

Integrated Annual Report

2021/2022



Generating real value whilst
protecting our people, restoring
normal operations and
recapacitating the business for a
resilient sustainable future

RICHARD SHAFT HEADGEAR

SIYANDA BAKGATLA PLATINUM MINE



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Final Version

INTERNAL USE ONLY.

This report has been reviewed by KPMG as part of a assurance readiness exercise.

2021 / 2022



FRONTEND LOADER AT 4SOUTH DECLINE

TABLE OF CONTENTS

OUR CONTEXT	8
OUR CHAIRMAN'S STATEMENT	10
STRUCTURING THIS REPORT	12
OUR BUSINESS AND HOW WE CREATE VALUE	25
SBPM'S STRATEGIC FOCUS AREAS	26
MATERIALITY BASED ON STAKEHOLDER ENGAGEMENT	30
OUR BOARD	36
BOARD SUB-COMMITTEE PERFORMANCE	41
THE CEO'S REPORT	51
MANAGING COMPLEXITY	55
THE GENERAL MANAGER'S REPORT	58
OUR RESOURCE AND RESERVE BASE	59
CFO'S STATEMENT	66
GENERATING SUSTAINABLE FINANCIAL CAPITAL	69
EXPANDING OUR MANUFACTURED CAPITAL BASE	71
STRENGTHENING OUR INTELLECTUAL CAPITAL BASE	75
HUMAN CAPITAL	79
PRIORITISING SOCIAL AND RELATIONSHIP CAPITAL	96
PRESERVING NATURAL CAPITAL VALUE	105
OUR FINANCIAL STATEMENTS	111
APPENDIX	117

TABLES

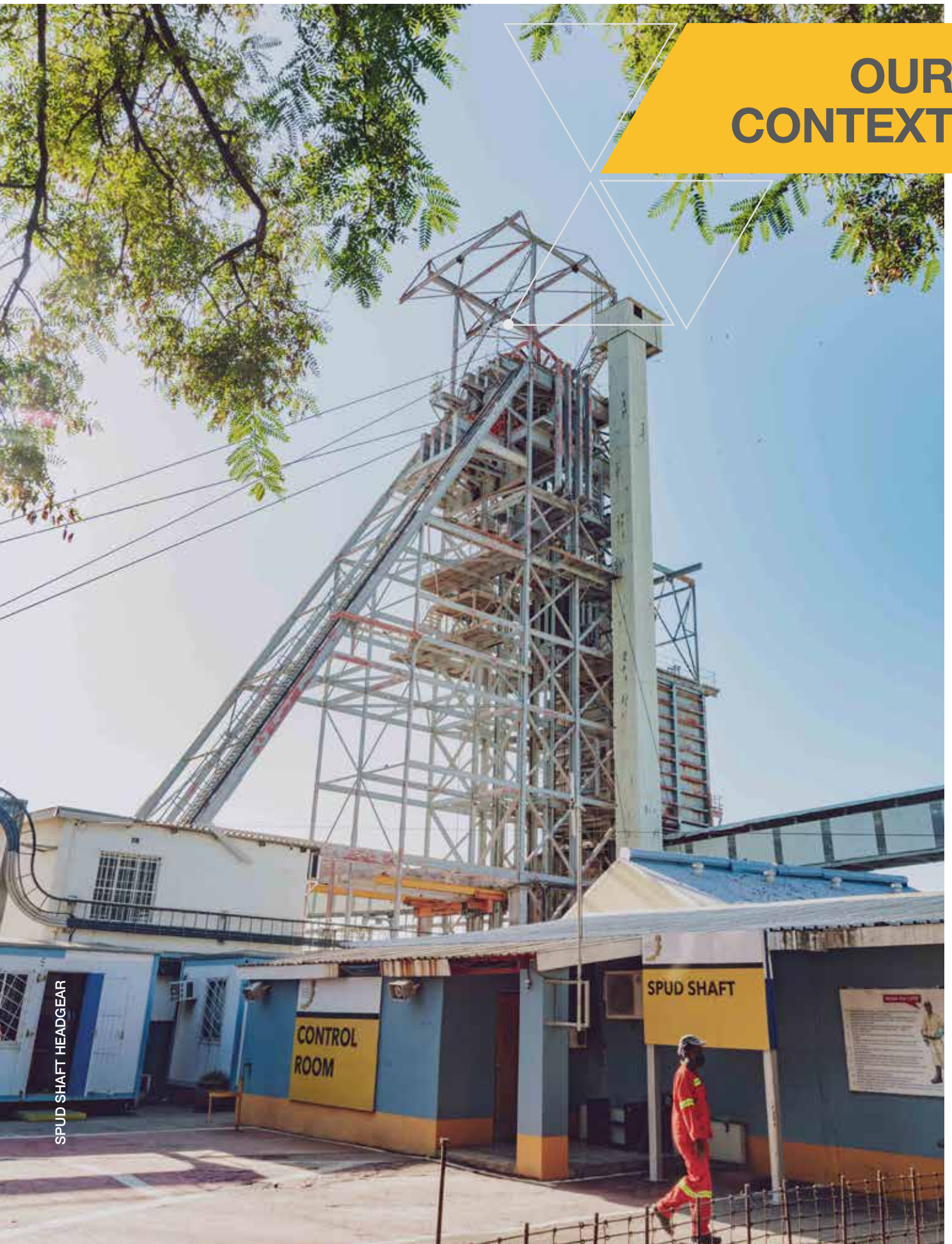
Table 1.	Scope of SBPM operation activities and infrastructure	14
Table 2.	Alignment of SBPM material indicators to sustainability reporting standards.....	15
Table 3.	SBPM's integrated risk management outcomes for controllable risks within the 2021-2022 FY	19
Table 4.	SBPM's integrated risk management outcomes for uncontrollable risks within the 2021-2022 FY	22
Table 5.	SBPM Board meeting dates and attendance register	36
Table 6.	2021-2022 FY summary of the SEC's Good Governance outcomes	42
Table 7.	Summary of SEC meeting dates and attendees	43
Table 8.	2020-2021 FY Summary of the SBPM ARC's Good Governance outcomes	44
Table 9.	Summary of ARC meeting dates and attendees.....	45
Table 10.	2020-2021 FY Summary of the SBPM REMCO's Good Governance outcomes.....	47
Table 11.	REMCO meeting dates and attendees	48
Table 12.	2021-2022 FY Summary of the SBPM TechCo's Good Governance outcomes.....	49
Table 13.	TechCo meeting dates and attendees	50
Table 14.	Material operational indicators performance	51
Table 15.	SBPM Inclusive and exclusive mineral resources and reserves.....	61
Table 16.	Integrated Financial Capital indicator performance for the 2021-2022 FY incl. projected targets	69
Table 17.	Year-on-year cost efficiency comparison	70
Table 18.	Integrated Manufactured Capital- Capital projects outputs for the 2021-2022 FY incl. projected targets for the next FY	72
Table 19.	2022-2023 FY Combined S-I-B and Expansive projects Capital Project budget (ZAR)	72
Table 20.	LED projects completion status as of the end of the 2021-2022 FY	73
Table 21.	Environmental infrastructure planned for the 2022-2023 FY	74
Table 22.	Year-on-year corruption cases reported and investigation outcomes (Number of)*	75
Table 23.	Information Security and management performance (Number of)*	77
Table 24.	Policies and procedures approved by the Board during the 2021-2022 FY	78
Table 25.	2021-2022 FY Employee categorisation by level, race and gender performance (Number of)*	80
Table 26.	2021-2022 FY new and leaving employees by level and gender (Number of)*	80
Table 27.	Year-on-year comparison of workforce composition.....	82
Table 28.	2021-2022 FY HDSA representation by level performance.....	83
Table 29.	SBPM Provident and Pension Scheme categories	84
Table 30.	Contributions per Category (% of Salary).....	84

Table 31.	Number of members per fund.....	84
Table 32.	Year-on-year integrated Human Capital – Safety indicator performance review.....	87
Table 33.	Occupation and Non-Occupational health prevention interventions	89
Table 34.	Year-on-year Integrated Human Capital – Occupational and non-Occupational disease management performance for the 2021-2022 FY	90
Table 35.	Year-on-year Integrated Human Capital - Human Resource Development (HRD) performance	95
Table 36.	SBPM External Stakeholder Engagement Plan.....	96
Table 37.	Year-on-year review of SBPM's preferential procurement categories (ZAR)	98
Table 38.	Preferential procurement indicator performance during the 2021-2022 FY	99
Table 39.	Year-on-year review of BBKTA ringfenced Supplier Development initiatives	100
Table 40.	Year-on-year review of expenditure on SLP linked LED projects (ZAR).....	101
Table 41.	Year-on-year disclosure of LED sponsorship and donations to local community organisations (ZAR).....	102
Table 42.	Year-on-year comparison of Natural Capital energy use and GHG emissions indicator performance	106
Table 43.	Year-on-year comparison of Natural Capital water use indicator performance	107
Table 44.	Year-on-year comparison of Natural Capital waste indicator performance	109
Table 45.	Year-on-year comparison of Natural Capital environmental compliance performance	110

FIGURES

Figure 1.	Location of mining operations and land under management	8
Figure 2.	SBPM Ownership structure	9
Figure 3.	SBPM's Risk management ranking methodology.....	18
Figure 4.	SBPM Business Plan (Tonnes)*	26
Figure 5.	Important to the stakeholder / Important to business success Materiality Matrix	31
Figure 6.	SBPM's Material internal stakeholders	32
Figure 7.	SBPM's Material external stakeholders	32
Figure 8.	Defining what is 'Local'	33
Figure 9.	SPBM's Integrated value creation management and reporting model.....	34
Figure 10.	Positivity testing rate over the course of the 2021-2022 reporting year	52
Figure 11.	Vaccination rollout program- 2021-2022 reporting year accumulative statistics.....	52
Figure 12.	Forecasted tonnages over extended life-of-mine	53
Figure 13.	Year-on-year comparison of Total Spend vs. Spend on Black Owned Companies (BOCs)	67
Figure 14.	Discretionary Total Spend vs. Spend on Black Owned Companies (BOCs)	67
Figure 15.	2021-2022 FY Corruption outcomes	76
Figure 16.	Ethnicity status of our workforce at the end of the reporting year	81
Figure 17.	Gender status of our workforce at the end of the reporting year %	81
Figure 18.	Country of origin status of our workforce at the end of the reporting year	81
Figure 19.	Locality status of our workforce at the end of the reporting year	81
Figure 20.	Year-on-year lagging and leading safety indicator performance	86
Figure 21.	SPBM's differentiation of "local" communities	97

OUR CONTEXT



SPUD SHAFT HEADGEAR

Our Context

Our Mission: Creating shareholder value and to support the economy and development of the region.

Siyanda Bakgatla Platinum Mine (SBPM) is a black-owned Platinum Group Metal (PGM) mining and processing business. We are custodians of proven resource base that consistently delivers high mining yields. We aim to mine and process our resource base efficiently, without compromising on worker safety and health. We endeavour to minimise the negative impacts that our activities have on the natural, and human environment. We have a business resilience and beyond-compliance management approach, to ensure that we always meeting our legislative right to mine and upholding our Social and Environmental License obligations. We are currently extending the Life-of-Mine. We use our mining business as an empowerment vehicle to uplift our communities while delivering sustainable shareholder value.

This report presents the story of our progression against achieving our business strategy objectives for the period March 2021 to end of February 2022 (2021-2022 FY). We have structured the report to demonstrate how effectively the business was governed and managed whilst creating sustainable value for shareholders and stakeholders.

Throughout this report, we refer to material performance indicators that stem from:

- Stakeholder engagement topics
- Indicators used to assess if the business strategic objectives have been met
- Performance indicators reported to the SBPM Board's Sub Committees
- Key risk and opportunity control effectiveness indicators

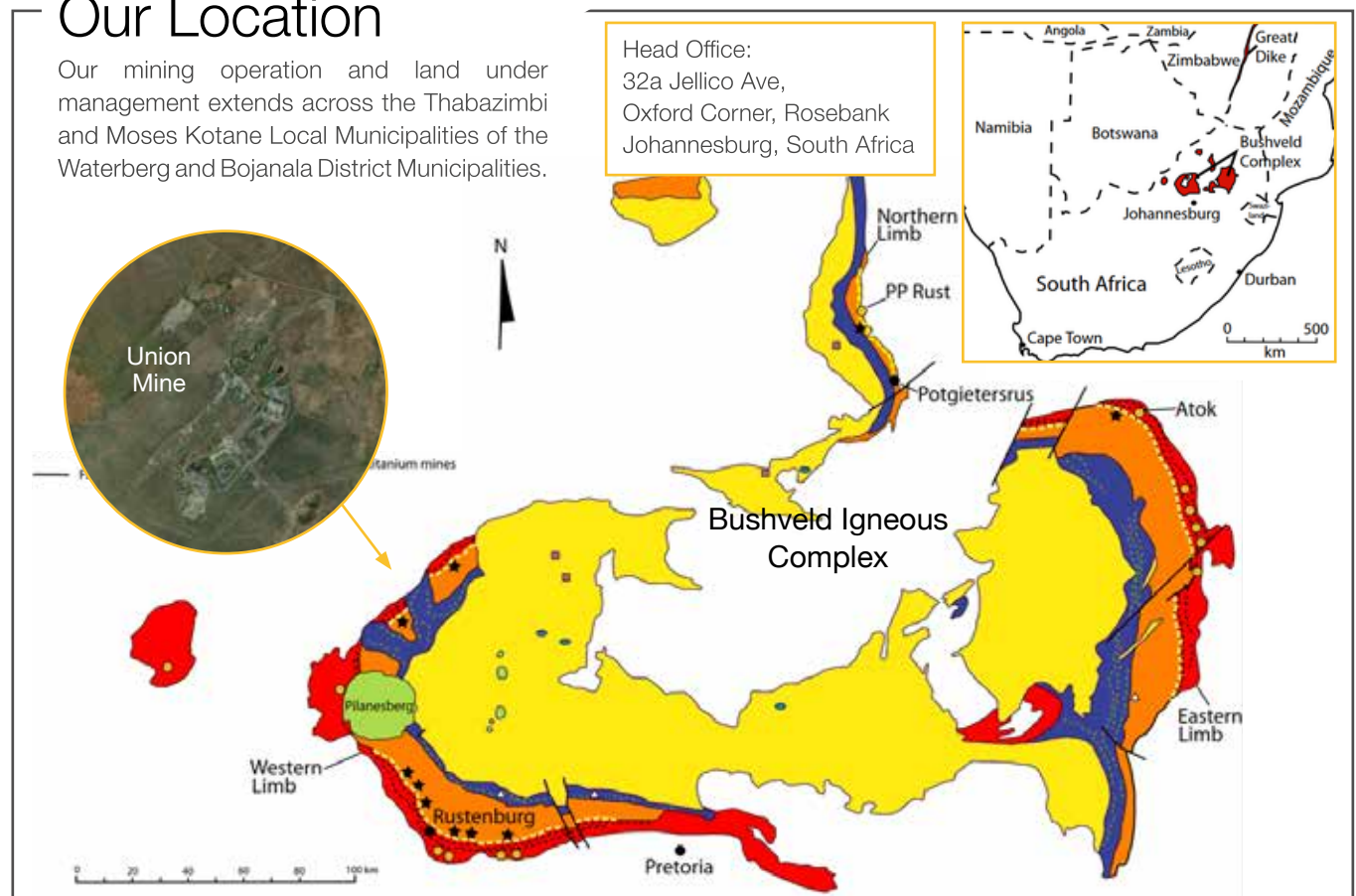
We have aligned these indicators to sector specific Mining and Mineral external Environmental, Social and Governance (ESG) reporting standards.

Platinum, Gold, Palladium and Rhodium are collectively known as "4E" PGMs
PGMs: Platinum, palladium, rhodium, iridium, ruthenium, osmium, and gold

Figure 1. Location of mining operations and land under management

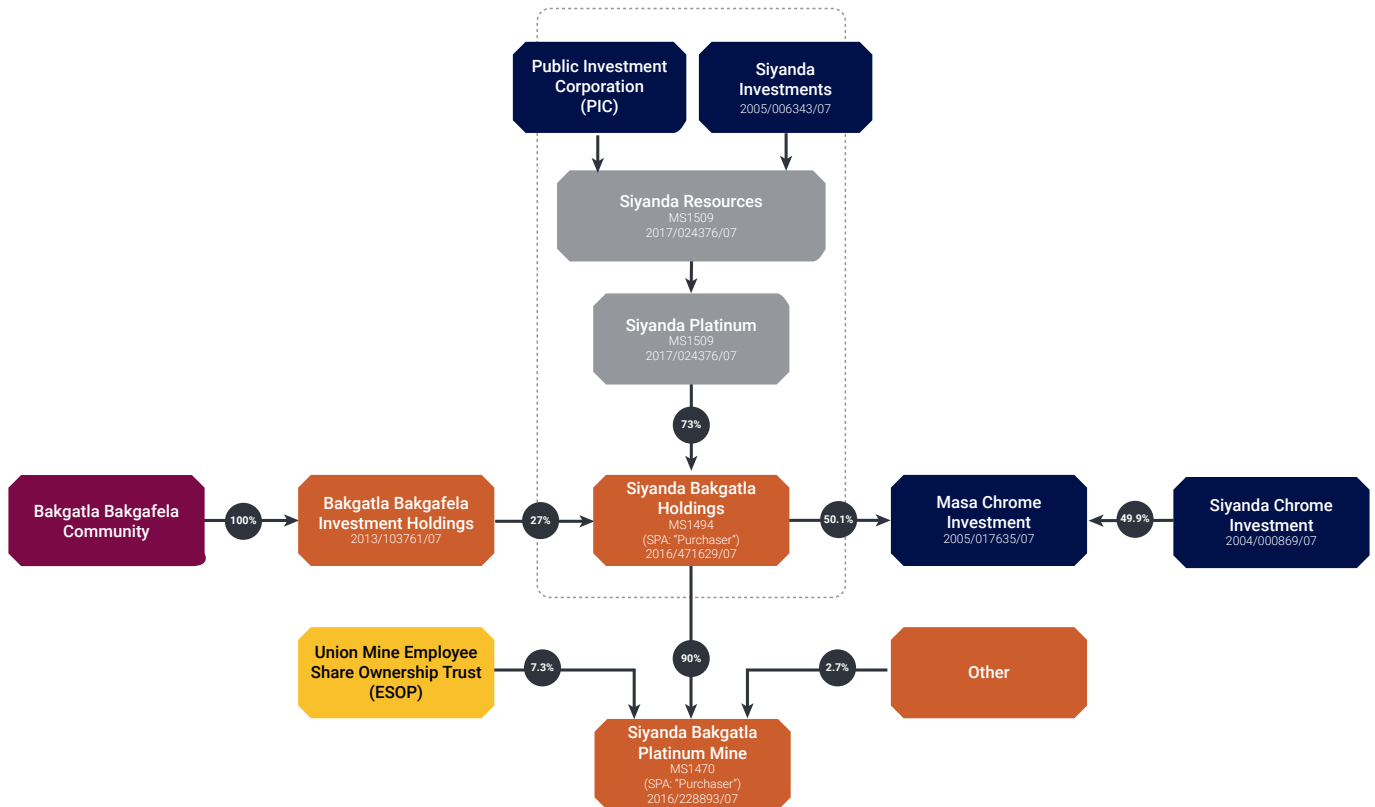
Our Location

Our mining operation and land under management extends across the Thabazimbi and Moses Kotane Local Municipalities of the Waterberg and Bojanala District Municipalities.



An important element of our geographic context is the location of our communities. As the collective, the Bakgatla Ba Kgafela community holds a significant portion of shares in our business. The location of the thirty-two villages that fall under the Bakgatla Ba Kgafela Tribal authority are of vital importance to the business. As a privately owned business, we are accountable to our shareholders and stakeholders. Our main shareholders are Siyanda Platinum, the local community, and our employees. The SBPM ownership structure is listed in Figure 2.

Figure 2. SBPM Ownership structure



Note: SBPM has a controlling interest in the MASA Chrome Company.



OUR CHAIRMAN'S STATEMENT



Looking back at our performance and achievements for the year, I am proud of what our people managed to achieve.



LINDANI MTHWA
GROUP CHAIRMAN

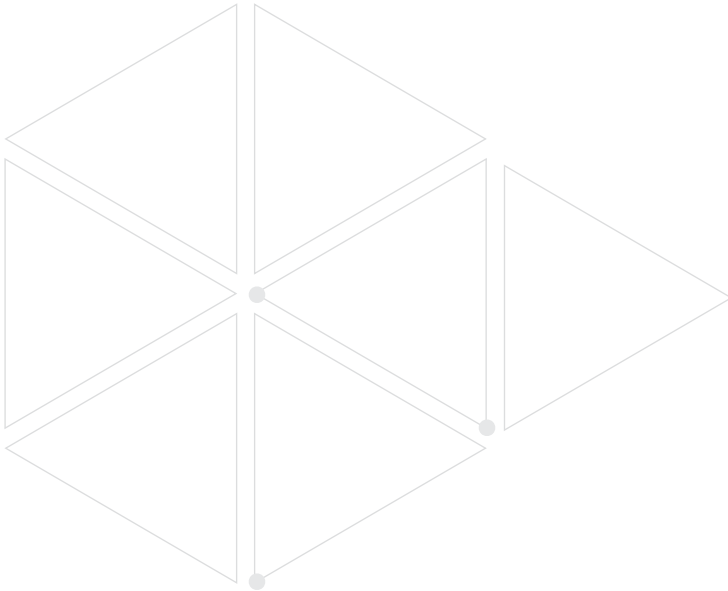
The safety-related incident fatality put a damper on the otherwise optimistic outlook going into the 2021-2022 financial year. We were and still are absolutely determined to put in place meaningful, integrated interventions to prevent further injuries and loss of life.

We performed well, although not as well as projected, however, we succeeded in ways that has improved our business resilience moving into the future. Performance is multi-faceted. Exceptional productivity performance is built on three pillars. **Firstly**, on the foundation of trust and ethical leadership; **secondly**, on the foundation of good relationships and **thirdly** on capital supporting infrastructure. We have multiple capital projects planned and although the implementation thereof have been slightly delayed, many are in progress. These will ensure long term sustainability.

It is what we do that really counts. Our diverse Board is skilled in recognizing the various risk flags and are quick to make pre-emptive decisions. Undeniably, short-term production sacrifice were made to ensure that our workers were vaccinated. The Board demonstrated to our workers that we will prioritise their health, their wellbeing, and their livelihoods. We ended the 2021-2022 financial year with a fully vaccinated workforce as well as by having a signed five-year wage agreement on the table! These are monumental successes! A culture of excellence start with pockets of successful interventions. Our vision is to modernise the business, starting with the digitizing the manual mining reporting processes. Our leadership and management teams need real time data to support decisions. Modernising our mining will improve safety and productivity where management has access to real-time data.

There is no doubt that the success fundamentals are now in place at SBPM. These fundamentals were not achieved accidentally, but through the resolutions passed by our diversly skilled leadership team. We run this Mine differently from traditional mining operations. We have skilled processing and mining engineers on the Board which complements the community and ESG expertise of other Board members. This leadership team strives to have quality relationships with our stakeholders. We are privileged that our material stakeholder's expectations are aligned to our shareholder expectations.

The Board has absolute effective control. This can be seen from Board member's involvement in the various sub-committees of the Board. We have chosen independent Directors and respect their impartial perspectives which are based on years of experience at peer mining organisations. The getting-into-the trenches mindset sets us apart from our peers. We have broad integrated incentive schemes to reward performance.



We are passionate about fostering an ethical excellence and safe work culture within our people. Our employees and our community members share in our financial successes. We do not encourage or incentive a culture where production comes before safety and ethics.

We have created real value for our shareholders, our employees and within our local communities.

Looking to the future

For this reporting year, plans were put in made to modernise our processing plants, improve efficiencies as well as to broaden our revenue streams. We will continue to work toward completing our planned capital projects by the end of the second quarter of the 2023-2024 financial year.

Fostering a culture of Responsible Citizenship and Positivity is important to us. We cannot wait on Government to solve problems. We need to look at improving our region's infrastructure as we all benefit from them.

Our modernisation drive includes the move to digitalising our procurement process. This migration will help foster in the right culture, to help combating corruption. We need to keep corruption out of our mine. We cannot assume that corruption sits within the political realm. In tandem to anti-corruption education initiatives which encourage the honesty mindset culture, we are strengthening the appropriate checks and balances.

Although our mine was established in the 1940s, we are putting in place plans to establish an underground ITC network. Access to an underground internet network has the added benefits of minimising paperwork, improving efficiency as well as enabling real-time lagging indicator information.

In conclusion

Our employee's financial future has been secured by the signing of the historic five-year wage deal. We are finalising our plans to extending the life of mine to beyond forty years. We will continue to upgrade, modernise and becoming more efficient. We have a great resource! We have a great working relationship with our workers and our community. These and other factors have set us up for a sustainably prosperous future.

Regards,

LINDANI MTHWA
GROUP CHAIRMAN

STRUCTURING THIS REPORT



Sustainable
Value
Creation



Financial
Capital



Manufactured
Capital



Intellectual
Capital



Natural
Capital



Human
Capital



Social &
Relationship Capital

- Shareholders
- Board and Board Committees
- Workforce
- Unions

- Various Government Departments
- Local Municipality
- Local Business Forums
- Communities
- Suppliers



Production and Growth



People



Cost



Sustainable Development

Internal Stakeholders

External Stakeholders

Integrated Business Strategy

Material Stakeholders

Create value across all 6 Capitals

SPBM business objectives and integrated Business Strategy

Plan further interventions to minimise risks impacting business strategy

SBPM constantly and consistently engages with our material stakeholders.

We attend to and manage these stakeholder topics to ensure that we achieve our business strategy and to create sustainable stakeholder and shareholder value

Enterprise Risk Framework- Managing Material Stakeholder topics (issues, concerns, expectations and impacts)

Monitor, manage and report on stakeholder linked material topic indicators

Implement risk mitigation interventions

Scope and boundary of this report

The report boundary covers the SBPM Union Mine material impact indicators that arise from:

1. the SBPM mining and processing operational activities. Refer to the activities associated with the business units listed in Table 1;
2. Local Economic Development programme projects are linked to the geographical region associated with the communities adjacent to our mining operation as defined by our Social and Labour Plan (Refer to the External Material Stakeholders-Communities listed in Figure 7).

Note: The head office in Rosebank, Johannesburg; falls outside the boundary of this report as it is managed under the parent company, Siyanda Resources. For internal and external integrated reporting, SBPM report on material indicators that are directly linked with the boundary of this report.

Table 1. Scope of SBPM operation activities and infrastructure

Description of Activity	Activity Area	
Mining Operations	• Spud Vertical Shaft • Richard vertical Shaft • Decline Shaft 4 South, located within the previous opencast area	• Open cast • Ivan Decline Shaft for hoisting purposes • Non-operational shafts (22 Vertical Shaft and 28 Vertical Ventilation Shaft)
Process Operations and associated Tailings Storage Facilities (TSF)	• Mortimer UG2 Concentrator • Mortimer Merensky Concentrator • Ivan Concentrator • Ivan TSF (two facilities)	• Mortimer TSF • No. 3 and No. 4 TSF • Airfield TSF on Farm Zwartklip 405 KQ
Central Services (supporting infrastructure)	• Sewage Plant (No.1 and No. 2 at Ivan Concentrator) • Sewage Plant (No.4 at Mortimer Smelter) • Barberspan Return Water Dam at Ivan Concentrator • Number of Upcast and Downcast Ventilation Shafts • Refrigeration Plant • Old Waste Disposal Site • Salvage Yard	• Back Up Generators • Safety Berm Walls • Road and Rail Networks • Overland Conveyors • Eskom Power Lines • Water Supply Pipelines • Accommodation Villages

The report content and performance indicators used in this report are aligned to the management and reporting elements as defined by the SBPM ESG Framework document.

Using the <IR> 6 Capitals framework, we have aligned the SBPM material indicators to the :

- Sustainability Accounting Standards Board (SASB) October 2018 Mining and Mineral Standard;
- GRI G4 Standards
- United Nations Sustainable Development Goals (SDGs)



Table 2. Alignment of SBPM material indicators to sustainability reporting standards

<IR>	SBPM Material indicators	GRI G4 alignment	UN Sustainable development Goals (SDGs)	SASB mining and Minerals 2018 alignment
Financial	Direct revenue generated performance (ZAR 000)*	GRI 201: Economic Performance 2016		
	Cost breakdown by category (ZAR 000)*	GRI 202: Market Presence 2016		
	Production performance (Various UOMs)*	GRI 203: Indirect Economic Impacts 2016		
	Total milled ore performance (Tonnes)*			
Manufactured	Mining, Environmental and Social infrastructure investment (ZAR)*	Infrastructure	  	
		Buildings		EM-MM-510a.1: Description of management system for prevention of corruption and bribery throughout the value chain
		Engineering Projects		
Intellectual	Corruption cases reported (Number of)*	GRI 205: Anti-corruption 2016		
	Corruption cases outcomes (Number of)*			
	Data breach incidents (Number of)	Technology		
		ICT Systems		
		Business Intelligence		

<IR>	SBPM Material indicators	GRI G4 alignment	UN Sustainable development Goals (SDGs)	SASB mining and Minerals 2018 alignment
Human	Employee categorisation by level, race and gender performance (Number of)*	GRI 401: Employment 2016		
	Union Representation (%)	GRI 402: Labour/Management Relations 2016		EM-MM-310a.1: Percentage of active workforce covered under collective bargaining agreements, broken down by U.S. and foreign employees
	Legal compliance notices performance (Number of)*	GRI 403: Occupational Health and Safety 2016- Safety		EM-MM-320a.1: 1) MSHA all-incidence rate
	Safety lagging indicator performance (Number of)*			(2) fatality rate
	Lost time injury frequency rate (LTIFR) calculation			(3) near miss frequency rate (NMFR)
	Injury agency type performance (Number of injuries)*			(4) Average hours of health, safety, and emergency response training for (a) full-time employees and (b) contract employees
	Non-occupation health treatment performance (Average persons treated)*	GRI 403: Occupational Health and Safety 2016- Health		
	ARV Management programme performance (Average persons treated)*			
	Occupation health treatment performance (Average persons treated)*			
	90-90-90 programme performance (Percentage persons per category)*			
	Core and external training performance (Number of training interventions)*	GRI 404: Training and Education 2016		
	Adult Education Training (AET) programme performance (Number of training interventions)*			
	HRD Learning and Bursary Programme (Number of training interventions)*			
	Investment in SBPM's HRD programmes (ZAR)*			
Social and Relationship	Employee categorisation by level, race and gender performance (Number of)*	GRI 405: Diversity and Equal Opportunity 2016	  	EM-MM-000.B: Total number of employees, percentage contractors
	New and leaving employees by level and gender (Number of)*	GRI 406: Non-discrimination 2016		
	Preferential procurement (ZAR)*	GRI 204: Procurement Practices 2016		
	Number and duration of strikes and lockouts	GRI 407: Freedom of Association and Collective Bargaining 2016		EM-MM-310a.2: Number and duration of strikes and lockouts
Social and Relationship	Review of expenditure in the SLP LED programme projects (ZAR)*	GRI 413: Local Communities 2016	   	EM-MM-210b.1: Discussion of process to manage risks and opportunities associated with community rights and interests
	Local procurement ringfencing (ZAR and number of businesses) *	GRI 414: Supplier Social Assessment	  	
	Review of Total Spend (ZAR)* Review of expenditure on black-owned companies by category (ZAR)*	GRI 419: Socio-Economic Compliance 2016		
Natural	Total energy consumption within the organisation by source in performance (Gigajoules)* Energy efficiency performance (GJ of energy to produce one ounce of 4E pgms)	GRI 302: Energy 2016		EM-MM-130a.1: 1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable
	Volumes of water withdrawal from all areas performance (Megalitres)* Volume of water reused performance (Megalitres)* Volume of water recycled performance (Megalitres)*	GRI 303: Water and Effluents 2018		EM-MM-140a.1: (1) Total fresh water withdrawn, (2) total fresh water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress
	Total GHG emissions performance (Metric tons of CO2 equivalent)*	GRI 305: Emissions 2016		EM-MM-110a.1: Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations
	Hazardous waste and disposal method (Tonnes)* Non-hazardous waste and disposal method (Tonnes)*	GRI 306: Effluents..... and Waste 2016		EM-MM-140a.1: (1) Total fresh water withdrawn, (2) total fresh water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress
	Environmental: Non-compliance notices (Number of)	GRI 307: Environmental Compliance 2016		EM-MM-140a.2: Number of incidents of non-compliance associated with water quality permits, standards, and regulations

The **content** of this integrated report is framed by, but not limited to:

- The material issues that arise from engagement with our stakeholders
- Risks that arise from stakeholder engagements, managed through SBPM's integrated risk and opportunities management processes
- Shareholder Environmental, Social and Governance (ESG) investment indices
- SBPM's Strategic focus areas performance indicators
- SBPM's Legal compliance framework
- Our Social and Environmental License to operate

We report on performance using business performance indicators that are aligned to IR, SASB and GRI indicators. Refer to SBPM's integrated risk management outcomes for controllable risks found in Table 3. The report **audience** is intended for all our material stakeholders and our shareholders.

