



# AUDITED ANNUAL RESULTS

FOR THE YEAR ENDED 31 DECEMBER 2021

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# 01

## OVERVIEW





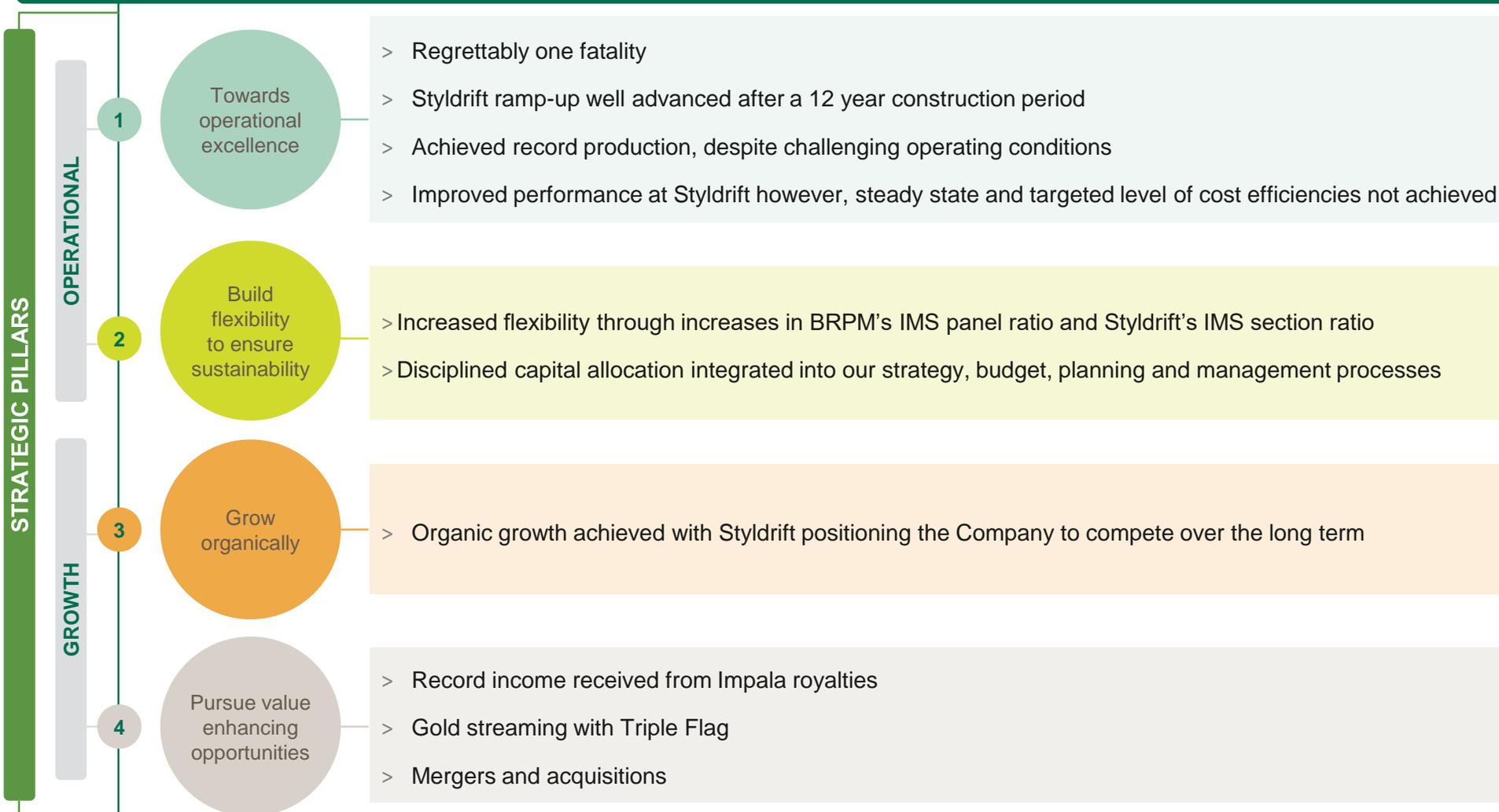
## KEY HIGHLIGHTS

- ✓ 28.3% increase in EBITDA to R8 531 million (2020: R6 647 million)
- ✓ 71.6% increase in HEPS to 2 324.6 cents (2020: 1 354.4 cents)
- ✓ Final dividend declared of 535.0 cents per share
- ✓ 11.5% increase in 4E ounces to 467koz (2020: 419koz)
- ✓ 7.8% increase in cash cost per 4E ounce to R16 770 (2020: R15 560)
- ✓ Constituent of the FTSE/JSE Responsible Investment Index



# 2021 PERFORMANCE AGAINST THE FOUR PILLARS OF OUR STRATEGY

## CORPORATE STRATEGY





# MORE THAN MINING – OUR DNA



19.8% of our full-time employees are women and 22% of our management team are women



Contribution to host community through investing in education and skills development



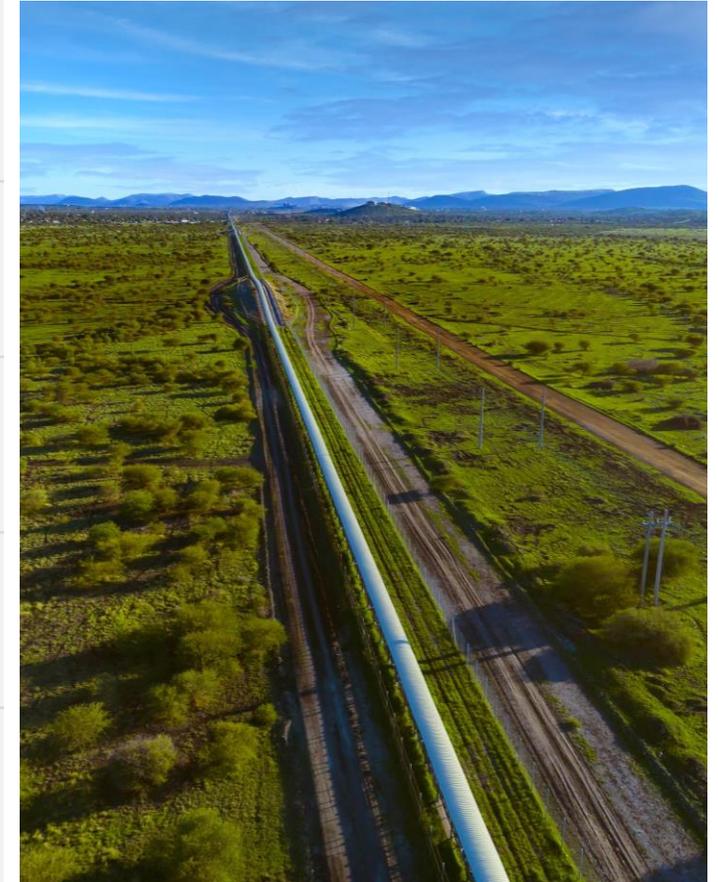
ESD focus on localising our supplier footprint and building capacity in our host communities



86.3% of our total discretionary procurement is with historically disadvantaged businesses



Working on a roadmap to achieve net zero carbon emissions by 2050



## SDGs main focus





## THE RBPLAT LEGACY – WATERKLOOF HILLS ESTATE AND SCHOOL



- > Providing safe homes and an investment opportunity for our employees
- > More than 5 000 people are living in the estate
- > Constructed a primary and secondary school within the estate
- > 378 learners have enrolled in the primary school
- > 368 learners have enrolled in the secondary school
- > **95% of the learners are the children of RBPlat employees who own homes in Waterkloof Hills Estate**



## UNLOCKING VALUE FOR SHAREHOLDERS THROUGH M&A

- > First and only community-owned and operated company to list on the JSE
- > RBPlat is key to consolidation in the region
- > Our intention is to ensure that the heritage we have created at RBPlat will be preserved

