabins away from dust and noise. This alone has had a significant effect on the health of the operators.
- Remote dozers, where workers operate machinery remotely in risky conditions, like steep slopes and inclines.
- Drone technology, which reduces the need for employees to do physical blast clearances, survey technology and general observations.
- Separation of vehicles and humans and minimising contact.
- A state-of-the-art fatigue management system.



This followed closely monitoring the occupational health of the entire workforce, says Dr Bongani Nene, who heads up Health and Occupational Safety at Kumba.

Significant progress has also been made in the HIV/AIDS response at Kumba in 2018, whereby 91% of our employees underwent HIV counselling and testing. Following treatment, 88% of those who were already on treatment have achieved viral suppression

"Ensuring our workers are safe is just one part of the equation. We also consider the impact of the working environment on workers, their families, and the communities that depend upon them. Healthy communities support healthy workforces," Dr Nene said.

Kumba continued to see good results from our environmental sustainability programme. No major environmental incidents were reported for the third consecutive year and we rehabilitated 130 hectares, with an additional 2,500 hectares assigned for biodiversity offsets.



BUILDING A NEW THRIVING COMMUNITY

Kumba has officially handed over 17 recreational parks and a new Youth Centre to the community of Siyathemba in the Northern Cape town of Kathu. The handover marks an important milestone in Kumba's relocation of the Dingleton community to the new purpose-built suburb of Siyathemba in Kathu.



Locals were also jubilant

The Youth Centre will contribute towards creating a balanced lifestyle for the youth of Siyathemba and create opportunities to collaborate with other young people and exchanging ideas thus learning from others. "I believe we are creating a platform where young people will be encouraged to create opportunities for themselves to sustain their future", Themba said.

The 12-year, R3 billion relocation project is nearly complete, with over 98% of the community living in their new homes. Moving the old town allows for further mining in the area thus extending the 66-year-old Sishen mine's operational life and in turn enabling Kumba to continue providing jobs and development as the largest private employer in the region. "We didn't just want to build houses, churches and schools, we wanted to partner with the people of Siyathemba and the Gamagara Municipality to help change people's lives and create a new thriving community", Themba said.



The relocation was also a major benefit for local small businesses

UNPACKING THE NUMBERS, UNLOCKING POTENTIAL

Kumba's investment in supporting mining communities to procure products and services has increased by 75% to R2bn

Our iron-clad commitment to support the small businesses operating within the communities in which it operates, Kumba has grown its procurement targets by 75% from R 500 million two years ago, to a target of R 2 billion by the end of 2019.

Small businesses in South Africa are critical drivers of both the economy and job creation, and Kumba has been on an exciting and impactful trajectory in the last few years.

"According to Vusi Maseko, General Manager for Supply Chain, in 2017 we set a R 500 million target for procurement directly from our mining communities in order to create a more inclusive supply chain – not only did we exceed this target by R 20 million, but we were able to do business with 160 local suppliers, adding resilience and diversity to our supply chain and ultimately contributing to local and regional economies.

Kumba's Inclusive Procurement Policy aligns with the value creating principles for the mining industry, as expressed by President Cyril Ramaphosa at the Mining Indaba in February this year. The President urged mining companies to foster inclusive growth in the areas where they operate; reinforcing that companies, government and labour work together to create shared value and ensure the benefits of mining are more widely spread.

We are clear about our purpose to 'reimagine mining to improve people's lives'. Sustainability is no longer a 'nice-to-have'. We have put our minds to this inclusive procurement policy and firmly believe it can work by engineering it in such a way that local businesses and people on the ground can take part," concludes Maseko.



The Oss family, owners of P&E Artisans, with their plant equipment

THE IMPACT OF KUMBA'S INVESTMENT

R 1.4 billion

Invested **R 1.4 billion** in local businesses in 2018

2700

Jobs created from **267** local businesses supported

R 2 billion

Investment in 2019 almost doubled to **R 2 billion**

R 168 million

Financial investment in the businesses of entrepreneurs who have qualified from its 24-month Supplier Development Programme has grown to over **R 168 million** from R 12.5 million in just four years.