Governance elements associated with the integrate report boundary and scope

The newly formed Social and Ethics Committee (SEC) is responsible for the drafting and validation process associated with integrated and ESG reporting. The internal audit verification processes to assess the validity of the IAR contents is subject to combined assurance processes overseen by the Audit and Risk Committee (ARC) of the Board. Once reviewed by the SEC, this report is subject to internal and external assurance verification processes. Thereafter the report is validated by the ARC and recommended for approval to the SBPM Board.

Defining what is materiality

What is important to our shareholders and stakeholders is important to us.

Issues or topics that do or could potentially impact the achievement of any of our business strategy objectives are material issues. SBPM defines material risks as those risks whose impact originates from shareholders, or results from business impacts on stakeholder interaction that can significantly affect the ability of the business to create value in the short, medium, or long term. These usually have key risk and opportunity indicators.

Integrated approach to material stakeholders' engagement, strategy, risk management and reporting indicators

Our Board, Board sub-committees and executive leadership team realise that to achieve the business strategic focus area objectives, they cannot separate material stakeholder engagement from strategic and operational risk management. Table 3 and Table 4 link the relationship between these management components and the performance of our control initiatives to reduce business risk and improve resilience. What should be very evident, is the complexity of the inter-relationships that is managed by our leadership team. For example, one stakeholder group can be linked to multiple business risks and could also be impacted by other business risk if not mitigated.

These tables depict the relationship between the topics raised with our material stakeholders and the impact that these issues, concerns and commitments have on the business strategy. For all risks, but especially for material risks, SBPM has dedicated control measures and has, over the course of the year, implemented initiatives to reduce and mitigate these risks to acceptable levels.

Key risks need control effectiveness monitoring indicators to assess real impact.

Figure 3. SBPM's Risk management ranking methodology

Consequence Type			1 Insignificant	2 Minor	3 Moderate	4 High	5 Major
LIKELIHOOD			RISK RATING				
5	Almost Certain Within 1 year	The unwanted event has occurred frequently; occurs in order of one or more times per year & is likely to reoccur within 1 year *	11 (Medium)	16 (Significant)	20 (Significant)	23 (High)	25 (High)
4	Likely Within 3 years	The unwanted event has occurred infrequently; occurs in order of less than once per year & is likely to reoccur within 3 years *	7 (Medium)	12 (Medium)	17 (Significant)	21 (High)	24 (High)
3	Possible Within 5 years	The unwanted event has happened at some time; or could happen within 5 years*	4 (Low)	8 (Medium)	13 (Significant)	18 (Significant)	22 (High)
2	Unlikely Within 10 years	The unwanted event has happened at some time; or could happen within 10 years *	2 (Low)	5 (Low)	9 (Medium)	14 (Significant)	19 (Significant)
1	Rare Within 12 years	The unwanted event has never been known to occur; or it is highly unlikely that it will occur within 12 years *	1 (Low)	3 (Low)	6 (Medium)	10 (Medium)	15 (Significant)

The storyline of managing integrated risk and opportunities

Material Stakeholder Engagement topics and the management of the strategic and operational risks

Our risk management processes, both for controllable and uncontrollable risks, are dependent on quality stakeholder engagement processes. Risks do not materialise from assumptions. Risk are communicated or deduced from engagements. These material topics are either be classified as a risk or as an opportunity. The impact and severity thereof determine the risk ranking. These topics are entered into our risk register and are managed through the SBPM risk management processes. To monitor the control intervention, we track the performance of related key risk indicators against targets, objectives or goals. Our leadership team analyse the performance against set thresholds determine whether the risk is accepted, diminished, mitigated or transferred. These are risk responses. The SBPM risk register is aligned to the material topics that result from impact related material stakeholders engagements.

Table 3. SBPM's integrated risk management outcomes for controllable risks within the 2021-2022 FY

Risk #	Material Stakeholder risk origin	Material engagement risk topic	Material stakeholder impacted	Strategic focus area impacted affected	Beginning of FY Risk rating affected	Control measures implemented to mitigate the inherent risks to an acceptable level	Stakeholder engagement topic linked material risk indicators	End of FY Post-control ranking
1	Peer miners	Damage to SBPM housing infrastructure and property due to opencast mining by peer mining operations	Workforce	 	 21	- Engage Peer miners - Engage DMRE - Consider court action	 Stakeholder Engagement	 14
2	DMRE	Risk of not securing the rights to the Middle Group due to other parties who are claiming same rights to the same reef for Middle group	- Workforce - Shareholders		 21	- EIAs to include the MG reef mining - Consider legal proceedings - Engage regulator- Raise complaints	 Stakeholder Engagement	 9
3	Board	Delay in the capital approval process can result in the mine not achieving the current business plan	- Workforce - Shareholders	 	 22	- Budget at appropriate levels. - Implement appropriate CAPEX procedures - Organisational structure change	 Direct revenue generated (000 ZAR)  Operational and Mining Capital Projects	 2
4	- DMRE - Workforce - Contractors	Non-compliance to the safety, standards resulting in injuries and/or closure of the mine for a period.	- Workforce - Shareholders - Community	 	 23	- Consequence management tracking - Training and development of frontline supervisors - Site specific safety actions - Implement new safety strategy. - Plan implementation of Behaviour Based Safety (BBS)	 - DMRE compliance - Safety lagging and leading indicators	 13
5	- Workforce - Contractors	Covid-19 impacts and worker health concerns that might could affect health of the work force and results in production loss due to absenteeism	- Workforce - Shareholders	 	 23	- Modify procedure- React and prevent the spread of Influenza including the Covid-19 Virus period - Suite of Health intervention in implementation to mitigate the effect of Covid-19 - Implement vaccination plan which including booster vaccines - Implement Wellness Campaigns	 Non-Occupations Disease Management	 18

Key:  Low  Medium  Significant  High

Risk #	Material Stakeholder risk origin	Material engagement risk topic	Material stakeholder impacted	Strategic focus area impacted affected	Beginning of FY Risk rating affected	Control measures implemented to mitigate the inherent risks to an acceptable level	Stakeholder engagement topic linked material risk indicators	End of FY Post-control ranking
6	DEFF	Non-compliance to the Environmental Standards could result in environmental harm and/or closure of the mine for a period.	- Community - Workforce - Shareholders	 	 21	- Consequence management tracking - Training and development of frontline supervisors - Implement an environmental management system which is equivalent to the ISO 14001 system	 Environmental compliance	 13
7	DMRE	Mining rights issues that are a direct consequence of non-compliance to the Mining Charter and Social and Labour Plan (SLP) could result in a financial loss or temporary suspension of the mining license.	- Shareholders - Workforce	 	 22	- Implement action plans to comply to EE plans to be monitored quarterly - Identified positions to be filled that will move business from BBEEE level 8 to 4 - SLP annual report submitted to DMRE in January 2021 - Engage all stakeholders around SLP3 plans	 Employment Equity  Preferential procurement	 18
8	Shareholders	Production costs above inflation could result in low profitability and sustainability of the mine.	- Shareholders - Workforce - Community		 18	- Implement the BP2023 Budget - Identify, action and track cost saving opportunities - Ensure that monthly costs meetings occur - Action costs reduction initiatives - Centralised management of rates and escalations - Ensure shaft reviews are held - Monitor approval levels and review appropriately	 - Operational performance - Direct economic value generated and distributed	 13
9	Workforce	Not achieve the current production target could negatively impacting the sustainability of the mine	- Shareholders - Workforce		 21	- Improve communications - Hold managers accountable - Focus on development and haulage rehabilitation - Focus on pre- and post-ledge equipment - Recruitment and retention of skilled personnel - Introduction of two winches per working area - Consider extra hours for each winch operator	 - Operational performance - Direct economic value generated and distributed  Training	 18

Key:  Low  Medium  Significant  High

Risk #	Material Stakeholder risk origin	Material engagement risk topic	Material stakeholder impacted	Strategic focus area impacted affected	Beginning of FY Risk rating affected	Control measures implemented to mitigate the inherent risks to an acceptable level	Stakeholder engagement topic linked material risk indicators	End of FY Post-control ranking
10	- Workforce - Unions	Wage associated labour action could be causing lower production and loss of Revenue	- Shareholders - Workforce		 22	- Close outstanding matters on Wages Task Teams - Arrange and hold RBO sessions - Continue with targeted stakeholder engagements	 Economic value distributed- Costs breakdown by percentage  Workforce Representation	 14
11	Community	Community protest could result in production interruptions and prevention of access to critical surface areas	- Shareholders - Workforce - Community	 	 25	- Implementation of deferred SLP 2 commitments * Implementation of SLP3 commitments	 - Local Economic development - Preferential procurement - Sponsorships and Donations	 17
12	DMRE	Financial Provision Regulations: Could cause shortfall in the provision for mine rehabilitation and mine closure costs. Result in non-compliance fines or mine closure	- Financial capital - Shareholders - Workforce	 	 21	- Arrange annual assessments of : - Annual Rehabilitation Plan » Mine Closure Plan » Environmental Risk Report » Arrange annual assessments - Ensure that shortfall is paid on the Trust Fund/Insurance (Centriq)	 Environmental compliance	 13
13	DMRE	Construction of projects without applicable environmental authorisations could result in fines or close of mine	- Shareholders - Workforce	  	 25	Project Managers to make provision of 6-18 months on their Project Plans for the application/processing of the necessary environmental authorisation	 Environmental compliance	 2

Key:  Low  Medium  Significant  High

Risk #	Material Stakeholder risk origin	Material engagement risk topic	Material stakeholder impacted	Strategic focus area impacted affected	Beginning of FY Risk rating affected	Control measures implemented to mitigate the inherent risks to an acceptable level	Stakeholder engagement topic linked material risk indicators	End of FY Post-control ranking
14	- Magalies water - Peer miners	Shortages of water supply from Magalies Water could result in loss of supply	- Shareholders - Workforce	  	 16	- Recover the water from tailings complex facility for treatment for reuse for production processes - Receive effluent water from Northam Sewage Treatment Plant and treat polluted water to the required quality.	 - Water use - Water reuse - Water Recycling	 13
15	- Magalies - Communities	Interruption of supply of water by community-based vandals	- Shareholders - Workforce	  	 25	- Engaged with Sefikile community and their legal team - Court order was finalised - Engagements continue - Security has been deployed to protect assets	 - Water use - Water reuse - Water Recycling	 17
16	- Employees - Shareholders	Flooding at underground business units	- Shareholders - Workforce	 	 25	- Resuscitate the Declines pumping arrangement system - Undertake a study to place Richard Shaft on an independent pumping arrangement	 - Water use - Water reuse - Water Recycling	 17

Table 4. SBPM's integrated risk management outcomes for uncontrollable risks within the 2021-2022 FY

17	Government	Negative movement in basket PGM price and exchange rate risk or opportunity	- Shareholders - Workforce - Community	  	 25	- Contingency plan for positive or negative movement - Improve production levels and remove all the bottlenecks in the production processes - Implemented FullCo at the Declines - Production profile growth strategy in place	 Economic value distributed- Costs breakdown by percentage	 17
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Key:  Low  Medium  Significant  High

Risk #	Material Stakeholder risk origin	Material engagement risk topic	Material stakeholder impacted	Strategic focus area impacted affected	Beginning of FY Risk rating affected	Control measures implemented to mitigate the inherent risks to an acceptable level	Stakeholder engagement topic linked material risk indicators	End of FY Post-control ranking
18	Government	Uncertainty of constant power Supply by Eskom (Load Shedding)	- Suppliers - Shareholders - Workforce	 	 25	- Stakeholder engagement with ESKOM and Anglo-American Platinum - Implement plans to have alternative energy supply, independent of ESKOM	 Energy Security	 25
19	Unions from other sectors	Strike action halting services to the mine like transportation of workers or supply of mine consumables like diesel, explosives, etc.	- Suppliers - Workforce - Shareholders	  	 25	- Source alternative suppliers and formulate Disaster Recovery Plans - HR monitoring wage negotiations and there is no appetite for strikes	 - Workforce representation - Wage Negotiations	 23
20	Suppliers	Shortage of supply due to the China Covid impacts	- Suppliers - Shareholders	  	 25	Alternative supplier are identified on an ongoing basis	Not Reported	 17
21	People	Note: Shortage of critical skills due to employees not at work due to medical reasons /quarantine and employees staying in high-risk areas not yet returned to work.	- Shareholders - Workforce	  	 22	- Additional labour services source to assist with shortages of critical skills. - Employees working from Home. - Departments working revised shifts. - Additional labour on stand-by	 Covid-19 Management	 18

Key:  Low  Medium  Significant  High

Responsibility for the management of risk rests with line management in all business processes. Those accountable for the management of risks are also accountable for ensuring that cost effective controls remain in place and are always effective. Control assurance will focus on improving SBPM's ability to manage and treat risks and opportunities effectively, enabling quick and confident action to be taken. Our response to all strategic and operational risks, both internal and external influences, is managed through the SBPM's risk management framework based on the Board's appetite and risk tolerance parameters.

How we adapted the IIRC's 6 Capitals framework and the GRI G4 disclosures to our context

We contextualised the IIRC's guidance to fit our SBPM integrated management and reporting processes into tangible and intangible 6 Capitals value components. We define our tangible value components as:



Financial
Capital

The pool of financial resources made available to fuel the various operations and revenue that resulted from our business activities. The Financial Capital inputs and outcomes are traded off within the other capital groups to sustain our business model and to create value for our material stakeholders and shareholders.



Manufactured
Capital

We define Manufactured Capital from an internal and external perspective. Our internal Manufactured Capital covers the operational and supporting infrastructure, assets and equipment need to create value. The external Manufactured Capital projects include the infrastructure and equipment that enables our socio-economic development objectives.



Natural
Capital

We define Natural Capital as the natural resources used, transformed, or impacted by our mining activities. We have undertaken to protect and preserve the ecological services nature provides for our people and for our local communities.

We define SBPM's intangible value components as:



Intellectual
Capital

SBPM sees Intellectual Capital from two perspectives. The first perspective is our employees organisational and institutional knowledge which is enhanced by continual training and education. The second perspective is the performance, innovation, safety, and wellness culture our leadership team is establishing.



Human
Capital

The most critical aspect of our business is our people. The capabilities and talents of our Human Capital are used to safely convert natural resources into saleable PGM products. The safety, health, and well-being of all our people form the basis of our Human Capital interventions.



Social and
Relationship Capital

Social and Relationship Capital value is gained by fostering mutually beneficial relationships. Our mining operations are dependent on our Human Capital base as well as the well-being of the community our people support and are supported by. SBPM has a dedicated strategy to employ locally and procure from local businesses. The Covid pandemic has taught us that our workforce and our communities must be resilient and need to thrive, for our business to thrive.

OUR BUSINESS AND HOW WE CREATE VALUE

We currently extract UG2 and Merensky ore from our reserve base via underground shafts and open cast activities. This ore is treated in milling and flotation circuits to produce a final PGM-rich concentrate. Our concentrate is sent for smelting and refining to the Mortimer Smelter and Anglo-American Platinum (AAP) refineries. *Note the Mortimer Smelter and AAP refinery falls outside the scope of the SBPM IAR boundary.* In addition to run-of-mine ore, the concentrators also blend in recovered ore and tailings from surface dumps. The Mortimer Concentrator recovers PGMs from the UG2 ore base and the Ivan Concentrator recovers PGMs from the Merensky ore base.

The chrome products are recovered after primary milling activities to produce three grades of chrome. These being metallurgical, chemical and foundry chrome. The PGM-rich concentrate is produced at both concentrators and then sold for further refining. The tailings from the chrome recovery plant are sent to secondary stage mill-float circuits to produce a PGM concentrate which then enters the smelting process.

Mining overview

Three-quarters of SBPM's underground mining activities are mined conventionally using stoping with strike pillars. The remainder is mined with combined hybrid mining methods. This hybrid approach is used at the declines using mechanised development, conventional breast stoping and conveyed broken ore removal.

Production is mostly focussed on the UG2 reef and mined at an average depth of 850m. The mine excavations, originally sank to access the Merensky Reef, extend to a depth of some 1450 m below surface. At present the Merensky reef is mainly mined through opencast operations. The Merensky reef is mined to

an average depth of 1400 meters. Opencast mining operations occur on the farm Turfbult. These opencast excavations occur in 100-meter-wide strips and the pit is currently 35 meters deep. Ore mined at SBPM is transported to the Mortimer and Ivan Concentrators.

Processing overview

Platinum is a major component of the Platinum Group Metals (PGM's). The other metals being palladium, rhodium, iridium, ruthenium, and osmium. Additional products associated with PGM's are gold, copper, nickel, cobalt, and chrome. SBPM's processing operations are the Mortimer and Ivan Concentrators. Chrome is produced by Siyanda Chrome Investments by processing the tailings of Mortimer Concentrator. The Mortimer Concentrator processes the UG2 ore that is received from underground mining operations. The ore is delivered by trains into the concentrator reviving bins, which is then transported via conveyor belts. The ore passes through size reduction processes in the crusher plant and then conveyed to the mills.

The ore is milled into a pulp, using ball mills with steel ball, freeing valuable mineral from the gangue. The pulp from the mills is then pumped to floatation cells, where reagents are added to produce a froth containing the valuable minerals. The froth is further enriched to produce a concentrate that is purchased, via a purchase agreement, from SBPM. This concentrate goes through a metal accounting process and is then filtered by a Larox filter at Anglo American Platinum's Mortimer Smelter. Anglo American Platinum further processes the concentrate to produce saleable metals at their smelters and refineries.



SBPM'S STRATEGIC FOCUS AREAS

The SBPM business strategy did not change from the previous two reporting years, although the initiatives implemented to achieve the strategic objectives did change. The Board tracks the performance of the initiatives that were put in place to achieving the objectives of the SBPM's four strategic focus areas. These being:

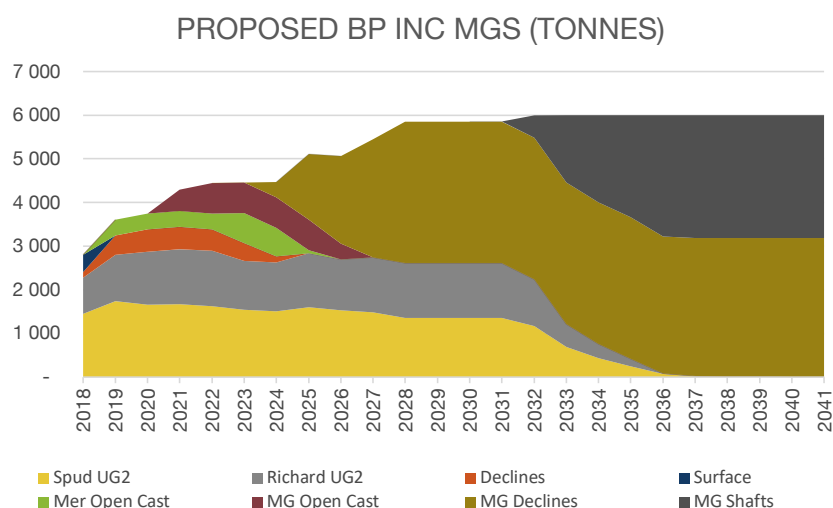


Production and growth



SBPM has an aggressive growth plan which includes extending the life of mine. In the short term, we have planned to increase the output as well as reduce running costs of the existing operations. In the medium term, we have planned to increase production and capacity for the Ivan plant as well as introduce a CRP for Ivan. In the long term, we plan to explore opportunities to develop and mine the Middle Group resource.

Figure 4. SBPM Business Plan (Tonnes)*





People

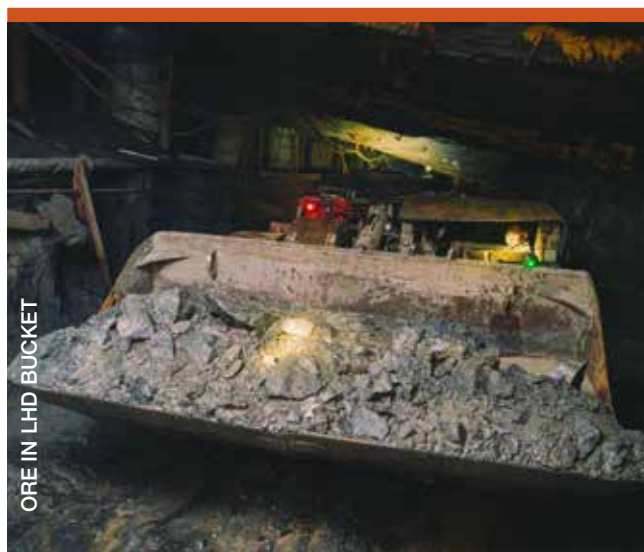


In the **short-term**, our executive team needs to ensure that the Human Resources department has sufficient capacity to continue with the overall development of all of employees. In the **medium-term**, we aim at further investing in the growth of our employees and their skills base. This employee growth and development focus should lead to improved full calendar operational efficiency. In the **longer term**, we aimed at implementing the following key initiatives:

- Leadership development – focus on cultural leadership change, to achieve the vision, and live the values we espouse,
- Team development- promote working with teams to achieve the business plan,
- Maintain a good employee relationship climate - ensure production work stoppages are mitigated,
- Double production by inter alia piloting the implementation of full calendar operations at the Decline operations.



Costs



To drive down costs, we have put in place short-, medium- and long- term objectives.

In the **short-term**, we continue with the original strategy to drive down costs by increasing output and labour efficiencies. In the **medium-term**, we intend to reduce our dependency on Anglo American Platinum (AAP) by seeking alternative smelting operations by inter alia using the Siyanda Resources facilities.

In the **longer term**, we aim to further drive down costs by reconfiguring the mine onto a more efficient MG profile, as well as by further mechanising our mining fleet. Key initiatives to be implemented during the year were, but were not limited to:

- Increasing PGM ounces, recoveries, and chrome production,
- Meeting procurement targets and ensuring security of supply,
- Enhancing and improving our existing information technology platforms.



Sustainable development



Our sustainable development strategic focus areas consists of two licenses to operation management areas, these being

1. Social license to Operate, managed through:
 - a. Social Performance - Which includes external engagement and Local Economic Development (LED);
 - b. Preferential Procurement, managed by the Finance department
2. Safety, Health and Environment (SHE), this focus area is managed by the Safety and Sustainable Development department.

The business activity tracks performance of Sustainable development objectives and linked initiatives. The Sustainable development steering committee tracks risks that potentially impact the fulfilment of these objectives in the Enterprise Risk Management processes. Refer to Material Stakeholder Engagement topics and the management of the strategic and operational risks on for further detail.

For SHE, these are:

- Empower the team supervisors - Recognise and empower the supervisors to reduce injuries and ensure compliance to our standards framework;
- Implement and use the Synchromine software system to measure, monitor and track leading indicators;
- Automate reporting to receive real-time underground performance data.

To meet our social performance objectives, we have put in place the following initiatives:

- To have highly functional community engagement forums, we are focussed on strengthening the existing external stakeholder relationship base. This would result in mitigating unrest, reducing risk and promoting a stable, healthy, motivated workforce;
- Expedite the implementation of the agreed SBPM Social and Labour Plan (SLP) initiatives. This would improve the socio-economic environment of our communities and contribute to the strengthening of our Social Licence to operate;
- For sustainable Local Economic Development (LED), we aim to further implement the planned community-based Enterprise Development (ED) Programme projects;





MATERIALITY BASED ON STAKEHOLDER ENGAGEMENT

Placing
engagement
at the core of
all business
processes



SPBM placing communication or stakeholder engagement at the core of all business processes. The manner in how, why, to whom we conduct engagements is guided by the SBPM Ethics Code of Conduct as well as the External Engagement Procedure. Engagement with shareholders informs our business strategy. Engagement with our workforce ensures efficient production. Engagement with our workforce Unions ensure a stable business environment. Engaging with our local and regional communities enables community business coercion and leads to the roll out of meaningful projects.

Our leadership team believe that sustainable relationships determine the ability to grow sustainably.

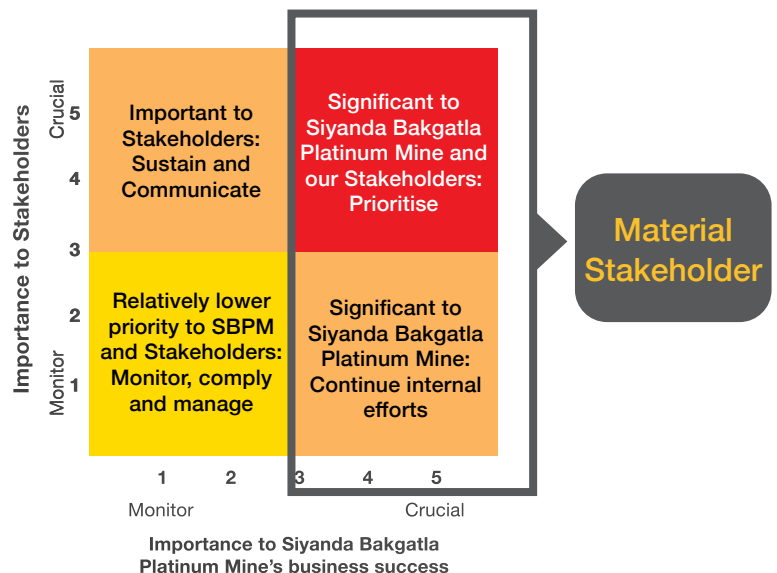
It is important that our communities and SBPM have a shared vision of a prosperous future. SBPM is determined to set the benchmark for mining of the future. The Bakgatla Ba Kgafela community are significant shareholders and important community stakeholders. SBPM is dedicated and motivated to perform across all aspect of our Social License to Operate mandate. These strategically important outcomes are only achieved if the successful conclusion of engagement topics are manged within all our business processes. As stakeholder engagement is the critical ingredient in achieving our strategic theme objectives*, it is vital that we have a uniform manner of engagement and management outcomes.

Our Material stakeholders are determined and defined by :

- Their impact on the SBPM business strategic objectives;
- The impact they have on the business being able to create value over time;
- Groups, entities, or individuals that are significantly affected by SPBM's operational activities, outputs, or outcomes.

Those stakeholders that are considered significant from an impact or potential impact perspective are considered as our material stakeholders.

Figure 5. Important to the stakeholder / Important to business success Materiality Matrix



The Social and Ethics Committee (SEC) is responsible for the oversight of all stakeholder engagements. Key topics from the stakeholder engagement register are also discussed at the quarterly management SSDC meetings.

Figure 6. SBPM's Material internal stakeholders



Figure 7. SBPM's Material external stakeholders



SBPM's Material external stakeholders SBPM further distinguishes the definition of 'Local' into three sections. These being:

- **Level 1:** The BBKTA are local stakeholders that are also shareholders in SBPM, represented at Board level;
- **Level 2:** Includes the Baphalane Ba Mantserre, Ramokoka, Swartklip and Northam towns and communities;
- **Level 3:** Legislative compliance related Mining Charter and SLP definition of 'Local'. This definition covers the labour sending area communities within 50 Km areas: (i.e., Moses Kotane – Bojanala, Thabazimbi, - Waterberg)

The above level distinctions are applied across the Social and Labour Plan (SLP) Local Economic Development (LED) areas, preferential procurement, supply chain and employment equity plans.

Figure 8. Defining what is 'Local'

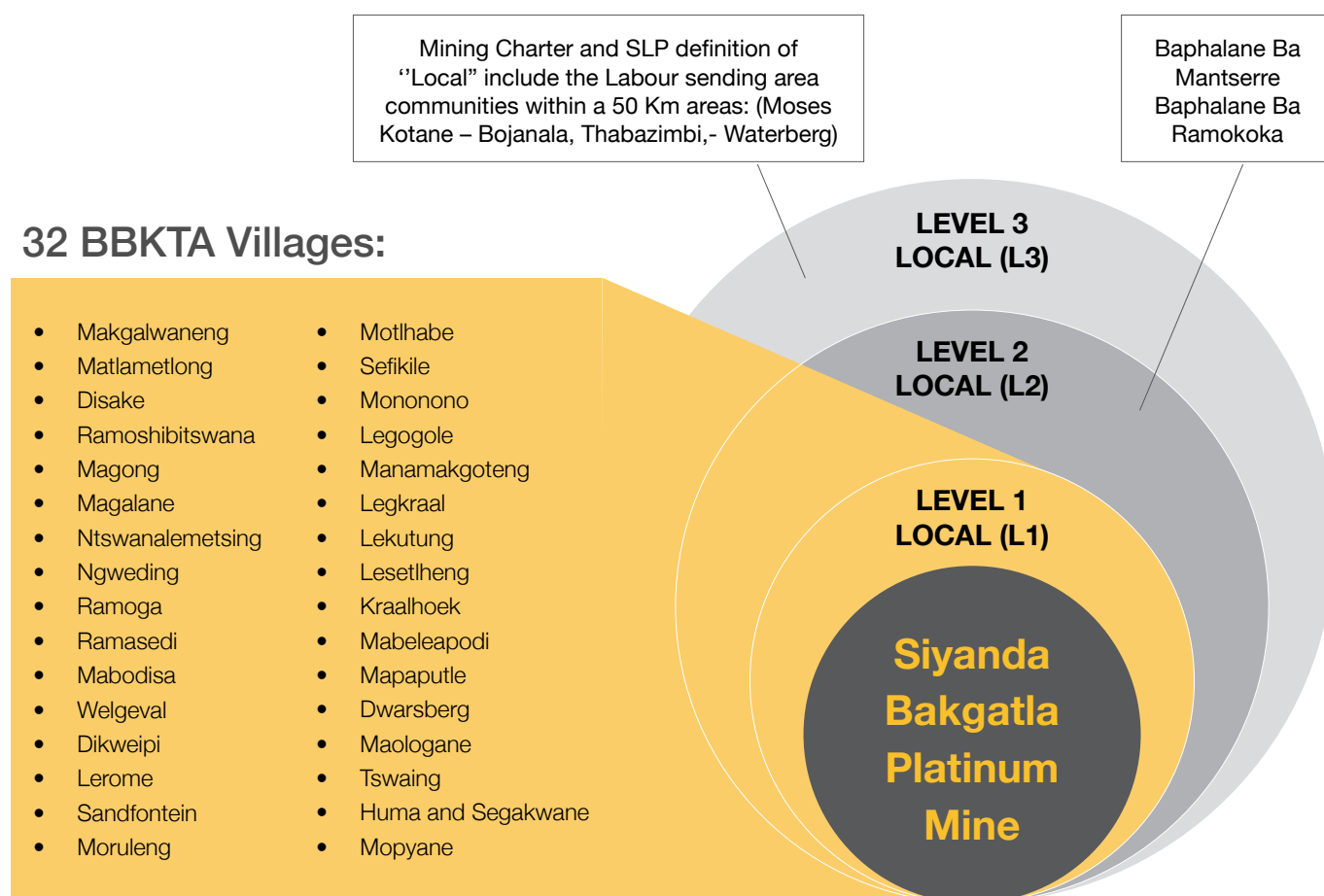
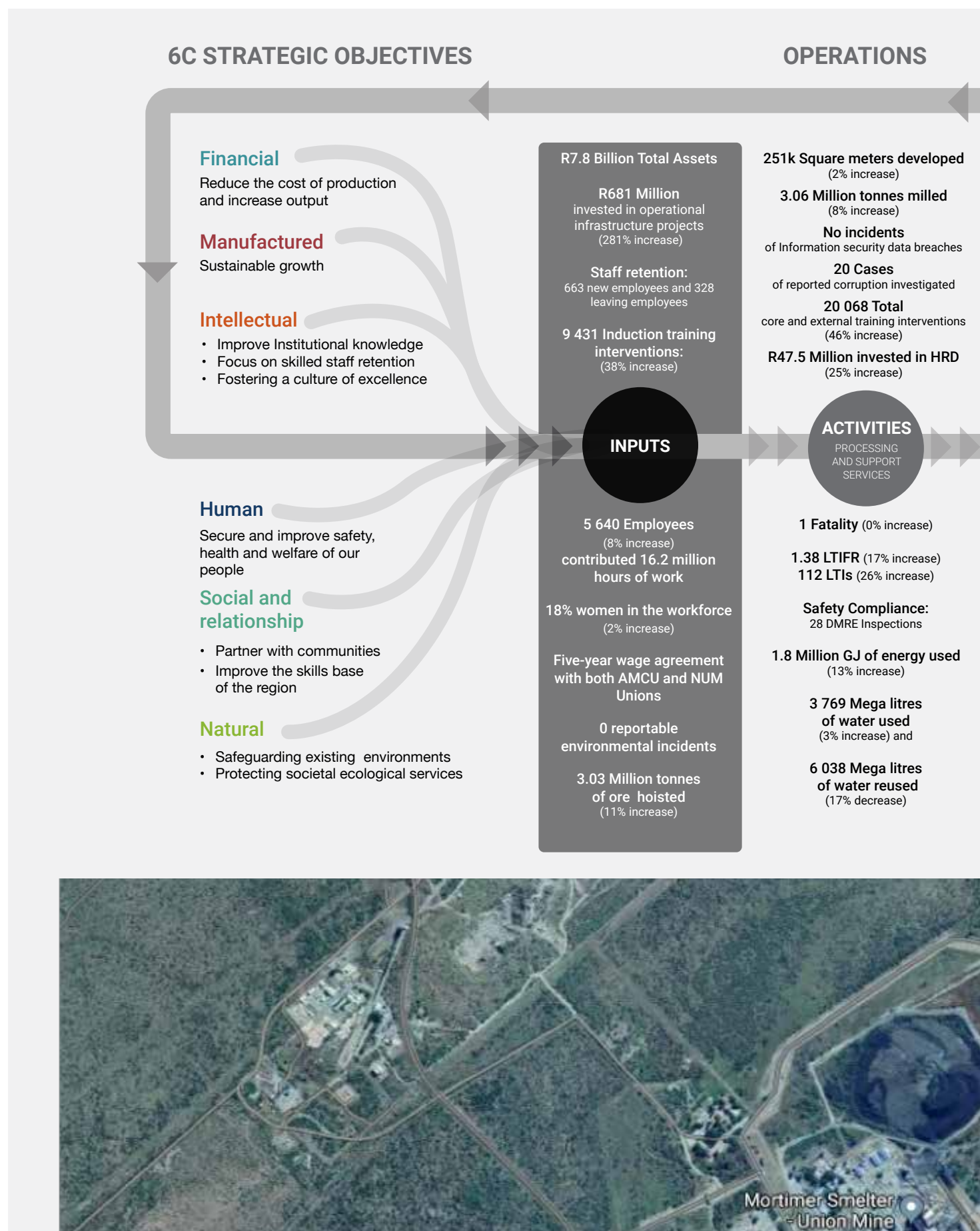
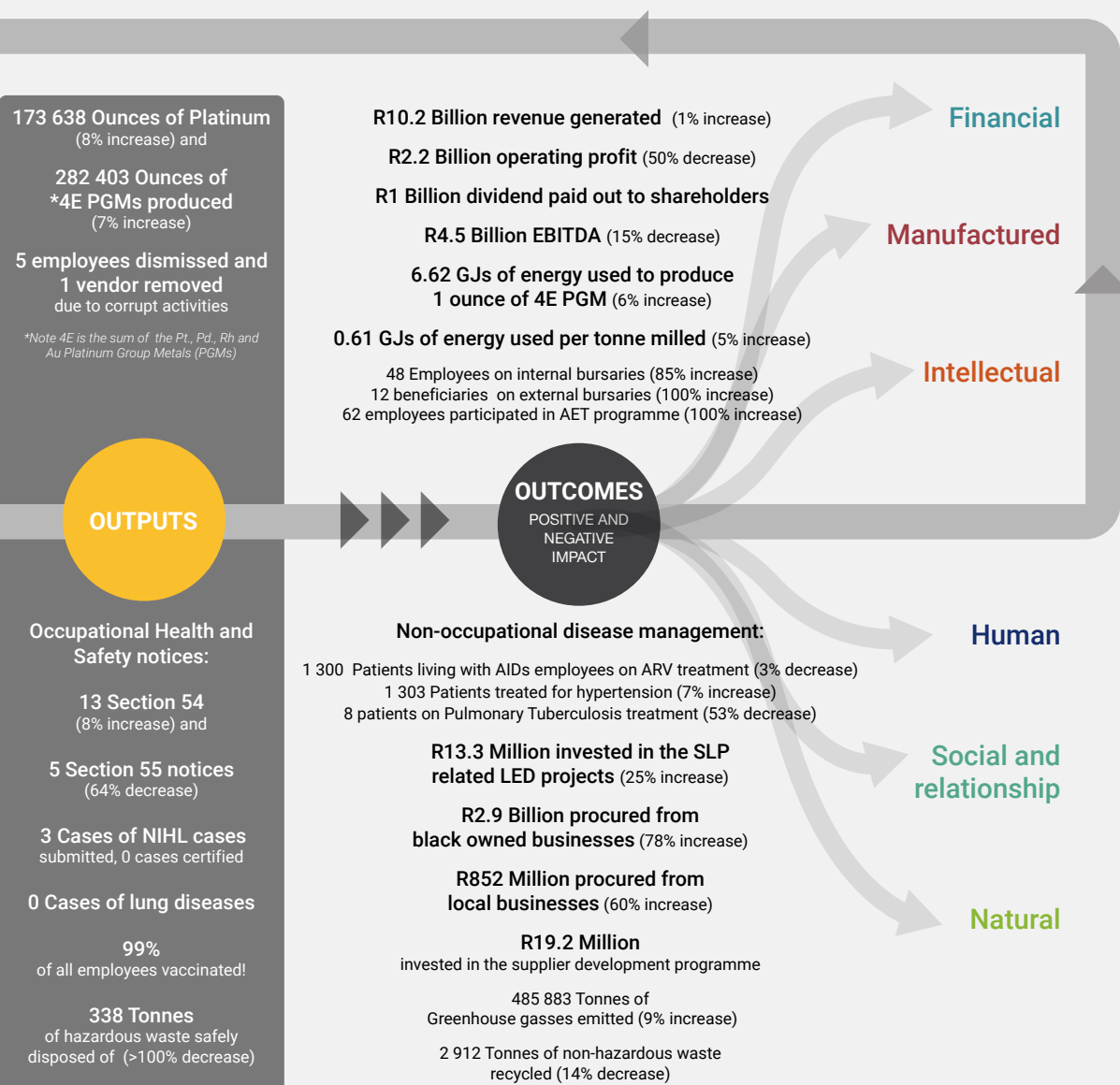


