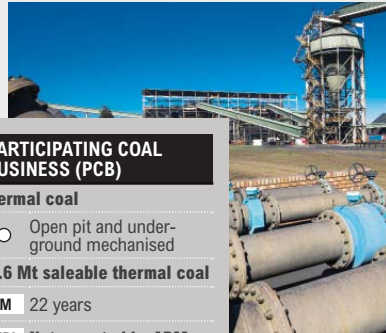


WHERE WE OPERATE



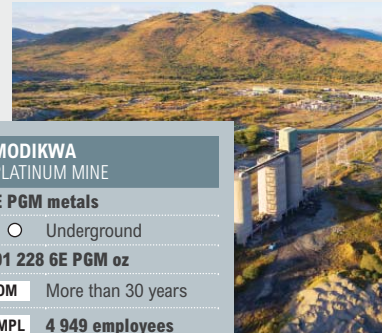
PARTICIPATING COAL BUSINESS (PCB)
Thermal coal
 Open pit and underground mechanised
16.6 Mt saleable thermal coal
LOM 22 years
EMPL Not reported by ARM
LTIFR Not reported by ARM
 30th percentile

IAR
 Refer to pages 54 to 59 for more information



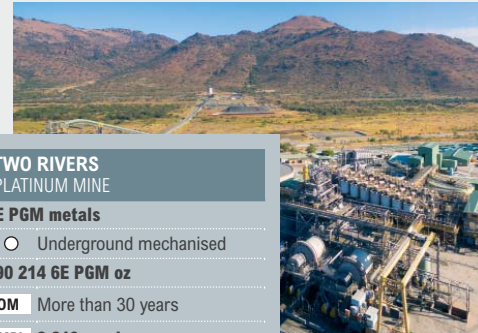
GOEDGEVONDEN (GGV) COAL MINE
Thermal coal
 Open pit
6.5 Mt saleable thermal coal
LOM 23 years
EMPL Not reported by ARM
LTIFR Not reported by ARM
 35th percentile

IAR
 Refer to pages 54 to 59 for more information



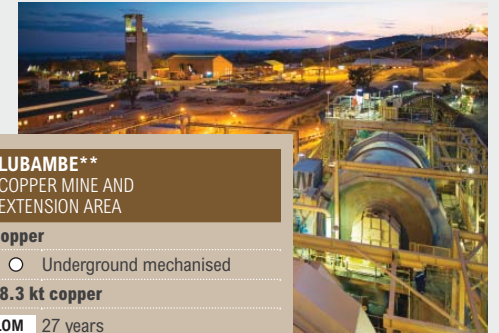
MODIKWA PLATINUM MINE
6E PGM metals
 Underground
301 228 6E PGM oz
LOM More than 30 years
EMPL 4 949 employees
LTIFR 0.58
 70th percentile

IAR
 Refer to pages 30 to 41 for more information



TWO RIVERS PLATINUM MINE
6E PGM metals
 Underground mechanised
390 214 6E PGM oz
LOM More than 30 years
EMPL 3 219 employees
LTIFR 0.31
 20th percentile

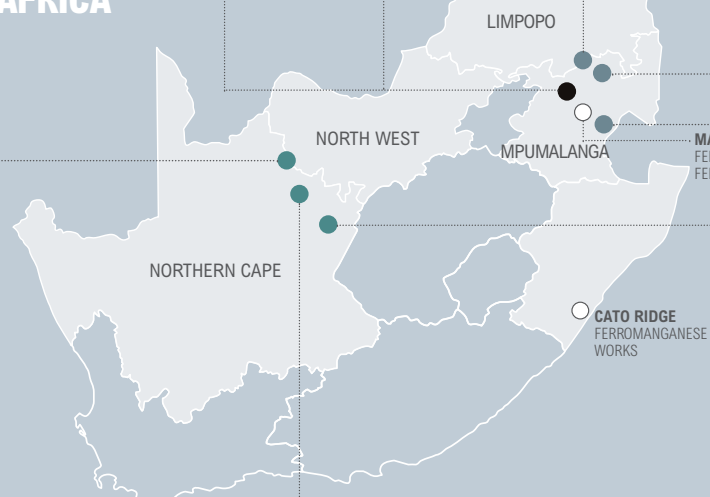
IAR
 Refer to pages 30 to 41 for more information



LUBAMBE COPPER MINE AND EXTENSION AREA**
Copper
 Underground mechanised
18.3 kt copper
LOM 27 years
EMPL 1 647 employees
LTIFR 0.14
 95th percentile

IAR
 Refer to pages 60 to 66 for more information

SOUTH AFRICA



MACHADODORP* FERROMANGANESE AND FERROCHROME WORKS
 * Machadodorp Works is currently recovering ferrochrome from the historical slag dump through the metal recovery plant.

ZAMBIA



MALAYSIA



** ARM announced on 15 August 2017 that an agreement had been concluded for the disposal of its 40% effective interest in Lubambe and Lubambe Extension Area. Completion of the disposal is subject to the fulfillment of conditions precedent.



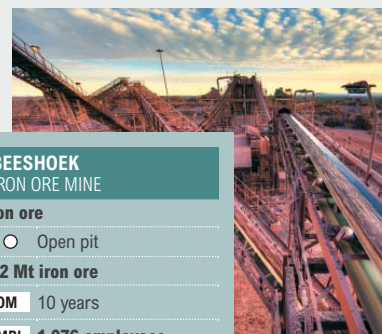
NCHWANING AND GLORIA MANGANESE ORE MINES (COLLECTIVELY BLACK ROCK MINE)
Manganese ore
 Underground mechanised
2.9 Mt manganese ore
LOM More than 30 years
EMPL 5 016 employees
LTIFR 0.24
 40th percentile

IAR
 Refer to pages 42 to 53 for more information



KHUMANI MINE IRON ORE MINE
Iron ore
 Open pit
14.5 Mt iron ore
LOM 23 years
EMPL 5 162 employees
LTIFR 0.10
 58th percentile

IAR
 Refer to pages 42 to 53 for more information



BEESHOEK IRON ORE MINE
Iron ore
 Open pit
3.2 Mt iron ore
LOM 10 years
EMPL 1 076 employees
LTIFR 0.15
 65th percentile

IAR
 Refer to pages 42 to 53 for more information



NKOMATI NICKEL MINE
Nickel, PGMs, chrome, copper, cobalt
 Open pit
15.9 kt nickel, 124 koz PGM, 241 kt chrome, 8 kt copper, 1 kt cobalt
LOM 11 years
EMPL 2 172 employees
LTIFR 0.00
 62nd percentile

IAR
 Refer to pages 30 to 41 for more information



SAKURA FERROALLOYS PROJECT
Ferromanganese
 Smelter
129 kt ferromanganese
LOM More than 30 years
EMPL Not reported by ARM
LTIFR Not reported by ARM
 27th percentile (in F2021)

IAR
 Refer to pages 42 to 53 for more information

○ Mine/operation type LOM Approximate life of mine EMPL Number of employees including full-time employees, contractors and expatriates LTIFR F2017 lost time injury frequency rate per 200 000 man-hours Position on the respective global commodity unit cost curve (F2017)