Kathu Industrial Park Development Project

Initiation of Africa's first mining and industrial Park, which will support local suppliers located in and around the strategically located town of Kathu in the Northern Cape. The **Kathu Industrial Park Development Project** is now being progressed through a Joint Development Agreement with IDC.

ON THE ROAD TO A BRIGHT FUTURE

Kumba's 2018 year end financial results were announced in February. A big highlight, after the announcement to the investor community and the media, was to take the good news to the employees.



Our management team spent time at the operations during March, sharing the results of every employees' hard work.

It was a festive time at both Kolomela and Sishen mines, when the Exco team members arrived. It is clear that the Kumba spirit is driving not only the performance of the teams, but also the love and care for the lives of every employee.

During the visits there was time for presentations and questions, as well as reflecting on our Tswelolepele journey. It was also an opportune time to state the new goals we will have to achieve in 2019. The results achieved clearly demonstrates that we are on the road to a bright future...to Paradise Island Beach ... but the work is not done yet!



Thank you for the role you played

I would like to thank you all for your dedication throughout the year.

We are continuing to make good progress on transforming Kumba into a company that consistently delivers sustainable returns. Let us remain eternal optimists and resilient, with our eyes firmly on the end goal of building a legacy and bright future for generations to come while realising our ambition of reaching paradise island beach. Let's make it happen!

Thank you once more.

Themba

STAYING ON COURSE WITH TSWELELOPELE IN 2019



It has been just over a year since we officially kicked off Tswelelopele, our strategy of “Transformation to Full Potential”.

We continue to solidify the foundation for our future through our key enablers of entrenching safe practices and eliminating fatalities (Get Home Safe); unlocking desired behaviours for how we show up and how we lead (Leadership and Culture); driving organisational effectiveness (Work Smarter) and adopting innovative solutions for improving safety, efficiency and how we utilise resources (Innovation and Digitisation). We have made significant progress under Horizon 1 and 2 with our Operate at Full Potential, Buy Better-Spend Better and Ore-to-Market workstreams that seek to unlock value in the short to medium term. We have also made notable headway with options for growing our business in the long term, under Horizon 3. We anticipate reaching greater heights in 2019, as we sail towards transforming the way we do business and pave our future for years to come. Here’s how we’re staying on course in 2019...

GET HOME SAFE

... keeping all our people alive and entrenching a culture of Zero Harm through the elimination of fatalities framework

- Ongoing review of Top 10 Priority Unwanted Events, challenging administrative controls to move higher up on the controls hierarchy.
- Corrective actions for Elimination of Fatalities audits (mobile equipment, falling from heights, isolation & lock out, moving machinery and falling objects)
- Supervisors and manager enablement, including VFL retraining, leadership behaviour coaching and mentoring, “Day-In-The-Life-Of-A-Supervisor”, legal accountabilities and responsibilities
- Peer-on-peer worker engagements (“I Care” buddy).

OPERATE AT FULL POTENTIAL

...moving Operating Equipment Efficiencies to industry best practices

- Truck speeds stabilisation
- Deep dive analytics and implementation of:
 - Truck Exchange and Cycle Optimisation
 - Mining Process Short Interval Control
 - PLM4 (turned on, LWT, Dippers)
 - Transnet logistics assistance, where required
- Sishen/Kolomela implementation support
 - Project management support
- Operating Model
 - Work management implementation projects
 - Sishen:**
 - Key 2nd Equipment Maintenance; Engineering & Rest of Secondary Equipment; Reconditioning; Support and Services (ORM, SHE)
 - Kolomela:**
 - DMS Plant; Rest of Engineering; Support and Services (ORM, SHE)
 - Work Management stabilisation projects:
 - Sishen:**
 - Mining; Drills; Key 2nd Equipment Maintenance; DMS, Jig and Modular Plants
 - Kolomela:**
 - Mining; HME; DMS Plant

GROW KUMBA

...extending the life of the business post 2020

- Continuation of key studies from 2018, including:
 - +43% project feasibility study. Approval processes to commence by Q4 2019
 - Kapstevl South Pit feasibility study, which is planned to go for approval by Q4 2019
 - Concept study of Ploegfontein Pit, anticipated to extend the Kolomela life of mine.

