

# Our performance in FY2009

## – Highlights, disappointments and opportunities

The following table indicates some of the areas of success and disappointment during the year, and the opportunities and challenges facing the group in the year ahead.

Focus area	Highlights
Economic performance	<ul style="list-style-type: none"> <li>• Progress on expansion projects.</li> <li>• Mining rights conversions received for all operations.</li> <li>• R4 billion spent with HDSA/BEE vendors.</li> <li>• Continued profitability of group, with value-added during the year.</li> </ul>
Social performance	<ul style="list-style-type: none"> <li>• 53 261 people employed.</li> <li>• Progress made with Mining Charter commitments.</li> <li>• Robust and positive collective bargaining structures in place, with no significant breakdown in relations during the year.</li> <li>• Good co-operation between management and employees in management of health and safety.</li> <li>• Positive response to voluntary counselling and testing and anti-retroviral therapy (ART) programmes to address HIV &amp; AIDS pandemic.</li> <li>• New approach to socio-economic development uses project champions to focus on delivery.</li> <li>• Significant progress achieved in a range of projects, especially in improving accommodation and living conditions.</li> </ul>
Environmental performance	<ul style="list-style-type: none"> <li>• Good levels of legal compliance reported.</li> <li>• Commissioning of SO<sub>2</sub> abatement facilities at Impala Rustenburg.</li> <li>• Direct SO<sub>2</sub> emissions reduced by 20%.</li> <li>• Group response to climate change developed.</li> <li>• Impala Rustenburg, Impala Springs and Zimplats achieve ISO14001 recertification.</li> <li>• A 9% decrease in water consumption.</li> </ul>

## Disappointments

- Production declined.
  - Global financial crisis had a negative impact on the PGM markets and financial markets as a whole.
  - Certain capital projects delayed.
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- Regrettably, 11 employees died in work-related accidents.
  - Turnover levels remained higher than desired in certain employee categories.
  - Women in mining targets not achieved.
  - Socio-political situation in Zimbabwe a concern.
  - HIV prevalence levels and high-risk behaviour still remain high.
  - A number of SLP projects proved unviable following feasibility studies. Replacement projects being identified.
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- High costs of power.

## Opportunities

- Group's rapid response to the global financial crisis will ensure continued growth and sustainability of operations.
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- Programmes in place to deliver the 'zero harm' vision.
  - New approach to human resources management focusing on employee value proposition.
  - Focus on reducing new infections and improving enrolment in and adherence to wellness programmes, including ART.
  - Integrated approach to deliver cost savings, greater levels of accountability and delivery on socio-economic development projects.
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- Continued implementation of ISO14001 to maintain highest levels of environmental practice.
  - SO<sub>2</sub> emissions to decrease significantly in the future.
  - Potential opportunities as a result of climate change to be investigated.