### Implats

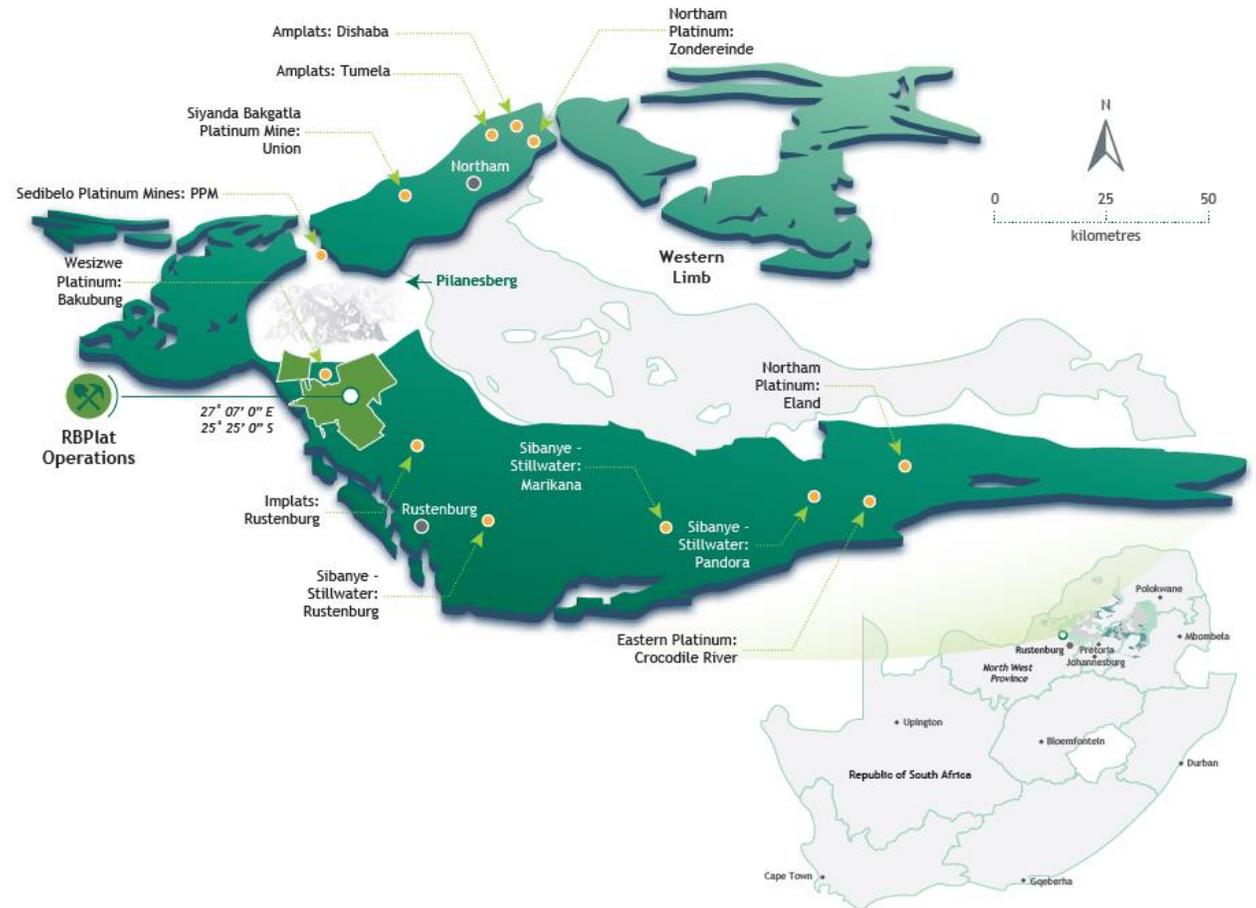
**\*35.31%**

- > Operational synergies
- > Geographic diversity

### Northam

**\*34.68%**

- > Consolidation of two quality well-managed companies
- > Geographic diversity

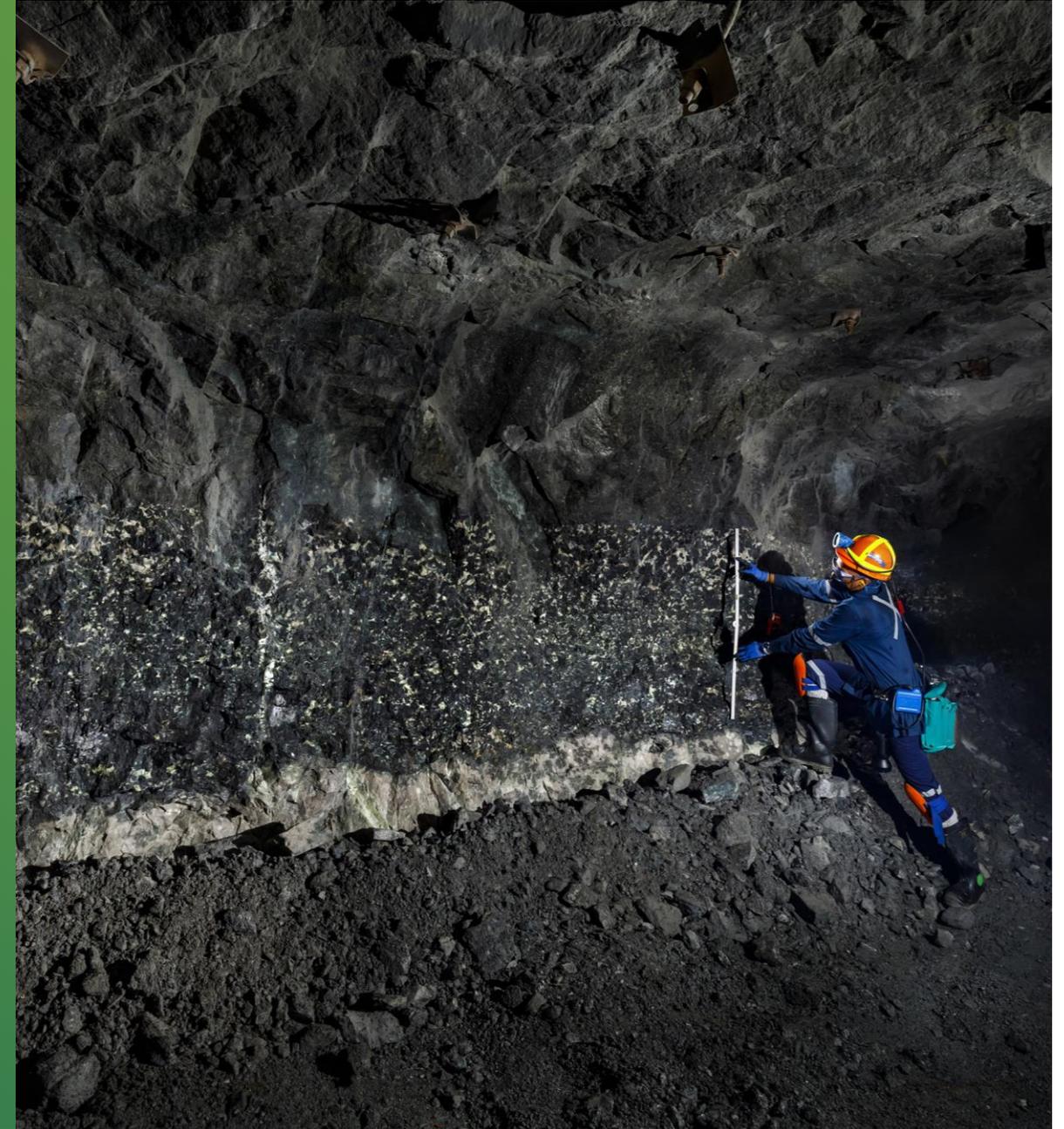


\* Shareholding as at 31 December 2021



# 02

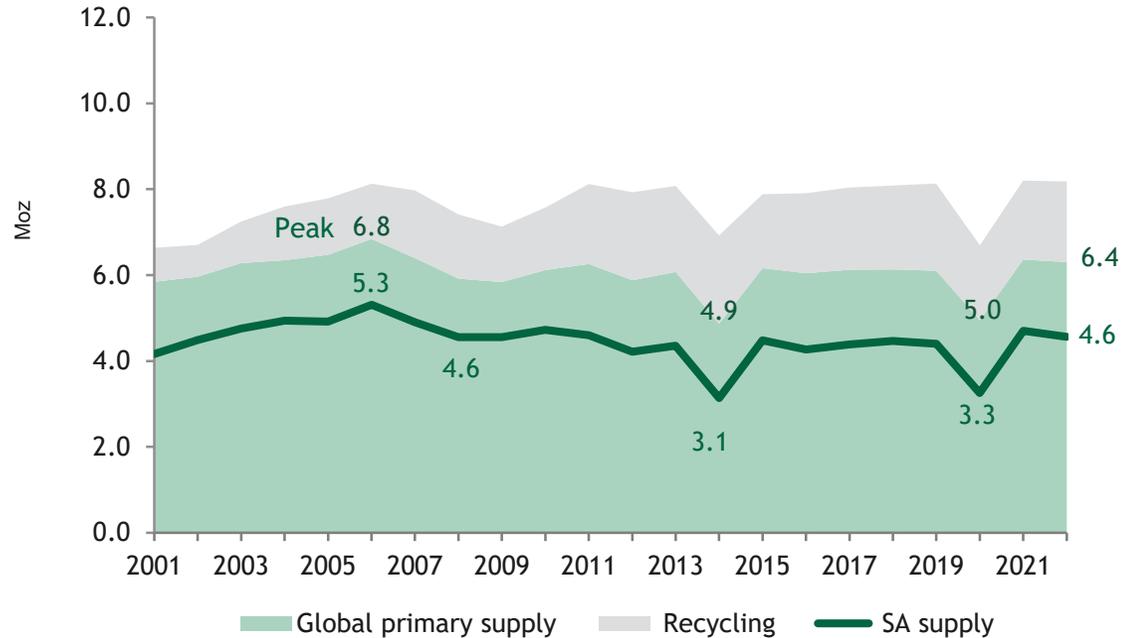
## MARKET REVIEW





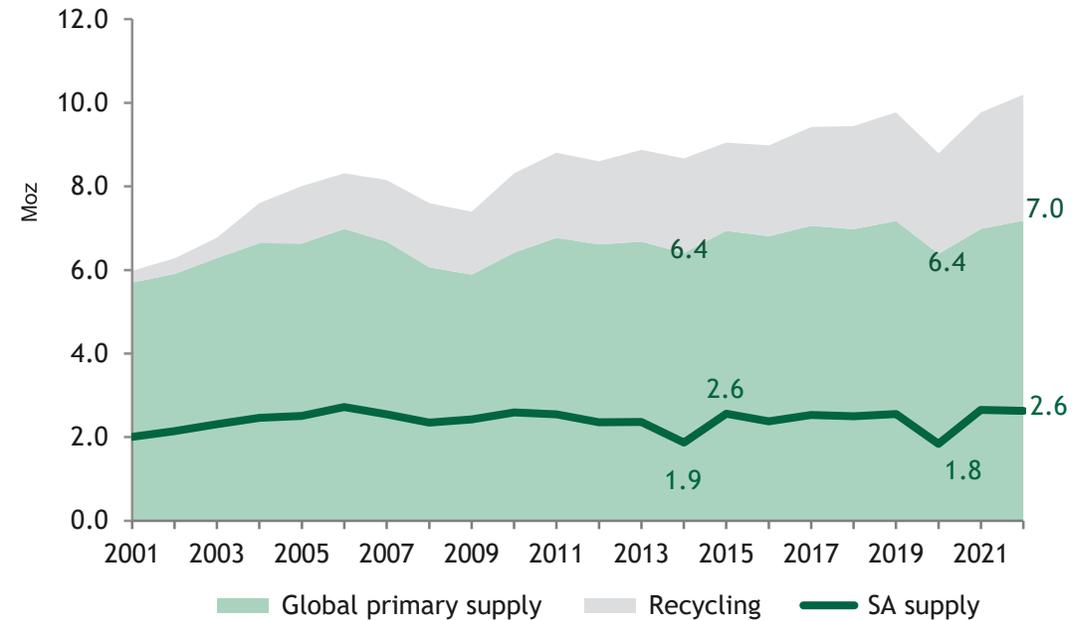
# PLATINUM AND PALLADIUM SUPPLY INCREASED IN 2021

### Global platinum supply forecast



- > Global refined platinum production increased by 29%
  - Mine output fully recovered to 6.4Moz in 2021
  - Platinum supply from recycling increased by 6% to 1.8Moz
- > Global refined platinum production is expected to decline marginally in 2022 as a result of elevated production in 2021

### Global palladium supply forecast



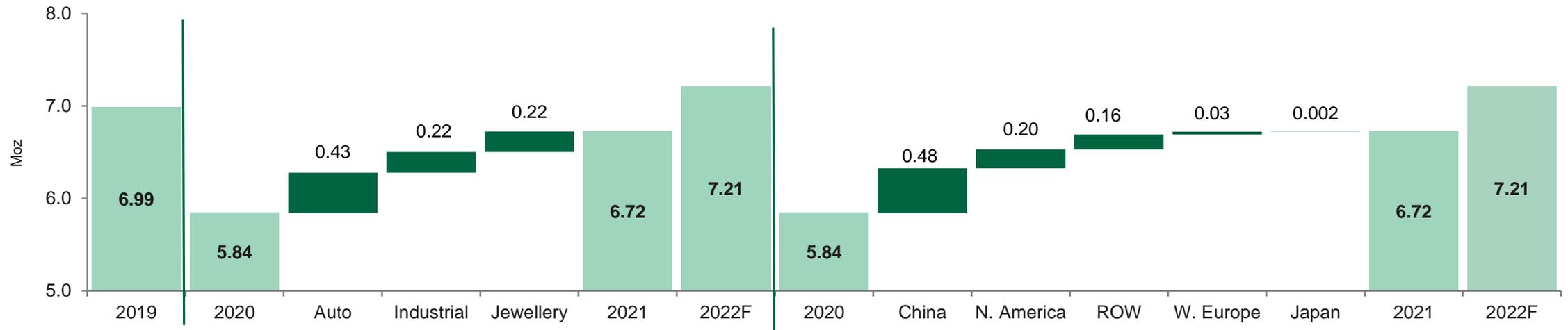
- > Total palladium supply increased by 11%
- > Global palladium supply is estimated to exceed pre-pandemic levels in 2022
- > Total rhodium supply increased by 29% in 2021, above 2019 levels but is expected to fall slightly below pre-pandemic levels in 2022

Source: SFA (Oxford)



## PLATINUM MARKET STEADILY IMPROVED IN THE YEAR

2020-2021 platinum demand change



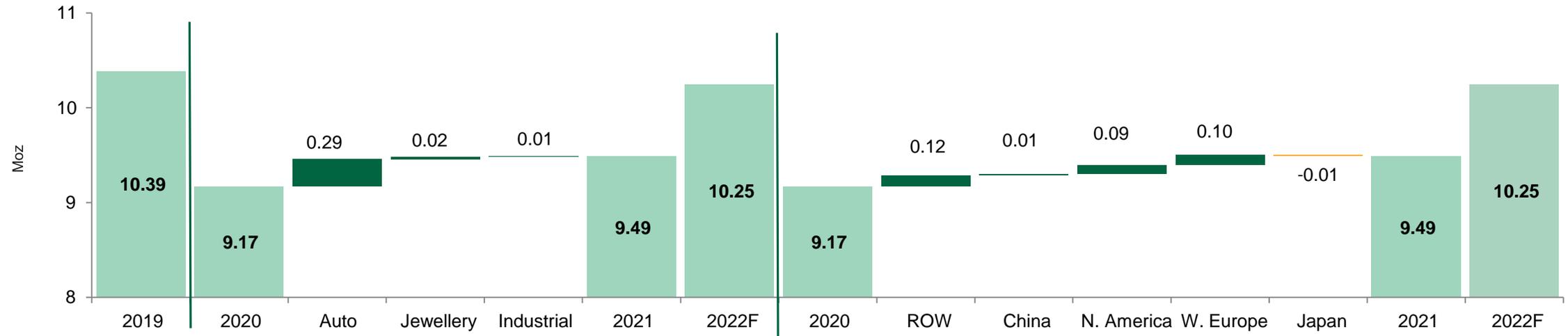
- > Total platinum demand rose by 15% to 6.7Moz
- > Platinum automotive demand reached 2.8Moz (gross, incl. non-road), with vehicle production and consumer demand recovering from the pandemic, but offset by the semiconductor chip shortage
- > Platinum jewellery demand recovered to 1.8Moz (gross) as consumer sentiment improved, although further restrictions in key markets during the year weighed on demand
- > Industrial requirements for platinum reached a record high of 2.1Moz, driven by robust growth in the petroleum, chemical and glass industries
- > Platinum ETF holdings fell by 262koz to 3.6Moz
- > Market surplus widened to above 1Moz in 2021 (excluding investment demand)