ORE-TO-MARKET

...a holistic view of our iron ore business from pit-to-customer and optimising product portfolio to maximise value delivery

- Completion of Oresome iDo Stage 2, in partnership with Hatch, focusing on:
 - Tactical Planning
 - Strategic Planning
 - Detailed Port Operations Planning
 - Integration with existing systems, e.g. SAP and ILOPS to remove duplicated data entry across our business
- Oresome iDo Stage 2 will enable the establishment of protocol and procedures to generate saleable production plans (strategic, tactical and operational), allowing us to move into the next stage of the ISOP maturity curve throughout 2019.

INNOVATION AND DIGITISATION

...adopting innovative solutions to improve safety, efficiency and resource utilisation

- Implementation of safety-driven technology solutions, including:
 - Operator assist (Auto-braking & Spotting assist)
 - Autonomous drilling (Sishen)
 - Dozer automation
 - Blast clearance – personnel and vehicle detection systems
 - Connected worker – mobile apps and handheld devices
- Implementation of P101-driven technology solutions, including:
 - RPAS (drones)
 - Kumba connected mine
 - Payload Management (PLM4) upgrade
 - Mine-care
 - Spotting assist
 - Plant process automation
 - Advanced Process Control (APC)
 - Real-Time Condition Base Monitoring (RTCBM)
 - Digital control centres
 - Stackers, Reclaimer and TLO automation (Kolomela)

LEADERSHIP AND CULTURE

...a holistic approach in how we lead and what culture we aim to create

The Leadership and Culture architecture, aimed at socialising and embedding our desired culture and leadership behaviours, gained solid momentum since rollout commenced in 2018.

2019 sees continued implementation of the architecture, encompassing:

- Kumba Expeditions Leadership programme (Kumba Pioneers for Bands 5s and above and Kumba Navigators for Bands 6/12s)
- 360-degree leadership assessment measure of how Kumba leaders are ‘showing up’ on the Leadership Code
- Extended socialisation of our desired ‘way of being’ and development initiatives across all levels at Kumba, including Supervisors
- A revitalised team development process, for improved team effectiveness and cohesion.

BUY BETTER, SPEND BETTER

...negotiating price, consolidating suppliers, controlling consumption and simplifying product specifications continued

- Continued effort to contribute \$1.40 towards the Tswelelopele \$10 per ton target for 2022. Explored through:
 - Deep dive studies on improved pricing, reduced consumption and inventory of spares used in maintenance and repair operations.
 - Investigation of further savings opportunities in the innovation space.
 - Initiation of Dust Suppression tender, which is expected to yield R162m in savings over the five-year period ending 2022.

WORK SMARTER

...removing bureaucracy and enabling Kumba to be aligned, capable, effective, adaptable, efficient and inspired

- Continuation of organisational effectiveness work to drive efficiencies within support services in Centurion and at the sites, in line with the Horizon 1 strategic intent to improve the performance of our current assets
- Identification and implementation of initiatives to remove bureaucracy across the business, where there are opportunities for more effective ways of working.



BEING THE BEST IS NOTHING NEW TO DINEO



At the end of 2018, the Women in Mining's annual 100 Global Inspirational Women in Mining list was released and seven of the names on the list were Anglo American employees.

We were so proud to see our own Dineo Phaladi, Mine Overseer at Kolomela Mine on the list together with Nompumelelo 'Mpumi' Zikalala, the deputy chief executive officer at De Beers Consolidated Mines.

Dineo was appointed as the first female Mine Overseer at Kolomela Mine earlier in 2018 – a role she calls “sheer bravery”, describing the combination of ensuring the health and safety of 120 people while achieving production targets as the most fulfilling role she has ever had.