Figure 9. SPBM's Integrated value creation management and reporting model



PERFORMANCE



Processing Plants-Concentrator

Hoisted Ore is processed/milled at the plant

The output is the Concentrate (Tonnes) with is transported to the smelters

Product

Product output

Total Platinum (Pt. Ounces)

4 E Ounces (4E Ounces)

OUR BOARD



Hands-on outcomes-based leadership

The SBPM Board is accountable for the business strategy, setting the risk appetite of the business and is responsible for the governance and the performance of the business. The Board was involved in the updated business plan process and approved the final version to be implemented by the management team. The Board meeting dates where these decisions and related resolutions were made, are listed in Table 5. The Board has the responsible to ensure that Board, Board Sub-Committees, Executive and Management decisions and approvals are made which fall within the ethical standards prescribed by the *SBPM Ethics Code of Conduct*. This code is underpinned by the SBPM's value set, which are:

- Safety, health and environment;
- Fostering partnerships;
- Innovative culture;
- Employee optimisation and
- Results driven

Table 5. SBPM Board meeting dates and attendance register

Board Meeting dates	Q1 review: (17th of June 2021)	Q2 Review: (16th of Sept. 2021)	Q3 Review: (15th of Dec. 2021)	Q4 Review: (8th of Feb. 2021)
Directors in attendance	L. Mthwa C. Sweet K. Pilane F. Uys I. Osman M. Makhubalo H. Teessen P. Du Plessis M. Nombewu	L. Mthwa C. Sweet K. Pilane F. Uys I. Osman M. Makhubalo H. Teessen P. Du Plessis M. Nombewu	L. Mthwa C. Sweet K. Pilane F. Uys I. Osman M. Makhubalo H. Teessen P. Du Plessis	L. Mthwa C. Sweet K. Pilane F. Uys I. Osman M. Makhubalo H. Teessen P. Du Plessis M. Nombewu

Our executive leadership team ensures that the Board driven strategic objectives are met, within the risk tolerance parameters set by the SBPM Board.

In other words, our leaders ensure that growth and the pursuit of profit does not take preference over our social and local economic developmental objectives.

All authorisations and decision frameworks are made within the ambit of good governance, as prescribed by the principles of King IV. These principles and practices are linked to the following good governance desired outcomes:

- Ethical culture
- Good performance
- Effective control
- Legitimacy and trust

Our Board



LINDANI MTHWA

EXECUTIVE CHAIRMAN



FRANCOIS UYS

CHIEF EXECUTIVE
OFFICER



IMRAAN OSMAN

CHIEF FINANCIAL
OFFICER (CFO)



**MZWANDILE
NOMBEWU**

EXECUTIVE: ENERGY
AND BASE METALS
(UNTIL JULY 2022)



KAGISO PILANE

NON EXECUTIVE
DIRECTOR (BBKIH)



CLEM SWEET

INDEPENDENT
NON EXECUTIVE
DIRECTOR



**MARK
MAKHUBALO**

NON-EXECUTIVE
DIRECTOR (BBKIH)

	Experience included but not limited to	Qualification(s)
LINDANI MTHWA EXECUTIVE CHAIRMAN	- One of the first HDSA miners to receive a Mine Manager's Certificate in South Africa's gold industry in 1992 10 years' experience in Anglo Gold. Obtained Sectional Manager level 6 years' experience at Anglo Platinum. Obtained Production Manager level - Served on the Minerals and Petroleum Resources Development Act Panel - Served as a Co-Head of Entrepreneurial Team in the New Mining Fund Board member of South African Chapter of African Renaissance Member of SAIMM, AMA, AMMSA	- HD Metal Mining - Wits Technikon - Management Development Programme - Stellenbosch Business School - Senior Management Program - Henley (UK) - MBA - Demontfort (UK)
FRANCOIS UYS CHIEF EXECUTIVE OFFICER	1988 until 1996 - Free State Gold Fields, Section Manager at Freddie's Gold Mine. - Served as the Section Manager RPM Union Section at Richard Shaft - 1996 to 1997 1997 to 2000 - Served as the Business Area Manager, Mining, of RPM Union Section - Served as the General Manager of Amandabult, until 2005. - Served Head of Safety and Sustainable Development, Anglo Platinum in 2006 - Served as the General Manager to Twickenham Platinum Mine - Served as the General Manager at Dwarsrivier Chrome Mine and Black Rock Manganese Mine - Served as Operations Executive, ARM Platinum until 2012 - Served as the Chief Executive, ARM Platinum - Served as the Chief Executive, ARM Copper and Coal in 2012 - Joined Siyanda Resources in 2018 - Currently serving as the CEO of Siyanda Bakgatla Platinum Mine as well as appointed to the Board of Directors of SBPM.	BSc Mining Engineering 1987 - University of Pretoria.

IMRAAN OSMAN CHIEF FINANCIAL OFFICER (CFO)	• 7 years in Public Practice - Audit and Accounting • 14 years in Mining with roles in Financial services, Operational Management, Performance Management, Strategy and Strategic Financial Planning. • Served on numerous Audit committees for Provincial Government Vice Chairman on Medical Scheme Board • Joined Siyanda Resources in 2016	• B.Compt. (Hon.), CTA, MBA • CA (SA)
MZWANDILE NOMBWU EXECUTIVE: ENERGY AND BASE METALS (UNTIL JULY 2022)	• Lectured Mining at Technikon SA • Served as a Senior Manager at MQA • Co-founder of the Mining SETA • 15 years' experience at Ingwe and AngloGold	• NHD Met Mining - Wits Technikon • Mine Managers Certificate of Competency ECSA
KAGISO PILANE NON-EXECUTIVE DIRECTOR (BBKIH)	• Served in various projects as the managers serving the Department of Environmental Affairs • Served as the Finance Director of a township development company • Served as the Deputy Chairperson of Bakgatla ba Kgafela Investment Holdings • Currently leading the Business Desk in the Traditional Council of Bakgatla ba Kgafela	• B. Com. Accounting - University of Limpopo
CLEM SWEET INDEPENDENT NON- EXECUTIVE DIRECTOR	Significant experience in Project Management, Mechanised Mining, Design and Operation across the Diamond, Gold, Chrome, Base Metals and Platinum mining sectors (terrestrial and at sea) which include various General Manager roles Other notable roles include: • Divisional Director at Crocodile River Mine, • COO of Eland Plats, • COO of Kameni, • COO of Tharisa Minerals, • COO of Salene Mining, • Technical Director SAMOSA, • Director of [add name of independent Consulting Company]	• Master of Science in Engineering, • Mine Managers Certificate of Competency, • B.Com, Eng. Council SAIMM experienced in Diamond mining, Gold, Platinum, Chrome and base metals, opencast mining, Deep mining, • In Sea operations, prospecting, Project Management, Contracting and Consulting
MARK MAKHUBALO NON-EXECUTIVE DIRECTOR (BBKIH)	• Over 13 years auditing experience. • Director within Financial Services sector • Currently serves on several boards within the Construction, Mining and Financial Services sectors	• B. Acc. Sci. WITS • CTA UNISAM Com. UP • MBA UP

Company Secretary



**NOBUSI SIBONGILE
SINGATA**

COMPANY SECRETARY

	Experience included but not limited to	Qualification(s)
NOBUSI SIBONGILE SINGATA COMPANY SECRETARY	• Completed articles at BLC Attorneys in 2013 • In the employment of Siyanda Resources since 2013	• LLB - Nelson Mandela University

Ethical culture

Ethical governance is the responsibility of the Board, the executive, the management team, as well as the SBPM workforce. The top leadership team has drafted and disseminated contextual policies and procedures. The Board holds the view that no lapse in ethics is permissible. The sub-committees of the Board track the adherence and compliance to these policies. The SBPM leadership team takes great effort in ensuring that internal and external stakeholders know that SBPM aspires to be an ethical organisation. Our leaders are determined to embed a strong culture of positivity, honesty and caring at SBPM. Alongside the ethical culture aspirations, the SBPM leadership team is focussed on building a culture of innovative and performance.

The Chairman's Statement as well as the CEO's report address the efforts to introduce and improve the culture of the business.

Good performance

For the reporting year, the Board continued to focus on returning the business to relative normality as well as approving capital expenditure to recapacitate the business. The business strategy is aligned to the performance expectations of the shareholders. The expectation going into the year and the resultant outcomes are discussed in the *CEO's Report*, *The CFO's Statement* as well as in the *Financial Capital* section of this report. The Board is planning to revise the business strategy during the 2022-2023 financial year.

Legitimacy and trust

Building meaningful trusting relationships is the foundation principle of the SBPM Leadership team. Trust and legitimacy is a journey and not a destination, thus we endeavour to work towards improving the quality of our relationships with all our stakeholders, not only our material stakeholders. We demonstrate legitimacy and trust by our actions which are reflected in Board resolutions and Board sub-committee recommendations. We recognise that it takes years to build legitimacy and trust and that all we have gained can be lost in an instant. Thus, we are determined that to we remain vigilant and transparent with our decisions. Our mission is to develop our region, and without stakeholder engagement, this would be a hollow commitment. The leadership team endeavours to maintaining a trusting working relationship with the people across our diverse stakeholder base.

Legitimacy and trust is difficult to measure, however, we can report that our constant stakeholder engagement resulted in no disruption to business activities due to strike action or community unrest.

Alternative Directors



XOLILE MAZABANE

SHAREHOLDER OF
SIYANDA RESOURCES
AND ALTERNATE
DIRECTOR FOR THE
SBPM BOARD



HEIN TEESSEN

FINANCE DIRECTOR AND
ALTERNATE DIRECTOR
FOR SBPM BOARD



PIERS DU PLESSIS

SMELTERS DIRECTOR
AND ALTERNATE
DIRECTOR FOR THE
SBPM BOARD

	Experience included but not limited to	Qualification(s)
XOLILE MAZABANE SHAREHOLDER OF SIYANDA RESOURCES AND ALTERNATE DIRECTOR FOR THE SBPM BOARD	- Served as a legal advisor at Old Mutual Plc. - Served as a private practicing attorney for 11 years, specialising in corporate and mining law	- B Proc, LLB -WITS - Wright, Rose-Innes Attorneys- Candidate Attorney and attorney. - Affiliation: Associate Member of the Institute of Life and Pensions Association
HEIN TEESEN FINANCE DIRECTOR AND ALTERNATE DIRECTOR FOR SBPM BOARD	- Served in various Finance and Administration roles for 17 years at Anglo Platinum - Served as the Financial Manager at BHP Billiton Energy for 1 year before joining Siyanda Resources	- B Accounting - University of Potchefstroom - MBA – UNISA - Affiliation: SAICA
PIERS DU PLESSIS SMELTERS DIRECTOR AND ALTERNATE DIRECTOR FOR THE SBPM BOARD	21 years' experience, serving in various Operational Management roles at JCI and Anglo Platinum 4 years' experience in the Projects Process Design at Anglo Platinum	- HD Extraction Metallurgy – WITS (Tech) - Management Development Programme - UNISA Business School - Affiliation: SAIMM and MMMA

Effective control

It is the belief of our Board that effective governance is achieved by the active involvement of our Directors in all realms of decision making in the business.

The SBPM Board exercises effective control through the Board sub-committees according to King IV's Principle 8 -Committees of the Governing body. This principle states that the governing body should ensure that provision is made for delegation within its own structures to promote independent judgement and assist with the balance of power and the effective discharge of its duties. To demonstrate our commitment to good governance principles, SPBM has functioning effective Board sub-committees. These being:

- The Audit and Risk Committee (ARC);
- The recently establish Social and Ethics Committee (SEC);
- The Remuneration Committee (REMCO) and the
- The Technical Committee (TECHCO)

The outcomes and recommendations of the above committees are discussed and analysed at the SBPM Board meetings. *Refer to the Board and Board Sub-Committee engagement topics and resolutions.*

These sub-committee ensure that governance principles permeate through the business. Although our Board is in control of the business, our Board recognises that the functions of management are the responsibility of the SBPM Executive directors, executives, mine management as well as their prescribed officers. *Board policy and procedure reviews and approval performance for the 2021-2022 financial year can be reviewed in the Intellectual Capital section of this report.*

BOARD SUB-COMMITTEE PERFORMANCE



MORTIMER CONCENTRATOR

Board sub-committee performance

Social and Ethic Committee (SEC)

The SBPM Social and Ethic Committee (SEC) held the SBPM SEC inaugural meeting on the 7th of December 2021.

The Social and Ethics Committee (SEC) has been appointed by the Siyanda Bakgatla Platinum Mine Limited-Board of Directors (the Board) as a committee of the Board to perform the role of the Social and Ethics Committee as contemplated in the Companies Act 71 of 2008 (the Companies Act). The function of the SEC in previous years was taken up by the Safety and Sustainable Development Committee (SSDC). The Board felt that the SSDC should be limited to operational management indicator performance areas. The SEC is tasked with oversight over the social and ethical aspects of the business to ensure and that they are governed in a way that supports the establishment of an ethical culture. The SEC is also tasked with assessing the effective management of safety, health and environment (SHE). The SEC mandate is set out in the approved SBPM Social and Ethic Committee Terms of Reference document. The SEC has the responsibility of managing the outcomes of the operational SSDC meetings. The SEC is committed to achieving the SEC Terms of Reference (ToR) mandate. The outcomes from the SEC meetings (Refer to Table 7 for meetings and attendee information) for the reporting year are included, but not limited to, the listed topics and actions found in Table 6.

Table 6. 2021-2022 FY summary of the SEC's Good Governance outcomes

Stakeholders linked to the topic	Material stakeholder linked topics raised, managed, and resolved at the SSDC meetings, but were not limited to the following areas	Business strategy focus area impacted	SBPM Engagement outcomes include but were not limited to:	Cross referencing to leadership reports, Board sub-committee outcomes and to control effectiveness-based material indicators
- Workforce - Government (DMRE)	New safety strategy review	People	- SBPM had implemented a safety strategy that focused more on issues such as Fall of Ground. On review the number of injuries related to Fall of Ground decreased in the Q3 - Review of DMR visits and Section 54 stoppages.	Human Capital- Safety - CEO's Report - DMRE Safety Inspections and Notices UoM i.e. (Number of)* - Safety lagging indicator performance (Number of)* - Injury agency type performance (Number of injuries)*
- Workforce - Community - Governance (DH)	- Covid vaccination program review - Community Vaccination Proposal	- People - Sustainable Development	- Committee satisfied with Q3 % vaccinations. - Concerned over 300 refusals - Covid-19 vaccinations and testing - Covid-19 Policy and Procedure reviewed and approved - Memorandum of Understanding with the Department of Health - Approval of budget to vaccinate community - Community Vaccination proposal- Recommended, reviewed and approved by Board - YE- 98% Employee vaccination	Human Capital- Health - Covid-19 Employees and contractors testing programme (accumulated persons tested)* - Covid-19 vaccination programme (accumulated persons vaccinated)* - Covid-19 positivity outcomes (accumulated persons)*
DEFF	Compliance	- Sustainable development - Growth	Review of environmental incidents	Natural Capital- Environmental Compliance Reportable Environmental Incidents
- Community - Growth - Costs - Sustainable Development	Socio-Economic Development	- Sustainable development - Growth	- Review of stakeholder engagement topics (There was no interruption of business due to community unrest). - Community forums agenda expanded to include: - Business and Recruitment - Community policing forums	Social and Relationship Capital Work stoppage related community protest incidents

Stakeholders linked to the topic	Material stakeholder linked topics raised, managed, and resolved at the SSDC meetings, but were not limited to the following areas	Business strategy focus area impacted	SBPM Engagement outcomes include but were not limited to:	Cross referencing to leadership reports, Board sub-committee outcomes and to control effectiveness-based material indicators
- Workforce - Unions	Employee relations, Union representation and wage agreements (collective bargaining)	- People - Growth	- Recognition of 5-year Wage agreement which was signed between SBPM and Unions (AMCU and NUM). - The Mine had a stable climate in terms of employee relations during the reporting period. SBPM was able to sign the following agreements: - A 5-year Wage Agreement with both AMCU and NUM. - FULCO Agreement which has been implemented at the Declines. - Working in Calendar Agreement	Human Capital Performance data not available
- Workforce - Unions	Employee relations, Union representation and wage agreements (collective bargaining)	- People - Growth	- Recognition of 5-year Wage agreement which was signed between SBPM and Unions (AMCU and NUM). - The Mine had a stable climate in terms of employee relations during the reporting period. SBPM was able to sign the following agreements: - A 5-year Wage Agreement with both AMCU and NUM. - FULCO Agreement which has been implemented at the Declines. - Working in Calendar Agreement	Human Capital Performance data not available
Workforce	Housing Strategy and purchase of new land for housing	- People - Growth	- Housing strategy reviewed and approved - Purchase of Land in negotiation - Housing Management approved - Survey of employee ownership undertaken included: - Review of employee housing type preferences - Area of residence - Affordability - Approval of housing strategy part 1 - Review of proposed budget and timelines	Human Capital Performance data not available
- Workforce - Community	Legitimacy and trust Actions	- Sustainable Dev - People - Growth	- Campaign for a movement against gender-based violence review: - FY review: Campaign not as effective as planned	Human Capital Performance data not available
Shareholders	Review of Business Risk Register. Include Control effectiveness and ranking	All	Focus on non-financial Risk management	Risk Management Risk Register
Shareholders	Public private partnerships-Infrastructure	- Growth - Sustainable Development - People	Review of proposal to repair R565 due to impact on supply, safety issues	Social and Relationship Capital Performance data not available

Table 7. Summary of SEC meeting dates and attendees

SSDC Meeting Dates	Q2 Review (7th of Dec. 2021)	Q3 Review (7th of Dec. 2021)	Q4 Review (15th March 2022)
Directors in attendance	C. Sweet K. Pilane T. Njozela F. Uys	C. Sweet K. Pilane T. Njozela F. Uys	C. Sweet K. Pilane T. Njozela F. Uys
Executive Attendance and Invitees	H. Tyira	H. Tyira	H. Tyira H. Jantjes M. Mthiyane V. Mushiana

Audit and Risk Committee (ARC)

The Audit and Risk Committee is committed to achieving all the ARC Terms of Reference (ToR) mandate. The 2020-2021 FY's activities, decisions as well as ARC advice to the SBPM Board, was centred around strengthening SBPM's Governance Risk and Compliance (GRC) processes. To ensure that these objectives are met, the ARC also focussed on tangible and non-tangible initiatives to embed the compliance culture within the business. The outcomes from the ARC meetings (Refer to Table 9 for meetings and attendee information) for the reporting year is included, but not limited to, the listed topics and actions found in Table 8.

Table 8. 2020-2021 FY Summary of the SBPM ARC's Good Governance outcomes

Stakeholders linked to the topic	Material stakeholder linked topics raised, managed, and resolved at the ARC meetings, but were not limited to the following areas	Business strategy focus area impacted	SBPM Engagement outcomes include but were not limited to:	Cross referencing to leadership reports, Board sub-committee outcomes and to control effectiveness-based material indicators
• Shareholders	- Governance - Evaluation and education of the committee members	• Growth	• Appointment of new Directors	Governance Performance data not available
• Shareholders	Appointment of internal and external auditors	• Growth	- Review of potential audit firms - Review of scope and costing - Inclusion requirement for local skills development- Ensuring sub-contracting/partner to local internal audit firm - Finalised appointment for KPMG as the internal audit function and PwC for external audit - Met with internal auditors to finalise scope of work and to review Audit Plan	Governance Performance data not available
• All Stakeholders	- Corruption - Supply Chain - Social Performance	- People - Sustainable Development	• Approval of the Ethics Code of Conduct	Intellectual Capital - Corruption - Information security Human Capital - Employment Financial Capital/Social and Relationship Capital - Preferential Procurement - Local Economic Development
• Shareholders	Financial performance	- Costs - Growth	- Production challenges and mine action plan item review - Review of fixed and variable costs - Review of Revenue streams, PMG basket price and exchange rate - Review of Capex project expenditure - Appointment of an Asset Manager	Financial Capital - Financial Statements - Total refined production performance (oz's)* - Total expenditure (ZAR)*
• Workforce	Disaster Recovery and Business Continuity	• Costs	• Risk focus area for the 2022-2023 FY	Intellectual Capital Business Continuity
• Workforce	Safety	- People - Growth	- Review of Section 54s notification - Analysis of absenteeism	Human Capital – Safety Compliance DMRE Safety Inspections and Notices UoM i.e. (Number of)*

Stakeholders linked to the topic	Material stakeholder linked topics raised, managed, and resolved at the ARC meetings, but were not limited to the following areas	Business strategy focus area impacted	SBPM Engagement outcomes include but were not limited to:	Cross referencing to leadership reports, Board sub-committee outcomes and to control effectiveness-based material indicators
- Shareholders - Government (DMR)	Financial Statements (FS)	- Growth - Costs	- Preparation of FS process- Plan vs. actual progress analysis - Finalising tax arrangement - Feedback on valuation of acquisition assets exercise - Income Statements, Balance Sheet year on year review - Cash flow- Net cash, investment, and dividend review - Year-end review of Comprehensive Income; Financial Position	Financial Capital Financial Statements
- Shareholders - Communities - Workforce (Executive Management)	Business and Operational Risk	- Growth - Costs - Sustainable Development - People	- Review of risk register/dashboard including: - Control effectiveness - Action plans - Actions taken regarding peer miner mining activity related infrastructure damage to local town	Materiality Risk Register- Material risks
- Shareholders - Workforce (Executive Management) - Suppliers/Vendors	SBPM Integrated Report (IAR)	- Sustainable Development - Growth	- Review of IAR Scope and methodology - Review of finalised IAR, recommended adoption by the Board	Governance Scope and Methodology

Table 9. Summary of ARC meeting dates and attendees

Board Meeting dates	Q1 review (2nd of June 2021)	Q2 Review (10th of Sept. 2021)	Q3 Review: (10th of Dec. 2021)	Audit plan review (19th of Jan. 2021)	Q4 Review (23rd of March 2022)
Directors	Makhubalo C. Sweet	Makhubalo C. Sweet	Makhubalo C. Sweet	Makhubalo C. Sweet	Makhubalo C. Sweet
Executives and Invitees	F. Uys I. Osman H. Tyira	F. Uys I. Osman H. Tyira	F. Uys I. Osman H. Tyira	F. Uys I. Osman H. Tyira I. Makhoana	F. Uys I. Osman H. Tyira
Other attendees	N. Singata N. Matlawe	N. Singata N. Matlawe	N. Matlawe	N. Matlawe	N. Matlawe



STOPPING TEAM

Remuneration Committee (REMCO)

The REMCO governance function ensures that SBPM has The mix of critical skills needed to meet the short-, medium- and long-term People and Growth strategic objectives. The REMCO achieves this objective by building Human Capital leadership and management capacity in the business. Succession planning and retention of critical skills is a key component in retaining and developing SBPM's Intellectual Capital 's intellectual property. The SBPM Remuneration Committee ensures that remuneration is managed in an ethical and transparent manner. The scope of the audit function mentioned in Table 10, included the review of the long- and short-term incentives as well as the distribution thereof. This

review and approval of incentives and wage increases is the responsibility of the Remuneration committee. The REMCO is committed to achieving the REMCO Terms of Reference (ToR) mandate. The outcomes from the REMCO meetings (Refer to Table 11 for meetings and attendee information) for the reporting year is included, but not limited to, the listed topics and actions found in Table 10.

Table 10. 2020-2021 FY Summary of the SBPM REMCO's Good Governance outcomes

Stakeholders linked to the topic	Material stakeholder linked topics raised, managed, and resolved at the ARC meetings, but were not limited to the following areas	Business strategy focus area impacted	SBPM Engagement outcomes include but were not limited to:	Cross referencing to leadership reports, Board sub-committee outcomes and to control effectiveness-based material indicators
Executive Management	Executive incentive proposal	- People - Cost - Growth	- Review of proposal carried forward from the previous financial year - Short term incentive scheme review - Inclusion of external auditors for objective opinion/benchmarking - Succession planning linkage - Review of STI performance indicators	Human Capital Performance data not available
- Workforce - Executive Management	General remuneration and incentive review	- People - Cost	- Review of impact of year-on-year incentive payments for each management level - ESOP payments - Review of remuneration and benefit structure and their effectiveness in driving strategy and behaviour change - Succession planning	Human Capital Performance data not available
Workforce	Vulnerable employees	- People - Cost	Medical assessments and retirement process discussed	Human Capital Performance data not available
Workforce	Level based wage/salary increased	- People - Cost	- Review and approval of D2 and above level salary increases - Review and approval of new wage negotiation mandate	Human Capital Performance data not available
Workforce	Human Resource Development (HRD)- Skills Development	- People - Cost - Sustainable Development	Review of : - Enrolled employees, Contractor volumes - Skill Development programs	Human Capital - Human Resource Development - HRD Core and External Training - Investment in SBPM's HRD programmes (ZAR)*
Board	Remco Strategy Session	- People - Cost	Remco strategy review	Governance
	SBPM Remco – Annual Workplan	People	Formulation and approval of Remco Workplan	Governance
Government	Review of Legal and Regulatory Register	- Growth - Sustainable development	Assess REMCO current representation and committee member responsibilities against key regulatory requirements or legislation applicable to the committee regarding the Companies Act as well as for the King IV guidelines	Governance

A key outcome of REMCO was the successful negotiation of a 5-year wage deal for the period March 2022 – 28 Feb 2027. A 7.14% increase was agreed upon. Both the workforce representative unions, AMCU and NUM, signed the agreement. The signing of this agreement was achieved two months before the previous wage agreement expiration date. The SBPM management team believes that the term and swift agreement achieved is the first for the platinum mining sector. This sets the precedent for negotiations on other mines.

Table 11. REMCO meeting dates and attendees

REMCO Meeting Dates	Q1 review (8th of June 2021)	Q2 Review (7th of Sept 2021)	Q3 Review (3rd of Dec. 2021)	Q4 Review (8th of March 2022)
Directors	C. Sweet M. Nombewu K. Pikane	C. Sweet K. Pikane	C. Sweet K. Pikane	C. Sweet K. Pikane
Executives and Invitees	F. Uys I. Osman H. Tyira L. Mthwa	F. Uys I. Osman H. Tyira A. Mallick	F. Uys H. Tyira	F. Uys I. Osman H. Tyira A. Mallick
Other attendees	N. Singata N. Matlawe	N. Matlawe	N. Matlawe	N. Matlawe

Technical Committee (TechCo)

The Technical Committee (TechCo) was constituted in terms of Principle 8 of the King IV Report on Corporate Governance for South Africa, 2016 as a committee of the board of directors of the SBPM Board. The TechCo is mandated, through the TECHCO Terms of Reference, with two main functions:

- To provide an independent peer review of the integrity of technical information emanating from the company for release into the public arena;
- To provide an independent peer review of the technical content of business proposals, programmes, research and development budgets for Board approval.

The Technical Committee is committed to achieving the TechCo Terms of Reference (ToR) mandate. The outcomes from the TechCo meetings (Refer to Table 13 for meetings and attendee information) for the reporting year are included, but not limited to, the listed topics and actions found in Table 12.