Source: SFA (Oxford)



## PALLADIUM MARKET DISRUPTED BY SUPPLY CHAINS

2020-2021 palladium demand change



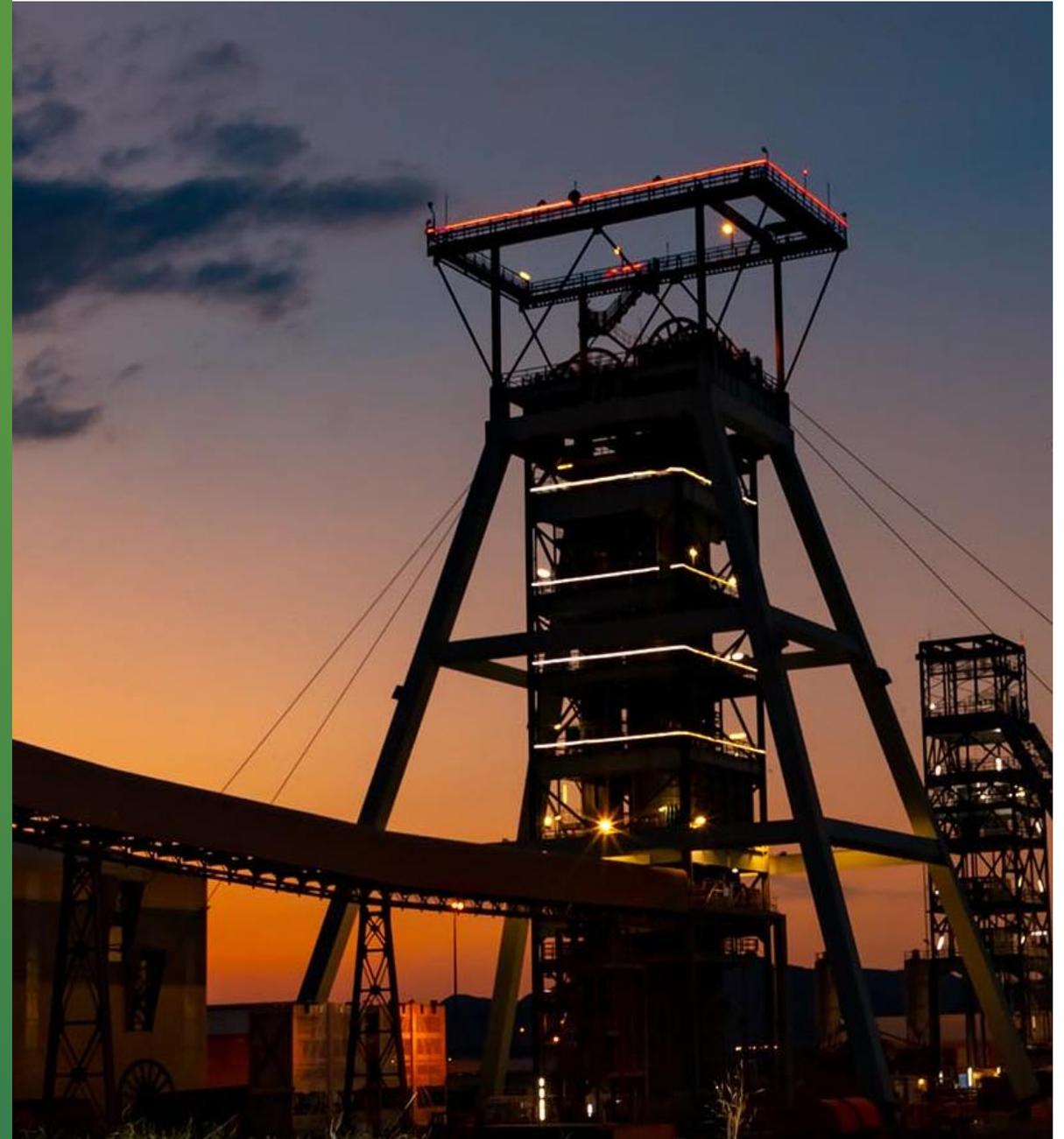
- > Palladium automotive demand in 2021 rose by 3.9% to 7.7Moz, an improvement on pandemic-affected 2020, but not back to pre-pandemic 2019 levels
- > Industrial requirements for palladium rebounded slightly to 1.6Moz, following growth in the chemical sector
- > Combined with an increase in jewellery demand, total demand grew by 3.5% to 9.5Moz
- > Palladium ETF holdings increased, taking global holdings back up to 550koz
- > The palladium market was in surplus in 2021
- > Demand for rhodium increased by 4.3% to 1.1Moz

Source: SFA (Oxford)



# 03

## OPERATIONAL REVIEW





# DELIVERING GROWTH THROUGH OUR BUSINESS FUNDAMENTALS

## OPERATIONAL PERFORMANCE

- > **42.2 km** of development
- > **4 628kt** milled, yielding **467koz** of 4E metals in concentrate
- > **Continued focus on safety initiatives** to address decline in safety metrics

## VALUE ENHANCEMENT

- > **Styldrift focused on operational maturity** to enable a sustainable 230ktpm run rate
- > **Concentrator upgrade projects** to enable sustained production and optimised recoveries
- > **Renewable energy** study for photovoltaic plant

## SOCIAL CONTRIBUTION

- > **R169.2** million spent on SLP's
- > **40.6%** reduction in **TB incidence rate**
- > **8.0%** regression in tCO<sub>2</sub>e/tonne milled



## FLEXIBILITY

- > **IMS ratio at BRPM of 2.09**
- > **Styldrift IMS section ratio** increased to **1.40**, exceeding target ratio of 1.3
- > **23%** of UG2 in our mining mix

## GROWTH

- > **12.1% increase** in total tonnes hoisted
- > **16.0% increase** in total tonnes milled
- > **11.5% increase** in total 4E ounces
- > **BRPM** tailings deposition secured to **2048**

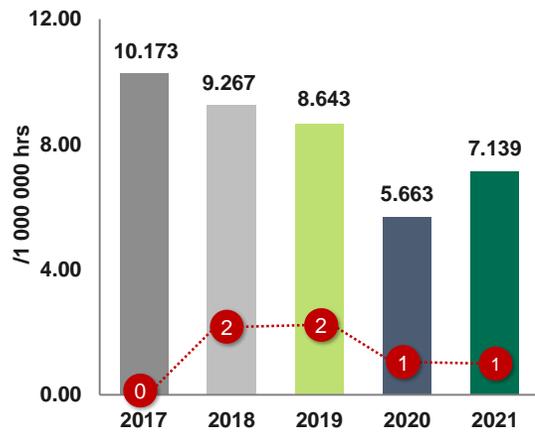
## OPERATING ENVIRONMENT

- > **Three Covid waves** in 2021 - **88%** of workforce fully vaccinated to date
- > **Unreliable electricity supply** and high utility cost pressures
- > Successful **transition** of BRPM South shaft to UG2



# SAFE PRODUCTION AND CULTURE OF SAFETY REMAIN FUNDAMENTAL TO OUR ZERO HARM AMBITIONS

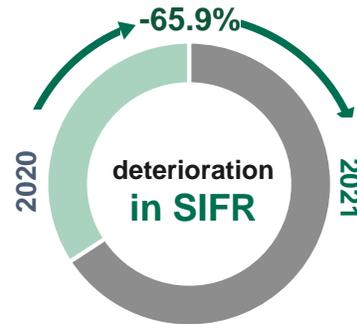
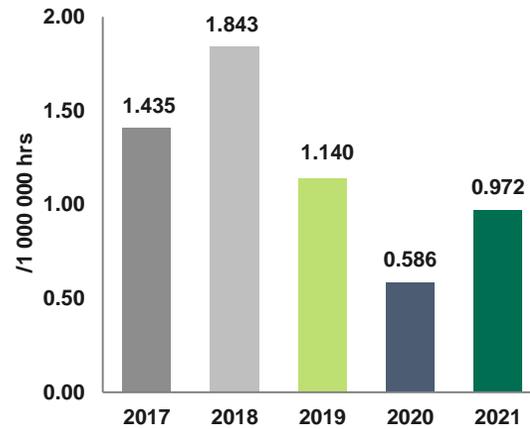
### Total recordable injury frequency rate



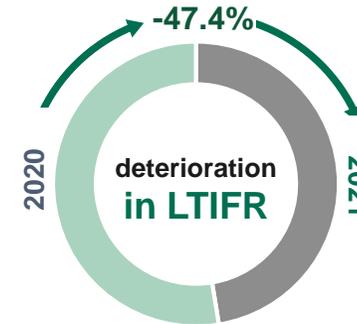
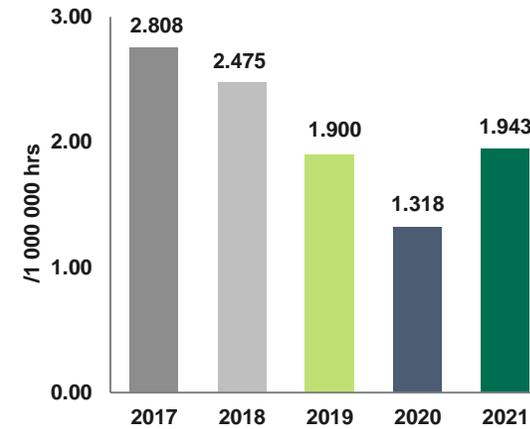
● Number of Fatalities



### Serious injury frequency rate



### Lost time injury frequency rate



## 2021 performance

- > Tragically one fatality during the period
- > Reinforcement of key initiatives to address year-on-year declines in all injury frequency rate metrics

## Safety strategies

- > Rollout of Agile safety culture program
- > Interactive behavioural and leadership coaching
- > Risk management training
- > Behavioural safety video analytics