“A platinum belt has been identified in the community where I grew up in. My life and career will come full circle when I will be able to safely extract mineral wealth from a farm that my great grandparents used to cultivate for agricultural benefit,” she said.



The road she travelled

As a girl, Dineo Phaladi recalls watching Isidingo, a “soapie” on SABC which is based on the lives of mine workers and thinking she'd like to be a mine manager.

She completed a Mining Engineering degree, obtained an underground hard rock blasting ticket, an opencast blasting ticket and a shift supervisory certificate, and kicked off her career.

Now 28 years old, Dineo is living her dream. After joining the industry as a Mining Engineering Technician, she earned the credentials to work as a Mine Manager.

Kumba is very proud to call Dineo one of our own.

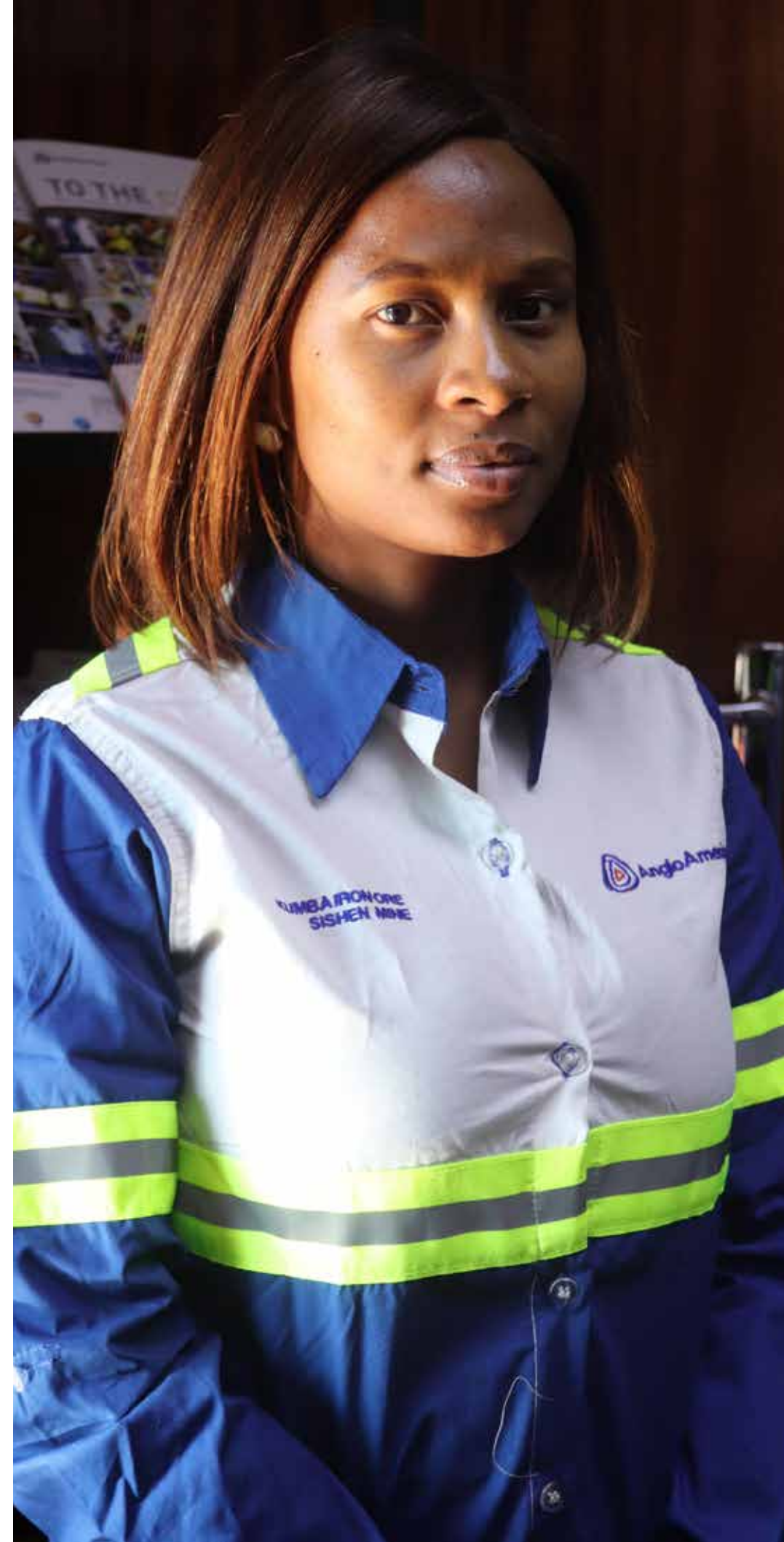
The sun shines bright on her future and for now it is with us. Congratulations again on this phenomenal achievement.



