



Kumba Iron Ore

How can mining operators amplify local content, supply chain & procurement efficiencies in a practical ESG framework?

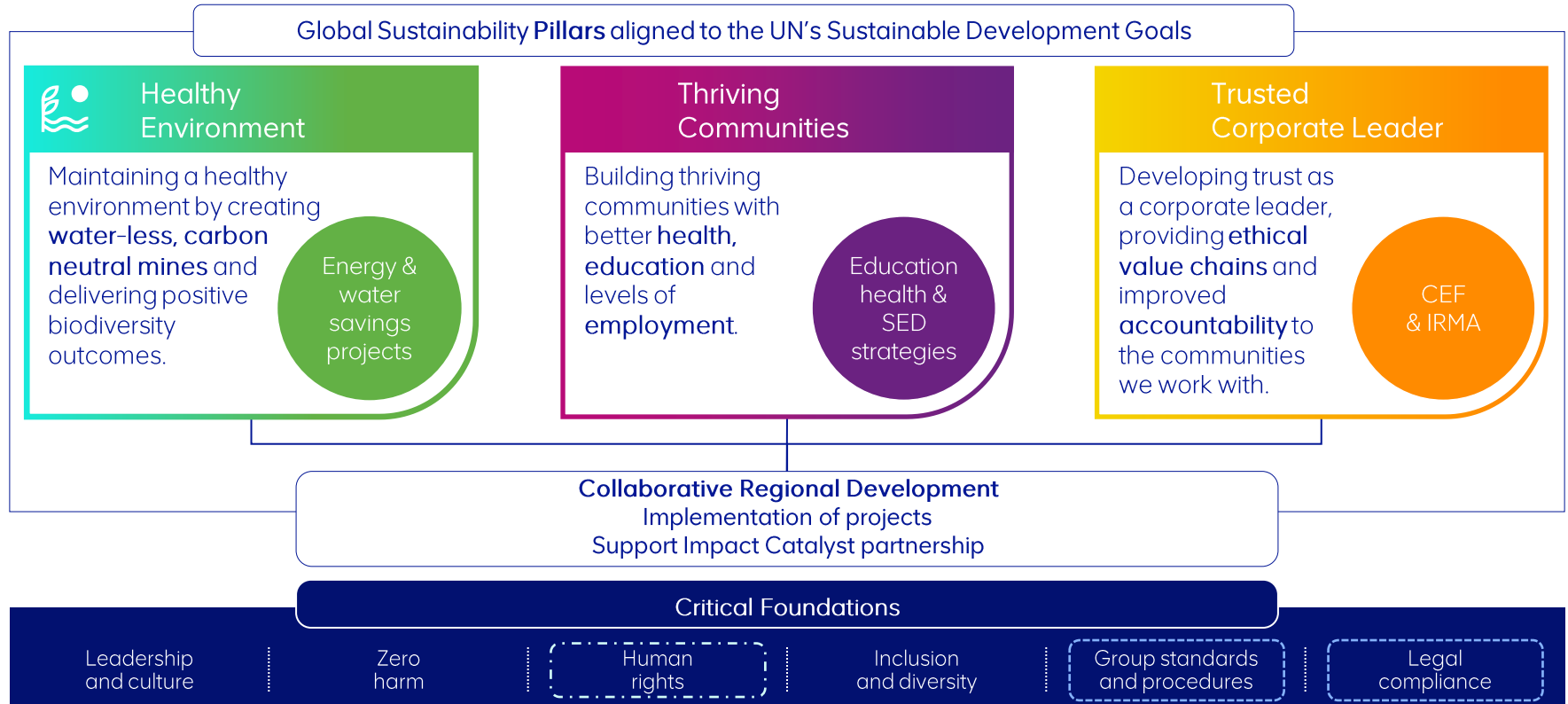
Mpumi Zikalala
10 May 2022

Opening remarks



Re-imagining mining
to improve people's lives

Our Sustainable Mining Plan, the heart of our strategy



Impact Catalyst initiative

Northern Cape Collaborative Partnership

Backbone partners

Underpinned by consortium agreement