Table 12. 2021-2022 FY Summary of the SBPM TechCo's Good Governance outcomes

Stakeholders linked to the topic	Material stakeholder linked topics raised, managed, and resolved at the ARC meetings, but were not limited to the following areas	Business strategy focus area impacted	Cross referencing to leadership reports, Board sub-committee outcomes and to control effectiveness-based material indicators
- Board - Shareholders	- TechCo roles and responsibilities - Committee makeup - Invitee nominees - Budget / Funding mechanisms / Procedure - Alignment to company strategic objectives	- Cost - Growth	Financial Capital Operational Performance
- Board - Workforce	- Performance Capital and current and Capital projects focusing on but not limited to : - Seismicity - Extension of life of Mine - Safety Improvement - Transportation of workforce, material - Rock depth of mining and water removal - Hydropower services/Water drilling innovation - Emulsion and throw blasting - Workforce implications	- Growth - People - Cost	Financial Capital - Profitability - Costs - Financial Capital – Operational Direct revenue generated (000 ZAR)* - Quarterly profitability performance (000 ZAR)* - Total refined production performance (oz's)* - Total refined 4E production performance (oz's)* Monthly - Total milled ore performance (tonnes)* - Employees by level, race and gender (individuals)* - Water use/withdrawal (megalitres)* - Water reuse (megalitres)*
- Board - Workforce - Shareholders	- Constraints on production - Consequence of constraints management	Growth	Financial Capital Operational Performance
Workforce	Safety and Health	People	Human Capital Safety lagging indicator performance (Number of)*
	- Efficiencies- - Opportunities to mine the previously unmined areas	- Growth - Cost	Financial Capital Operational Performance
	- Layout changes and consequences/ impact on - Finances - Drill time - FULCO - Day/night shift - Production - LHD Fleet and cleaning	- Growth - Cost - People	Financial Capital Operational Performance
	Processing	Growth	Financial Capital Operational Performance
	Capital Projects		Financial Capital Operational Performance
	Remuneration	Growth	Remco
	Strategic sourcing process used to engage supply companies for better performance.	- Growth - Cost	Social and Relationship Capital Preferential Procurement
	Other that PGM mineral processing	Growth	Financial Capital Operational Performance
	- Due Diligence performance on other projects including but not limited to : - Independent Power Supply - Middle Group Mining, - Kell Process, - Project Milkyway and Kookfontein]	- Growth - Sustainable Development	Natural Capital Energy
	Rock Engineering Audit outcomes	Growth	Financial Capital Operational Performance

Table 13. TechCo meeting dates and attendees

REMCO Meeting Dates	Q2 Review (10th of August 2021)	Q2 Review (15th of Sept. 2021)	Q3 Review (7th of Dec. 2021)	Q4 Review (6th of May. 2022)
Directors	C. Sweet K. Pikane	C. Sweet K. Pikane	C. Sweet K. Pikane	L. Mthwa F. Uys I. Osman
Executives and Invitees	L. Mthwa J. Mjoli C. Hattingh R. Lamos	J. Mjoli C. Hattingh R. Lamos H. Borman S. Rupprecht	J. Mjoli C. Hattingh R. Lamos H. Borman S. Rupprecht	J. Mjoli R. Erasmus R. Lamos
Other attendees	N. Matlawe	N. Matlawe	N. Matlawe	N. Matlawe

As the recapitalisation of the business was the main strategic driver of the 2021-2022 financial Year, the TechCo had the responsibility to oversee the Capital expenditure linked plans and initiatives associated with recapitalisation.

THE CEO'S REPORT



FRANCOIS UYS

CHIEF EXECUTIVE OFFICER

We cannot review our 2021- 2022 financial year performance without taking in context, our history. SBPM was only formed four years ago. Just as we were finding our productive and profitability feet, we were hit with the uncertainty of the Covid-19 pandemic. At the end of the last financial year, we set a wide range of ambitious business targets knowing that we still faced a challenging Covid-19 impact related environment.

In the first quarter of last reporting year, there was a lot of uncertainty and fear in the workplace. We took steps to immediately dispelled this negativity by announcing that we would protect and pay our people, despite being faced with the hard lockdown. We followed up this commitment by paying the salaries of the workforce while they were affected by lockdown, and we also assisted our workforce claim from the state run-Covid relief fund where necessary. **Trust is earned.** These actions strengthened our relationship with our people. When I refer to our people, I refer to our workforce and our communities.

The mine is a part of our community, we are not apart from the community.

Table 14. Material operational indicators performance

Safety	UoM	2020-2021 FY Actual	2021-2022 FY Actual
LTIFR	Calc.	1.18	1.38

Costs	UoM	2020-2021 FY Actual	2021-2022 FY Actual
Cash Operating Costs	000 ZAR	4 841 609	5 719 580

Production		2020-2021 FY Actual	2021-2022 FY Actual
Square Metres	m2	345 364	351 539
Primary (Reef)	m2	6 573	5 565
Primary (Waste)	m2	3 654	3 891
Sec Development	m2	3 500	4 701
Haulage Rehab	m2	5 847	6 006
Tons Milled	000 tons	2 833 343	3 060 187
Tons Hoisted	000 tons	2 725 169	3 030 331 -
Pt Oz	Oz.	161 079	173 638

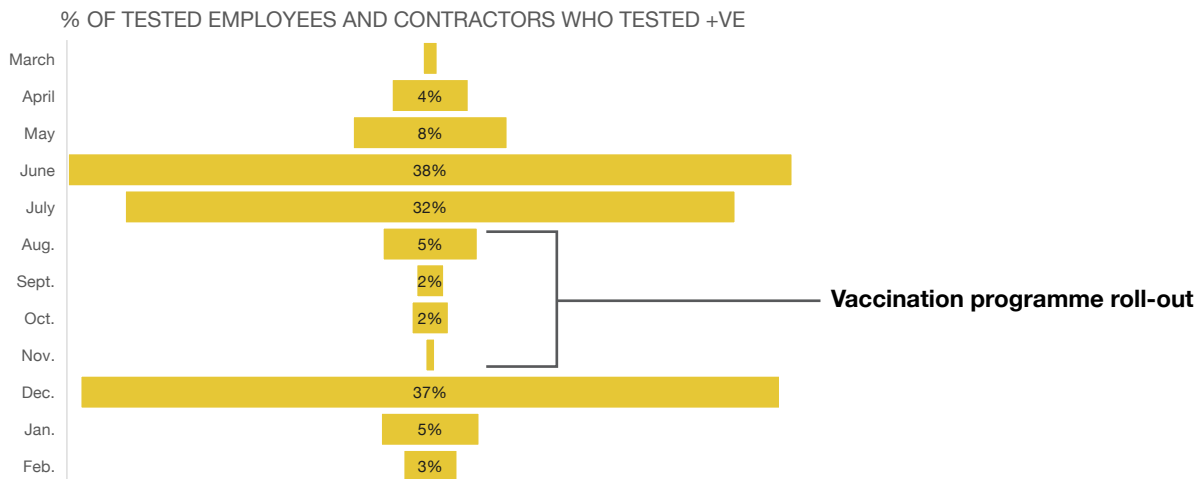
Efficiency indicators	2020-2021 FY Actual	2021-2022 FY Actual
Cash operating cost / Ton milled	1 709	1 869
Cash operating cost / UG tonnes	1 355	1 557
Cash operating cost OC / Opencast tonnes	379	300
Cash operating cost / Pt oz	30 057	32 940
Opex & Capex per 4E	19 092	22 712

Revenue	2020-2021 FY Actual	2021-2022 FY Actual	
Revenue	'000 ZAR	10 147 849	10 218 756

The 2021-2022 FY financial year, started well for SBPM. Productivity was on the rise and mining activities were operating efficiently. The rollout of the vaccination program, although negativity impacting production, was the highlight of the second half of the reporting year. This health and moral achievement were offset by the tragic accident that led to a loss of life of one of our people. The lower-than-expected PGM basket price impacted on overall revenue. Despite the 8% increase in output, total revenue only increased by 1%.

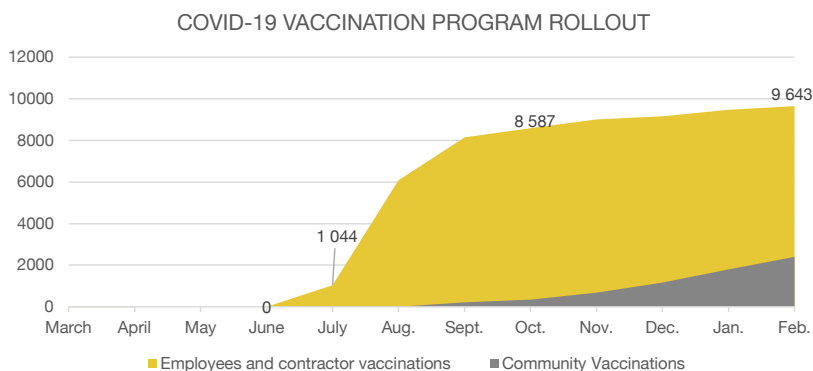
The lower than forecasted overall mining and related output performance was attributed to the impact the vaccination program had on the business. This is understandable as the workforce was taken out of work activities to participate in vaccination education and awareness initiatives. Each day, the entire stoping teams were taken out from underground activities, so they had the opportunity to get vaccinated. These productivity disruptions were then amplified by high occurrences of post-jab absenteeism. The peak of the vaccination program activity occurred in what is normally the most productive second and third quarter of the reporting year. These factors all impacted negatively on production goals, however, the benefit to the health of our organisation and to employee morale was phenomenal.

Figure 10. Positivity testing rate over the course of the 2021-2022 reporting year



We had 14 Covid-19 related death before the vaccination programme was rolled out. Thereafter SBPM had no further cases of COVID related hospitalisations! That is an incredible change! We ended the year with 99.8% of our people having been vaccinated. This put us amongst the top of the mining industry vaccination rollout performance.

Figure 11. Vaccination rollout program- 2021-2022 reporting year accumulative statistics



Prioritising the health of our people did have a negative impact on production, maintenance, and development plans.

**We focused on saving lives.
Period.**

SBPM is a very people centric organisation. We believe that operation excellence is only possible when all our people (communities and employees) share the same vision. I believe that our leadership team has built an exemplary trusting relationship with our people. Testimony to this relationship, by the end of the reporting year, we had managed to negotiate and settle on a five-year wage deal with both our Unions. SBPM was the first mining organisation to achieve this! Coming out of this reporting year, the confidence levels and the morale of our people was very high. This bodes well for the business moving into the next five working years.

Looking back at the year's performance, through a governance principles lens perspective, through our actions, we gained long term *Legitimacy and Trust* and have built an *Ethical Culture* at the sacrifice of short-term Good Performance. Long term relationships cannot be bought.

I believe, our five-year wage agreement with our Unions, is a blueprint for the mining industry. Good performance is not measured in productivity indicators. Having experienced no production losses through labour strike action or community unrest, since business inception, is a real achievement.

It is very important that our people know that SBPM doesn't prioritise production over the lives of our people.

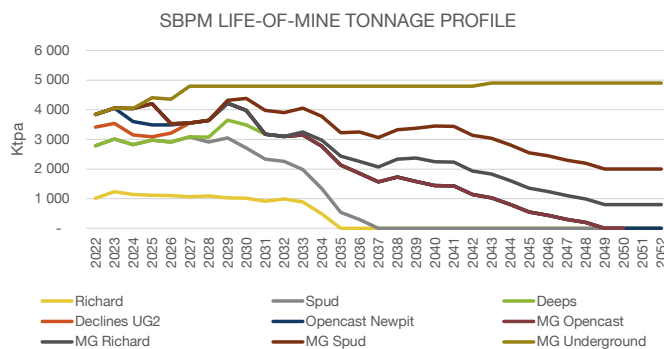
Production performance

From an output perspective, our vaccination rollout occurred in the time of year when we are usually most productive. This was unavoidable. We were not prepared to delay the vaccination rollout to the usually less productive fourth quarter. As a result, we did not manage to meet all our construction, rehabilitation of haulages and development targets. We, however, worked hard to catchup in the last quarter of the year and will continue to do so moving in the 2022-2023 financial year. In summary, we are focused on capacitating our future.

Spending capital is building capacity to perform well in the future.

We increased capital expenditure from R215 million in the 2020-2021 financial year to R730 million for the 2021-2022 financial year. We plan to double expenditure in the 2022-2023 financial year. The resultant step-up in performance through investments made in this reporting year, will start to come into effect in the second and third quarter of the 2022-2023 financial year. We are expecting at least a twenty % increase in mining volumes milled in the second half of the 2022-2023 financial year. This increase in volumes should enable us to produce up to three hundred and fifty-five kilo-ounces of 4E PGMs. This will set SBPM up on a medium to long term trajectory of sustainable growth. We are investing now to increasing output and to extend the life-of-mine. The resultant forecasted increase in revenue will place our estimated EBITDA at the R3.5 billion mark in 2022-2023 financial year.

Figure 12. Forecasted tonnages over extended life-of-mine



Efficiency

When SBPM took ownership, we commissioned the old Ivan Plant to utilise Open Cast output. We are in process of commissioning the Mortimer B plant. These projects have and will improve our capacity to process by around 80 percent. We have multiple projects in implementation and planning stages to fill up this new capacity. This will translate to around 360Kt of new plant capacity, made up from 320 Kt of fresh UG2 and 40Kt from the Ivan Plant. We also plan to generate additional revenue by processing external sourced PGM ore.

By deepening a couple of decline shafts, and mining UG2 and Merensky from them, we can extend the life to beyond forty years. Bankable feasibility on these projects should be concluded by the third quarter of the 2022-2023 financial year. By 2026, the majority of production will be sourced from below the twenty-third level. We plan to fill up the additional plant capacity with lower grade Middle Group ore. As Middle Group ore has a 50% higher Chrome content, SBPM will become a more balanced Chrome to PGM producer.

Capacitating the business is an ongoing objective, however, the phased approach to mine fresh Middle group UG2 and Merensky has strengthened our mining volume business case.

Social Performance

"What's good for the hive is good for the bee!" Marcus Aurelius

We worked hard to meeting our high socio-economic objectives this past year. To contextualise this statement, when we were acquiring the mine, the Board made a commitment that the within the first three years we would procure 30% for goods and service procurement from local businesses. This is an ever-increasing percentage objective. Covid-19 has slowed our efforts in capacitation local businesses, but we plan to catch up the lag in the next two years.

These targets are ambitious and will involve a lot of capacitation, education, and skills development. We have ringfenced more procurement categories to make available to local businesses once they are capacitated and trained.

When we were acquiring the mine, we committed to real returns to our people. Last year we declared dividends and we paid out R340 million to employees and community shareholders in this fiscal year. Our 3-wage agreement was also concluded in this reporting year, improving the livelihood of our employees.

We were also able to conclude and sign our new five-wage agreement, setting the scene for a stable work environment.

In Summary, we have the foundations in place to not only catch up on production and processing targets, but also to meet our high social economic development targets.

Outlook for the 2022-2023 financial year

We need to be a modern productive mine that is safe, digitised, has minimal impact on the environment and uplifts our communities.

Safety and Health

Despite all efforts to combat fatalities, we lost one of our men to a Fall of Ground related incident in the past year. This is unacceptable to us. We are in the process of putting in place multiple psychological and physical strategic initiatives to improve the safe working culture at SBPM. From a health management perspective, we will apply the same effort to the Covid-19 vaccination booster program.

Production

True to our name, Siyanda, we are growing in many ways. We have a project schedule to increase volumes on all three-shaft systems, as well as to organically grow the organisation. **We have other supporting initiatives that will improve the conditions, in the mine, on the mine and in our communities around the mine.**

We are improving on-site living conditions. We have appointed a housing manager to ensure that the quality of living improves so that they can concentrate on remaining focused on safety, production, and efficiency. I believe that when our people are focused, confident and informed; they will be empowered. When they are empowered, we all going to be successful. Our digital mining drive is playing an important role in this strategy. We are busy digitizing information flows on the mine. We need real-time information from our business units. Underground Wi-Fi and reporting via smart devices are an essential part of this drive. **What is not monitored is not managed.**

Green Energy

We are modernising. This mine has been in operation for seventy-two years and we plan to extend this by another forty years. As part of our ESG strategy, and working through the Mineral Council, we are looking at how SBPM can participate in the Green Hydrogen economy as well as improve the carbon footprint of our products. Though our parent company, Siyanda Resources, we plan to procure renewable energy delivered electricity via a wheeling mechanism through the national grid, from Siyanda's appointed Independent Power Produce. (IPP).

In conclusion

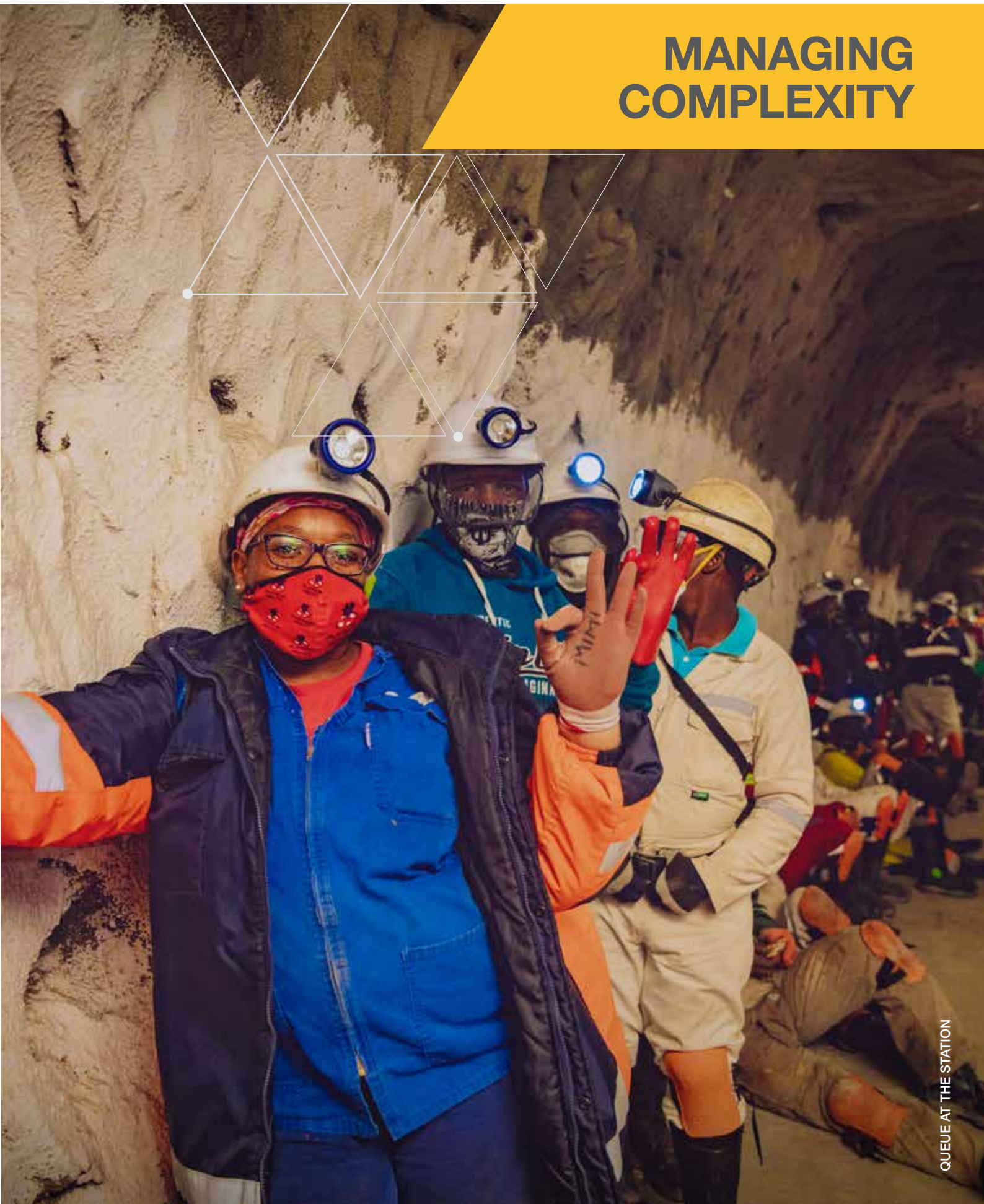
To summarise our overall performance, despite the tragic fatality, we performed well this past year. Revenue, and mining output did improve. We have healthy, motivated workforce and our efforts to uplift the community has not gone unnoticed. We have put in the effort that will result in improved mining efficiencies and higher processing output.

Francois Uys

CHIEF Executive OFFICER



MANAGING COMPLEXITY



QUEUE AT THE STATION



HOPE TYIRA

EXECUTIVE HEAD:
SUSTAINABLE DEVELOPMENT

Sustainable Development is a broad management area. Firstly, we need to ensure that zero harm is inflicted to employees whilst working in their respective mining and processing roles. We also need to ensure that our people remain healthy. Sustainable development also includes the management processes that ensures, that their worker-management engagement leads to a fair work remuneration environment. Sustainable development encompasses the needed protection of our natural ecosystems, within the mine boundary and adjacent to our mining areas.

Leadership and management view cannot be inward focused only. We undertook to develop our local communities both from a social and an economic perspective. These focus areas if managed correctly, all contribute to an enhanced commercial sustainability.

The SBPM or Social License to Operate (SLtO) program has multiple management focus areas. We need to ensure that SBPM is not only compliant to legislative requirements which includes meeting our Mining Charter and Social and Labour Plan obligations, but also to the management of labour and community stakeholder engagement linked expectations, concerns, complaints, and issues. Thus, the manner we engage with our material stakeholders needs to be dynamic, flexible, and integrated. The foundation of the SBPM License to Operate program strategy is having trusting relationships. Our engagement approach needs to reflect fairness, compassion, and empathy.

Hope Tyira is responsible for the Human Resources, Sustainable Development, Stakeholder engagement and both Legal and Social License to Operate (SLtO) programs.

In review of the resulting performance indicators, we managed to improve on most of our year-on-year performance indicators whilst meeting the health objective for our employees, contractors and our community members.

SBPM is much more than a mining business. SBPM is a change agent for wealth generation, empowerment, and upliftment.

The SBPM Covid-19 management program successes are a reflection of SBPM's commitment to achieving and then exceeding our Social License to Operate obligations. The success of the program strengthens our psychological contract with our stakeholders.

Regarding meeting our legislative Social License to Operate, we focused on completing SBPM's second round of Social and labour Plan (SLP2) commitments. The project level Covid 19 related social-distancing and supply chain issues continued through from the previous year into this reporting year. We had to focused on completing the initiatives that minimised the risk of Covid transmission. At the close of the SLP2 period, we had managed to close off eight of the twelve projects. Working with our regulatory and community stakeholders, we agreed to defer some of the SLP projects which could not be completed due to the Covid-19 challenges whilst in tandem we started planning the third round of SLP projects. The categories of our SLP programme and the project details are available for review in the Social and Relationship capital section of this report.

Managing Covid-19 impacts

We believe sustainability is dependent on a resilient business. Resilience or Business Continuity depends on a safe environment but also on a healthy and confident workforce. Working with the Department of Health and using television and sports celebrity social network influencers, we embarked on a Covid-19 Vaccination awareness and education campaign. We followed this up by encouraging the workforce to be vaccinated at work, during work hours, at our medical facilities. We were astounded by the positive response of our workers. We started vaccinating our employees and contractors in July and within two months, we had administered over eight-thousand vaccinations. By the end of the reporting year, we had vaccinated 9643 workers (employees and contractors) and over 2400 community members!

Our executive management team was aware that the vaccination program would cause a drop in productivity. This is difficult to qualify. As vaccinations occurred during work hours, the hours at work indicators are not an accurate reflection of this effort.

Integrated Performance

All these Sustainability Development areas are interrelated. A prime example of this is the Vukuzenzele Waste Management project. Waste management is usually seen as an Environmental compliance issue. We believed that it is possible to safely recycle waste and at the same time, reducing poverty and creating meaningful employment. The proper sorting, storage, and safe removal of some of our waste categories by training community teams has the added benefit of protecting our soil and protecting biodiversity.

Quality delivery

We have to be vigilant about complacency. The quality of delivery of Social License to Operate initiatives relies on constant and transparent engagements as well as ensuring that the related engagement outcomes are known and visible. To strengthen our Social License to Operate position, we have appointed the right people to manage these workstream. To guide these functions and to ensure that we perform to the highest standards, we have put in place meaningful policies and procedures.

SBPMs Social License to Operate initiatives are catalysts for upward mobility. Our people, encompassing community and labour have experiencing real financial benefits through the payout of dividends.

We have ambitious local procurement goals. In the short term, we aimed to achieving at least thirty to forty percent procurement from Local Black owned businesses. These are upward moving targets. Successful supply chain agreements are dependent on training and support. To develop the region, we ensure that business opportunities are ringfenced for local Black owned businesses. We follow this up by supporting local businesses through our Enterprise and Supply Development program.

The success of the SLtO program is evident. We have been free to operate the mine without disturbances due to labour salary stoppages or community protest.

Safety Performance

Our safety lagging and leading indicator performance is not improving as planned. This is a concern for the leadership and executive management teams. Our performance is certainly not correlated to effort put in. We realised that a safety culture shift is needed. SBPM has since inception, being running safety awareness and education campaigns. These are ongoing. The reality is that some of our people do not have a safety first and compliance attitude, despite been educated in the importance thereof. Thus, we needed a different approach to preemptive safety risk management. We need to understand the mindset behind why certain individuals are prone to taking risks. SBPM has contracted specialist industrial psychologists to investigate the through process of every decision maker underground. We looking at what risk propensity element i.e., what risks are individuals willing to make? Once the understanding is in place, tailored intervention can be made that is individualised. We have to cultivate a resilient safety culture moving forward to support the business strategy.

Future outlook

Our focus for the 2022-2023 is to improve efficiency and to add value to our communities.

To be more efficient, we require real-time flow of indicator information digitally. This will enable us to be proactive and react to issues quicker. These automisation interventions should prevent safety incidents and improve efficiencies.

From a socio economic development perspective, we plan to implement our SLP3 programme projects next financial year. This programme is designed to improve the socio economic conditions of our local communities. From a empowerment perspective, our focus is to support local entrepreneurs and ring-fence more procurement opportunities for these businesses.

Transformation

Transformation from a BBBEE perspective, is a priority are for SBPMs leadership team. We were at a level 8 at the beginning of the year. We plan to get to a Level 3 by the end of the 2022-2023 fiscal year.

Hope Tyira

EXECUTIVE HEAD: SUSTAINABLE DEVELOPMENT

THE GENERAL MANAGER'S REPORT



HOBSON JANTJIES

GENERAL MANAGER

This business relies on having a proper planning environment. Operationally, we knew that the vaccination drive will take a toll on the business, but we intentionally decided to put the health of our people first and ensure their wellbeing. This strategy however meant that our employees had to take 3 to more days off due to the side effects of the vaccines. This resulted in about 4 days of lost production time as we were focussing on the vaccination drive of our workforce (employees and contractors).

The hours worked figures cannot be used to assess impact of the vaccination on production. The 1.45 million hours worked, includes the time employees (and contractors) attended vaccination education as well as time at the clinic receiving their vaccinations.

A resilient business is built on having high but achievable plans that can be efficiently implemented. There are elements that must be in place to meet operational targets for example, but not limited to investment in underground and processing infrastructure as well as overcoming the gaps in critical skills.

We went into the financial year with an ambitious, but achievable business plan. As the year progressed, we did not adjust the business plan for uncontrolled Covid-19 related impacts. Before the vaccination rollout, to dispel negative sentiment, we took considerable efforts to communicate the positive impacts of having the vaccination. Our local hospital team worked with our Platinum Partners to ensure that the vaccination effort was efficient and well managed. We were the leaders among our peer platinum miners, with over 99% of our people vaccinated in this period.

Hobson Jantjies is the General Manager of the SBPM mine.

To add to this disruption, in August we lost one of our employees in an tragic accident. This unfortunate accident, impacted the high morale of our team and caused a significant shutdown period for on-site mining activities to conclude the investigation processes.

Efficient mining leads to high milled volumes and increased PGM ounces. Despite the disruptions experienced, from a year-on-year perspective, we are still on a positive upward trajectory. The uncontrollable slight downturn in the pricing environment did affect revenues but still worked in our favour. Our costs were higher than expected but as these were mine improvement capital costs, we are set up to meet 2022-2023 FY targets.

Outlook

We spend considerable effort in capacitating higher production for next year and I am confident we will meet these targets. We cannot discount the positive effect the vaccination drive had on employee confidence, which will carry through to the 2022-2023 financial year.

Hobson Jantjies

GENERAL MANAGER SBPM

	Experience included but not limited to	Qualification(s)
HOBSON JANTJIES GENERAL MANAGER SBPM	30 years of experience within the mining sector which include: - Anglo American - Impala Platinum Rustenburg - Joined Siyanda Bakgatla Platinum Mine (SBPM) to lead the mine management team.	- Blasting Certificate: 1988 - Mine Overseer certificate of competency: 1997 - Mine Managers certificate of competency: 2004 - MDP (Unisa school of business leadership);

OUR RESOURCE AND RESERVE BASE



The SBPM method of reporting mineral resources and ore reserves is in accordance with the South African Code for Reporting of Exploration Results, Mineral Resources and Mineral Reserves (the SAMREC Code). The reporting of the mineral resources and ore reserves for BP2023 is aligned to changes prescribed in the SAMREC code published in 2016. The BP2023 resources and reserves are reported as per 28th of Feb 2022 in the respect of the Merensky Reef, the UG2 Reef, mine residue (tailings) dams, as well as the Pseudo Merensky/Tarentaal and the Middle Group seams. Usually for existing mining enterprises, generation of reserves is not a significant budget item due to the costs involved. SBPM has consistently invested in reserve generation from approximately 700m per month in 2018 to 1500 m per month in 2021. Due to improved performance in development and haulage rehabilitation, this has enabled the building of further capacity, for example, SBPM has opened sufficient face length for stable stoping performance. The SBPM's mineral resources, exclusive mineral resources and mineral reserves for the UG2 and Merensky reefs, which are the main sources of PGM rich and chrome ore. Further low-grade economic mineralisation occurs within the Tailings dams, which are occasionally mined to top up volumes in the concentrator and the Pseudo Merensky/Tarentaal opencast which was mined in the 4B opencast during 2022. Within the scheduled Newpit, only the Merensky and UG2 seams will be mined. This declaration is supported by the annual Competent Person (CP) report. A separate CP report was compiled during last year, based on the 2020 exploration focussing on the MG seams, for both opencast and underground mining consideration. During 2021 a separate Pre-Feasibility Study on the Middle Group confirmed a positive business case for PGE and Chrome potential. Further exploration on the MG's will be continued in 2023.

The Mineral Resource and Ore Reserve declaration is supported by a separate Competent Persons reports in with the following information is communicated:

- Mineral resource and ore reserve waterfall charts indicating annual movements
- Prill and base-metal grade distribution of the mineral resources inclusive of ore reserves
- Spatial distribution of the ore reserve and mineral resource classifications
- Statement of mineralisation.

Risk assessment

The following information regarding examination of SBPM's mineral resources and reserves is relevant:

- Declarations are grouped together as Inclusive Resources, Exclusive Resources and Reserves
- The mineral resources and reserves are declared as per 28 February 2022
- The comparative tabulations to February 2021 are found in Appendix 1

- Mineral Resources are quoted after geological losses and reported as Mt (Million tonnes) and Moz (Million ounces)
- Ore reserves and Mineral Resources are quoted after geological losses and modifying factors and reported as Mt (Million tonnes) and Moz (Million ounces) Resource are quoted in situ after Geo-losses.
- 4E grade refers to Platinum, Palladium, Rhodium and Gold, reported as gram/ton
- Tonnes, Ounces and Grade are rounded to two decimals

Methodology

The methodology used to determine mineral resources and ore reserves included but was not limited to:

- Formal sign-off of the geological structure and geological discount factors; borehole and sample databases; and the mineral resource classification
- The resource block models that contain the UG2 and Merensky thickness, density and mineral content estimations have last been updated in 2017. An updated model was commissioned for the UG2 during 2020 but this was not delivered in time by the external consultant. Updated models are scheduled to be completed during the current financial year. The 2020 model is not useable – new model to be completed by March 2023 for UG2 and June 2023 for Merensky
- A new estimate was prepared for the Old Ivan Tailings resources based on a volumetric reconciliation.
- The data from 60 surface boreholes was used for a new Middle Group grade model
- A mineral resource classification scorecard for consistent resource classification statements
- Various single and multiple disciplinary reviews in the framework of the business planning process
- Mine design and scheduling for consistent reserve reporting, which considers the Company's business plan and economic tail management process
- The declared reserve is underpinned by the signed off business plan that considers the production profile, OpEx and CapEx costing and economic assumptions.
- Further refinement of the Basic Resource Equation (BRE). The BRE is an internal reconciliation of mineral resources segregated into the various business plans and investment centres
- The annual sign-off of the Mineral Resources and Ore Reserves.

Internal Controls

SBPM have well established processes and protocols have ensured reliable Ore Reserves and Mineral Resources reporting. In line with internal review and audit schedules and improvement initiatives, existing processes and reviews encompass:

- Geology Structure review
- Geological loss review
- Modifying factor review
- Mine design review
- Modifying factor review

The above reviews are carried out by the Mineral Resource Manager together with the discipline heads. The reserves are underpinned by the business plan. The business plan also is subject to various levels of review before Board approval

- Benchmarking of extraction rates (on mine)
- Shaft production plan reviews (on mine, General Manager and Senior HOD's)
- Consolidated mine production reviews (Executive, General Manager, and Senior HOD's)
- Labour, OpEx Cost and CapEx reviews (Executive, General Manager, and Senior HOD's)

In addition, for expansion projects such as the Newpitt opencast project and the 4B project separate technical reports are prepared which present techno-economic studies.

In support of the FY2023 an independent external review was completed by DRA, which validated the technical, scheduling and economic assumptions that have gone into the FY2023 Life of Mine plan and confirmed a positive NPV against the long-term capital requirements.