About Women in Mining

Founded in 2006, Women in Mining (WIM) is a non-profit organisation dedicated to promoting the employment, retention and advancement of women in the mining industry.

WIM advocates and speaks for women in the mining sector, informing industry participants and decision-makers of the challenges and opportunities women are finding in pursuing careers in mining companies and other mining-related businesses.



ROLLING UP HER SLEEVES FOR THE TASK AT HAND

We are pleased to welcome Portia Malele as the Manager for Mining, Drill and Blast, for Sishen and having assumed her new role on 13 May 2019.

Portia brings a wealth of mining experience, following a 12 year career in the industry. She has worked for Sasol Mining's Twisdraai Colliery as Mine Manager and in other various management positions. Some of the successes in her role include extending the life-of-mine of Twisdraai East by 18-months, and winning the award for the best shaft for Thubelisha South two years in a row.

She also successfully completed the BHP Billiton Graduate programme in 2007, obtained a Mine Managers Certificate of Competency (Coal) in 2009, and the Sasol Lead Mining Programme at the Gordon Institute of Business Science in 2017. Other milestones included her role as the Chairperson of the Women-In-Mining Forum at Sasol Mining, as well as the Chairperson of the Mpumalanga tripartite task-team that championed the advancement of women in mining.

“I am looking forward to immersing myself in the Kumba culture, working with the team to achieve the critical milestones and furthering the cause for Women-In-Mining,” Portia said.

Portia holds a Bachelor of Technology: Mining Engineering, University of Johannesburg, and is currently studying toward obtaining a Post-Graduate Diploma: Business Management and Administration.

“Please join me in welcoming Portia to Sishen Mine. We look forward to her contribution to our Tswelelopele program and the Sishen benchmark journey at Sishen,” said Bongani Buthelezi, Acting-General Manager at Sishen Mine.

Commenting on the appointment, Darrin Strange said, “We believe that Portia is bringing a wealth of experience to Sishen and we look forward to her valuable contribution. We welcome her and wish her well!”

CEO OF BULKS - SEAMUS FRENCH EXPERIENCES KOLOMELA'S BRIGHTNESS

In January 2019, Seamus French, Chief Executive Officer of Anglo American Bulks, visited Kolomela mine in the Northern Cape, South Africa. It was a routine visit to touch base, and to celebrate the good performance that Kolomela mine has been showing over the past few months.

The Kolomela team used the opportunity to brag about their world-class Control Room, and the Plant performance, as well as recommendations on mining efficiency improvements.

"Kolomela is part of the business unit which improved the most in terms of safety in the whole Anglo American in 2018", according to Themba Mkhwanazi, CEO of Kumba Iron ore.

Seamus announced that he was very pleased with what he experienced during his visit.