Platform partners includes

govt
Underpinned by MoU

Implementation partners

MoUs & Financial contribution



Impact Catalyst Projects

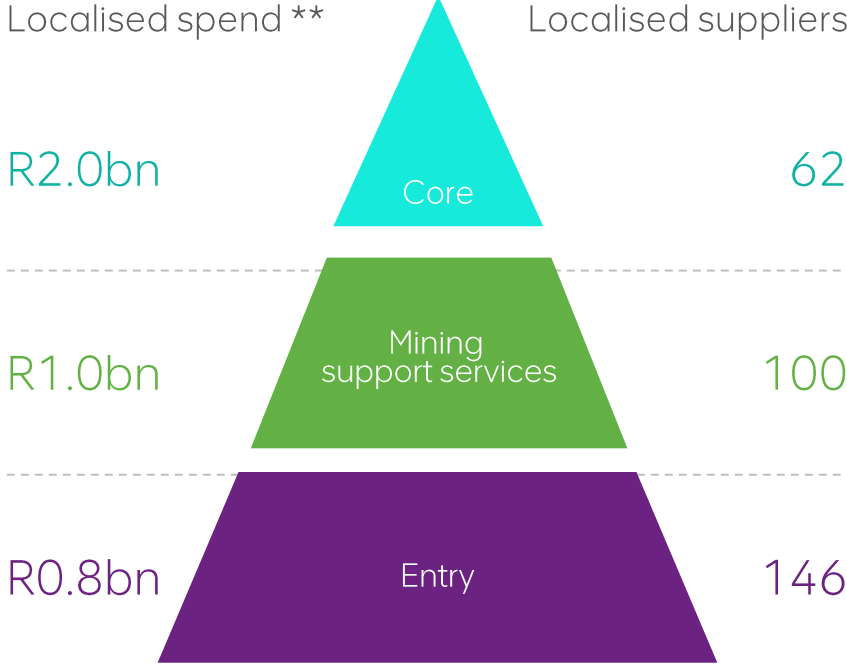
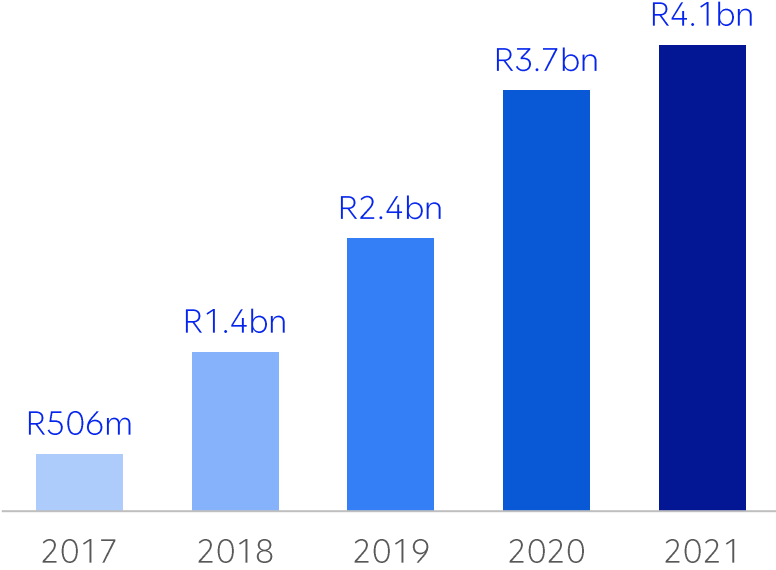
7 Focus Areas

- Health
- Economic Development
- Municipal Capability & Partnership Programme
- Agricultural Sector Development
- Educational & Development
- Early Childhood Development
- Tourism Sector Development