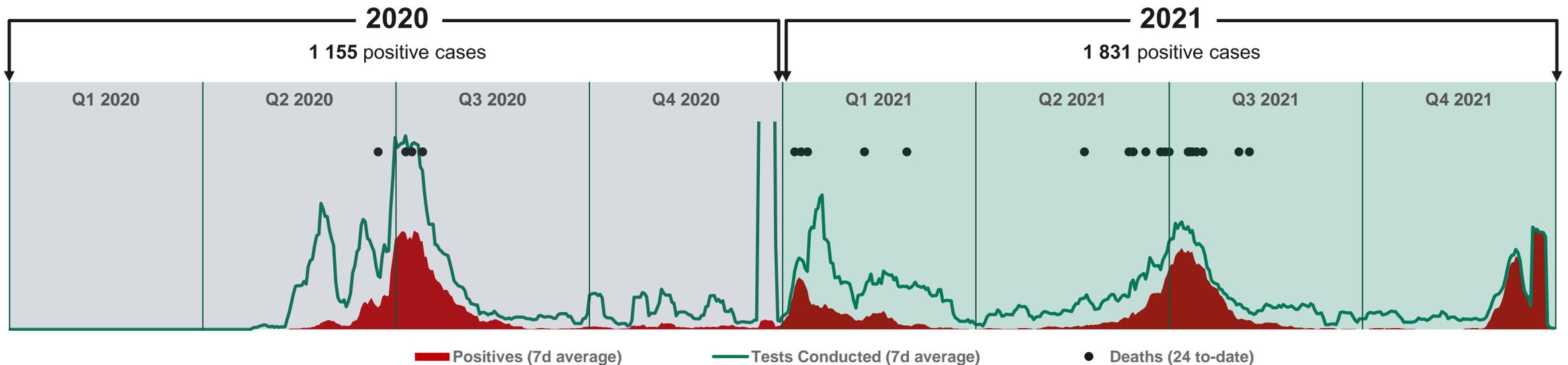


# MITIGATING THE COVID-19 IMPACT THROUGH PROACTIVE MANAGEMENT



## Covid-19 responses

- > 9 831 employees have been fully vaccinated, equating to approximately 88% of total employees to date
- > Booster programme rollout initiated
- > Our Covid-19 protocols have limited the spread of the pandemic and allowed us to manage the impact on our operations

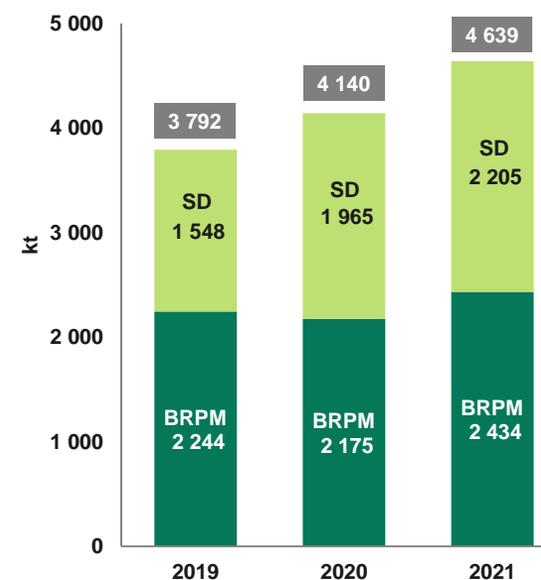




## INCREASE IN MINED VOLUMES DESPITE COMPLEX OPERATING ENVIRONMENT

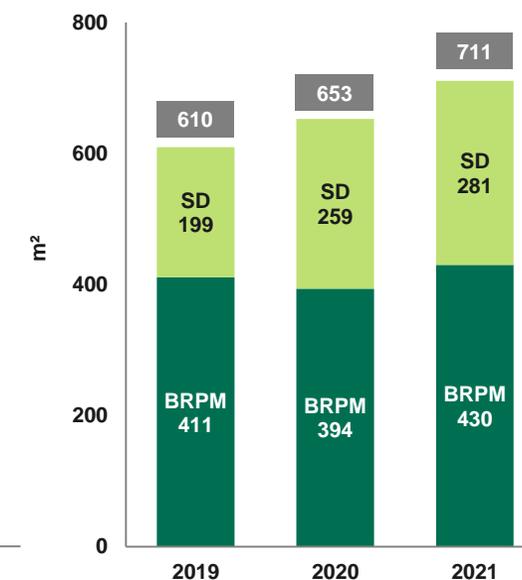
Description	Unit	2020	2021	% Var
<b>Total development</b>	<b>km</b>	<b>36.2</b>	<b>42.2</b>	<b>16.6</b>
BRPM	km	30.0	36.6	22.0
Styldrift	km	6.2	5.6	(9.7)
<b>Total stopping square metres</b>	<b>000m<sup>2</sup></b>	<b>653</b>	<b>711</b>	<b>8.9</b>
BRPM	000m <sup>2</sup>	394	430	9.1
Styldrift	000m <sup>2</sup>	259	281	8.5
<b>IMS panel ratio (BRPM)</b>	<b>ratio</b>	<b>1.71</b>	<b>2.09</b>	<b>22.2</b>
<b>IMS section ratio (Styldrift)</b>	<b>ratio</b>	<b>1.14</b>	<b>1.40</b>	<b>22.8</b>
<b>Total tonnes hoisted</b>	<b>Kt</b>	<b>4 140</b>	<b>4 639</b>	<b>12.1</b>
BRPM	Kt	2 175	2 434	11.9
Styldrift	Kt	1 965	2 205	12.2
Merensky	Kt	3 335	3 550	6.4
UG2	Kt	805	1 089	35.3
<b>Built-up head grade (4E)</b>	<b>g/t</b>	<b>3.93</b>	<b>3.86</b>	<b>(1.8)</b>
BRPM	g/t	3.97	3.88	(2.3)
Styldrift	g/t	3.89	3.83	(1.5)

Total tonnes hoisted



- > **11.9% increase** in BRPM tonnes hoisted
- > **12.2% increase** in Styldrift tonnes hoisted

Total stopping square metres



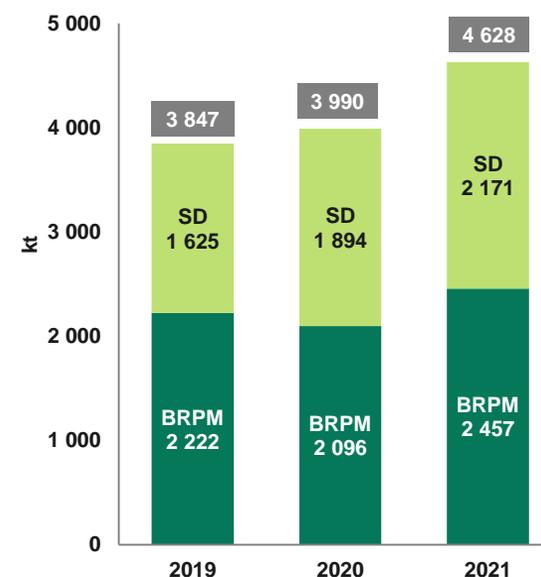
- > **16.6% increase** in development
- > **8.9% increase** in stopping square metres



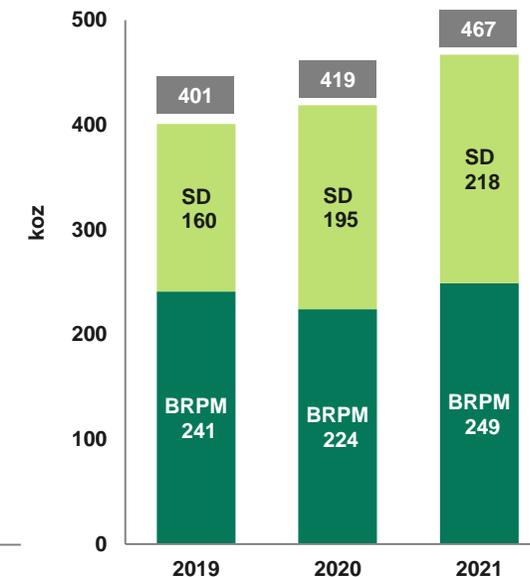
## INCREASE IN 4E METALS ALIGNED WITH HIGHER VOLUMES

Description	Unit	2020	2021	% Var
<b>Total tonnes milled</b>	<b>kt</b>	<b>3 990</b>	<b>4 628</b>	<b>16.0</b>
BRPM	kt	2 096	2 457	17.2
Styl drift	kt	1 894	2 171	14.6
Merensky	kt	3 286	3 546	7.9
UG2	kt	704	1 082	53.7
<b>UG2 % milled</b>	<b>%</b>	<b>18</b>	<b>23</b>	<b>27.8</b>
<b>Concentrator tonnes milled</b>	<b>kt</b>	<b>3 990</b>	<b>4 628</b>	<b>16.0</b>
BRPM Plant	kt	2 597	2 662	2.5
Maseve Plant	kt	1 356	1 546	14.0
Tonnes milled – UG2 Toll	kt	37	421	>100
<b>Stockpile</b>	<b>kt</b>	<b>163</b>	<b>184</b>	<b>12.9</b>
<b>Recovery – 4E (total concentrating)</b>	<b>%</b>	<b>82.93</b>	<b>81.35</b>	<b>(1.9)</b>
<b>4E metals in concentrate</b>	<b>koz</b>	<b>419</b>	<b>467</b>	<b>11.5</b>
BRPM	koz	224	249	11.4
Styl drift	koz	195	218	11.7
<b>Pt metal in concentrate</b>	<b>koz</b>	<b>272</b>	<b>301</b>	<b>10.7</b>
BRPM	koz	144	158	9.7
Styl drift	koz	128	142	10.9

Total tonnes milled



4E metals in concentrate



- > **16.0% increase** in tonnes milled
- > **14.6% increase** in Styl drift tonnes milled

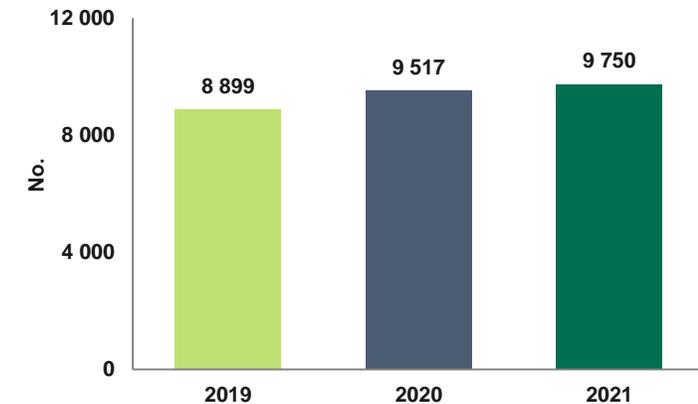
- > **53.7% increase** in UG2 tonnes milled
- > **11.5% increase** in 4E metals in concentrate



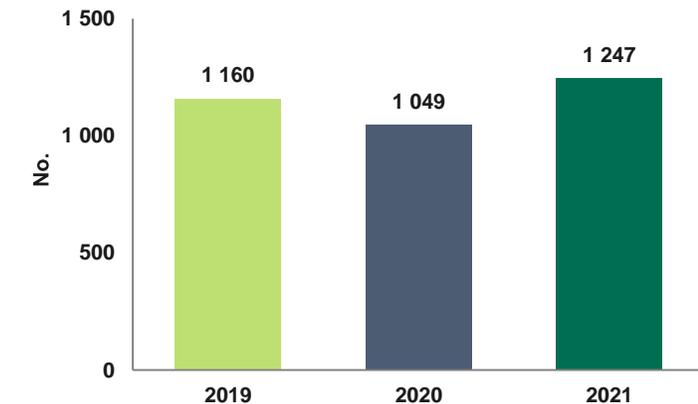
# INCREASE IN LABOUR IN LINE WITH PROJECT AND OPERATIONAL REQUIREMENTS

Description	Unit	2020	2021	% Var
<b>Total labour</b>	<b>No.</b>	<b>10 566</b>	<b>10 997</b>	<b>(4.1)</b>
<b>Working cost labour</b>	<b>No.</b>	<b>9 517</b>	<b>9 750</b>	<b>(2.4)</b>
BRPM	No.	5 123	5 348	(4.4)
Styldrifft	No.	3 395	3 323	2.1
Central and shared services	No.	531	566	(6.6)
Concentrators	No.	468	513	(9.6)
<b>Capital labour</b>	<b>No.</b>	<b>1 049</b>	<b>1 247</b>	<b>(18.9)</b>
<b>Tonnes milled/TEC</b>	<b>t/TEC</b>	<b>36.3</b>	<b>39.9</b>	<b>9.9</b>
BRPM stoping crew efficiencies (excl. ledging)	m <sup>2</sup> /crew	364	356	(2.2)
Styldrifft stoping crew efficiencies (excl. ledging)	m <sup>2</sup> /crew	1 625	1 677	3.2

