



Addendum to
2021 Integrated Report

Creating economic value for all our
stakeholders by delivering
MORE THAN MINING



OPERATIONAL PERFORMANCE TABLES

Safety

Description	Unit	Var %	2021	2020	2019
Fatal injuries	No.	0	1	1	2
TIFR	/1 000 000 hrs	(26.1)	7.139	5.663	8.643
LTIFR	/1 000 000 hrs	(47.4)	1.943	1.318	1.900
SIFR	/1 000 000 hrs	(65.9)	0.972	0.586	1.140

Development and ore production

Description	Unit	Var %	2021	2020	2019
Total development	km	16.6	42.2	36.2	39.1
BRPM	km	22.0	36.6	30.0	32.3
Styldrift	km	(9.7)	5.6	6.2	6.8
IMS panel ratio (BRPM)	ratio	22.2	2.09	1.71	1.87
IMS section ratio (Styldrift)	ratio	22.8	1.40	1.14	0.80
Total stoping square metres	000 m ²	8.9	711	653	610
BRPM	000 m ²	9.1	430	394	411
Styldrift	000 m ²	8.5	281	259	199
Merensky	000 m ²	0.8	535	531	515
UG2	000 m ²	44.3	176	122	95
Total tonnes hoisted	kt	12.1	4 639	4 140	3 792
BRPM	kt	11.9	2 434	2 175	2 244
Styldrift	kt	12.2	2 205	1 965	1 548
Merensky	kt	6.4	3 550	3 335	3 185
UG2	kt	35.3	1 089	805	607
UG2	%	21.1	23	19	16



OPERATIONAL PERFORMANCE TABLES continued

Processing

Description	Unit	Var %	2021	2020	2019
Total tonnes milled	kt	16.0	4 628	3 990	3 847
BRPM	kt	17.2	2 457	2 096	2 222
Styldrift	kt	14.6	2 171	1 894	1 625
Merensky	kt	7.9	3 546	3 286	3 266
UG2	kt	53.7	1 082	704	581
UG2 milled	%	27.8	23	18	15
BRPM concentrator	kt	2.5	2 662	2 597	2 689
Merensky	kt	5.3	2 482	2 357	2 463
UG2	kt	(25.0)	180	240	226
UG2 milled	%	(22.2)	7	9	8
Maseve concentrator	kt	14.0	1 546	1 356	1 158
Merensky	kt	14.6	1 065	929	803
UG2	kt	12.6	481	427	355
UG2 milled	%	0.0	31	31	31
Tonnes milled — UG2 Toll	kt	1 037.8	421	37	0
Closing surface stocks	kt	12.9	184	163	11
Merensky	kt	38.9	125	90	2
UG2	kt	(19.2)	59	73	9
Built-up head grade (4E)	g/t	(1.8)	3.86	3.93	3.91
BRPM	g/t	(2.3)	3.88	3.97	4.01
Styldrift	g/t	(1.5)	3.83	3.89	3.77
Merensky	g/t	(2.3)	3.88	3.97	3.91
UG2	g/t	0.8	3.79	3.76	3.87
Recovery — 4E (total concentrating)	%	(1.9)	81.35	82.93	83.07
BRPM	%	(1.8)	82.50	84.04	84.34
Maseve	%	(1.5)	79.79	81.01	80.13
4E metals in concentrate	koz	11.5	467	419	401
BRPM	koz	11.2	249	224	241
Styldrift	koz	11.8	218	195	160
Pt metal in concentrate	koz	10.7	301	272	261
BRPM	koz	9.7	158	144	156
Styldrift	koz	10.9	142	128	105



OPERATIONAL PERFORMANCE TABLES continued

Labour

Description	Unit	Var %	2021	2020	2019
Total labour	No.	(4.1)	10 997	10 566	10 059
Working cost labour	No.	(2.4)	9 750	9 517	8 899
Capital labour	No.	(18.9)	1 247	1 049	1 160
BRPM	No.	(4.4)	5 348	5 123	5 102
Styldrift	No.	7.1	4 106	4 422	4 007
Concentrators	No.	(103.2)	951	468	436
Shared Services	No.	(7.1)	592	553	514
BRPM stoping teams (excl. ledging)	No.	(2.1)	99	97	101
Styldrift stoping teams (excl. ledging)	No.	0.0	14	14	12
BRPM stoping crew efficiency (excl. ledging)	m ² /crew	(2.2)	356	364	321
Styldrift stoping crew efficiency (excl. ledging)	m ² /crew	3.2	1 677	1 625	1 380
Tonnes milled/TEC pm	t/TEC pm	9.9	39.9	36.3	36.8



OPERATIONAL PERFORMANCE TABLES continued

Operating costs

Description	Unit	Var %	2021	2020	2019
Total cash operating cost	R'm	(20.2)	7 829	6 513	5 675
BRPM	R'm	(22.9)	3 883	3 160	3 024
Styldrift	R'm	(17.7)	3 946	3 353	2 651
Total cash operating cost/tonne milled	R/t	(3.7)	1 692	1 632	1 475
BRPM	R/t	(4.8)	1 581	1 508	1 361
Styldrift	R/t	(2.7)	1 818	1 770	1 632
Total cash operating cost/4E oz	R/oz	(7.8)	16 770	15 560	14 139
BRPM	R/oz	(10.3)	15 599	14 141	12 562
Styldrift	R/oz	(5.4)	18 108	17 185	16 504



OPERATIONAL PERFORMANCE TABLES continued

Capital expenditure

Description	Unit	Var %	2021	2020	2019
Stay-in-business (SIB) capital	R'm	32.9	497	374	226
BRPM	R'm	49.4	118	79	77
Styldrift	R'm	78.4	339	190	125
Maseve mine	R'm	(92.3)	1	13	1
Concentrating	R'm	(57.6)	39	92	23
SIB % of operating cost (RBPlat)	%	10.5	6.3	5.7	4.0
Replacement capital	R'm	90.6	648	340	101
Phase III	R'm	0.0	—	—	21
Styldrift declines	R'm	90.6	648	340	80
Expansion capital	R'm	39.6	665	1 101	1 334
Styldrift I	R'm	64.2	256	716	1 225
Processing	R'm	6.2	409	385	109
Total capital expenditure	R'm	(0.3)	1 810	1 815	1 661

HDP procurement report – 2020

Spend categories	DMR targets proposed %	Total procurement spend (R)	Discretionary procurement spend (R)	HDP procurement spend (R)	% of total discretionary procurement spent with HDP companies
Mining goods	70	2 779 278 453	2 667 640 361	2 027 721 495	76.01
Services spend	80	2 856 112 213	2 221 390 581	1 989 710 485	89.57
Total spend		5 635 390 665	4 889 030 941	4 017 431 979	82.17

HDP procurement report – 2021

Spend categories	DMR targets proposed %	Total procurement spend (R)	Discretionary procurement spend (R)	HDP procurement spend (R)	% of total discretionary procurement spent with HDP companies
Mining goods	70	3 025 166 791	2 978 010 352	2 479 389 692	83.23
Services spend	80	3 395 410 533	2 596 071 493	2 328 518 064	89.61
Total spend		6 420 577 324	5 574 081 845	4 807 907 756	86.23