Reviews and competence

The UG2, Merensky and Middle Group mineral resources as of 28 February 2021 were reviewed by an external reviewer (Shango Solutions) in mid-2021, and recommendations were considered into the preparation of the updated resource statement. The review of the Mineral Resources and Ore Reserves as per 28 February 2022 by the Mineral Resource Manager as the internal competent person (CP) has been completed.

Table 15. SBPM Inclusive and exclusive mineral resources and reserves

Inclusive Mineral Resources at 28 Feb 2022				Inclusive Mineral Resources at 28 Feb 2021			
Combined ownership - 100%				Combined ownership - 100%			
UG2	Mt	4E g/t	4E Moz	UG2	Mt	4E g/t	4E Moz
Resources (Incl reserves)				Resources (Incl reserves)			
Measured	70.42	5.27	11.93	Measured	72.11	5.26	12.18
Indicated	48.81	5.51	8.64	Indicated	47.68	5.50	8.43
Inferred	34.78	5.61	6.27	Inferred	34.68	5.61	6.26
Total	154.00	5.42	26.84	Total	154.47	5.41	26.87
Combined ownership - 100%				Combined ownership - 100%			
Merensky	Mt	4E g/t	4E Moz	Merensky	Mt	4E g/t	4E Moz
Resources (Incl reserves)				Resources (Incl reserves)			
Measured	28.04	6.39	5.76	Measured	28.12	6.39	5.78
Indicated	38.61	5.98	7.42	Indicated	38.64	5.98	7.43
Inferred	13.74	5.66	2.50	Inferred	13.74	5.67	2.50
Total	80.38	6.07	15.69	Total	80.50	6.07	15.71

Inclusive Mineral Resources at 28 Feb 2022

Combined ownership - 100%

Combined UG2 and Merensky	Mt	4E g/t	4E Moz
Resources (Incl reserves)			
Measured	98.45	5.59	17.69
Indicated	87.41	5.72	16.06
Inferred	48.52	5.62	8.77
Total	234.39	5.64	42.53

Combined ownership - 100%

Middle Group	Mt	4E g/t	4E Moz	Chrome %	Chrome Mt
Resources (Incl reserves)					
Measured	22.80	1.64	1.20	27.78%	6.33
Indicated	10.97	1.76	0.62	28.76%	3.16
Inferred	36.45	1.84	2.15	27.72%	10.10
Total	70.22	1.76	3.97	27.90%	19.59

Combined ownership - 100%

Tarentaal and PSMT	Mt	4E g/t	4E Moz
Resources (Incl reserves)			
Measured	0.00	0.00	0.00
Indicated	0.54	1.32	0.02
Inferred	1.32	1.44	0.06
Total	1.86	2.76	0.08

Combined ownership - 100%

Combined UG2, Merensky and Middle group	Mt	4E g/t	4E Moz
Resources (Incl reserves)			
Measured	121.25	4.85	18.89
Indicated	100.61	5.20	16.82
Inferred	84.97	4.00	10.93
Total	306.83	4.73	46.63

Combined ownership - 100%

Tailings	Mt	4E g/t	4E Moz
Resources (Incl reserves)			
Measured			
Indicated	18.24	1.22	0.72
Inferred			
Total	18.24	1.22	0.72

Inclusive Mineral Resources at 28 Feb 2021

Combined ownership - 100%

Combined UG2 and Merensky	Mt	4E g/t	4E Moz
Resources (Incl reserves)			
Measured	100.23	5.57	17.96
Indicated	86.32	5.71	15.86
Inferred	48.42	5.63	8.76
Total	234.97	5.64	42.58

Combined ownership - 100%

Middle Group	Mt	4E g/t	4E Moz	Chrome %	Chrome Mt
Resources (Incl reserves)					
Measured	21.54	1.64	1.14	0.28	6.03
Indicated	10.43	1.76	0.59	0.28	3.02
Inferred	34.57	1.84	2.05	0.28	9.68
Total	66.54	1.77	3.78	0.28	18.72

Combined ownership - 100%

Tarentaal and PSMT	Mt	4E g/t	4E Moz
Resources (Incl reserves)			
Measured			
Indicated	0.45	2.00	0.00
Inferred	0.44	2.00	0.00
Total	0.89	2.00	0.06

Combined ownership - 100%

Combined UG2, Merensky and Middle group	Mt	4E g/t	4E Moz
Resources (Incl reserves)			
Measured	122.80	4.85	19.15
Indicated	97.74	5.24	16.48
Inferred	85.31	3.98	10.91
Total	305.86	4.73	46.54

Combined ownership - 100%

Tailings	Mt	4E g/t	4E Moz
Resources (Incl reserves)			
Measured			
Indicated	18.24	1.22	0.72
Inferred			
Total	18.24	1.22	0.72

Exclusive Mineral Resources at 28 Feb 2022

Combined ownership - 100%

UG2	Mt	4E g/t	4E Moz
Resources (Excl reserves)			
Measured	43.06	5.12	7.09
Indicated	44.64	5.51	7.91
Inferred	34.78	5.61	6.27
Total	122.48	5.40	21.28

Combined ownership - 100%

Merensky	Mt	4E g/t	4E Moz
Resources (Excl reserves)			
Measured	26.62	6.41	5.49
Indicated	37.77	5.97	7.25
Inferred	13.46	5.66	2.45
Total	77.84	6.07	15.19

Combined ownership - 100%

Combined UG2 and Merensky	Mt	4E g/t	4E Moz
Resources (Excl reserves)			
Measured	70.72	5.61	12.75
Indicated	82.41	5.72	15.17
Inferred	48.24	5.62	8.72
Total	201.37	5.66	36.64

Combined ownership - 100%

Middle Group	Mt	4E g/t	4E Moz	Chrome %	Chrome Mt
Resources (Incl reserves)					
Measured	22.80	1.64	1.20	27.78%	6.33
Indicated	10.97	1.76	0.62	28.76%	3.16
Inferred	36.45	1.84	2.15	27.72%	10.10
Total	70.22	1.76	3.97	27.90%	19.59

Combined ownership - 100%

Tarentaal and PS MR	Mt	4E g/t	4E Moz
Resources (Excl reserves)			
Measured	0.00		0.00
Indicated	0.00	0.00	0.08
Inferred	1.32	1.44	0.00
Total	1.32	1.44	0.08

Exclusive Mineral Resources at 28 Feb 2021

Combined ownership - 100%

UG2	Mt	4E g/t	4E Moz
Resources (Excl reserves)			
Measured	43.82	5.12	7.21
Indicated	43.90	5.51	7.78
Inferred	34.68	5.61	6.26
Total	122.41	5.40	21.25

Combined ownership - 100%

Merensky	Mt	4E g/t	4E Moz
Resources (Excl reserves)			
Measured	26.47	6.41	5.46
Indicated	38.10	5.97	7.31
Inferred	13.74	5.67	2.50
Total	78.30	6.07	15.27

Combined ownership - 100%

Combined UG2 and Merensky	Mt	4E g/t	4E Moz
Resources (Excl reserves)			
Measured	70.29	5.61	12.67
Indicated	82.00	5.72	15.09
Inferred	48.42	5.63	8.76
Total	200.71	5.66	36.52

Combined ownership - 100%

Middle Group	Mt	4E g/t	4E Moz	Chrome %	Chrome Mt
Resources (Incl reserves)					
Measured	21.54	1.64	1.14	0.28	6.03
Indicated	10.43	1.76	0.59	0.29	3.02
Inferred	34.58	1.84	2.04	0.28	9.68
Total	66.54	1.77	3.77	0.28	18.72

Combined ownership - 100%

Tarentaal and PS MR	Mt	4E g/t	4E Moz
Resources (Excl reserves)			
Measured			
Indicated			
Inferred	0.44	2.00	0.03
Total	0.44	2.00	0.03

Exclusive Mineral Resources at 28 Feb 2022

Combined ownership - 100%

Combined UG2, Merensky and Middle group	Mt	4E g/t	4E Moz
Resources (Excl reserves)			
Measured	93.51	4.64	13.95
Indicated	95.10	5.19	15.86
Inferred	84.69	3.99	10.87
Total	273.31	4.63	40.69

Combined ownership - 100%

Tailings	Mt	4E g/t	4E Moz
Resources (Excl reserves)			
Measured			
Indicated	18.24	1.31	0.77
Inferred			
Total	18.24	1.31	0.77

Mineral Reserve as at 28 Feb 2022

UG2	Mt	4E g/t	4E Moz
Reserves			
Proved	27.84	4.56	4.08
Probable	5.71	4.19	0.73
Total	33.24	4.50	4.81

Combined ownership - 100%

Merensky	Mt	4E g/t	4E Moz
Reserves			
Proved	1.49	4.39	0.21
Probable	2.26	4.50	0.32
Total	3.75	4.46	0.54

Combined ownership - 100%

Tarentaal and PSMR	Mt	4E g/t	4E Moz
Reserves			
Proved	0.00	0.00	0.00
Probable	0.85	2.12	0.06
Total	0.85s	2.12	0.06

Exclusive Mineral Resources at 28 Feb 2021

Combined ownership - 100%

Combined UG2, Merensky and Middle group	Mt	4E g/t	4E Moz
Resources (Excl reserves)			
Measured	92.86	4.64	13.86
Indicated	92.97	5.25	15.71
Inferred	84.87	4.00	10.91
Total	270.71	4.65	40.48

Combined ownership - 100%

Tailings	Mt	4E g/t	4E Moz
Resources (Excl reserves)			
Measured			
Indicated	18.24	1.31	0.77
Inferred			
Total	18.24	1.31	0.77

Mineral Reserves as at 28 Feb 2021

UG2	Mt	4E g/t	4E Moz
Reserves			
Proved	30.21	4.45	4.32
Probable	4.95	4.01	0.64
Total	35.16	4.38	4.96

Combined ownership - 100%

Merensky	Mt	4E g/t	4E Moz
Reserves			
Proved	1.88	4.55	0.27
Probable	1.23	5.73	0.23
Total	3.11	5.01	0.50

Combined ownership - 100%

Tarentaal and PSMR	Mt	4E g/t	4E Moz
Reserves			
Proved	0.00	0.00	0.00
Probable	0.83	2.00	0.05
Total	0.83	2.00	0.05

Mineral Reserve as at 28 Feb 2022

Combined ownership - 100%

Combined UG2, Merensky and Tarentaal	Mt	4E g/t	4E Moz
Reserves			
Proved	29.33	4.55	4.29
Probable	8.51	4.06	1.11
Total	37.84	4.44	5.41

Combined ownership - 100%

Tailings	Mt	4E g/t	4E Moz
Reserves			
Proved	0.66	1.24	0.03
Probable			
Total	0.66	1.24	0.03

2020 Mineral Reserves as at 28 Feb 2021

Combined ownership - 100%

Combined UG2, Merensky and Tarentaal	Mt	4E g/t	4E Moz
Reserves			
Proved	32.09	4.45	4.59
Probable	7.01	4.07	0.92
Total	39.10	4.38	5.51

Combined ownership - 100%

Tailings	Mt	4E g/t	4E Moz
Reserves			
Proved	0.66	1.24	0.03
Probable			
Total	0.66	1.24	0.03

Footnotes:**Inclusive resources**

- Decrease of 0.47 Mt, 0.33 Moz of UG2; 0.04 Mt, 0.07 Moz Merensky and 0.3 Mt, 0.01 Moz of Pseudo Merensky/Tarentaal resources during 2021 due to depletion
- 1.26 Mt, 0.06 Moz of Tarentaal/Pseudo Merensky resources added in the Newpit opencast project
- A new UG2 resource model (width, density, 4E content) was commissioned during 2020, to replace the existing 2017 model. This new model failed reconciliation on density and resource cut width, and hence the updated mineral resources and reserves have been declared on the 2017 model. A new model will be commissioned during 2023. (UG2 – March 2023; Merensky – June 2023)
- No changes were made to the geological structure, geological losses and reef thickness, density or mineral content model.
- After accounting for depletion, a positive discrepancy of 0.8 Mt, 0.10 Moz was found on the UG2 inclusive resource (0.4%), despite no other model changes, which may be due to an underestimation of mining losses on the depletion
- The Middle group Mineral Resources increased from 66.54 Mt to 70.22 Mt, 3.78 Moz to 3.97 Moz and 18.72 Mt to 19.59 Mt Cr₂O₃ as outstanding borehole data was received and appended into the model

Exclusive resources

- 0.55 Mt, 0.08 Moz less UG2 resource converted to reserve, 0.34 Mt, 0.06 Moz of additional Merensky converted to reserve, due to the Newpit
- No reserves declared on Middle Group, Reserves will be declared upon completion of Bankable feasibility study and allocation of capital

Reserves

- Additional conversion 0.65 Mt, 0.04 Moz of Merensky, Drop in UG2 -1.92 Mt, -0.15 Moz of UG2 and 0.34 Mt, 0.02 moz. of Pseudo-Merensky in the Newpit project
- During this same period the reserve were replenished with a total of 6.96 Mt, 1.11Moz of newly converted reserve
- The most significant movements on reserve over the last 3 years were at the Declines totalling 3.98 Mt 0.54 moz. This includes 2.93 Mt and 0.41 Moz that was added from the 36 South area due to a new layout and economic studies

CFO'S STATEMENT



IMRAAN OSMAN

CHIEF FINANCIAL OFFICER (CFO)

Expectations at the beginning of the 2021-2022 financial year

The financial management theme going into the 2020-2021 financial year was **Liquidity and Solvency**. Despite the Covid-19 related impacts caused by running a labour intensive business within strict social distancing parameters, we managed to meet our production targets. Helped by a strong resource pricing base, liquidity remained strong and we managed to declare sizeable dividends. These dividends were paid out during the 2021-2022 financial year.

The financial management theme going into the 2021-2022 financial year was **Restoring and Recapacitating**. We focused on getting back to some form of normality, rebuilding liquidity, and restoring ourselves to match and improve on the two prior year's productivity. We entered the 2021-2022 financial year against the backdrop of a lot of uncertainty. Whilst complexity existed, there was however, more clarity.

Human Capital outcomes

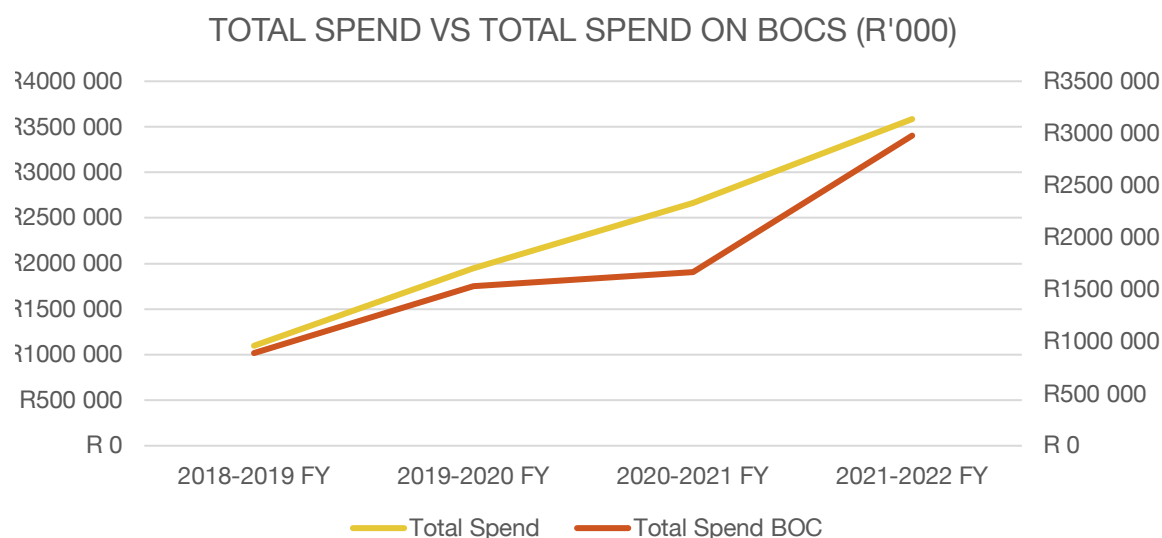
Tens of thousands of people depend directly and indirectly on SBPM. We take this responsibility very seriously and focused on getting our workforce and community vaccinated. We anticipated that the vaccination program was going to impact productivity, however we underestimated the extent thereof on our production environment in the short term. Despite this, we were resolute to reducing Covid-19 impact related risks as long-term production depends on having a Covid-19 immune workforce. Our Leadership team directed their efforts towards building our people's confidence. We partnered with both of our Unions and implemented interventions that prioritised human lives. We did not want to impose rules and regulations on our people and thus, took a more humanistic approach. We assisted the workforce to develop and understand their own vaccination journey. Our Safety and Health team pushed through with the Covid-19 education and awareness program to counter the negative perception of vaccination as well as to promote and heighten the sense of protection. Taking people out of the workplace, shift by shift, to discuss the pros and cons of vaccination took time and effort. We took the lead as opposed to taking a cue from the bigger and more established mining houses and we had managed to vaccinate our entire workforce before the Christmas break. This effort brought about massive amounts of goodwill and the outcome rewards were priceless. The associated value gain for the business will be much more than the negative impact on productivity and efficiency, in the short term.

The effort that went into this programme was difficult to quantify, but the outcomes were not. SBPM was the second mine in the country that was fully (over 99.8%) vaccinated. This achievement has to be considered within the context that vaccinations were voluntary and equally, how the rest of the broader SA mining industry performed. The Limpopo and the North West provinces holds the top two spots for regional Covid-19 related deaths and at the time of writing this report, only 76% of mine workers and contractors in South Africa were vaccinated (source: www.mineralscouncil.org.za/minerals-council-position-on-covid-19#dashboard)

Meeting transformation objectives

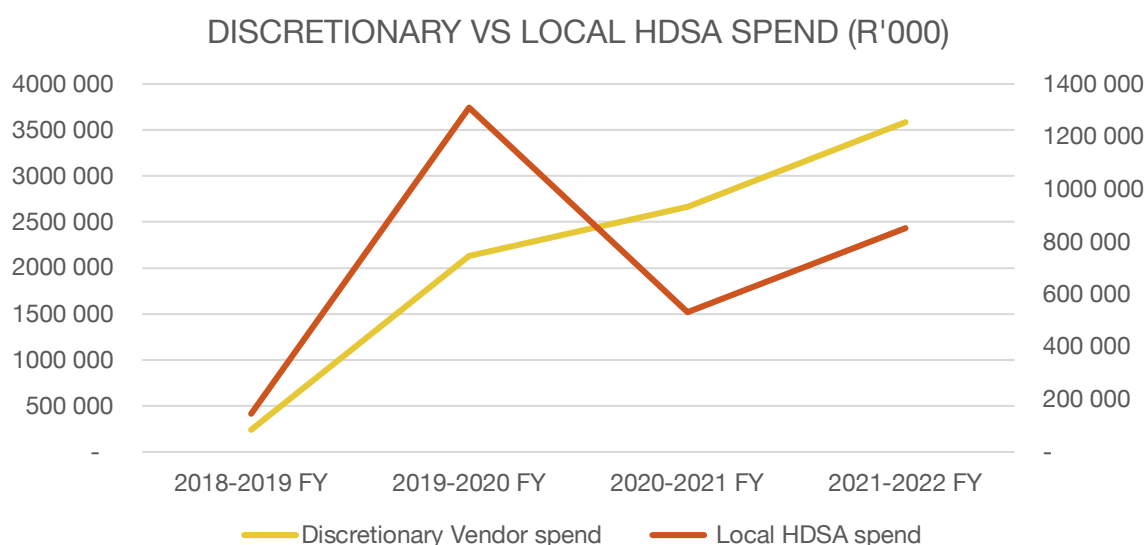
When SPBM acquired the Union Mine, we had a strong broad-based transformation agenda. Whilst Covid-19 hampered the implementation of this agenda in the business, we swiftly returned to maintaining our local procurement spend trajectory. Investing in local procurement is not something that can be achieved overnight.

Figure 13. Year-on-year comparison of Total Spend vs. Spend on Black Owned Companies (BOCs)



Developmental programs needed and still need to be put in place to ensure that we have the right supply chain partners. To meet our socio-economic development objectives, we ringfence procurement opportunities for Local Black Owned Companies (BOCs). We then capacitate and train local vendors to meet the supply criteria. From the discretionary spend graphs, it is clear where the Covid-19 legacy impacts were felt. Once we passed the peak of the pandemic, the Leadership team together with management, worked on returning to meet procurement objectives.

Figure 14. Discretionary Total Spend vs. Spend on Black Owned Companies (BOCs)



Our Boards recognised that we need to improve our BBBEE scorecard, and we have been working on various elements to improve our scoring. Automating our BBBEE scorecard is also part of the automisation roadmap.

The other successful Human Capital outcome achieved is that we entered the 2021-2022 financial year with a win-win wage settlement environment. We continue with negotiating a longer-term wage agreement which will take effect in the 2022-2023.

Building a long-term sustainable business

In business, but particularly in mining, you need to be constantly moving forward. SBPM needed to gear itself to be growing, developing, and focused on being more efficient. From a financial strategic perspective, we needed to achieve two things. Firstly, return the business to profitability (which we achieved) and secondly, ensure that the business is sustainable for the future. As 2021 was characterised as being in the midst of the pandemic, these objectives took a little bit of a backseat, as cashflows solvency and liquidity became key themes. As the 2021-2022 financial year was a bit more predictable, we put our focus back on ensuring the business is sustainable. This can only be achieved by continuous reinvestment into the business. From a development perspective, we continued to plan the capital projects needed to meet our medium-to-long term growth objectives. As a result, restoring and recapacitating had material impact on the reported 2021-2022 financial year profitability figures. Revenue growth was still on the upward trajectory; however, costs were significantly up from the previous fiscal years.



Financial performance

Evident from our Financial Statements is the fact that we are reinvesting and recapitalising the business. At the end of the financial year, our Total Assets were 18% above the previous year's total. We plan to continue on the same theme moving into the 2022-2023 financial year. Capital development will however, be more progressive. The Financial Statements also reflect our shareholders' long-term vision and aspiration for this business, which is not about generating quick profits and returning those to shareholders. Whilst shareholders returns are important, and we have return significant value to shareholders, this does not supersede creating a long-term sustainable business.

In the 2020-2021 fiscal year we declared dividends of R1 Billion, which was paid out during this fiscal year. For the 2021-2022 financial year, we declared a dividend of R700 Million, to be paid out in the 2022-2023 fiscal year.

Future outlook- Sweating the assets

Part of our capital development strategy was to unlock all the assets that were not generating value. We are investing to improve efficiencies at the Opencast operations as well as at the Decline working area. We are planning to recommission old plant infrastructure to process third party ore. This in turn will create additional revenue streams. This is only part of the plans to improve the viability of the business. That being said, it is important that we continue to pay attention to our supply chain. The capitalisation effort has put us into a stronger position moving into the future and the 2022-2023 financial year will be a continuation of the same theme.

Imraan Osman

CHIEF FINANCIAL OFFICER (CFO)

GENERATING SUSTAINABLE FINANCIAL CAPITAL

The financial management and performance thereof, including explanatory notes are reported in the SBMP financial Statements. Extracts from these, aligned to SMPB risk register otherwise referred to as Financial Capital material indicators can be found in Table 16.

MATERIALITY INDICATOR LINKED RISK NUMBER AND DESCRIPTION ASSOCIATED WITH GENERATING SUSTAINABLE FINANCIAL CAPITAL ARE:

- » **8** - Production costs above inflation could result in low profitability and sustainability of the mine.
- » **9** - Not achieve the current production target could negatively impacting the sustainability of the mine
- » **10** - Wage associated labour action could causing lower production and loss of Revenue
- » **17** - Negative movement in basket PGM price and exchange rate risk or opportunity

MATERIAL STAKEHOLDER:



Table 16. Integrated Financial Capital indicator performance for the 2021-2022 FY incl. projected targets

KPA	UoM	Material KPI	2018-2019 FY performance	2019-2020 FY performance	2020-2021 FY performance	2021-2022 FY performance	% Change from the previous FY	Target for the 2022-2023 FY
Operational performance	Square Meters					351 539		
	Tonnes	Tonnes Milled/ Processed	2 777 411	3 061 059	2 833 344	3 060 187	8%	
	Pt. Oz's	Total Platinum concentrate produced	166 285	188 904	160 283	173 638	8%	
	4E * Oz's	Total 4E PGM concentrate produced	272 249	308 536	264 024	282 403	7%	
Direct economic value generated and distributed	ZAR	Direct revenue	R3 606 797 827	R7 233 085 189	R10 147 849 227	10 218 756 000	1%	
		Cash operating costs	R3 247 921 954	R3 978 986 455	R4 841 608 627	5 719 579 000	18%	
		EBITDA	R358 875 873	R3 254 098 734	R5 306 240 600	R4 499 177 000	-15%	
Economic value distributed- Costs breakdown by percentage	%	Total labour	52%	50%	48%	42%	-13%	
		Stores	21%	20%	20%	21%	4%	
		Utilities	12%	11%	11%	11%	-3%	
		Contractors	20%	5%	7%	11%	59%	
		Sundries	14%	14%	14%	15%	11%	

Efficiencies

From an operational efficiency perspective, we performed worse than anticipated. A summary of these are found in Table 17.

The reasons thereof are contained in the CEO's and CFO's reports production efficiency indicators.

Table 17. Year-on-year cost efficiency comparison

Efficiency indicator	2020-2021 FY	2021-2022 FY	% Change	Variance reason	2022-2023 Target
Operating Costs per Ton Hoisted	R1 355	R1 557	15%	Improved efficiency	
Operating Costs per Ton Milled	R1 708	R1 869	9%	More volumes	
Operating Costs per 4E oz	R18 338	R22 712	22%	Decrease due to SIB Capex to increase in catching up with the backlog	



EXPANDING OUR MANUFACTURED CAPITAL BASE

Our operational context

On acquisition in 2018, the business plan provided for a production profile of approx. 240 Kilo Tonnes per Month (KTPM) up to 2026, followed by a steady decline thereafter. This business plan provided little buffer against commodity price fluctuations and was at risk of being achieved due to high inherited maintenance overheads. Recapitalisation was needed to change the trajectory of the mine. Recapitalisation projects over the last three years covered but were not limited to replacement and refurbishment. Covid-19 impacts delayed the implementation and completion of this plan. To ensure that SBPM meet the Board's growth objective, management needed to be strengthened. For all efficient management of capital projects, the SBPM executive team initiated the establishment of a dedicated Project Support Office (PSO). This PSO function reports directly to the Technical subcommittee of the Board.

SBPM has interpreted and aligned the SPBM Manufactured Capital indicator performance reporting into three categories, these being:

- Mining and Operations Infrastructure Project expenditure;
- Environmental infrastructure projects and
- Social and Labour Plan associated Local Economic Development projects. All three are material to the achievement of our strategic objectives.

Mining infrastructure and capital projects

Mining infrastructure and capital project investment has in the short term impacted profits, however these investments will improve operational efficiency in the medium term and extend the life of mine in the long term.

For integrated reporting purposes, we have interpreted mining infrastructure and capital projects into two areas. These being physical assets and capital projects. Physical assets are reported in the financial statement (this information is reported in the Financial Statement section of the report. Capital projects can be further categorised as Staying-in-Business(S-I-B) projects and Expansive projects. Our Capital project expenditure performance for the 2021-2022 FY can be reviewed in Table 16.

Stay in Business (S-I-B) projects include, but are not limited to:

- Replacement of critical equipment / mining areas e.g., Replace 10Line
- Refurbishment programmes that ensures reliability of equipment
- Redundancy – Critical spares and/or re-engineering
- Capacity building e.g., 200kt Spud; 100kt Richard and 50kt Declines

Expansion projects include, but are not limited to :

- 4B Declines replacing 4S
- Expand current mining areas = Deepening Study
- New mine – MG's
- Mort B
- New Pit Opencast Mine

For the purposes of reporting, we have summarised the operation capital projects per business unit. Although 17% less than planned, SBPM invested R618 million into capital projects during the 2021-2022 FY. The reasons thereof are stated in the CEOs report.

ASSOCIATED RISK REGISTER REFERENCE:

- » **3-** Delay in the capital approval process can result in the mine not achieving the current business plan Indirect risk register
- » **8-** Production costs above inflation could result in low profitability and sustainability of the mine.
- » **17 -** Negative movement in basket PGM price and exchange rate risk or opportunity -

MATERIAL STAKEHOLDERS:



Table 18. Integrated Manufactured Capital- Capital projects outputs for the 2021-2022 FY incl. projected targets for the next FY

Capital Projects by category	Business Plan	Actuals	Actual deviation from budgeted expenditure
Central services:			
Staying- in-Business capital (S-I-B) projects investment by Business Unit			
Central Services :	R163 021 162	R77 524 139	-52%
Richard Shaft:	R85 853 410	R70 370 843	-18%
Spud Shaft:	R138 658 445	R60 796 587	-56%
Declines:	R28 790 380	R9 031 736	-69%
Concentrator:	R123 197 559	R148 145 983	20%
Total Mine SIB Expenditure	R539 520 957	R365 869 288	-32%
Expansion capital project investment			
Total Union Mine Expansion Expenditure	R201 853 124	R113 177 522	-44%
Special Project	R0	R139 424 655	n/a
Total Expansion expenditure	R201 853 124	R252 602 176	25%
Total S-I-B and Expansive Expenditure	R741 374 081	R618 471 464	-17%

Future Outlook

We plan to continue along the capital-intensive developmental path for the next few years. For the 2022-2023 FY, we plan to intensify capital projects spend by at least 95% more than what was spent in the 2021-2022FY. For further details on planned capital project expenditure, refer to Table 19.

Table 19. 2022-2023 FY Combined S-I-B and Expansive projects Capital Project budget (ZAR)

Combined	Budgeted expenditure
Central Services	R375 541 440
Richard Shaft	R223 943 374
Spud Shaft	R401 990 335
Declines	R0
Concentrator	R100 500 000
Total Expansion Budget	R341 065 196
Total Union Mine Project Budget	R1 443 040 344

Community infrastructure

The SBPM LED programmes and associated projects are based on meeting the 2nd round Social and Labour Plan commitments. These projects were supposed to be completed by end of the August 2021. Despite the Covid related challenges, we managed to complete and handed over eight of the twelve infrastructure second rendition of the SBPM Social and Labour Plan (SLP2) related LED projects during the 2021-2022 FY. In tandem to these tasks, we started to work on the third rendition of the SBPM Social and Labour Plan (SLP3) during this reporting year. The upgrade of the Northam library as well as the upgrade to the three remaining schools will be deferred to the 2022-2023 financial year. We have made commitments to hand these four projects to management before the last quarter of the 2022-2023 FY.

For further detail on SBPMs Local Economic Development (LED) performance, refer to the Social and Relationship section in this report.

ASSOCIATED RISK REGISTER REFERENCE:

- » **7** - Mining rights issues that are a direct consequence of non-compliance to the Mining Charter and Social and Labour Plan (SLP)
- » **11** - Community protest could result in production interruptions and prevention of access to critical surface areas

MATERIAL STAKEHOLDERS:

- » Department of Mineral Resources (DMRE)



Table 20. LED projects completion status as of the end of the 2021-2022 FY

Project	Progress
Construction of ablution facilities at Mokgalwana Primary School	Construction is 100% complete and handed to Department of Education.
Construction of ablution facilities at Nkobong Primary School	Construction is 100% complete and handed to Department of Education.
Construction of Ablution Facilities and Sedibelo and Makuka Secondary Schools	Construction is 100% complete and handed to Department of Education.
Upgrade of Kraalhoek and Modderkuil Clinics	Construction is 100% complete and handed to Department of Health
Upgrade of Northam Library and Lapa	Contractor on site with more than 60% job completed. Additional work for the upgrade of lapa is outstanding.
Upgrade of Okomelang Primary School	100% complete, the school has been handed over to the Department of Education.
Upgrade of Dinkwe Primary Schools.	100% complete, the school has been handed over to the Department of Education.
Upgrade of Tlhalapitse administration block	Contractor on site with more than 40% job completed.
Construction of ablution blocks at Mochudi and Tshomankane	- Contractor at Mochudi on site with more than 50% job completed. - Adjudication for Tshomankane has been completed on the 3rd of February 2022. The beneficiaries have been informed on the progress.
Education Skills Development	Water tanks installed at Mononono Primary, Kgamanyane Secondary, Tshale Secondary, Busy Bee early learning centre and Krause Primary. ICT material as well as study guides have been provided to learners at local schools. Winter school has been conducted for more than 400 learners from local BBKTA schools.
Expansion of Sedimogang Poultry Project	Project is 100% complete.
Nyandeni Poultry Projects	Access to water is still a challenge and the project requires additional funding to service existing boreholes and procurement of material required.
Supply of emergency patient transport	100% complete 3 ambulances delivered to the Department of Health as per commitments
Support to improve capacity in Primary Health Care Clinics	Procurement of medical equipment for Monono clinic is in progress. Partial delivery of the medical equipment has been done by the service provider.

Future outlook

Most of the 2022-2023 FY will be dedicated to the completion of SLP2 projects and the planning of SLP3 associated LED infrastructure projects. SBPM are careful to appoint the most qualified local project managers, service providers and contractors to deliver on these projects. For further details, refer to Social and Relationship Capital - LED programme projects.