Working cost labour



Capital labour





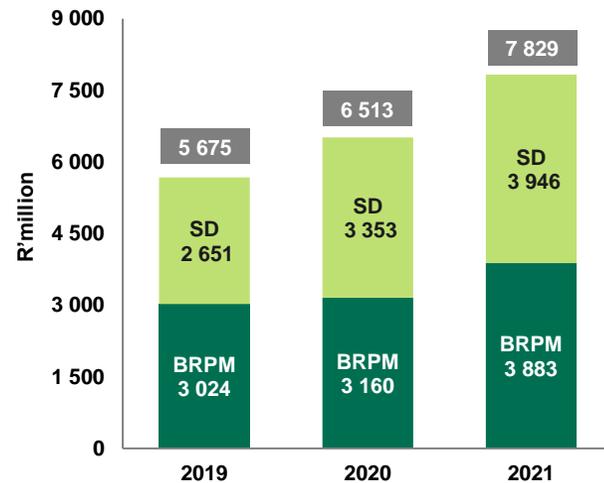
# COMPLEX OPERATING ENVIRONMENT AND HIGHER VOLUMES REFLECTED IN COSTS

Description	Unit	2020	2021	% Var
<b>Total cash operating cost</b>	<b>R'm</b>	<b>6 513</b>	<b>7 829</b>	<b>(20.2)</b>
Cash operating cost/tonne milled	R/t	1 632	1 692	(3.7)
Cash operating cost/4E oz	R/oz	15 560	16 770	(7.8)
Cash operating cost/6E oz	R/oz	14 006	14 998	(7.1)

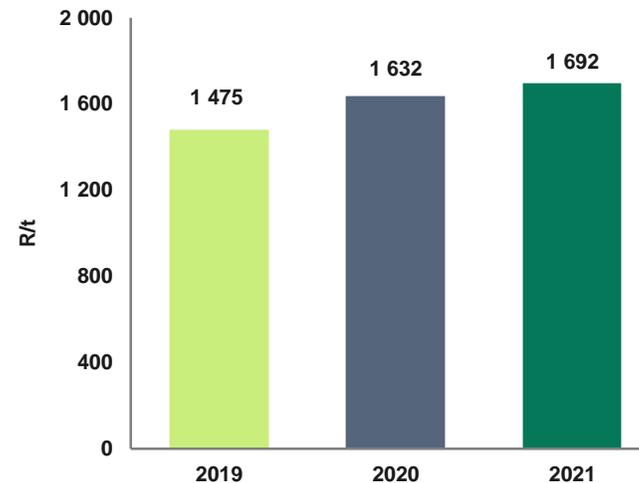
## Cost control initiatives

- > Review major supply chain contracts
- > Improvement of cost management systems and processes through integrated business analytics and digitalisation
- > Realise economies of scale
- > Business improvement process

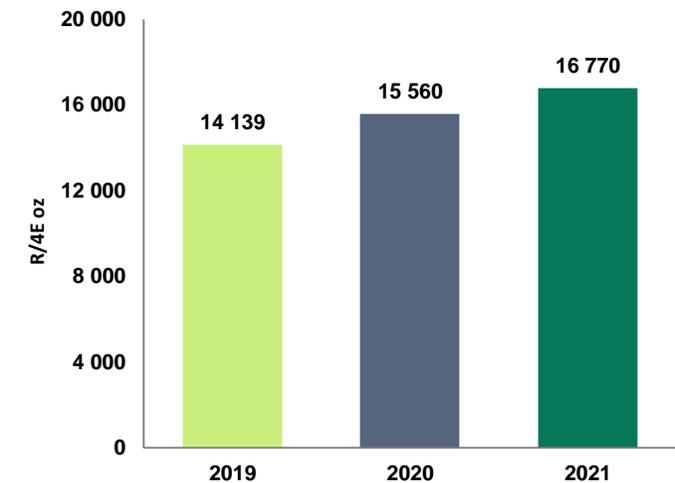
**Total cash operating cost**



**Cash operating cost/tonne milled**



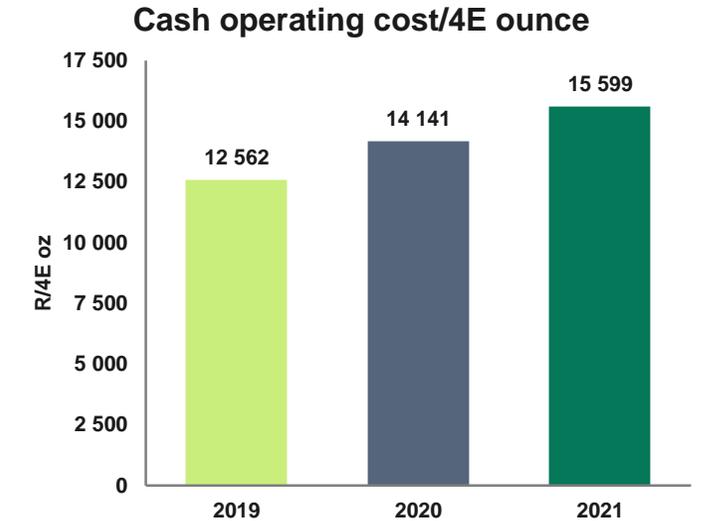
**Cash operating cost/4E oz**



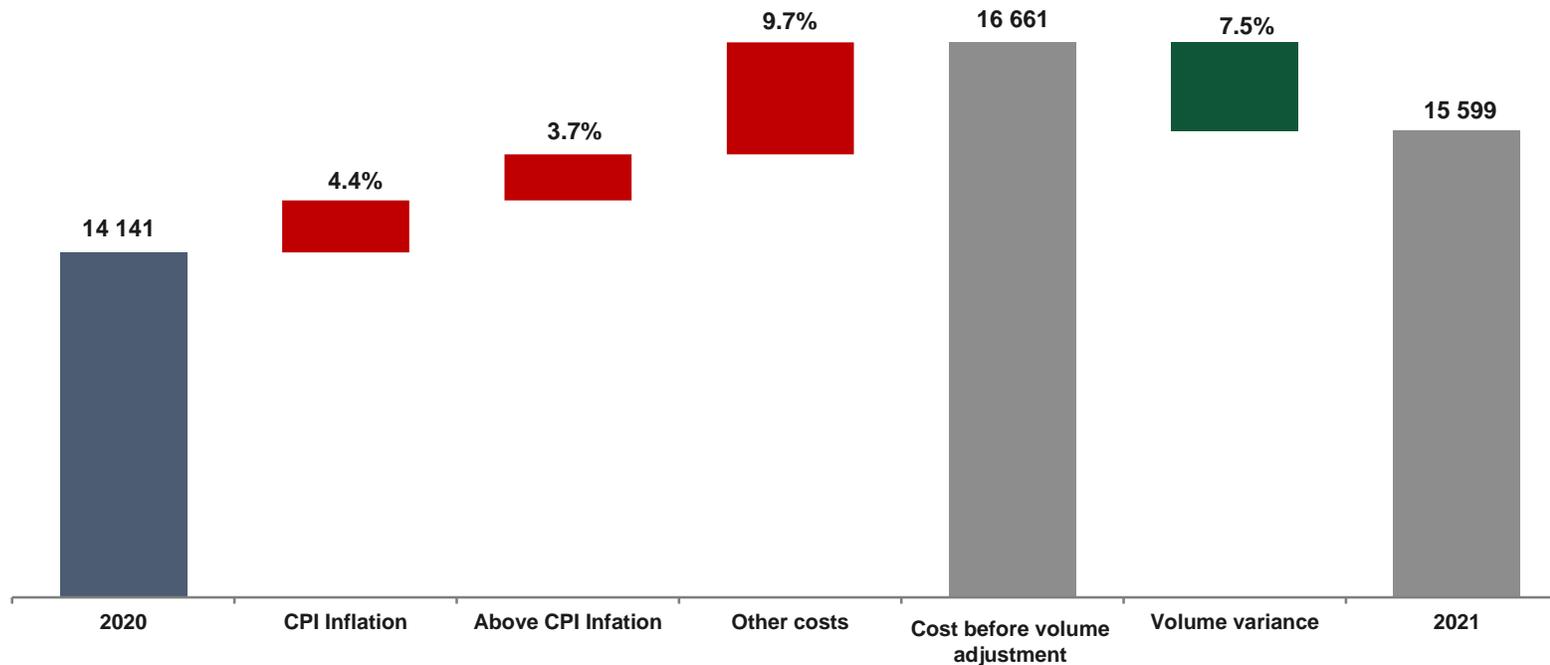


# BRPM UNIT COSTS REFLECT INCREASED DEVELOPMENT TO SUPPORT UG2 TRANSITION

Description	Unit	2020	2021	% Var
<b>BRPM cash operating cost</b>	<b>R'm</b>	<b>3 160</b>	<b>3 883</b>	<b>(22.9)</b>
Cash operating cost/tonne milled	R/t	1 508	1 581	(4.8)
Cash operating cost/4E oz	R/oz	14 141	15 599	(10.3)
Cash operating cost/6E oz	R/oz	12 742	13 867	(8.8)



**BRPM cash operating cost/4E oz 2020 vs 2021**



## Key drivers of unit costs

### Operating cost

- > CPI of 4.4%
- > On-mine inflation of 8.1%

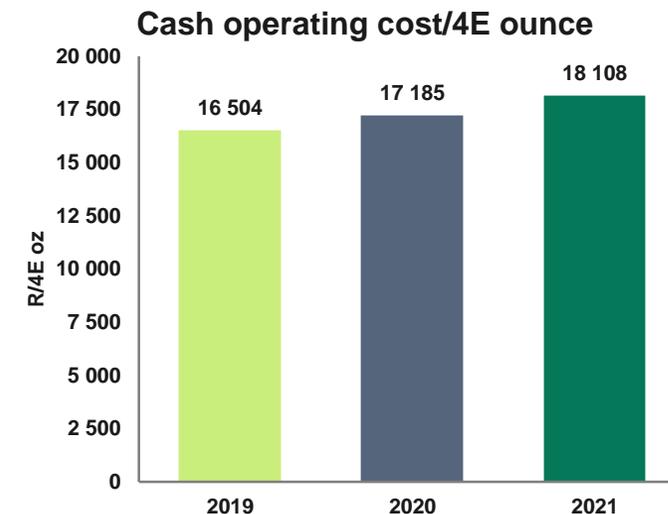
### Volume

- > 17.2% increase in tonnes milled
- > Lower head grade, associated recovery negatively impacted unit costs by 5.2%
- > Costs associated with additional milled tonnes negatively impacted unit costs by 4.5%