Partnership Platform design: co-designed, co-funded, co-implemented

Delivering on our commitment to host communities

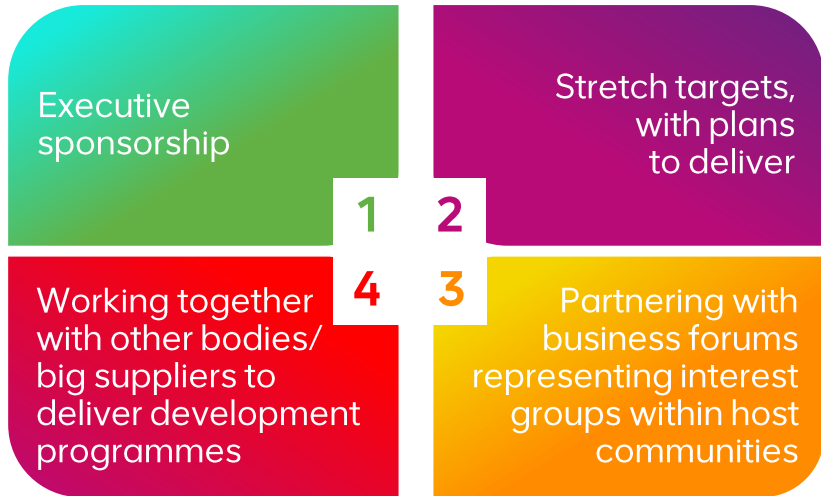
Host community business annual spend



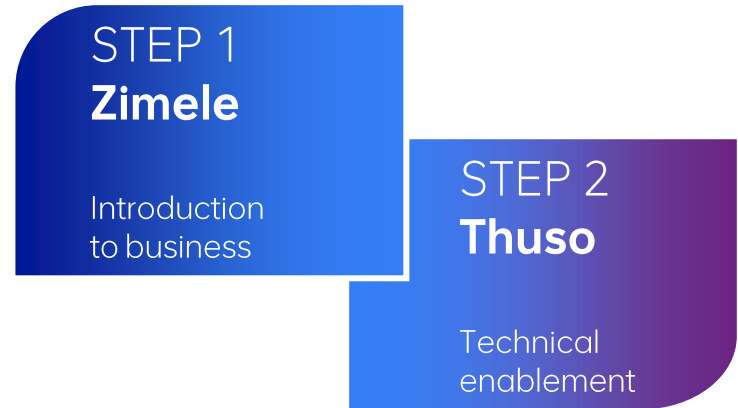
** excluding spend with subcontractors (additional R0.3 billion of local expenditure)

Developing our host community suppliers

Four elements of host community supplier development programme



Two step supplier development process







Zimele introduction to business management

Targets for 2024

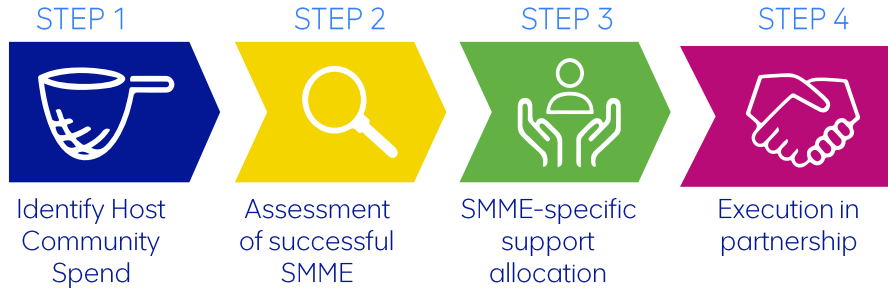
82 suppliers supported to access procurement opportunities within the mining value chain	390 SMMEs supported for sustainable growth through enterprise development	1 100 youth supported for workforce readiness	2 hubs rolled out across our business units to support host communities to unlock economic opportunities	R310m invested across all hubs	3 000 jobs supported
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Performance to date:

 Jobs <ul style="list-style-type: none">• 1 860 jobs supported• 547 new jobs• 155 YDP jobs	 Market linkages <ul style="list-style-type: none">• R258 million worth of new contracts and purchase orders• R186 million (89%) awarded by Anglo American	 Funding <ul style="list-style-type: none">• R94 million worth of loans disbursed• 47 beneficiaries• 93% loan recoverability	 Training & mentorship <ul style="list-style-type: none">• 496 supplier, enterprise and youth benefits• 98 training sessions completed• 2 968 mentorships completed• 56% women participants in our programmes• 73% youth participation in enterprise and supplier development	Hub traffic <ul style="list-style-type: none">• 1 948 in total• 1 607 at Kolomela• 341 at Sishen
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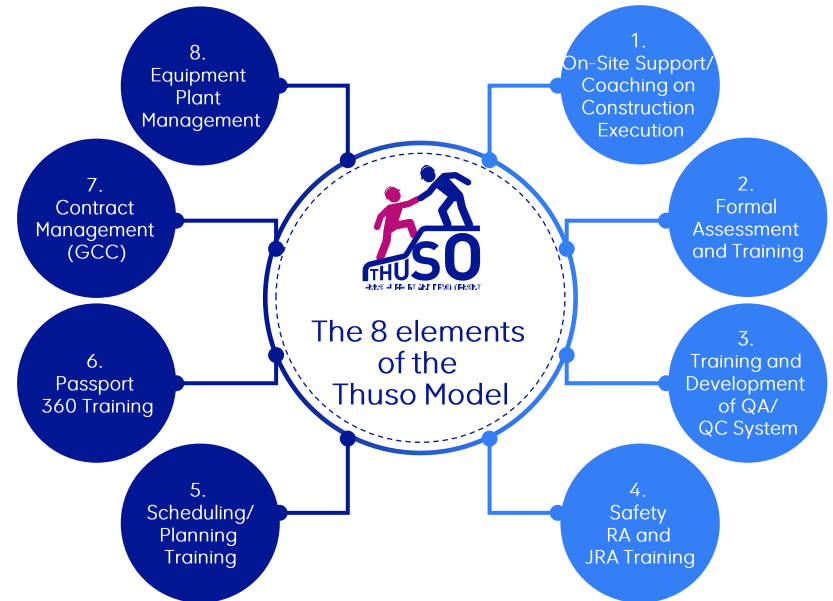
Technical enablement through our Thuso model