Environmental infrastructure

Current environmental infrastructure performance

Due to the focus on environmental compliance initiatives, limited environmental infrastructure project were implemented within the reporting year. Upgrading of monitoring equipment is an ongoing project. Planning for the three 2022-2023 FY infrastructure projects occurred during this reporting period. Refer to Table 21 for further details.

Planned Environmental infrastructure projects

ASSOCIATED RISK REGISTER REFERENCE:

- » 6 - Non-compliance to the Environmental Standards

MATERIAL STAKEHOLDERS:

- » Department of Environment, Forestry and Fisheries (DEFF)



Table 21. Environmental infrastructure planned for the 2022-2023 FY

Environmental infrastructure project description	
Water Security: Implementation	Not available
Organic Composting: Implementation	Not available
SBPM Operational Waste Storage facilities	Not available
Lease Area Illegal Dumps Clean-Up	Not available
EIA for the Pyrolysis Plant	Not available
Lease Area Scrap Metal Removal Project	R878,3011



STRENGTHENING OUR INTELLECTUAL CAPITAL BASE

SBPM leadership is stern about protecting SBPM *Intellectual Capital* base, about running an ethical business. SBPM's Ethics Code of Conduct provides guidance on managing corruption, cybersecurity and protection of intellectual property. Developing contextual policies and procedures that underpin strategic objective initiatives are critical to our *Intellectual Capital* foundation. These are material governance Intellectual Capital performance reporting areas. Our material indicator performance can be reviewed in the performance tables below.

Corruption

All potential corruption related incidents are treated very seriously and is processed according to the SBPM Whistle-Blower procedure. The definition of what corruption and/or bribery is, is defined by the SBPM Ethics Code of Conduct. Corruption management is guided by the bribery section of the Ethics Code of Conduct, which states that all forms of bribery are prohibited at SBPM. The Code defines bribery as "The giving, offering or receiving of any advantage, which could be financial or non-financial including any payment, gift, loan, fee or reward to or from a person to influence them to act corruptly or improperly in the exercise of their duty". The code makes it clear that businesses or individuals can be guilty of an offense by failing to prevent a bribe offered or received on their behalf.

Any non-adherence of the SBPM Ethics Code should be reported to the Head of Human Resources. To cater for anonymous reporting, SBPM has set up a Tip-Off Hotline. This service is managed by third party auditors (Deloitte) to ensure that impartiality on the collection of corruption cases is guaranteed. All alleged incidents of bribery and corruption, whether reported via telephone calls, emails and website-based potential incidents, are investigated thoroughly. The investigation outcomes are reported weekly to the Executive Head of Sustainable Development and quarterly at the ARC Board sub-committee meetings. Out of the twenty-eight potential corruption incidents reported, eight cases warranted further investigation.

REFERENCE:

» Audit and Risk & Social and Ethic Board sub-committees

MATERIAL STAKEHOLDERS:



Table 22. Year-on-year corruption cases reported and investigation outcomes (Number of)*

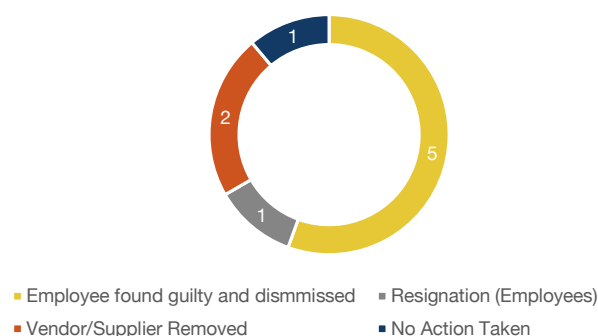
Material KPI	UoM	2018-2019 FY performance	2019-2020 FY performance	2020-2021 FY performance	2021-2022 FY performance	% Change from the previous FY	Target for the 2021-2022 FY
Corruption case analysis							
Corruption cases investigated	Number of	Not reported in past IAR		12	28		
Cases investigated and unfounded				6	20		
Cases pending				0	0		

Material KPI	UoM	2018-2019 FY performance	2019-2020 FY performance	2020-2021 FY performance	2021-2022 FY performance	% Change from the previous FY	Target for the 2021-2022 FY
Employee found guilty and dismissed	Number of	2	2	1	5		
Resignation (Employees)				0	1		
Vendor/Supplier removed			0	2	2		
No Action taken in reporting year				1	1		

The outcomes for the 2021-2022 reporting year can be seen in Figure 15. Most notable where the cases were dismissed as false, one employee was found guilty of corrupt activities and was dismissed; a vendor was removed from the vendors list for corrupt activities.

Figure 15. 2021-2022 FY Corruption outcomes

CORRUPTION OUTCOMES



Information Technology (IT) Governance - Intellectual Property & Information Security

The use and protection of assets, intellectual property items, and information systems is specified in the business resources section of the SBMP Ethics Code of Conduct. SBPM intellectual Property assets are valuable assets which must be protected with the same vigour as our physical assets. Property (IP) includes patent rights, trademarks, copyright; design rights, database extraction rights, rights in knowledge or other confidential information and rights under IP-related agreements.

The objective of SBPM ITC security governance process is two-fold. Firstly, to protect the confidentiality, integrity, and availability of information. Secondly, to ensure efficient policy implementation. SBPM's Information Technology (IT) governance includes procedures to protecting business information, preventing access by unauthorised parties; managing firewalls to halt users from intentionally or unintentionally importing viruses or downloading non-IM specified software; as well as to ensure efficient policy implementation.

Planned initiatives that were implemented during the 2021-2022 FY were, but are not limited to:

- Symantec deployment
- 2FA was implemented
- DMARC authentication implemented
- Security policies updated
- DRP developed
- Planning of intrusion testing

IT protection performance

From an endpoint security perspective, SBPM had no known data breaches or malware threats during the 2021-2022 reporting period. We did, however, experience many occurrences of spam emails as result of users falling prey to phishing attacks. These caused some inconvenience but was a warning that our workforce need to be better trained. Cyber Security Awareness training would minimise threats of this nature.

GOVERNANCE BOARD SUB-COMMITTEE REFERENCE:

» ARC governance indicators

MATERIAL STAKEHOLDERS:



Table 23. Information Security and management performance (Number of)*

KPA	UoM	Material KPI	2018-2019 FY performance	2019-2020 FY performance	2020-2021 FY performance	2021-2022 FY performance	% Change from the previous FY	Target for the 2021-2022 FY
Information Security	Number of incidents	Security breach incidents (Malware attack or theft of information)	Not reported	0	0	0	-	TBD
		System unavailability incidents (led to recovery business continuity processes)	Not reported	0	0	0	-	TBD

Modernisation

As part of the modernisation drive, the following initiatives were implemented:

- Compute refresh in keeping with hardware refresh policy;
- Storage capacity expansion;
- MS Enterprise Agreement;
- New printer supplier on-boarded and print estate refreshed;
- End-point device refresh as well as;
- Digitisation maturity assessment completed, and strategy developed.

Future outlook

IT management have a number of initiatives planned to be implemented in the 2022-2023 FY. These being, Intrusion testing;

- Two Fibre ring(s) refreshing;
- Underground communication project establishment (scoping, cost and solutioning completed; awaiting capital funding);
- Large scale mobility drive;
- Digitisation program acceleration- Five projects planned, these being: Fibre refresh, MRM overhaul, mobile worker underground communications and Wi-Fi expansion

Policy and procedure management

Over the course of the 2021-2022 FY., all new policies were reviewed by the Board subcommittees and recto ensure that all policies were signed off by the Board. We completed the two-year task of converting all standard procedures onto the SBPM template. These have been contextualised and reviewed.

During the 2020-2021 FY, there were seven new polices and one procedure that were reviewed and approved by the SBPM Board. For the 2021-2022 FY, the Board approved of three new policies. Refer to Table 24 for further details.

GOVERNANCE BOARD SUB-COMMITTEE REFERENCE:

- » ARC and REMCO governance indicators

MATERIAL STAKEHOLDERS:



Table 24. Policies and procedures approved by the Board during the 2021-2022 FY

Policy No:	Details:	Approved date
SBPM-POL-008	Code of Ethics	24 Mar 2021
SBPM-POL-009	Covid-19 Vaccinations	24 Mar 2021
SBPM-POL-010	Housing and Living Condition	24 Mar 2021
Procedure No:	Details:	Approved date
SBPMHO-001	Approval Framework/Delegation of Authority	18 Sept 2020



HUMAN CAPITAL

Transformation, development and safeguarding lives

There are multiple disciplines that ensure that the SBPM workforce is well trained, protected, motivated, trained, and safety conscious. These are compliance and strategic management areas that encompass:

1. **Safety:** The Mine Health and Safety Act 29 of 1996 provide provides requirements for the protection of the health and safety of employees and other persons at the mine
2. **Human Resource Development (HRD):** Mining Charter

The Board aim to foster a culture where all our people look after themselves as well as the health and safety of their colleagues in the workplace.

Despite all efforts taken to protect and preserve life, one miner tragically died due to injuries experienced at the mine during the 2021-2022 FY

Our employment demographics

SBPM has legislative Mining Charter related employment equity and Broad-Based Black Economic Empowerment (B-BBEE) Code compliance requirements. The Mining Charter is the broad-based socio-economic empowerment Charter for the South African Mining and Minerals Industry. These requirements, coupled with the Board's resolution to improve SBPM Black Economic Empowerment (BEE) employee representation goals, make **Employee categorisation by level, race, citizenship and gender** material key performance indicators.

Employment Equity

In the past integrated annual reports, SBPM reported on workforce (Full time employment) by, level, **age** and gender. As age is not a material compliance related Employment Equity (EE) indicator, we have replaced the age indicator with "ethnicity" or "race" which are material compliance related indicator areas for SBPM. Refer to Table 25 for employee categorisation information.

RISK REGISTER REFERENCE:

- » **7** - Mining rights issues that are a direct consequence of non-compliance to the Mining Charter

MATERIAL STAKEHOLDERS:

- » Department of Mineral Resources (DMRE) and Department of Employment and Labour (DoEL)



Table 25. 2021-2022 FY Employee categorisation by level, race and gender performance (Number of)*

Level	SA Employees per level, ethnicity and gender										Foreigner level and gender status	
	African		Coloured		Indian		White		Total SA Employees		Total Foreign Employees	
	M	F	M	F	M	F	M	F	M	F	M	F
Board	1								1			
Top Management	1				1		1		3			
Senior Management (E1 and Above)	13	2					8		21	2	1	
Middle Management (D1 - D4)	107	33	2		1		48	15	158	48	7	
Skilled Employees (C1 - C5)	448	157	7	2		1	103	27	558	187	23	1
Semi-skilled Employees (B Level)	2 987	602		1			18	5	3 005	608	549	
Unskilled Employees (A Level)	253	185		1			1		254	186	28	
TOTAL	3 810	979	9	4	2	1	179	47	4 000	1 031	608	1
									5 031			609
											5 640	

Note: Table 23 employee quantum's only take into account paid employees. The Board and Top Management level representation is a reflection of SBPM full-time employment status and not actual representation in numbers.

We have had a relatively stable workforce in the 2021-2022 FY. The number of employees leaving employment at SBPM was 51% less than the new entrance employees. It is a gradual process to meet our Woman in Mining (WiM) objectives. Although the ratio of male to female new employees was more than double, more female workers were retained in employment. For further analysis, refer to Table 26.

RISK REGISTER REFERENCE:

- » 7- Mining rights issues that are a direct consequence of non-compliance to the Mining Charter

MATERIAL STAKEHOLDERS:

- » Department of Mineral Resources (DMRE) and Department of Employment and Labour (DoEL)



Table 26. 2021-2022 FY new and leaving employees by level and gender (Number of)*

Employment Type	Gender	New employees	Leaving employees
Senior Management	Male	3	1
	Female	1	0
Middle Management	Male	33	23
	Female	6	1
Junior Management	Male	90	55
	Female	27	9
Core and Critical Skills	Male	348	217
	Female	155	18
Sub totals		663	324

Diversity and Equal Opportunity

Plans are in place to address targets at professional and skilled levels on the mine. For the implementation of Employment Equity (EE) Action plans to address EE targets are in place for Occupational Levels D1 – C1 (Professionals and Skilled levels. Working towards our EE plan, the following decisions were made:

- Should an HDSA leave the company – that position must be filled by an HDSA:
- Replace positions vacated by Non-HDSAs with HDSAs. Especially looking at underrepresented groups within the EAP demographics.

The critical aspect of this will be to fill these positions with suitably qualified females. Should a female leave a position or the company, the position must be filled by a suitably qualified African female.

SBPM has a mutual agreement at OUPF that we will not shortlist any non-HDSA's from outside the company on C Level (Skilled) positions. If a Non-HDSA applies for a position on mine and he/she is working for SBPM, he/she may be short listed, as they are already in employment of the company and have contributed towards the success of the company. – This is an internal decision made by the OUPF forum.

Using retirement age as a steppingstone to ensure compliance towards Employment Equity targets, SBPM has identified positions which will become vacant during the next five years. Examples include: Foreign Nationals retiring will be replaced by HDSA's and positions occupied by Non-HDSA's retiring will be replaced by HDSA's.

Figure 16. Ethnicity status of our workforce at the end of the reporting year

SA EMPLOYEES % BREAKDOWN BY RACE

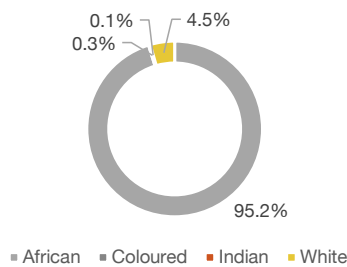
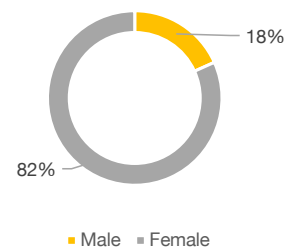


Figure 17. Gender status of our workforce at the end of the reporting year %

EMPLOYEE GENDER REPRESENTATION



Our woman in mining status is slowly improving. We had a 18%-woman employee representation in the 2021-2022 FY. This was a 2% improvement compared to the previous year.

Figure 18. Country of origin status of our workforce at the end of the reporting year

COUNTRY OF ORIGIN %

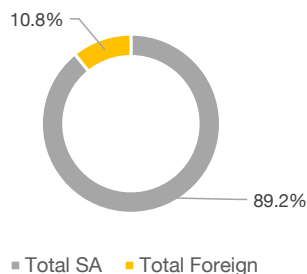
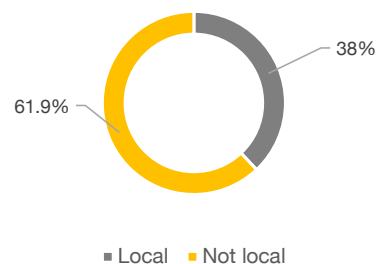


Figure 19. Locality status of our workforce at the end of the reporting year

LOCALITY %



Our South Africa workforce representation in the last reporting year was 87.8%. In the 2021-2022FY we achieved a slight improvement with 89.2% SA representation. Of the total workforce, 38% are classified as local. This definition is based on employees that originally reside within a fifty-kilometre radius from the mining operation.

GOVERNANCE BOARD SUB-COMMITTEE REFERENCE:

» ARC & REMCO governance indicators

MATERIAL STAKEHOLDERS:



Table 27. Year-on-year comparison of workforce composition

Material risk engagement topic	KPA	UoM	Material KPI	2018-2019 FY performance	2019-2020 FY performance	2020-2021 FY performance	2021-2022 FY performance	% Change from the previous FY	Target for the 2022-2023 FY
Mining charter and meeting BBBEE obligations	Employee Contractor ratio	Persons	Total number of employees	5073	5354	5234	5640	8%	
			Total number of contractors	1487	2469	3146	4683	49%	
		%	Contractor %	29%	46%	60%	83%	38%	
	Cadets	Persons	Cadets	236	122	311	159	-45%	
	Engagements	Persons	FY New Engagements	429	697	272	663	144%	TBD
			FY Leaving Employees	462	377	298	324	9%	TBD
	Workforce by Country of origin	% of total	SA	4362	4676	4586	5031	10%	TBD
			Foreign	711	678	648	609	-6%	TBD
	Workforce by local definition		Local (50km radius)						TBD
			Other (>50 km Radius)						TBD



CONVENTIONAL STOPE



Transformation

Transformation of the workforce is a business leadership objective. Based on our performance to date, we have achieved our Historically Disadvantaged South African (HSDA) targeted transformation objectives. However, we are still lagging in meeting our Woman in Mining (WIM) objectives.

Women in Mining (WIM)

Mining Charter III specifies the minimum requirement for Women in Mining (WIM). Occupational Level Top Management to Skilled Level for WIM, ranges from 20% through to 30%. We are currently in the fourth year of our 5-year EE Plan. SBPM Leadership continues to emphasise the appointment of suitably qualified females across all occupations levels. SBPM has maintained a stable workforce for the last two years. We have ambitious WIM objectives and realise that this objective will take time to accomplish. Our performance in both these areas are reflected in Table 28.

GOVERNANCE BOARD SUB-COMMITTEE REFERENCE:

- » ARC & REMCO governance indicators

RISK REGISTER REFERENCE:

- » 7 - Mining rights issues that are a direct consequence of non-compliance to the Mining Charter

MATERIAL STAKEHOLDERS:

- » Department of Mineral Resources (DMRE) and the Department of Employment and Labour (DoEL)



Table 28. 2021-2022 FY HSDA representation by level performance

Level	Target HSDA's %	Actual HSDA %	Target WIM %	Progress
Board	50%	100.0%	20%	●
Top Management	50%	66.7%	20%	●
Senior Management (E1 and Above)	60%	62.5%	25%	●
Middle Management (D1 - D4)	60%	74.2%	25%	●
Skilled Employees (C1 - C5)	70%	83.5%	30%	●
Semi-skilled Employees (B Level)	60%	86.4%	*EAP target	●
Unskilled Employees (A Level)	60%	93.8%		●

Note: The DMRE do not specify targets for WIM targets for semi-skilled and unskilled employees, however the DoEL require businesses to comply with targets as set out in the EAP (Economically Active Population).

Key: ● Achieved ● In progress ● Non-compliant

Defined benefit plan obligations and other retirement plans

SBPM employees all belong to a **defined contribution provident fund**. The plan's liabilities are not met by SBPM's general resources. The defined contribution plans are funded by the employee and the employer's contributions based on a percentage of the employee's retirement funding salary. The contributions are deducted from the employees' overall 'cost to company' remuneration package and paid to the retirement fund. The categories of contribution, percentage contributed by category and number of contributions are shown in Table 29 to Table 31.

As per the SBPM employment context, retirement funds are defined contribution funds. As fund member/employee and employer contributions are based on a percentage of the member's remuneration package, the employee carries all the investment risk. The employer participates in the Old Mutual Superfund Provident Fund.

Table 29. SBPM Provident and Pension Scheme categories

Defined Contribution	Defined Contribution
Code:R007996D	Code: R008095D
(Provident)	(Provident)
Operations	Officials
All Members	A1 Ex-AMRF members who joined after 1/7/2012 & all new members
	A2 Ex-AMRF members who joined before 1/7/2012
	A3 Ex-AMRF officials
	A4 Ex-ARF members
	A5 Ex ARF Officials

Table 30. Contributions per Category (% of Salary)

Defined Contribution		Defined Contribution		
Code:R007996D		Code: R008095D		
Member	Employer	Category	Member	Employer
All members – 7,5%	All members – 15%	A1	7,5%	15,00%
		A2	10,7%	15,00%
		A3	9,9%	18,12%
		A4	7,5%	15,00%
		A5	7,5%	20,52%

Table 31. Number of members per fund

Defined Contribution	Defined Contribution
Code:R007996D	Code: R008095D
4 395	1 092

The above funds are South African umbrella retirement funds. As all costs are contribution derived, there is no further liability to the employer.



Labour/management relations

SBPM has an excellent working relationship with the workforce's two recognised unions, these being AMCU and NUM. The conclusion of the Recognition agreement set the tone for wage negotiations which commenced late October and concluded in December 2021. The historic five-year wage agreement with both AMCU and NUM was signed within two and half months of the lapsing of the previous three-year agreement. Our leadership team believe that the five-year agreement, signed by both our rivalry unions, is a first in the mining industry in South Africa. This wage agreement is effective from the 1st of March 2022 to 28 February 2027.

ER Climate and Forums

The ER Climate in 2021/2022 financial year was generally good. The business focus was more in reviewing the ER Forums through conclusion of recognition agreement and consequently wage agreement. The forums that were regulated by the old Anglo Platinum wage agreement were not held as they were under review and due to the Covid 19 regulations.

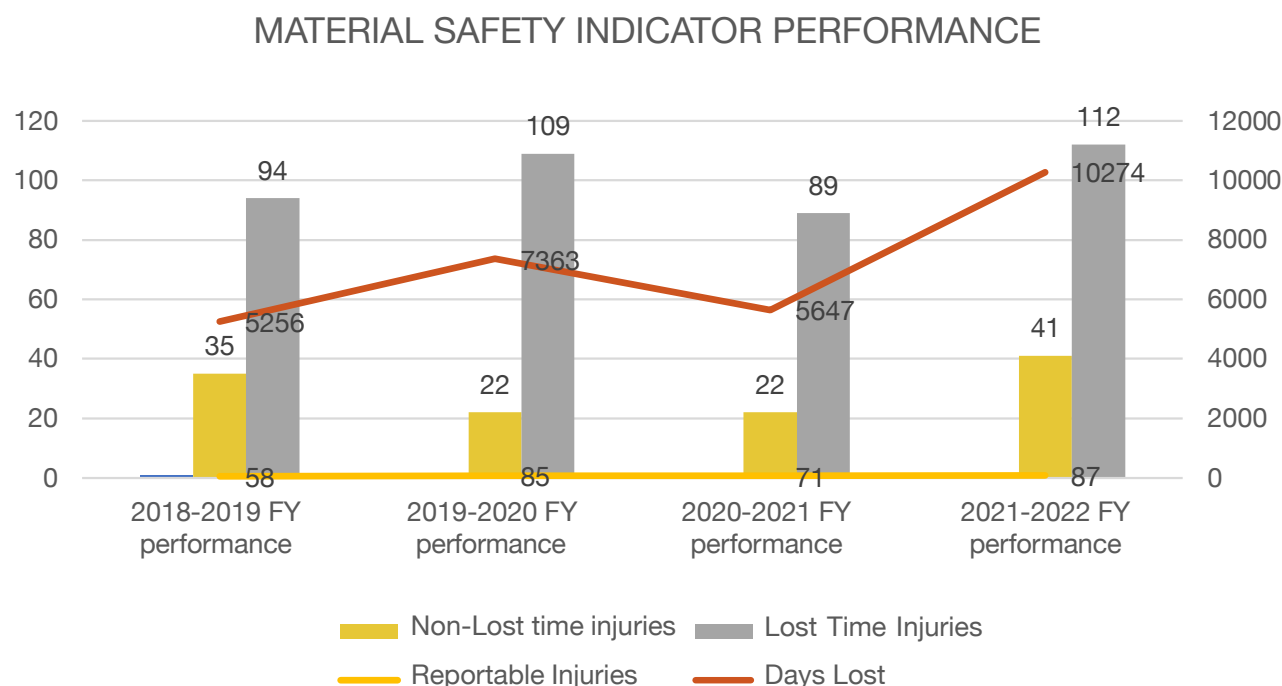
Siyanda Employee Relations Recognition Agreement

The Company and organised labour, represented by the AMCU and NUM unions managed to successfully conclude the Siyanda Employee Relations Recognition Agreement (SERRA) in September 2021. SERRA regulates all the Employee Relations Forums including Siyanda Bargaining forum which regulates collective bargaining. The two bargaining units, Supervisory and Operators Bargaining units, were collapsed to one bargaining unit. The United Association of South Africa (UASA) was derecognised for not meeting the newly established threshold.

Safety performance

From a safety and health perspective, we are not satisfied with our performance in this 2021-2022 reporting year. Work disruptions due to the vaccination drive was a major contributing factor to our performance. We also experienced a tragic fatality in the second quarter which further impacted workforce moral. Refer to Figure 20 for lagging and leading safety indicator information. The nature of injuries is continually getting addressed. From the analysis of injury agencies (reflected in Table 32), the leadership team remained concerned that the large percentage of these contributing agency injuries occurred outside the workplace. Initiatives were put in place to mitigate these injuries. Refer to the Safety Strategy Plans in Table 33 for further detail.

Figure 20. Year-on-year lagging and leading safety indicator performance



For the year under review, SBPM recorded one hundred and twelve Lost Time Injuries (LTI) and of those, eighty-four were reportable. SBPM ended the last quarter of the reporting year with LTIFR of 1.389. This was a slight deterioration in comparison to the previous years, excluding the Covid lockdown of the 2020-2021 FY. The overall safety performance, had deteriorated over the course of the reporting year. The Days Lost recorded exceeded ten thousand. This amount to a 87% up from the previous reporting year, but only 40% up from the 2019-2020 FY. In analysis of the injury agencies, the most prevalent were the Slip and Fall injuries. The 37 Slip and Fall occurrences were a 95% increase from the previous year. This indicated that there was an increase in injuries occurring inside the working places compared to injuries occurring outside the working places. Performance at business unit level differs a well. Spud Shaft managed to achieve eighty days without LTIs in the last quarter of the year. Whilst Spud Shaft performance is improving, other shafts have somewhat regressed. As a result of poor safety performance, VFL leadership actions were implemented, where leadership are expected underground every Wednesday to focus on all problem leading and lagging indicator areas.

Note: LTIFR formula:

$$\frac{\text{Total LTI for the month} \times 200000}{\text{HRS Worked}}$$

RISK REGISTER REFERENCE:

- » 4- Non-compliance to the Safety, Standards resulting in injuries and/or closure of the mine

MATERIAL STAKEHOLDERS:

- » Department of Mineral Resources (DMRE) and the Department of Employment and Labour (DoEL)

**Table 32. Year-on-year integrated Human Capital – Safety indicator performance review**

KPA	UoM	Material KPI	2018-2019 FY performance	2019-2020 FY performance	2020-2021 FY performance	2021-2022 FY performance	% Change from the previous FY	Target for the 2022-2023 FY
Safety Compliance	Av. Hrs	Average hours of attending induction training	996	1245	151	Information not available		TBD
Legal Compliance	Number of	Section 54	8	16	12	13	8%	TBD
		Section 55	11	20	14	5	-64%	TBD
		DMRE visits	20	32	28	28	0%	TBD
		No of Inspectors	44	70	57	88	54%	TBD
		Inspectors per visit	2.2	2.19	2.04	3.14	54%	TBD
Injury and fatalities performance	Number of	Fatalities	-	-	1	1	0%	TBD
		No Lost time injuries	35	22	22	41	86%	
		Lost Time Injuries	94	109	89	112	26%	TBD
		Reportable Injuries	58	85	71	87	23%	TBD
	Number of days	Days lost to injury	5 256	7 363	5647	10 274	82%	
SBPM LTIFR* Calculation	Number of	Hrs. Worked	11 906 288	14 787 151	15 097 981	16 265 470	8%	TBD
	Rate	The Year-to-Date Lost Time Injury Frequency Rate (LTIFR)	1.579	1.47	1.179	1.38	17%	TBD
Injury cause agency	Number of	FOG	Not reported	14	14	23	64%	
		Track & Tram		2	2	7	250%	
		Falling and Rolling Material		15	7	10	43%	
		Handling Material				22		
		Slip and Fall		16	19	37	95%	
		Machinery				4		
		Scrapers				1		
		Handling of Equipment		41	31	19	-39%	
		Other		21	16	31	94%	
		Total		109	89	154	73%	

Although the issuing of non-compliances “Stop Notes” as a control mechanism is effective, we are still experiencing repeat transgressions with regards to the early entry examination process, the correct handling of equipment / material and slip and fall related injuries. Management has identified the lack of commitment from supervisors in ensuring safe production. The leading indicators shows that there is serious critical control failure on our major hazards, however; the supervisors are not addressing the concerns when they visit their working places. Initiative to improved safety performance include, but were not limited to:

- Fall of Ground engineering prevention include Daily shift early entry examination and mid-shift Safety examination prior to resuming with work;
- Compliance to standards and COPs as well as the goal of having on SharePoint by mid-October, all the critical standards based procedures and mandatory Code of Practices;
- Accessibility to SharePoint on responsible Supervisors by the end of November 2021;
- Weekly VFL's on selected high potential topics. Introduction of Behavioral Based Safety Coaches as well as profiling for Mine Overseers and Shift Bosses;
- Shift Supervisor coaching by outsourced subject matter experts;
- Each RDO must be equipped with a pinch bar when conducting Early Entry Examination. Early Entry Examinations to be over inspected and verified weekly by a Senior Manager at the weekly VFL meetings;
- HOD Blitz inspections for safety officers.



Occupational health management system performance

The scope of health performance reporting for this report has been limited to occupational health activities, prevention interventions and occupational and non-occupation treatment. The other intervention areas include, but are not limited to:

- Ventilation
- Vector control
- Health surveillance of premises
- Surveillance of communicable disease
- Pandemic management health promotion & awareness
- Public health
- Food, water safety & quality control:
 - Wastewater monitoring
 - Sanitation

Table 33. Occupation and Non-Occupational health prevention interventions

Intervention description	Current interventions
Primary prevention	Monthly health talk topics at the OHC i.e., Hypertension, diabetes, HIV, tuberculosis, substance abuse, COVID-19 etc.
	Health talks during safety meetings by wellness co-ordinator
	Health talk by social worker during induction e.g., adherence, fatigue and stress management, substance abuse, rate of absenteeism
	Health related campaigns as per calendar e.g., HIV and AIDS, TB, and other chronic conditions. Outlook is to expand this to include ergonomics and eye care
	Risk based medical surveillance for all the employees as scheduled.
Secondary Prevention	Health talks by the social worker at OHC as per schedule. Include but are not limited to : Substance abuse, stress management, fatigue, sicknote abuse etc.
	Random screening at PHC i.e. all vitals (blood pressure, glucose, urine testing, height and weight, temperature and VCT etc.)
	Medical surveillance vitals (blood pressure, glucose, urine testing, height and weight, blood saturation, temperature and VCT etc.)
	Follow-ups. Follow up visits at OHC as per indication as well as to the Public Health Clinic
Tertiary Prevention	Refer newly diagnosed patient for further management
	Refer social worker i.e., Adherence, fatigue and stress management, substance abuse, rate of absenteeism
	Refer, if necessary, to PHC for appropriate specialist examination and treatment
	Referrals for medical and occupational rehabilitation as per indication

RISK REGISTER REFERENCE:

- » **5** - Worker health, Covid-19 impacts, and worker health concerns could affect health of the work force and results in production loss due to absenteeism

MATERIAL STAKEHOLDERS:

- » Department of Mineral Resources (DMRE), the Department of Employment and Labour (DoEL) and the Department of Health
- » Contractors
- » Service Provider - Platinum Health



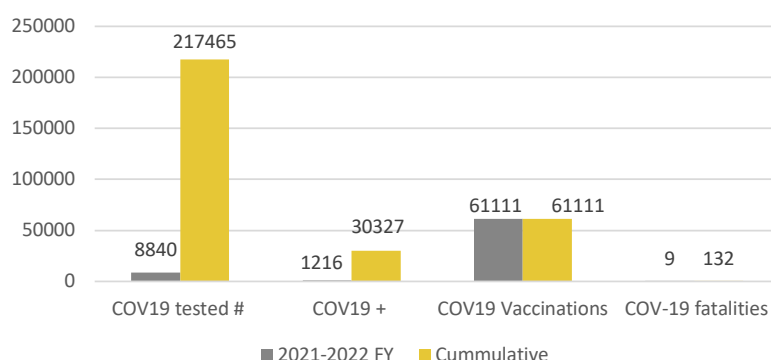
Table 34. Year-on-year Integrated Human Capital – Occupational and non-Occupational disease management performance for the 2021-2022 FY

KPA	UoM	Material KPI	2018-2019 FY performance	2019-2020 FY performance	2020-2021 FY performance	2021-2022 FY performance	% Change from the previous FY	Target for the 2022-2023 FY
Workforce COVID 19 Screening, testing and treatment	Persons	Employees and Contractors tested	-	-	9752	8840	-9%	TBD
		Tested positive	-	-	1621	350	-78%	TBD
		Fatalities	-	-	5	9	80%	TBD
Non-employees Covid Screening, testing and treatment	Persons	Non-employees tested	-	-	-	4 888		
		Non-employees tested +	-	-	-	257		
			-	-	-	61 111		
Workforce COVID 19 Vaccinations	Persons	Employees Vaccine Refusal	-	-	-	3081		
			-	-	-	50 655		
Non-Occupation Disease Management	Average persons treated	Hypertension	893	1 168	1 220	1 303	7%	TBD
		Diabetes (Combined Insulin and Non-Insulin)	158	206	260	286	10%	TBD
	Persons treated	Pulmonary Tuberculosis on treatment	29	15	17	8	-53%	TBD
Hearing Loss Management	Persons	Cases Submitted	9	8	3	3	0%	
		treated				0		
Patients on ARV treatment	Average Patients on ARV treatment	Patients on ART	1 295	1 297	1 347	1 300	-3%	TBD
Lung Disease Management		Pneumoconiosis	0			0		
		Other lung diseases	1			0		
90-90-90 HIV Programme	Average persons treated	1st 90%	38%	66%	57%	63%	11%	
		2nd 90%	81%	81%	82%	89%	9%	
		3rd 90%	n/a	71%	79%	85%	8%	

Covid-19 disease management

Screening of all employees entering all production areas was done daily. This entailed the taking of temperatures and completing the required questionnaire. When the vaccination programme was rolled out, we were limited by the service provider capacity. To vaccination, SBPM contracted Platinum Health to supply additional nurses to assist the Swartklip Clinic with vaccinations. Since the intervention, the Clinic was now vaccinating more than 600 persons per month. The SBPM vaccination program went extremely well. We achieved a 98.5% vaccination rate by the end of the reporting year.