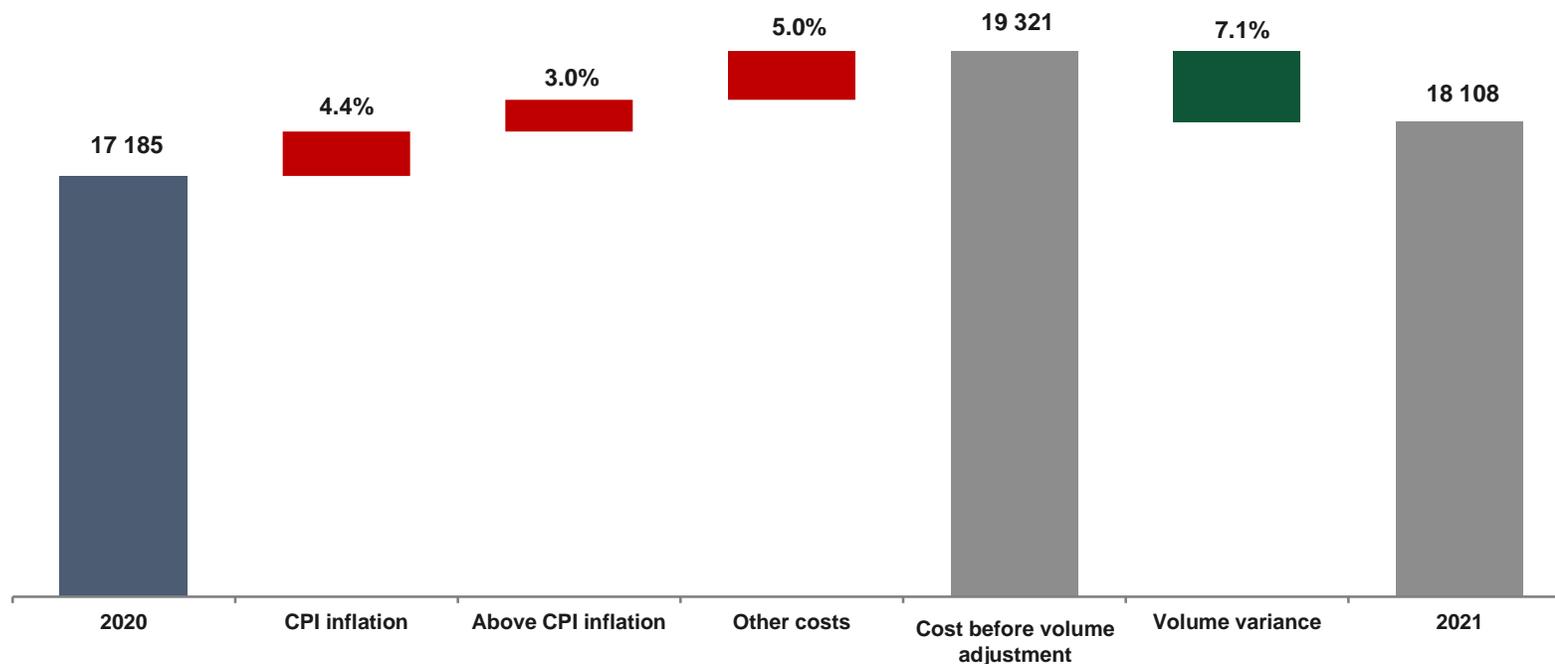


## STYLDRIFT UNIT COSTS STILL TO ACCRUE ECONOMY OF SCALE BENEFITS

Description	Unit	2020	2021	% Var
<b>Styldrift cash operating cost</b>	<b>R'm</b>	<b>3 353</b>	<b>3 946</b>	<b>(17.7)</b>
Cash operating cost/tonne milled	R/t	1 770	1 818	(2.7)
Cash operating cost/4E oz	R/oz	17 185	18 108	(5.4)
Cash operating cost/6E oz	R/oz	15 451	16 306	(5.5)



**Styldrift cash operating cost/4E oz 2020 vs 2021**



### Key drivers of unit costs

#### Operating cost

- > CPI of 4.4%
- > On-mine inflation of 7.4%

#### Volume

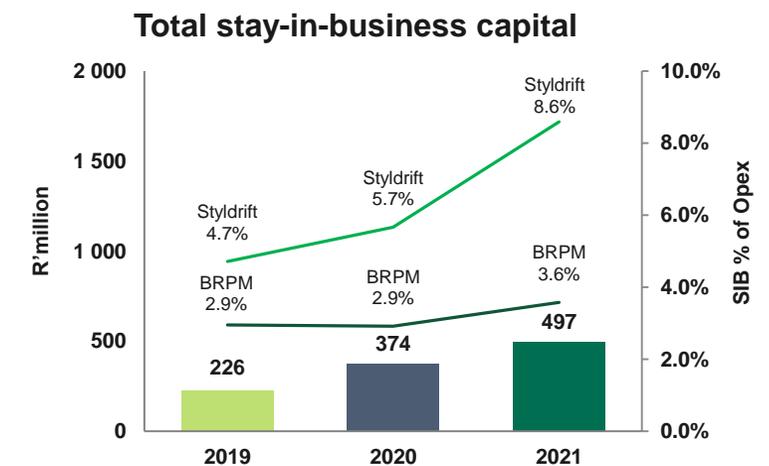
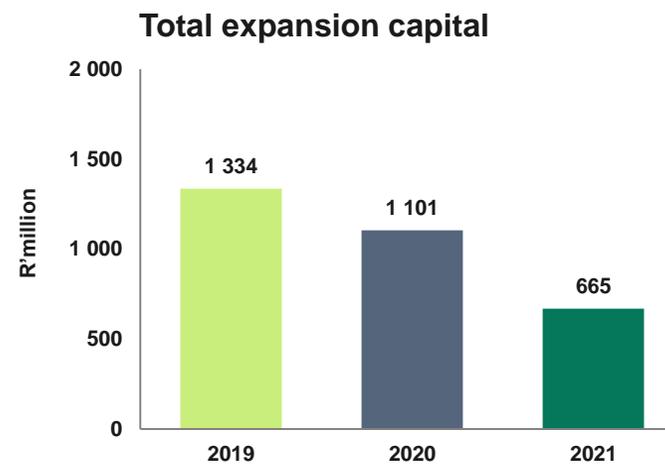
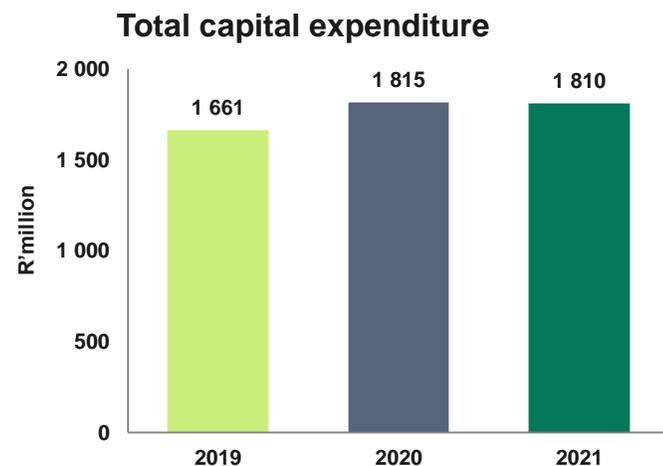
- > 14.6% increase in tonnes milled
- > Lower head grade, associated recovery negatively impacted unit costs by 2.6%
- > Costs associated with additional milled tonnes negatively impacted unit costs by 4.9%



# CAPITAL EXPENDITURE REMAINS IN LINE WITH BUSINESS REQUIREMENTS

Description	Unit	2020	2021	% Var
<b>Stay-in-business capital (SIB)</b>	<b>R'm</b>	<b>374</b>	<b>497</b>	<b>32.9</b>
SIB % of total operating cost	%	5.7	6.3	10.5
<b>Replacement capital</b>	<b>R'm</b>	<b>340</b>	<b>648</b>	<b>90.6</b>
BRPM	R'm	-	-	0
Styldrift	R'm	340	648	90.6
<b>Expansion capital</b>	<b>R'm</b>	<b>1 101</b>	<b>665</b>	<b>(39.6)</b>
Styldrift	R'm	716	256	64.2
Concentrators	R'm	385	409	6.2
<b>Total capital expenditure</b>	<b>R'm</b>	<b>1 815</b>	<b>1 810</b>	<b>(0.3)</b>

<b>Stay-in-business capital</b>		<b>R497 million for 2021</b> > 6.3% of total operating cost
<b>Replacement capital</b>		<b>R648 million for 2021</b> > Ongoing ore-reserve development beyond 230ktpm capital footprint
<b>Expansion capital</b>		<b>R665 million for 2021</b> > Construction progressing on BRPM TSF > MF2 upgrade delayed due to impact of pandemic on manufacturing, delivery and site construction





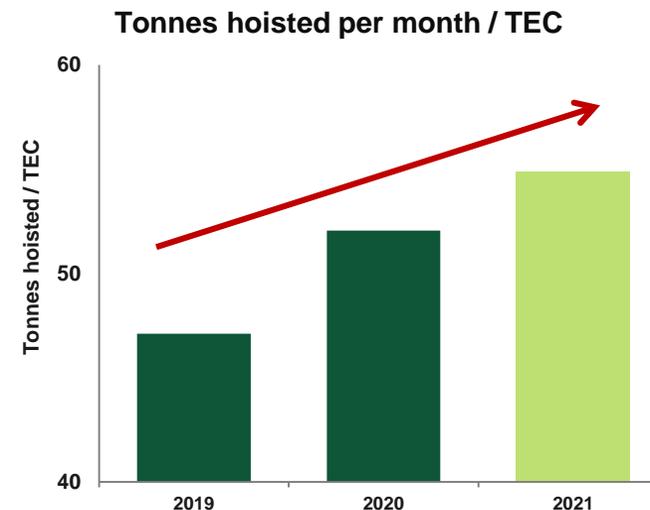
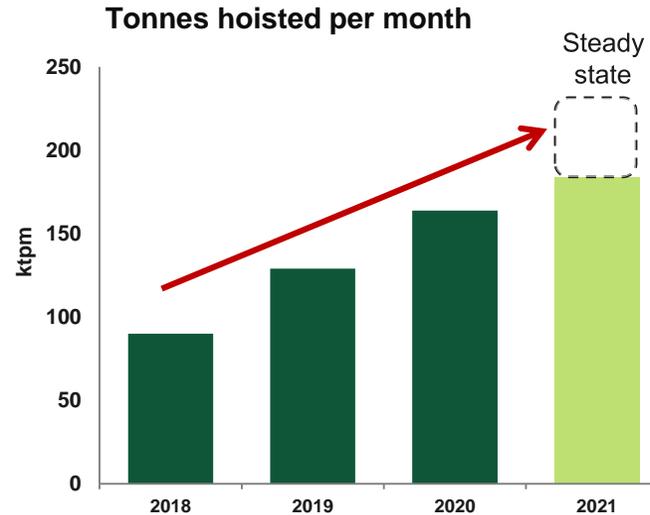
# STYLDRIFT – PURSUING OPERATIONAL MATURITY



## Infrastructure

### Key construction and development completed

- > **19 stopping sections** commissioned and operational to support **14 stopping crews**
- > **IMS in place** -1.4 IMS section ratio
- > **Ore handling infrastructure** installed and operational
- > **Engineering, logistics and services infrastructure** complete



### Production target:

#### 230 kilo-tonnes per month hoisted

- > Consistent year-on-year increases in hoisted tonnes
- > 220ktpm run-rate achieved during Q3 2021
- > Focus on pursuing operational maturity to achieve incremental improvements to meet 230ktpm steady state

### Efficiency target:

#### ±70 tonnes hoisted per total employee costed (TEC)

- > 66 tonnes hoisted per TEC peak achieved during Q3 2021
- > Focus on maximising mining efficiencies and key production drivers to achieve target