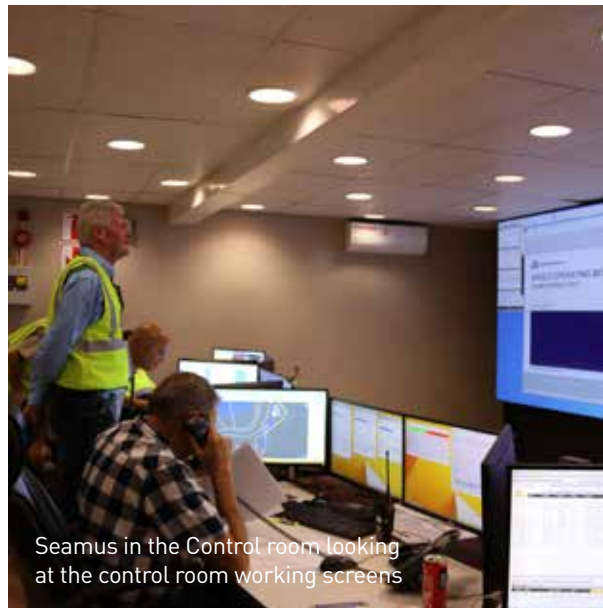
MINING CONTROL ROOM - A WORLD-CLASS STANDARD

The impressive control room where mining operations are monitored was launched at Kolomela at the end of 2018.

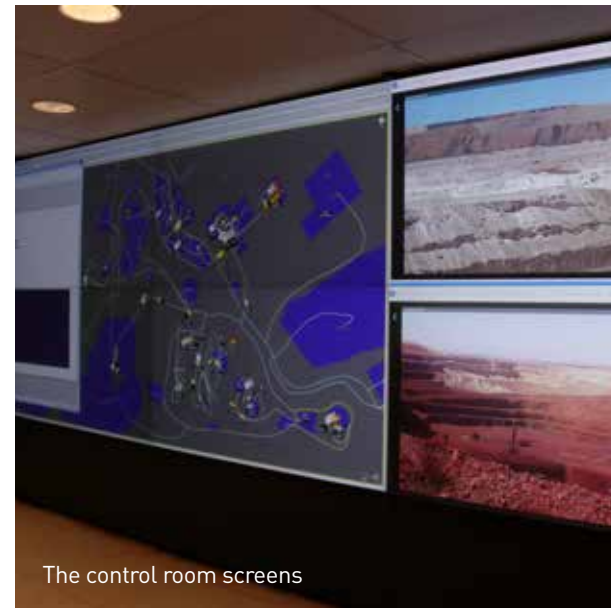
"I've been to control rooms and I haven't seen the level of sophistication in a control room, where everything can be seen at once. It is amazing to see how all the little bits are integrated. Kolomela mine has four consoles and each console focus on something different. This is extremely neat," a very impressed Seamus commented. "I think that you can keep improving on this and taking it to the next level. I would like to see big warning signs if something is not right and the geo-fence updates to show on these screens in future."

Having the work management team next to the control room was a very clever idea. "I was very impressed, and if the team agrees, I would really like to see one like it in my office in LONDON!!", he concluded.

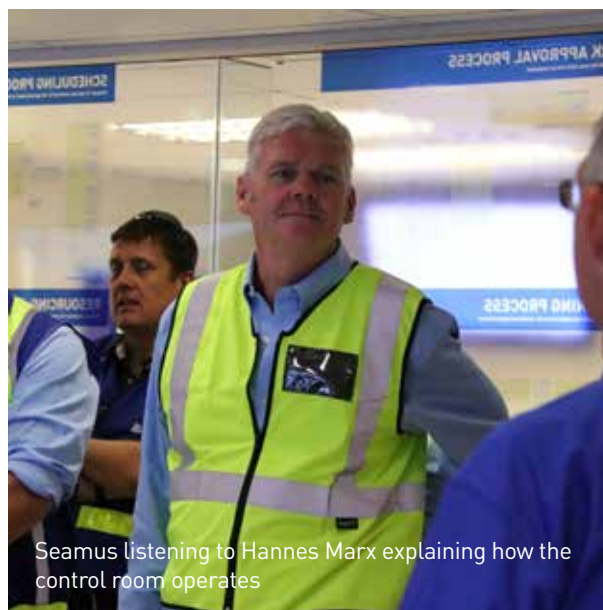
The control room is well laid out and links back to the good structure that Kolomela mine has.