Accumulated COVID-19 Outcomes



Noise Induced Hearing Loss (NIHL) performance

From a year-on-year perspective, there was no change. However, the three cases submitted is still concerning. Adherence to wearing ear protective wear is part of the culture change we are working at introducing. As is the previous reporting year, it is only the initial medicals and the higher risk employees (such as those with a PLH above 5) that were sent for audiometric testing.

SBMP's HIV 90-90-90 programme

This programme, initiated by the World Health Organisation was adopted by Siyanda Resources at acquisition. The SBPM leadership team committed to achieve the 90-90-90 goals. These being:

1st 90% - 90% of total employees should undergo Voluntary counselling,

2nd 90% - 90% of those employees who have undergone testing and tested positive should be started on ART and,

3rd 90% - 90% of those on ART should be virally suppressed

Our health team had hoped to reach the full 90-90-90 target by the end of the 2021-2022 FY. The outcome of 58-86-86 was expected due to COVID impacts.

90-90-90 goal for the 2022-2023 FY

The goal for the 2022-2023 financial year is to reach the 90-90-90 target. We still intend to match the World Health Organisation's new goal for HIV/AIDS management, which is to achieve the 95-95-95 percentile goal by 2025.



Human Resource Development (HRD) performance

Employee and community development is not only a critical component of meeting our Mining Charter of MPRDA (Act 28 of 2002) legislative requirements but are also a key strategic imperative of the business strategy. We are required to invest at least three percent of total payroll in our HRD programmes. Our HRD department has its own MQA Accreditation and ISO 9001:2015 Certification. Which means that SBPM has its own accredited training centre. We are accredited to provide Skills Programmes and Unit Standard based training for skills on mine. HRD has their own trainers who refresh, re-train and re-skill employees and contractors. We only make use of external training providers when attending short courses and legislative courses. Our performance across all training categories was still hampered by Covid-19 impacts, however from a total performance we are returning to pre-Covid intervention numbers.

Expenditure on HRD

SBPM's Human Resource Development programmes can be categorised into two areas, these being internal and external training. We invested R38 Million in the HRD programme. This amounted to a 25% increase from the previous financial year.

Internal Training programmes

Our Internal Training programmes include but are not limited to:

- **Cadetships:** Youth community members are trained at the mine for three months or as per the duration on the occupation matrix. Once trained (certified), they are released for employment opportunities at SBPM and or other mines;
- **Adult Education Training (AET):**
 - » **Full time AET:** For mine employees,
 - » **Own-Time:** For mine employees as well as for contractors working at SBPM.
- **Internal Bursaries:** SBPM are offering Part Time financial assistance for permanent SBPM employees studying towards tertiary qualifications at registered institutions such as universities etc. These studies should be in line with employees current and or future position for career progression.
- **Internal Short Courses:** In-house short courses for employees. Training interventions that do not form part of a formal qualification, are classified as a short course. Examples include but are not limited to Mentorship training; First Aid Training, Safety Rep training and Concentrator Level 2 etc.

Internal Skills Development programmes

Mining qualifications authority (MQA) skills development programmes. Examples include but are not limited to:

- Competent A, Competent B and Blasting Assistance, RDO as well as the Full Time Health and Safety Representatives skills programmes;

Refresher training

Refresher Training occurs yearly, depending on occupational type, level, and the associated skills matrix. Employees receive refresher training which include:

- Induction;
- HITS (hazard identification treatment system);
- Occupational Skills Training;
- First Aid refresher course and;
- License renewals.



MORTIMER



External Training

Our External Training programmes include but are not limited to:

- **Vacation Students:** Three months work exposure programmes in line with study field P1/P Students: Six to twelve months work exposure programmes for students that requires integrated work exposure to enable them to complete their qualification;
- **External Bursaries:** SBPM offers to pay full time studies for students studying at registered universities. Preference are given to Local youth studying towards mining occupations.
- **Engineering Learnerships 18.2:** Artisan training for internal and external applicants;
- **External Short Courses:** For employees attending courses offered by external training institutions and;
- **Graduate programmes:** Two year programme with Portfolio of evidence to be practically completed to gain the necessary work experience.

RISK REGISTER REFERENCE:

- » **9** - Not achieve the current production target
- » **7** - Mining rights issues that are a direct consequence of non-compliance to the Mining Charter and Social and Labour Plan (SLP)

MATERIAL STAKEHOLDER:

- » Department of Mineral Resources



Table 35. Year-on-year Integrated Human Capital - Human Resource Development (HRD) performance

HRD KPA	UoM	KPI	2018-2019 FY performance	2019-2020 FY performance	2020-2021 FY performance	2021-2022 FY performance	% Change from the previous FY	Target for the 2022-2023 FY
Core and External Training category	Training interventions	Induction Training	5 326	7 262	6 858	9 431	38%	
		Skill Training - Mining and Engineering	4 579	5 346	4 873	6 338	30%	
		Skills Programmes -Mining	362	757	608	1 033	70%	
		Skills Programme - Process	2	12	20	32	60%	
		Psychometric Services Assessments	469	386	340	624	84%	
		Safety Training	582	738	526	769	46%	
		External Training	259	70	49	677	1282%	
		Concentrator Core Business Training (Theory)	12	9	30	79	163%	
		Section 54 & 55 Training	94	700	997	863	-13%	
		Total Core and External Training	11 685	15 280	13 747	20 068	46%	
AET	Training interventions	Full - Time AET	17	20	20	19	-5%	
		Own - Time AET	22	21	11	43	291%	
		Total AET	39	41	31	62	100%	
HRD Learning and Bursary Programmes (Individuals in programme)*	Training interventions	Graduate,	0	3	4	16	300%	
		Vocational	9	2	7	9	29%	
		P1&P2	6	3	1	1	0%	
		End user Computer Learners (IT)	0	0	0	11	-	
		Engineering Learnership (18.1)	6	13	13	32	146%	
		Engineering Learnership (18.2)	9	12	10	26	160%	
		External Bursaries	0	0	6	12	100%	
		Internal Bursaries	11	24	26	48	85%	
		Total	41	57	67	222	231%	
SLP compliance requirements	ZAR	Investment in HRD	R27 342 881	R31 274 969	R30 988 125	R38 676 251	25%	R47 584 401

Notes

- Training is based on the number of training interventions and not on headcount
- Internal training interventions are provided by SBPM for SBPM employees and contractors (i.e. induction training etc);
- External training are training interventions provided by external trainers providers at the mine or at external institutions for employees, contractors, as well as community members; An employee or contractor can participate in multiple training and skills development programme courses;

An employee can attend more than one training intervention in a year. As an example, the employee will come for his refresher training (Scraper Winch Operator) when he/she returns from leave. The very same person might be nominated for re-skilling (Skills Training Mining and Engineering for a different occupation i.e., Mining Team Supervisor. The same employee might also have to complete a Competent A course which fall under the Skills Programmes - Mining. He/she will also be required to attend First Aid Training which falls under Safety Training.

PRIORITISING SOCIAL AND RELATIONSHIP CAPITAL

The Siyanda Bakgatla Platinum Mine (SBPM), through its Social Performance Department, is fully committed to the development of its host communities and relevant stakeholders. The Finance and Supply Chain team are responsible for transforming the local economy through prioritising procurement to local businesses.

Since SBPM's acquisition of the Union mine in 2018, we have fostered a trusting relationship between the mine and our stakeholders. These trust outputs are measurable.

Like all relationships, there will always be challenges, but through meaningful engagement and delivery on commitments, there have been no community interruptions to operations.

One of the main objectives of the SLP is to ensure that mining uplifts the socio-economic environment of the regions where mines operate. At SBPM, compliance to the SLP and mining charter is only one of the outcomes of reasons we channel significant financial capital in building and strengthening community's Social and Relationship Capital. For the purposes of implementation of the Social and Labour Plan as well as Mine Community Development projects, the term "Mine Community" refers to the communities where mining takes place, major labour sending areas, adjacent communities within a local municipality, metropolitan municipality or district municipality.

One of the community material engagement topics is employment. In the fourth quarter of the reporting year, SBPM joined the department of Minerals, Resource and Energy to discuss possibility of recruitment clusters, local recruitment and access to opportunities.

Table 36. SBPM External Stakeholder Engagement Plan

#	Process Description	Responsibility	Schedule/ Frequency
1	Determine the objectives and scope of engagement	SBPM Executive	As required / Annually
2	Identify stakeholders	Executive Head, Sustainable Development, with input from the Social Performance Department	Ad-hoc
3	Determine Stakeholder interest	Social Performance Manager	Monthly
4	Determine/Evaluate current stakeholder disposition	Social Performance Manager	Annually
5	Develop Stakeholder Engagement Plan	Social Performance Manager	5-year plan revised annually
6	Approve Stakeholder Engagement Plan If Yes: Go to Step 8 If No: Go to Step 7	Executive Head, Sustainable Development	As required
7	Revise Stakeholder Engagement Plan	Social Performance Manager	As required
8	Engage Stakeholders	Social Performance Manager Executive Head, Sustainable Development	As per plan or as required
9	Implement plan and report on progress	Social Performance Manager	As required

The reported SE information must include any new external stakeholders, new issues and/or insights on external stakeholders. The external stakeholder engagement function will be subject to a formal annual internal audit that will inform a report to the SBPM Board of Directors. The External Stakeholder Engagement Procedure aims to establish a successful roadmap for the engagement with the mine's host communities and identification of projects.

The objectives of external stakeholder engagement processes is :

- To identify and address the needs and requirements of all stakeholders to ensure total buy-in and support.
- To ensure seamless integration and alignment with the current processes and initiatives.

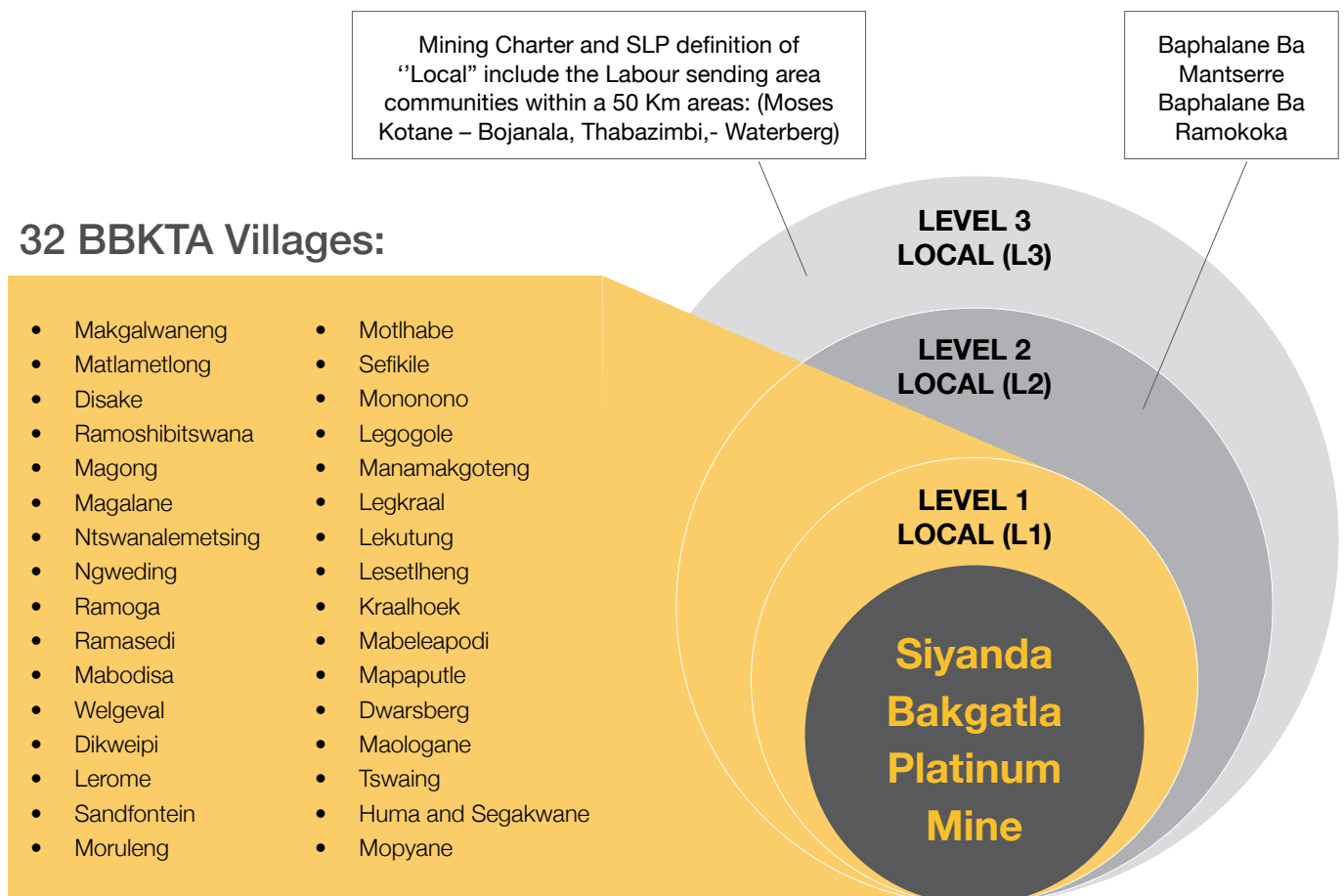
As SBPM is a mining right holder, we are required, in consultation with relevant municipalities, mine communities, traditional authorities and affected stakeholders to identify impactful developmental priorities of the mine communities. The identified developmental priorities are required to correspond with the prescribed and approved Social and Labour Plan.

Preferential procurement

The Mining Charter specifies that a percentage of total discretionary expenditure, which is the total procurement expenditure less expenditure that cannot be influenced by a mining company, should be from black owned companies' Preferential procurement is the ringfencing of opportunities to local companies and specifically The Bakgatla-ba-Kgafela businesses. Thus, preferential procurement is thereof a strategic right-to-mine compliance and shareholder commitment material management area. Sound business principles and good governance do underlie all procurement transactions. There will be no compromise on quality, delivery, service, safety, health and environment, or any other technical requirements. The Social and Ethics Subcommittee are responsible for setting procurement objectives. The performance against goals are tracked at the quarterly SEC meetings. There are three obligation areas that are managed, these being:

- Mine acquisition shareholders agreement- The Bakgatla-ba-Kgafela or its nominee should directly participate in 40% of procurement of goods and services by value as per the shareholder's agreement.
- Historically Disadvantaged South African (HDSA) commitments- Procurement of goods and services from entities that are at least 40% owned by HDSAs.
- Mining Charter, SLP statutory obligations- The compliance targets from HDSA owned companies (>51%) women and youth owned enterprises.

Figure 21. SPBM's differentiation of "local" communities



Preferential procurement performance

Our total expenditure on all preferential procurement categories as percentage of Total Discretionary Vendor Spend (TDVS), excluding OEM expenditure, has improved. Refer to the expenditure by category in Table 36 for further detail. As SBPM has not reached the Board mandated 40% Local and Local BBKTA target, SBPM will continue to focus on improving the percentage share of expenditure on local companies. This can be achieved by deliberately ring-fencing opportunities for Local community-based businesses. SBPMs observation is that due to increase in OEM Equipment aligned Services and Maintenance and importation of Capital goods, this has negatively affected the Local Bakgatla Spent as a total % of Total Discretionary Spend.

GOVERNANCE BOARD SUB-COMMITTEE REFERENCE:

» ARC & REMCO governance indicators

MATERIAL STAKEHOLDERS:



Table 37. Year-on-year review of SBPM's preferential procurement categories (ZAR)

KPA	UoM	Material KPI	2018-2019 FY performance	2019-2020 FY performance	2020-2021 FY performance	2021-2022 FY performance	% Change from the previous FY	Target for the 2022-2023 FY (40%)
Compliance Preferential Procurement	ZAR	Total Discretionary Vendor Spend (TDVS)	R240 797 411	R2 131 797 083	R2 667 409 698	R3 584 824 863	34%	
		Total HDSA BEE Spend (>26% BEE Ownership)	R889 857 069	R1 590 012 700	R1 668 513 643	R2 978 136 892	78%	
		Local HDSA (Mining Charter definition, located <=50km)	R145 308 579	R1 310 261 534	R532 264 183	R852 756 557	60%	R1 433 929 945
Shareholders Obligation Preferential Procurement	ZAR	Bakgatla Ba Kgafela (BBK) Vendors	Not reported on in previous IARs			R648 010 516	N/A	R1 433 929 945

MORTIMER CONCENTRATOR CRUSHER PLANT (SBPM) UNCHOKING GRIZZLY SCREEN

Preferential Procurement Future Outlook

SBPM continue to ring-fence as much of the supplies and services vendor function as possible to maximise local expenditure. This strategy includes SBPM's Core Services. SBPM has refined the procurement strategy to ensure that the ring-fenced opportunities are advertised as broadly as possible within the local communities. The advertisement of these opportunities remains the primary responsibility of SBPM. There has been concentrated effort by SCM to conclude commercial contracts for opportunities awarded in the past.

SBPM is determined to speed up the discretionary vendor expenditure to procure goods and services from entities that are at least 40% owned by HDSA companies or HDPO individuals. The SBPM Operational Procedure for Procurement Procedure is in draft stage, and we plan to have the procedure approved during the third quarter of 2022-2023 FY. The focus area for the 2022-2023 FY is to ringfence opportunities for the Bakgatla Ba Kgafela businesses or businesses that partner with Bakgatla Ba Kgafela. Our supply chain department will engage with non-complying suppliers notifying them that they are required to partner with Bakgatla Ba Kgafela procurement entities. Selection of the successful vendor will be done by SBPM, through a closed or open tendering system, without compromising on capability, competitiveness and safety.

BOARD SUBCOMMITTEE OBJECTIVE:

- » Social and Ethics (SEC); Audit and Risk (ARC)- Bakgatla Ba Kgafela business Development

RISK REGISTER REFERENCE:

- » **7** - Mining rights issues that are a direct consequence of non-compliance to the Mining Charter and Social and Labour Plan (SLP)
- » **11** - Community protest could result in production interruptions and prevention of access to critical surface areas
- » **15** - Interruption of supply of water by community-based vandals

MATERIAL STAKEHOLDERS:

- » Department of Mineral Resources (DMRE) and
- » the Department of Environment, Forestry and Fisheries (DEFF)
- » Bakgatla Ba Kgafela Tribal Authority



Table 38. Preferential procurement indicator performance during the 2021-2022 FY

Option 1-Including OEM expenditure	Total	Target	Progress
Total HDSA BEE spend as a % of TDVS	83%	.	●
Local Spend as a % of TDVS	24%		●
BBK as a % of TDVS	18%		●
BBK as a % of BEE Spend	22%	40%	●
BBK as a % of Local Spend	76%	40%	●

Key: ● Achieved ● In progress ● Non-compliant

Supplier Development (SD)

To achieve our preferential procurement objectives, SBPM realise that we need to train, development and support current and future vendors. During the 2021-2022 FY, SBPM acquired the services of a Senior Technical Buyer as well as Technical Buyers. This function is to advise SBPM on the technical aspects of all SBPM Procurement needs, and where necessary, provide guidance to local suppliers and service providers on the technical nature of supplies and services. In addition to support service, SBPM engaged a third-party service provider, Zasrocode to train SD beneficiary business in training initiatives/courses ranging from business management to financial management. SBPM supply chain management also provided financial support to identified vendors or supplier. During the reporting year, SBPM allocated funding toward the purchase of equipment and tooling to the value of R19.6million.

BOARD SUBCOMMITTEE OBJECTIVE:

- » Social and Ethics (SEC); Audit and Risk (ARC)- Bakgatla Ba Kgafela business Development

MATERIAL STAKEHOLDERS:

- » Department of Mineral Resources (DMRE)
- » Bakgatla Ba Kgafela Tribal Authority and
- » Level 1 Local community



Table 39. Year-on-year review of BBKTA ringfenced Supplier Development initiatives

KPA	UoM	Material KPI	2018-2019 FY performance	2019-2020 FY performance	2020-2021 FY performance	2021-2022 FY performance	% Change from the previous FY	Target for the 2022-2023 FY
Supplier Development	ZAR	Supplier Development	Not reported on in previous IARs			R19 666 124		R20M
	Beneficiary businesses		Not reported on in previous IARs			18		20

Future Outlook (for the 2022-2023 FY)

The SBPM Supply Chain department intends to interview various service providers to provide additional training to targeted SD businesses. The Supply Development objective of 2022-2023 FY, besides equipment support, is to up-skill individual business owners. As indicated in Table 40, we have budget R18,5 million towards supporting a minimum of 20 SMMEs.

Local Economic Development (LED)

The Socio-Economic Development (SED) or Local Economic Development (LED) projects planned and implemented, is based on meeting SBPM's Social and Labour Plan (SLP) commitments. Most of the LED and SLP engagements were done jointly with our material stakeholders, specifically, local municipalities, traditional leaders and government departments. The Social Performance Manager (SPM) and the Executive Head of Sustainable Development are responsible for external engagement. The SPM must report monthly to the General Manager of SBPM and to the Executive Head of Sustainable Development. In addition to these reporting duties, the SPM reports on a quarterly basis to the Community Engagement Forum (CEF) and Municipality Local Economic Development Forums.

The SBPM LED programmes and associated projects are based on Social and Labour Plan commitments. For the 2021-2022 financial year (FY), we were focused on completing the second generation of projects we inherited when we acquired the business. There are four LED community-based focus areas of SBPM's SLP commitments, these being:

- Infrastructure
- Education and Skills Development
- Income generation
- Health and Social Welfare

These projects were supposed to be completed by end of the August 2021. Refer to *Manufactured Capital- Community Infrastructure* for further detail. Despite the Covid related challenges, we managed to complete and handed over eight of the twelve infrastructure second rendition of the SBPM Social and Labour Plan (SLP2) related LED projects during the 2021-2022 FY. In tandem to these tasks, we started to work on the SLP3 during the reporting year. The upgrade of the Northam library as well as the upgrade to Mochudi and Tlhaalapitse primary schools as well as the upgrades to the following schools will be deferred to the 2022-2023 FY. These being Mochudi Secondary School, Tlhaalapitse Primary School and the Tshomankane Secondary School. SBPM Social Performance team had made a commitment to hand these four projects to management before the last quarter of the 2022-2023 FY. We have been continually updating our communities as well as the Department of Minerals, Resources and Energy (DMRE), on progress during the reporting year.

At the end of the financial year, we had spent over R13 million on the four SLP focus area programmes and their associated projects. Refer to Table 41 for LED project expenditure detail.

These projects are not seen by the SBPM Board as expenditure elements necessary to fulfilling our obligatory legislative requirements. Our leaders see SLP based LED projects as key deliverable to fulfill SBPM's broader Socio-economic development objectives. Good examples of LED project outcomes is found in the Good News Story section below.

RISK REGISTER REFERENCE:

- » **7** - Mining rights issues that are a direct consequence of non-compliance to the Mining Charter and Social and Labour Plan (SLP)
- » **11** - Community protest could result in production interruptions and prevention of access to critical surface areas
- » **15** - Interruption of supply of water by community-based vandals

MATERIAL STAKEHOLDERS:

- » Department of Mineral Resources (DMRE) and
- » the Department of Environment, Forestry and Fisheries (DEFF)



Table 40. Year-on-year review of expenditure on SLP linked LED projects (ZAR)

KPA	UoM	Material KPI	2018-2019 FY performance	2019-2020 FY performance	2020-2021 FY performance	2021-2022 FY performance	% Change from the previous FY	Target for the 2022-2023 FY
SLP Programme expenditure by LED category	ZAR	Infrastructure				10 089 475		
		Education and Skills Development				1 767 720		
		Income generation				1 344 905		
		Health and Social Welfare				113 099		
		Total SLP Spend	15 415 517	14 780 048	10 683 768	13 315 199	25%	

Not all LED interventions are compliance and planning based. Community organisation can request financial or in-kind assistance in the form of donations. The SBPM Code of Conduct provides guidance on what a donation is and how donations can be distributed in an ethical manner. The code states that the donation may only be made by or on behalf of the Group after prior written approval has been obtained from the Mine General Manager or executives. Material donations are reviewed the Executive Head Sustainable Development.

RISK REGISTER REFERENCE:

- » **7** - Mining rights issues that are a direct consequence of non-compliance to the Mining Charter and Social and Labour Plan (SLP)
- » **11** - Community protest could result in production interruptions and prevention of access to critical surface areas
- » **15** - Interruption of supply of water by community-based vandals

MATERIAL STAKEHOLDERS:

- » Department of Mineral Resources (DMRE) and
- » the Department of Environment, Forestry and Fisheries (DEFF)

**Table 41. Year-on-year disclosure of LED sponsorship and donations to local community organisations (ZAR)**

KPA	UoM	Material KPI	2018-2019 FY performance	2019-2020 FY performance	2020-2021 FY performance	2021-2022 FY performance	% Change from the previous FY	Target for the 2022-2023 FY
Social Performance LED Goodwill	ZAR	LED	N/A	N/A	N/A	10 089 485	N/A	N/A

Good news stories of exceptional outcomes

BY GONTSE SEKUDU. SOCIAL PERFORMANCE MANAGER, LEADING THE SBPM SOCIAL PERFORMANCE TEAM



We have witnessed the exciting multiplier effect of our investment in the LED programme. Some of these investments include the formation of sustainable business as well as permanent jobs that have resulted from SBPMs initial support.

To illustrate the expansive indirect positive impact of infrastructure initiatives, we can use the Northam Library Upgrade project as an example. We appointed a Grade Six Capital contractor for the project. They were able to subcontract portions of the work to other local small to medium enterprise (SME) businesses. Training related skills transfer occurred. During construction, the graduates for our skills development programmes and other individuals, who had been working on the now-completed SLP2 projects, were able to be absorbed into the remaining and probable future LED projects.

Sefikile Primary School Grade 5 to Grade 7 Math Project

Sefikile is an important stakeholder village located close to the mine. The traditional leaders of Sefikile are also material shareholders in the mine. The Sefikile Primary School Math Project started in 2021 as part of the SBPM LED and Education Support programme.

This education theme initiative has double benefits. Firstly, we aim to improve the mathematic skills of the 228 Grade 5 to Grade 7 participating learners at Sefikile Primary School. Secondly, we aim to educate and raise education awareness at the local community level. We encourage community members to participate in the education and development of their children. The energy and resources put into the Sefikile Primary School is part of the long-term plan where we are developing young mind to be production managers, accountants and even hopefully, the General Manager of SBPM.

Our intention is to keep up the Math tuition program up to the end of Grade 12. These students should be enabled to enter the SBPM SLP related bursary and graduate programmes.

This is a collaborative effort between the community leadership, Moses Kotane Local Municipality and the Department of Education. The community is supporting and assisting SBPM in this initiative. The social performance team provide the parents of the students with feedback on the progression of the math tuition project.

We have seen significant improvement in the performance of every scholar. Increased students are getting distinction level mathematics results and we are determined to improve these outcomes every year.

Grade 12 Winter School

Every year, SBPM sponsors the Grade 12 Winter Schools Program which provide extra tuition in the winter holidays to two hundred and twenty high-performance students from fifteen secondary schools in our local area. These and other initiatives are designed to instill a culture of excellence in the youth of our communities. Implementation of the Winter School Programme is done in collaboration with the Moses Kotane and Rustenburg Local Municipality as well as North-West Department of Education.

Bridging the gap between poverty alleviation and nutrition

Poverty levels are at crisis levels in SA, and we have experienced this first-hand in our local area. Thus, poverty alleviation is a major intervention theme for the SBPM Social Performance team. Poverty alleviation states with good nutrition. To enable this link, SBPM sponsored food packages which were distributed to eight hundred learners from the Sefikile, Mokhine, Magong and Kgalatlowe schools. These nutritionally balanced packages have sufficient food for not only the learner but also for the other individuals in the learner's home.

Enterprise and Supply Development Programme (ESDP)

The SBPM ESDP is focused on putting in place interventions to assist small businesses to grow sustainably in the short term. Thereafter they will be able to grow without SPBM ESDP assistance. One example of this is the Pholo Modi bakery project in Wilgevaal. The bakery project is an example of SBPM's multi-faceted developmental approach. This project encompassed many sub projects. Assistance is not limited to physical baking and sale of bread, but to the upstream supply and downstream marketing processes. As an example, some of these sub-projects include, but are not limited to: A vegetable garden project to supply vegetables; A poultry project to supply fresh protein and support for a creche to look after the community children. We budgeted for R1.4 million to complete the bakery project but we managed to invest R2.2 million by the end of the reporting year. Training is an essential element of SBPM's ESDP.

Our social performance team identified twenty beneficiaries to be trained in business management. The Service provider, Zastrocode, was appointed to manage the beneficiaries and the following training course and skills development management intervention were offered to the beneficiaries: Finance management; HR Management; Excel training; Business communication and writing skills; Business development intervention; Mentorship coaching; Marketing and sales; Full accounting, Response to tenders and support as well as Technical Capacity development.

Community Health infrastructure and services

As part of our SLP2 commitments, we managed to refurbish the Modderkuil and Kraalhoek clinics. Our intention was to hand over to the beneficiary world class quality clinics.

On handover, these clinics received the highest status of quality health care, the coveted- Platinum Status, by the National Department of Health. This reflects that SBPM had achieved the highest possible quality standard for our health infrastructure projects. This award took into account, the physical Infrastructure, accessibility, medication, signage, availability of staff etc.

Education and Skills Development

In terms of the teacher development, we invested our effort into planning for the SLP 3 teacher development. We were proud to financially support the National Teachers Award Ceremony. This award recognises excellence in teaching across eleven categories.

As part of the Education programme, we initiated the Dr Kobus Neethling Beyondor programme. This initiative will assist teachers to become Whole Brain leaders who teach according to Whole Brain principles. The outcome of the programme will create a better relationship between educators and learners and thus increase learner performance. For the 2022- 2023 FY, we plan to extend the Beyondor program to our host communities, particularly to Educator Training.

Health and Social Welfare

In consultation with our two host local municipalities, we identified that the Mononono and Disake clinics lacked important medical equipment. Access to healthcare in rural areas is problematic due to the lack of adequate transport. This is an important emergency service initiative for the community. With our assistance, communities should be able to contact the nearest clinic for them to dispatch an ambulance to go to a village to collect the sick or injured patient. The procurement plan for ambulances and medical equipment; the purchase and handing over of the vehicles and medical equipment should occur before the end of the 2022-2023 financial year. In consultation with the Department of Health, we also plan to procure the fourth ambulance for use across the Moses Kotane Local Municipality.

Example of Jobs created due to SBPM SLP projects

Note: these are only a few of the jobs created. These are not a reflection of all the jobs created through the Social Performance programmes

Infrastructure theme: Northam project- Livelihoods created outcome example

Twenty-five jobs created in construction (One worker was previously an unemployed graduate)

- » Four subcontractor jobs created for labour tasks ranging from fencing, removing asbestos, tilling and ceiling installation to painting

Enterprise Development theme business development growth outcomes – Nda Business Solutions

Nda Taolana, from Nda Business Solutions, first registered with SBPM in 2018 as a Grade 1 contractor to work on housing maintenance and community projects.

Nda has been able to upgrade mine houses and delivered a water project in Krause Primary School. Through quality and timely delivery of tasks, Nda Business Solutions has over the course of four years, being upgraded to a Grade 4 Construction Industry Development Board (CIDB) service provider. The register of contractors grading is based on construction work history and then capital. The mine is immensely proud to have uplifted a local female owned company.



LED Future outlook

Education and Skills Development

As part of the Education and Skills Development programme, SBPM have partnered with Engen to roll out the 2022-2023 Winter school programmes as well as other educational programmes in Bakgatla Ba Kgafela Tribal Authority Villages in Moses Kotane Local Municipality region.



PRESERVING NATURAL CAPITAL VALUE

SBPM's right to mine is dependent on environmental management principles as set out on section 2 of the National Environmental Management Act, (NEMA), No.107 of 1998 as well as Mineral and Petroleum Resources Development Act, 28 of 2004 (MPRDA). These acts apply to mining and mineral beneficiation companies. In accordance with the NEMA, SBPM must adhere to the Environmental Management Plans and licenses associated with the right to mine.

Three of the enterprise-based material risks recorded in the 2020-2021 SBPM risk register were Natural Capital based environmental risks. For this reporting year, seven of the risk impact are Natural Capital Environmental compliance and preservation of ecosystem service based.