# STYLDRIFT – EMBEDDING A HIGH-PERFORMANCE CULTURE

Operational maturity  
through embedding  
a high performance culture

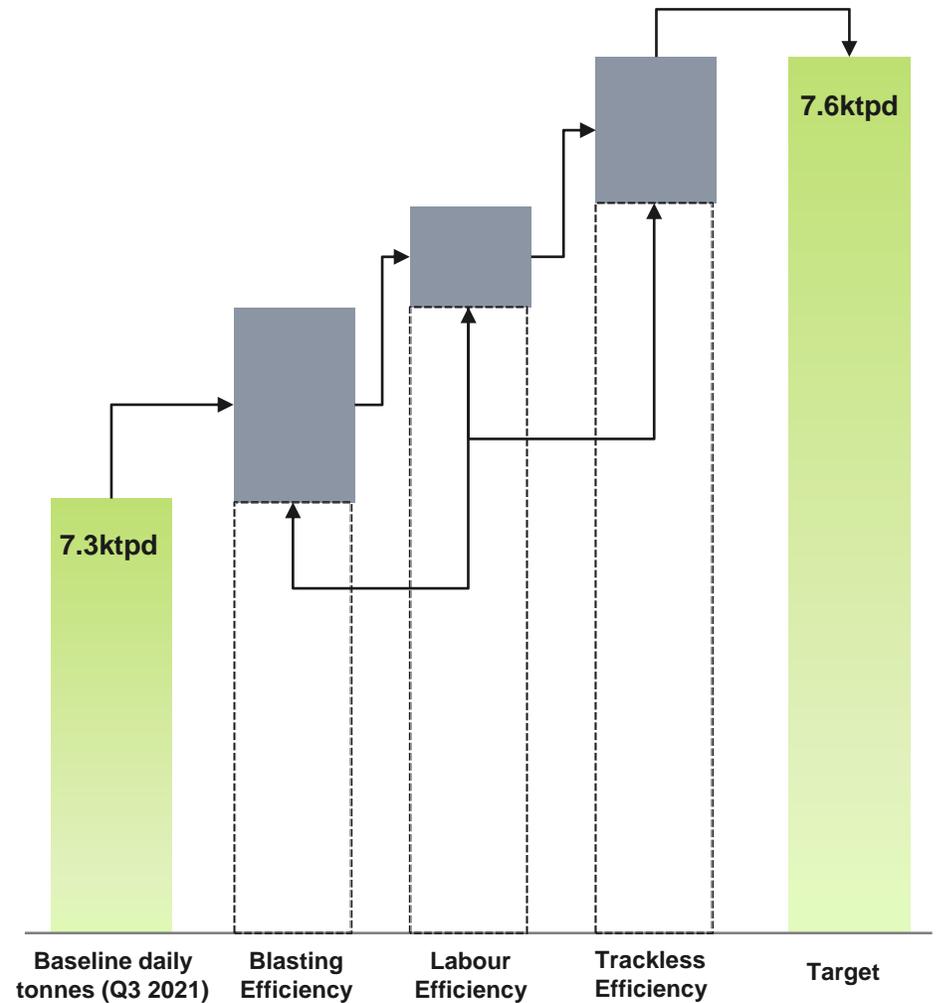


Blasting Efficiency

Labour Efficiency

Trackless Efficiency

## Road to improvement





# PROJECTS IN EXECUTION TO ACHIEVE BUSINESS SUSTAINABILITY



## 1 BRPM tailings storage facility

- > Construction progressed steadily during the period
- > Commission date remains Q1 2022
- > Capital expenditure for the period amounted to R192 million
- > Actual expenditure to date of R390 million
- > Estimate at completion of R534 million

## 2 Maseve MF2 upgrade

- > Project was impacted by Covid-19 related delays
- > Forecast for completion end of Q2 2022
- > Capital expenditure for the period amounted to R204 million
- > Actual expenditure to date of R428 million
- > Estimate at completion of R530 million

## 3 Project studies

- > Styldrift life-of-mine optimisation study
- > Concentrator optimisation
- > Overland conveyor phase 2
- > Renewable energy study for photovoltaic plant



## 2022 KEY OPERATIONAL FOCUS AREAS



**Operational stability**



**Styldrift operational maturity**



**Cost management and control**



**Continue developing operational flexibility**



**Environmental, social and governance stewardship**



# 04

## FINANCIAL REVIEW

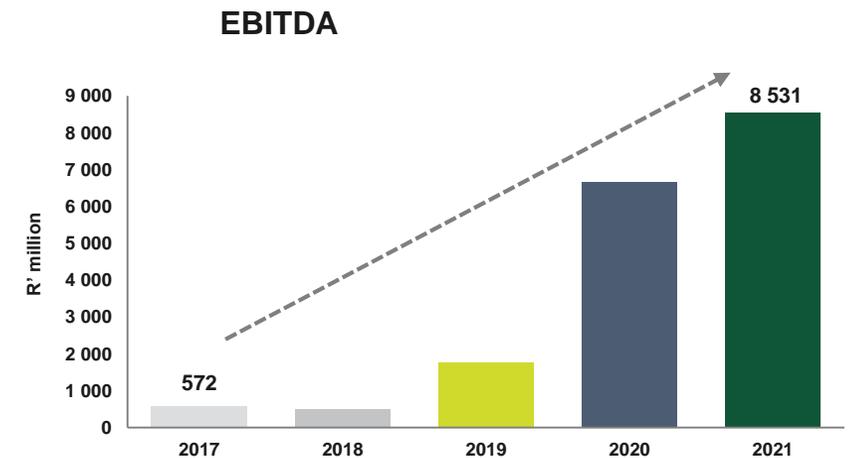
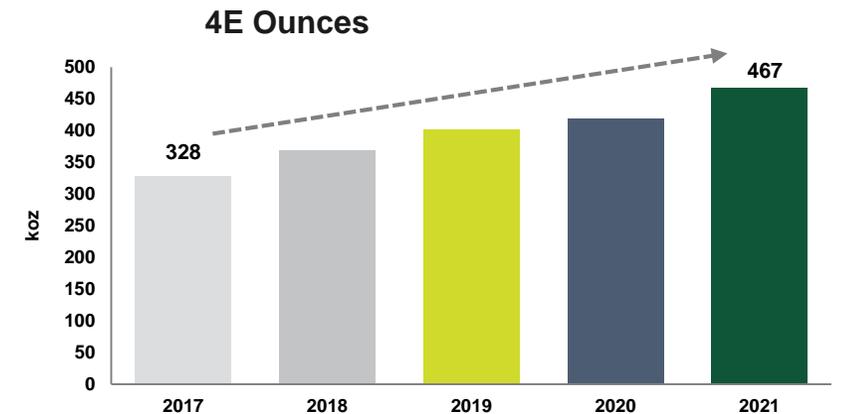




## 2021 FULL YEAR RESULTS SUMMARY

Description	Unit	2021	2020	YoY % change
Revenue	R'm	16 429	13 379	22.8
Cost of sales	R'm	(9 637)	(7 949)	(21.2)
<b>Gross profit</b>	<b>R'm</b>	<b>6 791</b>	<b>5 431</b>	<b>25.1</b>
Other income and expenses	R'm	1 062	193	450.4
Administrative expenses	R'm	(363)	(264)	(37.7)
Scrapping of non-financial assets	R'm	-	(4)	100.0
Net finance cost	R'm	(440)*	(333)	(32.2)
<b>Profit before tax</b>	<b>R'm</b>	<b>7 051</b>	<b>5 023</b>	<b>40.4</b>
EBITDA	R'm	8 531	6 647	28.3
EBITDA margin	%	51.9	49.7	4.4

\*Includes R312.5 million relating to premium on buy-back of convertible bonds  
 Note: YoY percentage changes in this presentation were calculated based on unrounded numbers





## RECORD HEADLINE EARNINGS RESULTING IN FULL YEAR DIVIDEND

Description	Unit	2021	2020	YoY % change
<b>Attributable comprehensive income</b>	R'm	6 510	3 529	84.5
<i>Less: Profit on disposal of PPE and other assets</i>	R'm	(22)	(40)	45.9
<b>Headline earnings</b>	R'm	6 488	3 489	86.0
Weighted average number of shares outstanding	# million	279	258	8.2
<b>Basic earnings per share</b>	Cents / share	2 332.4	1 369.9	70.3
<b>Headline earnings per share</b>	Cents / share	2 324.6	1 354.4	71.6
<b>Interim dividend per share</b>	Cents / share	535.0	-	100
<b>Final dividend per share</b>	Cents / share	535.0	575.0	(7.0)



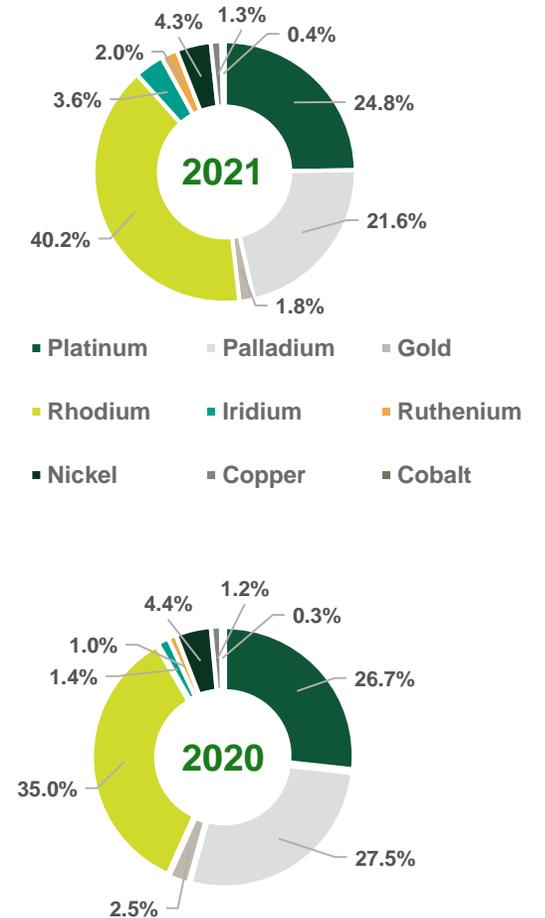
## REVENUE GROWTH SUPPORTED BY STRONG PGM BASKET PRICE AND VOLUMES

Description	Unit	2021	2020	YoY % change
Average basket price	R/Pt oz	54 698	47 892	14.2
Average basket price	R/4E oz	35 216	31 062	13.4
Average R:US\$ exchange rate	R:US\$	15.00	16.34	(8.2)

Description	Unit	2021		2020	
		Volume	Price (US\$)	Volume	Price (US\$)
Platinum	oz	300 007	1 068/oz	271 294	896/oz
Palladium	oz	125 001	2 339/oz	111 290	2 207/oz
Rhodium	oz	27 635	19 171/oz	22 998	11 211/oz
Gold	oz	13 078	1 783/oz	12 534	1 826/oz
Iridium	oz	9 236	4 729/oz	7 561	1 704/oz
Ruthenium	oz	45 986	513/oz	39 132	254/oz
Nickel	tonne	2 832	8.47/lb	2 779	7.17/lb
Copper	tonne	1 750	4.32/lb	1 725	3.14/lb

Note: The table above illustrates the average prices received by RBPlat in terms of the disposal of concentrate agreement (excluding the pipeline revaluation)

Revenue contribution

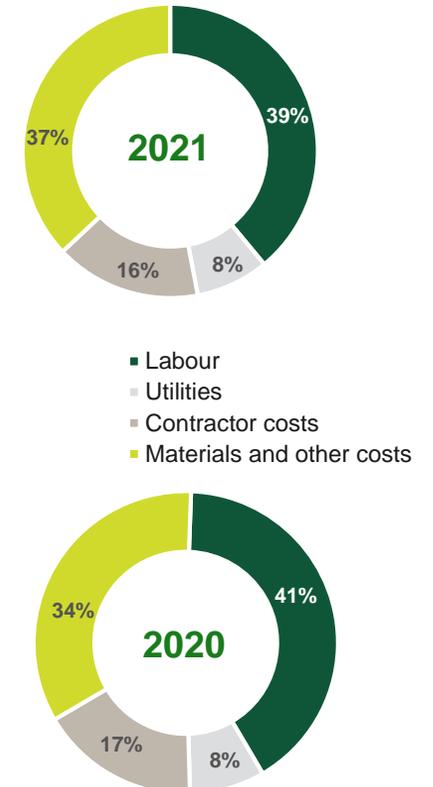




## COST INCREASE DRIVEN BY HIGHER VOLUMES AND ON-MINE INFLATION

Description	Unit	2021	2020	YoY % change
<b>Cost of sales</b>	<b>R'm</b>	<b>(9 637)</b>	<b>(7 949)</b>	<b>(21.2)</b>
Cost of sales (excl. depreciation and amortisation)	R'm	(8 375)	(6 867)	(22.0)
Depreciation and amortisation	R'm	(1 311)	(1 265)	(3.6)
Increase in inventories	R'm	49	183	(73.3)
<b>Administrative expenses</b>	<b>R'm</b>	<b>(363)</b>	<b>(264)</b>	<b>(37.7)</b>
Corporate office	R'm	(237)	(192)	(23.7)
Housing project	R'm	(56)	(35)	(57.2)
Industry membership and market development	R'm	(43)	(35)	(22.1)
Maseve care and maintenance and other costs	R'm	(28)	(2)	NM