Thuso meaning “Support” in Tswana, a unique programme developing suppliers successfully and sustainably



Key success factors of the Thuso Model:

- Project team fully responsible for a successful partnership with the SMME to safely complete the SMME scope
- Establishes relationship with the SMME leadership team that enables honest two-way feedback
- Works closely with Kumba Technical Enablement team for support



Embedding positive local impacts

Contracts awarded to 100% localised and broad-based mining companies



Contract Mining

Kolomela

R1.6bn
60 months

100% black-owned
51% woman-owned, and
doorstep communities

Sishen

Lyleveldt South
54 months

100% black owned
+51% women-owned



People transport

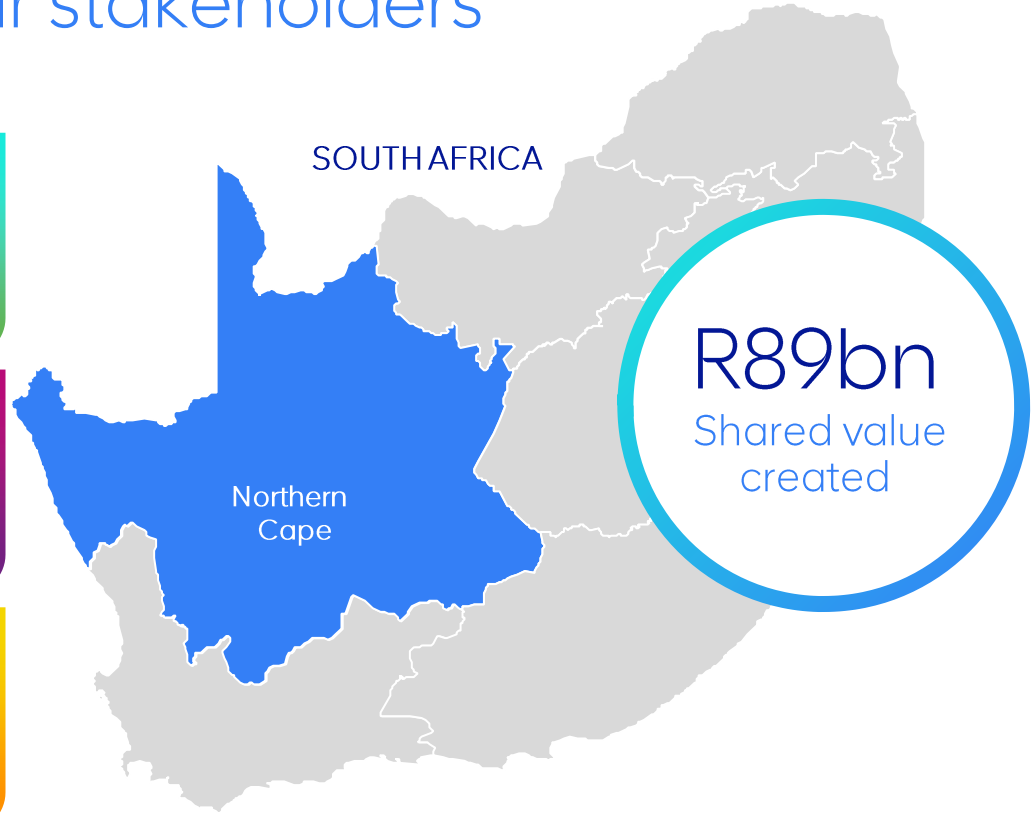
60 months

4 companies with black women shareholding
2 companies – 100% black women-owned

60 months

Shared with number of providers
Managing agent to provide support,
development and facilities

Creating value for our stakeholders



Concluding remarks

Creating an ecosystem for enduring social value

Community building & partnerships



Developing our local suppliers



SMME partnerships in procurement



MSCI
ESG RATINGS



Thank you

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