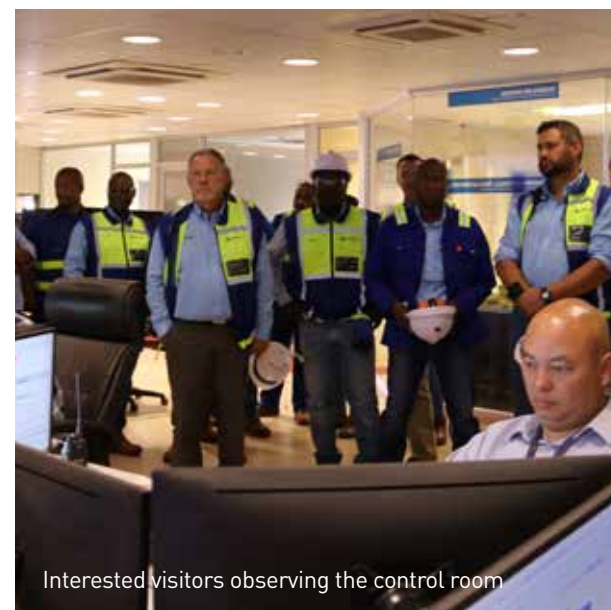
Seamus in the Control room, looking at the control room working screens



The control room screens



Seamus listening to Hannes Marx explaining how the control room operates



Interested visitors observing the control room

"Keep up the great work!"

Seamus concluded his visit with:

"It has been a great visit. It was long overdue and I'm grateful that I came to see the operations again. All the great things happen at Kolomela and it is a joy to see the numbers supporting this statement. It has been a wonderful day at Kolomela. We appreciate the work that the team has done and keeps on doing. Thank you for your contribution during 2018!"



LEAVING NO ONE BEHIND: WATER FOR ALL



Kumba has a responsibility as the custodian to focus on water efficiency to maximise the groundwater that it makes available for the Vaal Gamagara region water supply scheme and Local Municipalities



Our mines must dewater for safe mining. Excess groundwater is a key resource in the water stressed Northern Cape Province



Sishen uses a wet process and is dependent on water for production and Kolomela uses mostly a dry process



Access to water and our impact on it is an essential aspect of our business

In maintaining our stance as an environmentally conscious, and responsible corporate social citizen, we continue focusing on our plans regarding safeguarding the use of water resources at our mining operations.

Every year, we reiterate the importance of water to our operations and surrounding communities, by celebrating World Water Day on 22 March 2019, in conjunction with the South Africa Water Week celebration between 18 and 24 March, 2019.

In 2018, South Africa was ranked as the 39th driest country in the world. Given the lack of clean water, the damaging effects of global warming and water pollution, water is a priority and we need to do everything we can to underline the importance of this scarce resource.

Every year the UN decides a theme for World Water Day and South Africa aligns with a locally relevant theme. This year the global theme is "Leaving no one behind" and South Africa has extended that for National Water Week to "Leaving no one behind: Water for all".

At Kumba Iron Ore, in line with the Anglo American's sustainability strategy, our ultimate vision is to maintain a healthy environment by creating waterless, carbon-neutral mines which deliver net-positive biodiversity and conservation outcomes.

The water strategy focuses on being a responsible custodian, showing leadership in our water catchments through:

1

Making our operations water resilient

2

Focusing on water efficiency and water security

3

Building water infrastructure for mutual benefit

4

Partnering with other stakeholders

Licensing forms a big part of our water management – we currently have water use licenses for both operations. Regular audits conducted to ensure compliance and continual improvement. We set annual water intensity targets and busy revising our water efficiency and recycling targets.

TIRISANO HELP US TO BUILD TRUST WITH OUR COMMUNITIES

There is a need to continuously improve the management of the Social Performance processes of Kumba and the associated information. The benefit is the maintenance of our Social Licence to Operate through improved risk management, increased work efficiencies and effectiveness.

Anglo American is focused on performance improvement in all areas of its operations and social processes are no exception. Historically, there was a limited focus placed on the development and implementation of effective management systems for the social processes. Tirisano was introduced at Kumba in 2018 to remedy this situation with great success.