Drivers of cost of sales\*



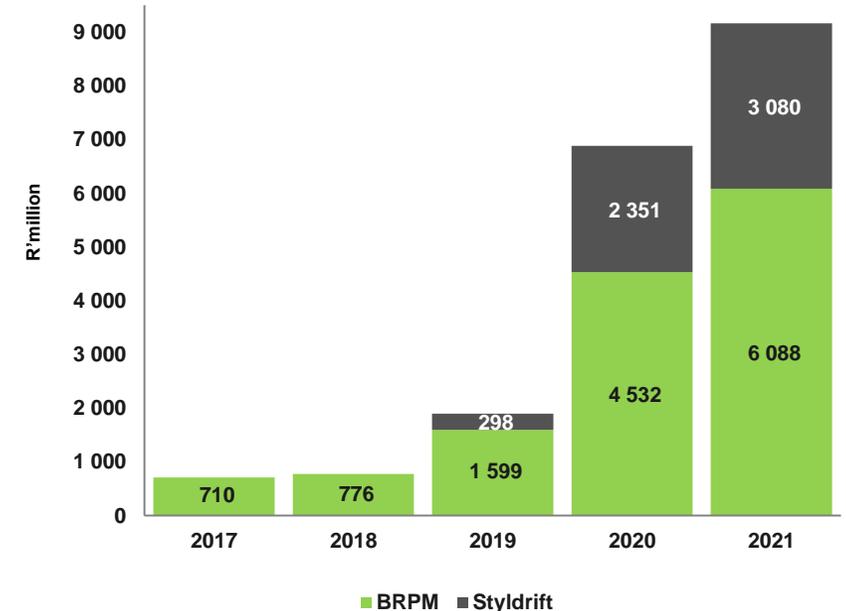
Note: \*Excluding depreciation and amortisation



## BRPM AND STRYLDRIFT CONTINUE TO DELIVER STRONG PROFITS

Description	RBR operations segments 2021	BRPM mining segment	Styldrift mining segment
<b>Full year ended 31 December 2021</b>	<b>R'm</b>	<b>R'm</b>	<b>R'm</b>
<b>Revenue</b>	<b>16 429</b>	<b>9 294</b>	<b>7 135</b>
<b>Cost of sales</b>	<b>(9 446)</b>	<b>(4 486)</b>	<b>(4 959)</b>
Cash cost of sales excluding depreciation	(8 344)	(4 121)	(4 223)
Depreciation	(1 151)	(351)	(799)
Movement in inventories	49	(14)	63
<b>Gross profit per segment and total</b>	<b>6 983</b>	<b>4 808</b>	<b>2 175</b>
<i>Year-on-year changes in gross profit (%)</i>	<i>25.2</i>	<i>24.4</i>	<i>27.2</i>
<i>ROCE (%)</i>	<i>36.1</i>	<i>107.4</i>	<i>13.5</i>

RBR operational EBITDA (2017 to 2021)





## SOLID CASH GENERATION AND STRONG NET CASH POSITION

Description	Unit	2021	2020	YoY % change
<b>Cash generated from operating activities</b>	<b>R'm</b>	<b>5 700</b>	<b>5 826</b>	<b>(2.2)</b>
- Cash generated from operations less interest	R'm	9 030	3 802	137.4
- Proceeds from the gold streaming transaction	R'm	-	2 094	(100.0)
- Dividend and taxation paid	R'm	(3 329)	(70)	NM
<b>Cash utilised in investing activities*</b>	<b>R'm</b>	<b>(1 799)</b>	<b>(1 868)</b>	<b>3.7</b>
- Capital expenditure	R'm	(1 783)	(1 874)	4.9
<b>Cash utilised in financing activities*</b>	<b>R'm</b>	<b>(1 246)</b>	<b>(2 529)</b>	<b>50.7</b>
- Proceeds from interest-bearing borrowings	R'm	890	2 031	(56.2)
- Repayment of interest-bearing borrowings	R'm	(1 500)	(2 745)	45.4
- Convertible bonds buy-back/redemption	R'm	(482)	-	(100.0)
- Settlement of RPM deferred consideration	R'm	-	(1 851)	100.0
<b>Cash and cash equivalents</b>	<b>R'm</b>	<b>4 898</b>	<b>2 243</b>	<b>118.4</b>
Net cash**	R'm	4 898	1 643	198.1

Note: \* Key items highlighted and not a comprehensive list

\*\* Net cash calculated as cash and cash equivalents net of interest-bearing borrowings



# CAPITAL ALLOCATION FRAMEWORK

Our capital allocation framework is integrated into our strategy, budget, planning and management processes.

## Assessment of financial risk and returns

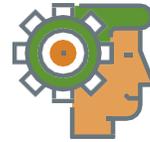


impact on:

-  Manufactured capital
-  Human capital
-  Intellectual capital
-  Social capital
-  Natural capital

**Governance structure, including the delegation of authority framework, ensures appropriate level of accountability and flexibility**

## Valuation process



measure performance of:

-  Operational improvements and other
-  Organic growth projects
-  Mergers and acquisitions

**Considers significant uncertainty of macro-economic factors to balance risk and returns**

## Optimal funding structure ongoing assessment of:



-  Optimal sources of equity
-  Optimal sources of debt

**Ensures the best balance of risk and returns**



**Maximise shareholder returns while maintaining an appropriate level of risk**



## ROBUST BALANCE SHEET SUPPORTS SUSTAINABLE DIVIDEND

### > **Strong liquidity and funding**

- Net cash\* of R4 898 million at the end of the period (2020: R1 643 million)
- Cash and cash investments of R4.9 billion at the end of the period
- Debt facilities of R3 billion available at the end of the period

### > **Total of R3.5 billion capital return for the period**

- 18 327 convertible bonds repurchased/redeemed for R482 million
- Interim gross cash dividend of R5.35 per share equating to R1.5 billion
- Final gross cash dividend of R5.35 per share equating to R1.5 billion
- Capital returns for 2021 equate to 47% of free cash flow before growth capital expenditure

Note: \* Net cash calculated as cash and cash equivalents net of interest-bearing borrowings



# TRANSFORMED BUSINESS THAT IS PERFECTLY POSITIONED



## > Continued transformation of Royal Bafokeng Platinum

- Delivered 22.4% return on capital employed (2020: 17.7%)
- Settlement and delisting of the convertible bonds
- Settlement of term debt
- Renegotiation of funding facilities



## > Strong financial performance

- EBITDA of R8 531 million (2020: R6 647 million)
- EBITDA margin of 51.9% (2020: 49.7%)
- Record EBITDA contribution from BRPM and Styldrift



## > Discipline in capital allocation

- Maintain robust balance sheet
- Dividend policy underpins commitment of sustainable cash returns



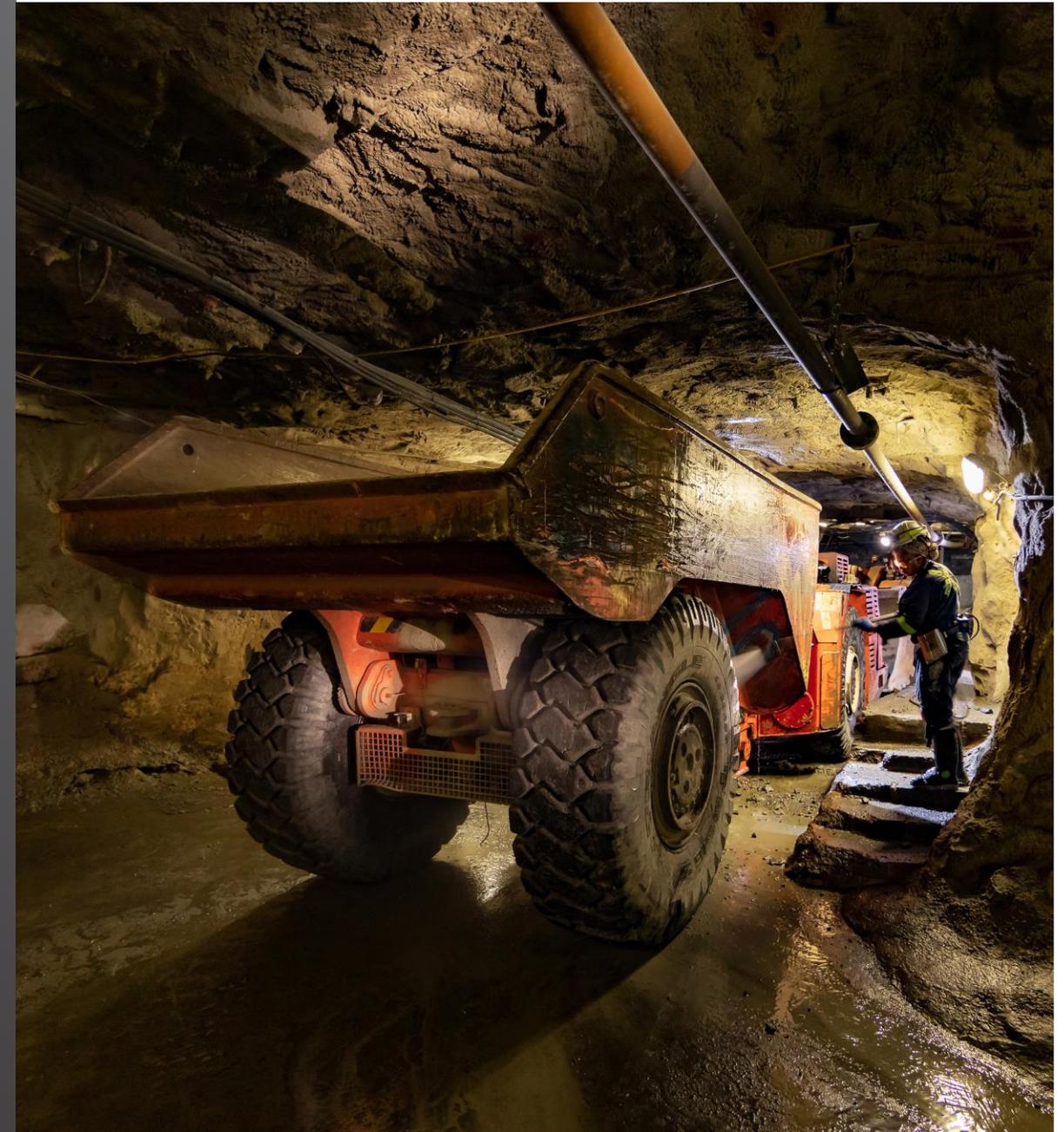
## > Finance focus areas for 2022 and beyond

- Close monitoring of financial health and liquidity
- Delivery of supply chain projects
- Continued roll-out of Digital Roadmap



# 05

## OUTLOOK AND GUIDANCE





## OUTLOOK AND GUIDANCE

- > Styldrift to reach steady state run rate in 2022
- > UG2 is expected to contribute approximately 58% of BRPM's total volumes
- > Production is forecast to be between 4.65Mt and 4.90Mt, yielding between 485koz and 505koz 4E metals in concentrate
- > Forecast built-up head grade of 3.90g/t (4E)
- > Total cash operating cost per 4E ounce is forecast to be between R16 500 and R17 200 for the Group
- > Total capex for 2022 is forecast at approximately R2.3 billion
  - R0.7 billion for the Styldrift replacement capital
  - R0.5 billion for the Maseve plant and BRPM TSF upgrades
  - R0.2 billion for the Styldrift expansion project auxiliary works
  - SIB expenditure is expected to be between 10% and 11% of operating expenditure



# 04

## APPENDIX





# STRONG PGM PRICES AND INCREASED PRODUCTION UNDERPIN INCREASE IN HEADLINE EARNINGS

Headline earnings per share