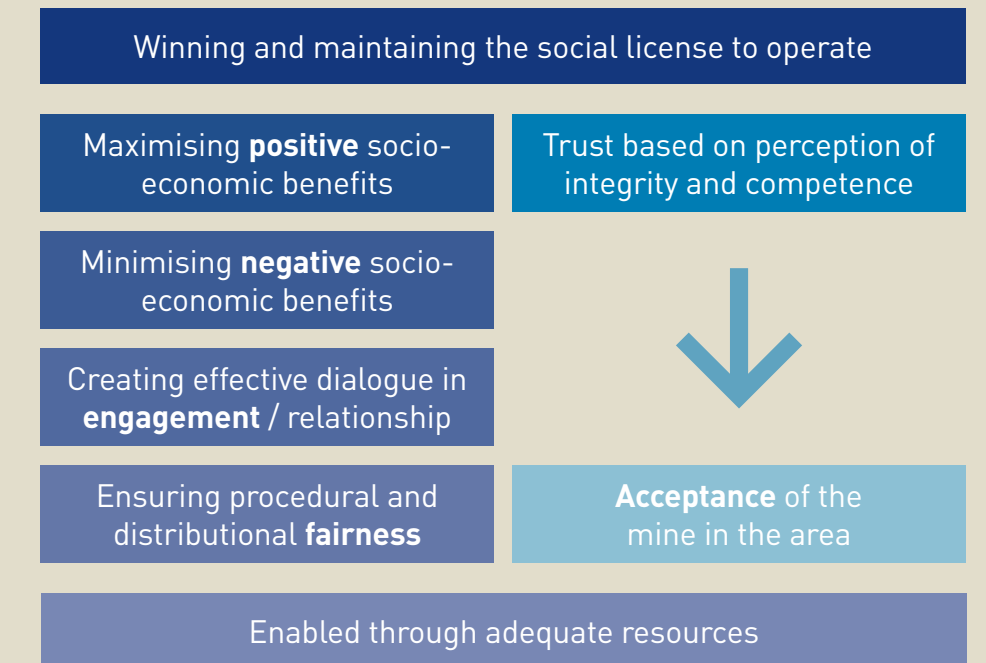
What does Tirisano do?

- Tirisano is focused on planning, management and measurement of stakeholder engagements.
- It provides a centralised data source of engagements which reduces costs of gathering data and resolving discrepancies.

What are the benefits?

- The Social Management system has to date been able to provide the ability to track performance in a graphical manner.
- It also tracks the resolution of grievances and issues.
- It ensures that feedback is given to the community.
- Social Way self-assessments can be taken online.

The diagram illustrates the Social License to Operate which is rooted in trust and is built up on interactions of Kumba with the community and the credibility of our actions. Using the framework leads to building successful relationships with our communities.





KUMBA AND POSCO SEAL THE DEAL

Commemorative signing ceremony to mark a new Long Term Supply Contract with POSCO of South Korea, ranked 5th largest steel producer globally.

KUMBA REMAINS LEADERS IN SURFACE MINING

The Northern Cape Mine Managers Association (NCMMA) celebrated the end of 2018 with an awards function in Kimberley on 23 November.

All mines who are members of the NCMMA committed to collaborate on sharing and implementing best practices, to support the achievement of Zero Harm in the region and embrace the belief that we can achieve an "Injury Free Day, Every Day" for 365 Days. Kumba was awarded winning status as the Best Surface Mine in terms of a 12-Month Moving Average Lost Time Injury Rate for mines with more than 500 employees.

Congratulations to every employee who made this possible. This is proof that we are all safety leaders and that Safety is top of our minds.



HUMAN RIGHTS DAY IS FOR EVERYONE

Human rights are rights that everyone should have simply because they are human. In 1948, the United Nations defined 30 articles of human rights in the Universal Declaration of Human Rights. It established universal human rights on the basis of humanity, freedom, justice, and peace.

Human rights ARE NOT:

- just a wish list of what you want
- an enrichment scheme
- just for a certain people

Human rights ARE:

- relevant to everybody
- the basic rights and freedoms to which all humans are entitled
- still not a reality for every person in the world – although it should be