These are subject to inspection by the various Government agencies. Environmental license conformance indicators are thus material risk management areas for SBPM, and performance is reported on monthly to the Head of Sustainable Development, quarterly at the SSD management meetings and to the SEC Board Sub-Committee.

Performance against compliance directive plans

The focus of the Environmental Department during the 2020-2021 FY was on environmental compliance and acquiring authorisations to effect sustainable mining. We continued this path for the 2021-2022 FY, Tasks included where:

- Completed a compliance audit to determine the compliance status and early identification of emerging risks to SBPM.
- Commissioned a Rehabilitation, Decommissioning and Closure Plan in response to the new provision and funding for mine closure as stipulated under Regulations 53 and 54 of Regulation 527 of the MPRDA.

- A legal compliance audit was conducted by IMBEWU Sustainability Legal Specialists (Pty) in the last quarter of the reporting year. A site visit was conducted and all supporting documents we sent to the auditor. The following legal compliance assessment we conducted:

- » Water Use Licence Audit;
- » Directors Liability Assessment;
- » Environmental Legal Compliance Audit; and
- » Six monthly new Environmental Legal Requirements we assessed

Environmental Material Indicator outputs and outcomes

provision was made for ongoing management and monitoring of SBPM mining activities, as well as the associated environment impacts on the ecological services to local communities. At SBPM we monitor the below specified environmental aspects to understand our impacts and create a culture of continuous improvement on our overall environmental management strategy. These include water extraction and water quality monitoring; disturbance of ecosystems, habitat, and biodiversity; soil erosion; waste; air quality as well as energy use associated with Greenhouse Gas (GHG) emissions.

Energy Management

Energy is consumed throughout SBPM's mining and processing operations. The significant portion of our energy use footprint is from electricity purchased from Eskom followed by direct energy use from on-site mobile and stationary combustion of liquid fossil fuel energy.

We have no energy sources from renewable sources (such as wind, hydro or solar). For this report we have excluded reporting on explosive emissions and fugitive emission from underground mining activities as well as on the energy use of downstream activities (Scope 3) connected within our operations.

During the reporting year, SBPM, on behalf of Siyanda Resources, appointed Solink to conduct an environmental impact study on potential renewable energy sites within SBPM's area of management.

RISK REGISTER REFERENCE:

- » **18** - Uncertainty of constant power Supply by Eskom (Load Shedding)

MATERIAL STAKEHOLDERS:

- » Department of Mineral Resources (DMRE)
- » Suppliers (Eskom)



Table 42. Year-on-year comparison of Natural Capital energy use and GHG emissions indicator performance

KPA	UoM	Material KPI	2018-2019 FY performance	2019-2020 FY performance	2020-2021 FY performance	2021-2022 FY performance	% Change from the previous FY	Target for the 2022-2023 FY
Energy	GJ	Total energy consumption within the organisation (GJ)	1 600 588	1 725 949	1 653 702	1 869 657	13%	
Emissions	Tonnes CO ₂ e (adjusted GEF to 1.01)	Total Direct GHG emissions	428 301	453 749	445 049	485 883	9%	
Efficiencies	GJ/Tonne Milled	Energy efficiency	0.58	0.56	0.58	0.61	5%	TDB
	TCO ₂ e per ounce of 4E produced	Carbon/product ratio	1.57	1.47	1.69	1.72	2%	
	GJ of Energy to produce 1 ounce of 4E PGM	Energy efficiency	5.88	5.59	6.26	6.62	6%	TDB

Energy Efficiency

We recognise that with higher production comes higher energy usage. From a performance perspective across all area of reportable energy efficiency indicators, we seemed to have regressed. However, our performance is mainly due to the quality improvement in monitoring and measurement and not necessarily due to increased energy usage.

Reductions in energy requirements of products and services

Our product sold is used for further processing across many industries. We do not have sight of the exact end-use of all our sold product. As our product is utilised internationally, SBPM anticipates that internationally CO₂e emissions associated with our end products will become a factor in the medium to long term. From a product footprint perspective, it took 1.72 tonnes of Carbon Dioxide (TCO₂e) to produce 1 ounce of 4E PGM product.

Water use

RISK REGISTER REFERENCE:

- » **14** - Shortages of water supply from Magalies Water could result in loss of supply
- » **15** - Interruption of supply of water by community-based vandals
- » **16** - Flooding at underground business units

MATERIAL STAKEHOLDERS:

- » Department of EFF



Table 43. Year-on-year comparison of Natural Capital water use indicator performance

Material risk engagement topic	KPA	UoM	Material KPI	2018-2019 FY performance	2019-2020 FY performance	2020-2021 FY performance	2021-2022 FY performance	% Change from the previous FY	Target for the 2022-2023 FY
Water supply, Disruption of water supply and flooding	Water	ML	Water use/Withdrawal	3 301,94	3 499,58	3 586,60	3 679.05	3%	TBD
		ML	Water reused	1 075,02	8 817,61	7 315,79	6 038.20	-17%	TBD
		ML	Water Recycled	164,08	393,19	500,74	455.03	-9%	TBD

Interactions with water as a shared resource

Access to clean water should be a basic human right and water is a critical resource throughout our mining and processing operation. According to the World Wildlife Funds Water Risk Filter, SBPM is in a water stressed area. SBPM has recognised water supply as a major risk area and have put in place mitigation initiatives to minimise the impact and increase our resilience to water stress. Three of the SBPM 2021-2022 FY material risks were water supply and scarcity risks.

Management of water discharge-related impacts

For the South African mining and manufacturing sectors, extraction from surface and groundwater sources as well as the discharge of water is regulated by legislation. The National Water Act 36 of 1998 (NWA), regulates the use of South Africa's water resources and authorises specific water uses as defined in the Act. SBPM's right to mine is subject to the granting and re-issuing of the Water Use licenses (WULs). SBPM manages its allocated water resources according to the specification of their WUL and conducts compliance audits on annual basis, this includes the monitoring on both quality and quantity of their water use. We commissioned and completed the operation's Water Balance project within this reporting year.

Water use and withdrawals

SBPM operates a closed loop mining and processing water system except for the daily average of 10.01 megalitres (ML) of

potable water purchased from Magalies water. Our groundwater reported in the 2021-2022 FY was a significantly increase from the previous reporting years. The withdrawal volumes were in line with our compliance conditions. The change is associated with the increased in production and to an extent with improved monitoring and measurement processes in our quest to better understand our water balance for efficient water use.

Water reused and recycled

All activity-related polluted water is stored in our dams authorised under our WUL. This water is pumped back into the system for re-use. We reuse almost double the water inflows into our system. The quality of measurement of data associated with pollute water re-use has been steadily improving over the last three years. We recycled less treated effluent water from Sewage Works 1, 2 and 4 to than the previous year. Our reuse volume of 6038 ML, was a significant reduction from the previous year.

Water outflows or discharges

Our respective Water Use license does not permit for any type of water discharge into freshwater water sources. We had no incidences of accidental polluted water in the reporting period.

Our Emissions

SBPM already prescribes to the requirements of the National Atmospheric Emission Reporting Regulations of 2015. This report specifies that all mines are classified as Group C emitters and must report annually via the National Atmospheric Emission Inventory System (NAEIS). Pollutants to be reported include wind-borne dust consisting of total suspended particulates (TSP) and particulate matter with an aerodynamic diameter of less than 10µm (PM10) and 2.5 µm (PM2.5).

With the advent of Carbon emission control, SBPM is required to provide activity related greenhouse gas (GHG) data as per Annexure 1 of the National Greenhouse Gas Emissions Reporting Regulations, 2016. Activities that are current applicable to SBPM include: fossil fuel powered rail transport, back-up generators and other fixed combustion sources.

Since the 2020 calendar year, SBPM has had independent assessors determine SBPM's GHG contributions as per the atmospheric emissions Inventory and the Carbon Tax Act, Act 15 of 2019.

Total GHG emissions.

The energy use Tier 1 emissions were calculated using the methodology outlined in the Technical Guidelines for Monitoring, Reporting and Verification of Greenhouse Gas Emissions by Industry as published by the Department of Environmental Affairs (2017) as well as the IPCC Guidelines for National Greenhouse Gas Inventories (2006).

The direct energy consumption (GHG) emission footprint for the 2021-2022 FY was calculated at 485 883 Tonnes of CO₂e. This 9% increase is due to better monitoring initiatives and not necessarily due to the increase in fossil fuel derived energy use.

Carbon Tax considerations

During the 2021-2022 reporting year, we submitted the SBPM 2020 Greenhouse Gas Emission Report according to environmental legislations. Our submitted carbon tax liability was reported as zero.

Air quality monitoring performance

In context to Siyanda Bakgatla's air quality (AQ) considerations, our significant risk-based air quality compliance management area at SBPM is fallout dust and/or PM10 monitoring. As fallout dust exceedance reporting is a legislative compliance requirement for SBPM, our performance against regulatory requirement needs to be disclosed within this report. SBPM has dust management and monitoring programs for:

- Dust fallout as a result from blasting
- Dust fallout from processing, transportation/conveying, and dumping at waste rock sites

A total of seventeen dust fallout monitoring points were measured during the 2021-2022 reporting year. Six of these monitoring points were classified as residential monitoring areas. The remaining eleven sampling points are categorised as industrial monitoring areas.

All dust fallout results measured during the 2021-2022 reporting year, for all sampling points, were below the prescribed residential and industrial limits.

Reduction of GHG emissions

We recognised that a reduction in energy use will reduce the proportional amount of Green House Gas (GHG) emitted as well as our potential Carbon Tax liability. As PGM's are critical minerals that will drive the Green Economy, we recognise that the Carbon Footprint of our product at 1.72 Tons of Carbon Dioxide equivalent (TCO₂e) per ounce of 4E PGM, if unmitigated could be a risk to buyers in the Carbon sensitive future. We are managing this risk. Working with Siyanda Resources, we are in the planning process to reduce our reliance of energy supply from non-renewable sources.

Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions

The final processing of our product is outsourced to Anglo American's Union Smelter (AA Smelter). The AA Smelter is responsible for monitoring the COX, PM10, NOX and SOX concentration for the complex. The AA Smelter is legally required to report on these variables in accordance with their atmospheric emission licence. At this stage, SBPM is not legally required to have an atmospheric emission license.



Effluents and waste

SBPM waste management is a compliance requirement for SBPM. Besides compliance management to the requirements of the National Environmental Management: Waste Act, 59 of 2008., SBPM has adopted the hierarchy of waste management as an operational standard. Therefore, principles of waste minimisation, reuse, and recycling are applied within the business. All our waste streams are identifiable and quantifiable and safely transported to registered waste handling and disposal facilities for recycling and disposal. Hazardous and Non-Hazardous waste which are generated and accumulated on site, are safely handled, transported, classified, and stored, before disposal.

Waste by type & disposal method

SBPM has an extensive waste recycling facility where all domestic waste generated at the mine is sorted and separated between non-recyclable waste and recyclable waste. Recyclable waste is sorted according to commodity and baled for sales by the BBEED local company Vukuzenzele. and Non-recyclable wastes is separated and disposed of at an authorised external Landfill (Mogwase Municipal Landfill Site) site which complies with the specified waste management guidelines. A local waste removal business has been contracted with the safe removal of scrap metal and conveyor belts from the mine for recycling purposes.

A significant amount of non-hazardous waste was reused or recycled, 65 % of all the non-hazardous waste generated at SBPM was either reused or recycled. 1015 tonnes of non-hazardous waste, amounting to 35 % of the total non-hazardous waste disposed of, was disposed in authorised landfill sites. Our total non-hazardous waste footprint was 2 912 tonnes. This amount to a 14% decrease of the waste tonnages disposed and/or reused and recycled during the 2021-2022 FY.

329 tonnes of hazardous waste was sent to be disposed in landfill in the 2021-2022 financial year. We safely incinerating 9 tonnes of hazardous waste. This amounted to a 27% increase in hazardous waste incinerated from the previous year's total. The hazardous waste categories send to landfill consist of hydrocarbon contaminated soil, laboratory acid waste, and oil contaminated water. Our total hazardous waste footprint was 339 tonnes. This amounted to a significant increase from the previous reporting year.

RISK REGISTER REFERENCE:

» 13

MATERIAL STAKEHOLDERS:

» Department of Environment, Forestry and Fisheries (DEFF)



Table 44. Year-on-year comparison of Natural Capital waste indicator performance

Material risk engagement topic	KPA	UoM	Material KPI	2018-2019 FY performance	2019-2020 FY performance	2020-2021 FY performance	2021-2022 FY performance	% Change from the previous FY	Target for the 2022-2023 FY
Strategic Focus area: Sustainable Development	Hazardous waste and disposal method	Tonnes	Landfill	189	187	90.78	329.56	>100%	TBD
			Incineration	5.33	6.81	7.08	9.01	27%	TBD
			Reuse	0	0	0	0.00		TBD
			Recycle	6.46	0	0	0		TBD
			Total Hazardous waste	200.79	193.81	97.86	338.57	>100%	
Environmental authorisations	Non-Hazardous waste and disposal method	Tonnes	Landfill	348.98	289.32	400.23	1015.89	154%	
			Incineration	>100%	0	0	0	N/A	TBD
			Reuse	1917.04	266.14	1589.9	362.06	-77%	TBD
			Recycle	1349.61	5980.35	1408.73	1534.61	9%	TBD
			Total Non- Hazardous waste	3615.63	6535.81	3398.86	2912.56	-14%	

Significant spills

SBPM defines significant spills as spill incidents that are classified as reportable to either the Department of Water and Sanitation or to the Department of Forestry, Fisheries and the Environment (DFFE). We have had no significant spills in the reporting period. We have not had any reportable environmental incidents either.

Water bodies affected by water discharges and/or runoff

There have been no water bodies impacted by water discharges associated with our activities or services. No water (raw, treated, or polluted) was discharged into the natural environment during the 2021-2022 reporting period.

Environmental compliance

The Legal Compliance audit and Director Liability audit was undertaken in the reporting year. Delivery of the final audit is expected in the 2022-2023 FY.

RISK REGISTER REFERENCE:

- » **13** - DMRE Construction of projects without applicable environmental authorisations could result in fines or close of mine

MATERIAL STAKEHOLDERS:

- » Department of Environment, Forestry and Fisheries (DEFF)



Table 45. Year-on-year comparison of Natural Capital environmental compliance performance

Material risk engagement topic	KPA	UoM	Material KPI	2018-2019 FY performance	2019-2020 FY performance	2020-2021 FY performance	2021-2022 FY performance	% Change from the previous FY	Target for the 2022-2023 FY
Applicable Environmental Authorisations for projects	Environmental Compliance	Number	Reportable environmental incidences	0	0	0			0
			Environmental Authorisations	2	1	1			1

We are subject to Department of Environment, Forestry and Fisheries (DEFF) routine and site-specific inspections. During the 2021-2022 FY, no directive or legal penalties was instituted against the mine for environmental non-compliance.

Environmental focus for the next FY

The environmental infrastructure projects planned for the 2022-2023 FY are in response to mitigating water risks.



OUR FINANCIAL STATEMENTS



MORTIMER

Statement of Financial Position as at 28 February 2022

Figures in R'000	Note(s)	2022	2021
Assets			
Non-Current Assets			
Property, plant and equipment	2	1 887 765	1 300 166
Environmental Rehabilitation Investments	3	388 700	181 197
Deferred tax	5	-	451 208
		2 276 465	1 932 571
Current Assets			
Inventories	6	98 553	60 181
Loans to group companies	4	-	75 175
Trade and other receivables	7	3 475 889	4 100 105
Current tax receivable		6 949	-
Cash and cash equivalents	8	2 003 779	1 710 101
		5 585 170	5 945 562
Total Assets		7 861 635	7 878 133
Equity and Liabilities			
Equity			
Share capital	9	1 000	1 000
Retained income		3 090 122	3 189 511
		3 090 123	3 190 511
Liabilities			
Non-Current Liabilities			
Loan from Holding Company	11	-	80 783
Borrowings	12	114 123	164 037
Deferred Tax	5	51 183	-
Deferred Consideration Liability	13	2 509 076	1 599 629
Environmental Rehabilitation Obligation	14	281 047	295 252
		2 955 429	2 139 701
Current Liabilities			
Trade and other payables	15	970 624	955 431
Loans from group companies	10	-	541
Loans from Holding Company	11	-	67 115
Borrowings	12	67 536	56 069
Current tax payable		-	538 392
Deferred Consideration Liability	14	777 924	931 371
		1 816 084	2 548 919
Total Liabilities		4 771 513	4 688 620
Total Equity and Liabilities		7 861 636	7 878 132

Statement of Profit or Loss and Other Comprehensive Income for the year ending 28 February 2022

Figures in R'000	Note(s)	2022	2021
Revenue	16	10 218 755	10 147 849
Cost of sales	17	(5 683 419)	(4 902 569)
Gross profit		4 535 336	5 245 280
Other operating income		8 937	26 504
Royalty expense - Mineral Resources		(533 465)	(776 982)
Loss on deferred consideration		(1 736 407)	(1 327 139)
Operating expenses		(55 376)	(47 431)
Operating profit		2 219 025	4 447 371
Investment income	18	59 271	39 562
Finance Costs	19	(54 453)	(53 199)
Profit before taxation		2 223 843	4 433 734
Taxation	20	(1 323 231)	(1 159 734)
Total comprehensive income for the year		900 612	1 946 861

Statement of Changes in Equity for the year ended 28 February 2022

Figures in R'000	Share capital	Retained income	Total equity
Balance of 1 March 2020	1 000	144 2650	144 3650
Total comprehensive income for the year	-	3 274 000	3 274 000
Dividends	-	(200 000)	(200 000)
Balance at 28 February 2021	1 000	3 189 511	3 190 511
Total comprehensive income for the year	-	900 612	900 612
Dividends	-	(1 000 000)	(1 000 000)
Balance at 28 February 2022	1 000	3 090 122	3 090 123

Statement of Cash Flows

Figures in Rand	Note(s)	2022	2021
Cash flows from operating activities			
Cash generated from operations	21	3 747 812	3 516 964
Interest income received		50 333	39 562
Finance costs paid		(29 431)	(53 199)
Income tax paid		(391 764)	(1 160 040)
Net cash from operating activities		3 376 950	2 343 287
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(692 538)	(198 186)
Sale of property, plant and equipment	2	8 363	-
Investment in asset retirement		(199 008)	-
Loans to group companies repaid		75 175	-
Net cash from investing activities		(808 008)	(218 021)
Cash flows from financing activities			
Proceeds from loans from group companies		-	(55 061)
Loans advanced to group companies		-	(19 835)
Repayment of borrowings		(38 447)	(412 366)
Proceeds from loan from the IDC		-	220 106
Repayment of shareholders loan		(147 898)	(31 678)
Dividends declared and paid	22	(1 000 000)	(200 000)
Deferred consideration paid		(1 089 342)	-
Net cash from financing activities		(2 275 687)	(478 999)
Total cash movement for the year		293 255	1 646 267
Cash at the beginning of the year		1 710 101	63 834
Total cash at end of the year	8	2 003 799	1 710 101



APPENDIX



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APPENDIX TABLES

Table 1.	2021-2022 FY quarterly direct revenue generated performance (ZAR 000)*	120
Table 2.	2021-2022 FY Cost breakdown by category (ZAR 000)*	120
Table 3.	2021-2022 FY quarterly production performance (Various UOMs)*	120
Table 4.	2021-2022 FY Corruption cases reported (Number of)*	121
Table 5.	2021-2022 FY Employee categorisation by level, race, and gender performance (Number of)*	121
Table 6.	2021-2022 FY new and leaving employees by level and gender (Number of)*	122
Table 7.	2021-2022 FY quarterly legal compliance notices performance (Number of)*	122
Table 8.	2021-2022 FY quarterly safety lagging indicator performance (Number of)*	122
Table 9.	2021-2022 FY lost time injury frequency rate (LTIFR) calculation	123
Table 10.	2021-2022 FY quarterly injury agency type performance (Number of injuries)*	123
Table 11.	2021-2022 FY quarterly non-occupation health treatment performance (average persons treated)*	123
Table 12.	2021-2022 FY quarterly occupation health treatment performance (average persons treated)*	124
Table 13.	HIV/ARV Management programme performance (average persons treated)*	124
Table 14.	2021-2022 FY quarterly 90-90-90 programme performance (percentage persons per category)*	124
Table 15.	2021-2022 FY Core and external training performance (Number of training interventions)*	124
Table 16.	Adult Education Training (AET) programme performance (Number of training interventions)*	125
Table 17.	HRD Learning and Bursary Programme (Number of training interventions)*	125
Table 18.	2021-2022 FY Investment in SBPM's HRD programmes (ZAR)*	125
Table 19.	2021-2022 FY quarterly review of Total Spend (ZAR)*	125
Table 20.	2021-2022 FY quarterly review of expenditure on black-owned companies by category (ZAR)*	126
Table 21.	2021-2022 FY quarterly review of expenditure in the SLP LED programme projects (ZAR)*	126
Table 22.	2021-2022 FY quarterly fuel consumption within the organisation from non-renewable sources in performance (original UoMs)*	126
Table 23.	2021-2022 FY quarterly fuel consumption within the organisation from non-renewable sources in performance (gigajoules)*	127
Table 24.	DEFRA GJ Conversion Factors	127
Table 25.	2021-2022 FY quarterly electricity purchased for consumption within the organisation performance (kilowatt hours)*	127
Table 26.	2021-2022 FY quarterly electricity purchased for consumption within the organisation performance (gigajoules)*	127
Table 27.	DEFRA purchased electricity GJ Conversion Factor	127
Table 28.	2021-2022 FY quarterly total energy consumption within the organisation by source in performance (gigajoules)*	128
Table 29.	2021-2022 FY quarterly energy efficiency performance (GJ of energy to produce one ounce of 4E PGMs)	128
Table 30.	2021-2022 FY quarterly energy efficiency performance (GJ of energy used per tonne milled)	128
Table 31.	2021-2022 FY quarterly total milled ore performance (tonnes)*	130

Table 32.	2021-2022 FY quarterly volumes of water withdrawal from all areas performance (megalitres)*	130
Table 33.	2021-2022 FY quarterly volume of water reused performance (megalitres)*	130
Table 34.	2021-2022 FY quarterly volume of water recycled performance (megalitres)*	130
Table 35.	2021-2022 FY quarterly direct liquid and gaseous fuel energy consumption GHG emissions performance (metric tons of CO2 equivalent)*	131
Table 36.	DEFRA GHG conversion factors	131
Table 37.	2021-2022 FY quarterly indirect energy (Scope 2) GHG emissions performance (metric tons of CO2 equivalent)*	131
Table 38.	Eskom GHG conversion factor	131
Table 39.	2021-2022 FY quarterly Total GHG emissions performance (metric tons of CO2 equivalent)*	132
Table 40.	2021-2022 FY quarterly Mining GHG emissions efficiencies (metric tons of CO2 equivalent per tonne mined)*	132
Table 41.	2021-2022 FY quarterly production GHG emissions efficiencies (metric tons of CO2 equivalent per ounce of 4E PMG processed)*	132
Table 42.	2021-2022 FY quarterly hazardous waste and disposal method (tonnes)*	132
Table 43.	2021-2022 FY quarterly non-hazardous waste disposal performance (tonnes)*	133

Scope and Context

The SBPM Board subcommittees review organisation material risks on a quarterly basis. These risks mostly have material indicators, which are analysed to assistance if the controls put in place are effective or not.

The purpose of the IAR appendix tables is to provide the reader of the report, of which indicators are assessed at Leadership level in the organisation. These SBPM indicators for the purpose of integrated and ESG reporting, have been categorised to fit the Integrated Reporting Council's (<IR>) Six Capitals performance reporting methodology. The exception to the quarterly format is the Human Capital Employee Demographic information which is a yearly reflection of workforce number. The order of the appendix tables follows the order of the material indicator performance data presented in the report.

Financial Capital

Profitability

Table 1. 2021-2022 FY quarterly direct revenue generated performance (ZAR 000)*

Profitability	Q1	Q2	Q3	Q4	Total
Total Revenue	3 536 104	2 194 142	1 923 412	2 565 098	10 218 756
Costs (incl. Capex)	1 333 525	1 498 370	1 485 506	1 402 178	5 719 579
EBITA	2 202 579	695 772	437 906	1 162 920	4 499 177

Table 2. 2021-2022 FY Cost breakdown by category (ZAR 000)*

Cost item	Q1	Q2	Q3	Q4	Total	% of Total
Labour	601 111	601 719	599 950	589 456	2 392 236	42%
Stores	275 760	312 943	329 639	276 985	1 195 327	21%
Utilities	125 823	206 329	138 387	136 881	607 420	11%
Contractors	140 699	162 944	180 303	154 639	638 585	11%
Sundries	190 134	214 435	237 227	244 217	886 013	15%
Total	1 333 527	1 498 370	1 485 506	1 402 178	5 719 581	100%

Mining and Production

Table 3. 2021-2022 FY quarterly production performance (Various U0Ms)*

Production	Q1	Q2	Q3	Q4	Total
Square Meters	86 231	100 184	89 072	76 052	351 539
Platinum production Oz.'s	41 235	46 249	45 983	40 169	173 638
4E Oz.'s	66 917	75 342	74 763	65 381	282 403
Tonnes Milled	783872	798086	813067	665162	3 060 187

Intellectual Capital

Table 4. 2021-2022 FY Corruption cases reported (Number of)*

Corruption cases	Q1	Q2	Q3	Q4	Total
Corruption cases reported	7	13	5	3	28
Cases investigated and unfounded	5	12	1	1	20
Cases pending					0
Corruption outcomes	Q1	Q2	Q3	Q4	Total
Employee found guilty and dismissed	1		2	2	5
Resignation (Employees)				1	1
Vendor/Supplier removed	2				2
No Action taken				1	1

Human Capital

Employment Equity

Table 5. 2021-2022 FY Employee categorisation by level, race, and gender performance (Number of)*

Level	SA Employees per level, ethnicity and gender										Foreigner level and gender status	
	African		Coloured		Indian		White		Total SA Employees		Total Foreign Employees	
	M	F	M	F	M	F	M	F	M	F	M	F
Board	1								1			
Top Management	1				1		1		3			
Senior Management (E1 and Above)	13	2					8		21	2	1	
Middle Management (D1 - D4)	107	33	2		1		48	15	158	48	7	
Skilled Employees (C1 - C5)	448	157	7	2		1	103	27	558	187	23	1
Semi-skilled Employees (B Level)	2 987	602		1			18	5	3 005	608	549	
Unskilled Employees (A Level)	253	185		1			1		254	186	28	
TOTAL	3 810	979	9	4	2	1	179	47	4 000	1 031	608	1
										5 031		609
										5 640		

Table 6. 2021-2022 FY new and leaving employees by level and gender (Number of)*

Employment Type	Gender	New employees	Leaving employees
Senior Management	Male	3	1
	Female	1	
Middle Management	Male	33	23
	Female	6	1
Junior Management	Male	90	55
	Female	27	9
Core and Critical Skills	Male	348	217
	Female	155	18
Totals		663	324

Safety legal compliance

Table 7. 2021-2022 FY quarterly legal compliance notices performance (Number of)*

Safety legal Compliance	Q1	Q2	Q3	Q4	Total
DMRE Inspections	5	4	4	15	28
DMRE Section 54 Notices	4	3	3	3	13
DMRE Section 55 Notices	1	3	0	1	5
No of Inspectors	21	26	18	23	88

Fatalities and injuries

Table 8. 2021-2022 FY quarterly safety lagging indicator performance (Number of)*

SBPM Safety Stats	Q1	Q2	Q3	Q4	Total
Fatalities	0	1	0	0	1
Non-Lost Time Injuries	7	11	10	13	41
Lost Time Injuries	28	35	25	24	112
Lost time off (Days)	3 625	3 937	1 992	720	10 274
Reportable Injuries	10	24	20	17	71

Table 9. 2021-2022 FY lost time injury frequency rate (LTIFR) calculation

LTIFR Calculation	Q1	Q2	Q3	Q4	Total
Hours worked	3 894 132	4 091 051	4 412 628	3 797 357	16 195 168
Average Lost time injury frequency rate (LTIFR)	1.47	1.69	1.13	1.24	1.38

Note: LTIFR formula: Total LTI for the month x 200000 / HRS Worked

Table 10. 2021-2022 FY quarterly injury agency type performance (number of injuries)*

Injury Agency	Q1	Q2	Q3	Q4	Total
Fall of Ground	0	10	6	7	23
Track & Tram	1	2	1	3	7
Falling and Rolling Material	2	1	2	5	10
Explosives	0	0	0	0	0
Handling Material	4	8	6	4	22
Slip and Fall	12	8	9	8	37
Machinery	2	2	0	0	4
Winches and Rigging	0	0	0	0	0
Foreign Body	0	0	0	0	0
Falling in Shaft Excavation	0	0	0	0	0
Gassing	0	0	0	0	0
Electricity	0	0	0	0	0
Burning & Scalding	0	0	0	0	0
Splinters	0	0	0	0	0
Scrapers	1	0	0	0	1
F.B in Eyes	0	0	0	0	0
Handling of Equipment	3	8	4	4	19
Other	10	8	7	6	31
Total	35	47	35	37	154

Health Management

Table 11. 2021-2022 FY quarterly non-occupation health treatment performance (average persons treated)*

Non-Occupational Disease Management	Q1 Av.	Q2 Av.	Q3 Av.	Q4 Av.	Average
Hypertension	1 377	1 170	1 169	1 495	1 303
Existing cases of Diabetes (Combined Insulin and Non-Insulin)	304	247	252	339	286
Pulmonary Tuberculosis on treatment	12	7	6	8	8

Table 12. 2021-2022 FY quarterly occupation health treatment performance (average persons treated)*

Hearing loss Management	Q1 Av.	Q2 Av.	Q3 Av.	Q4 Av.	Average
Cases Submitted		2		1	3
Cases Certified		0		0	0

Table 13. HIV/ARV Management programme performance (average persons treated)*

HIV/ARV Management Programme	Q1 Av.	Q2 Av.	Q3 Av.	Q4 Av.	Average
Employees on ARVs	1 345	1 247	1 242	1 366	1 300

Table 14. 2021-2022 FY quarterly 90-90-90 programme performance (percentage persons per category)*

90-90-90	Q1 Av.	Q2 Av.	Q3 Av.	Q4 Av.	Average
1st 90%	54	69	87	40	63
2nd 90%	91	86	90	88	89
3rd 90%	85	86	83	87	85

Human Resource Development (HRD)

Table 15. 2021-2022 FY Core and external training performance (Number of training interventions)*

Core and External Training category	Q1	Q2	Q3	Q4	Total
Induction Training	3 058	2 384	2 040	1 948	9 430
Skill Training - Mining and Engineering	2 019	1 559	1 624	1 959	7 161
Skills Programmes -Mining	273	235	363	249	1 120
Skills Programme - Process	0	4	77	7	88
Psychometric Services Assessments	467	342	379	158	1 346
Safety Training	207	181	198	183	769
External Training	160	165	274	162	761
Concentrator Core Business Training (Theory)	0	49	49	30	128
Section 54 & 55 Training	177	330	48	305	860
Total	6 361	5 249	5 052	5 001	21 663

Table 16. Adult Education Training (AET) programme performance (Number of training interventions)*

AET category	Q1	Q2	Q3	Q4	Total
Full - Time AET	19	2	0	6	27
Own – Time AET	45	0	0	22	67
Total AET	64	2	0	28	94

Table 17. HRD Learning and Bursary Programme (Number of training interventions)*

HRD Learning and Bursary Programme category	Q1	Q2	Q3	Q4	Total
Graduate	4	0	0	10	14
Vocational	4	0	6	3	13
End User Computing Learners (IT)	0	7	3	1	11
Engineering Learnership	9	10	0	30	49
External Bursaries	6	0	0	0	6
Internal Bursaries	14	5	1	26	46
Total	37	22	10	70	139

Table 18. 2021-2022 FY Investment in SBPM's HRD programmes (ZAR)*

Total HRD Investment	Q1	Q2	Q3	Q4	Total
HRD Investment	10 602 737	14 985 675	11 614 884	11 138 182	48 341 479

Social and Relationship Capital

Preferential Procurement

Table 19. 2021-2022 FY quarterly review of Total Spend (ZAR)*

Expenditure Category	Q1	Q2	Q3	Q4	Total
Total Discretionary Vendor Spend (TDVS)	810 122 094	1 031 823 835	883 204 459	859 674 475	3 584 824 863
TDVS excluding OEMs	747 334 353	933 490 228	773 346 971	715 987 512	3 170 159 064
Total HDSA BEE Spend (>26% BEE Ownership)	562 003 362	854 646 123	776 107 321	785 380 086	2 978 136 892
Local (Mining Charter definition, located <=50km)	185 722 548	201 777 654	234 954 825	230 301 530	852 756 557
Bakgatla Ba Kgafela (BBK) Vendors	146 164 168	154 620 614	176 607 129	170 618 605	648 010 516

Table 20. 2021-2022 FY quarterly review of expenditure on black-owned companies by category (ZAR)*

Expenditure Category	Q1	Q2	Q3	Q4	Total
Total Discretionary Vendor Spend (TDVS)	810 122 094	1 031 823 835	883 204 459	859 674 475	3 584 824 863
TDVS excluding OEMs	747 334 353	933 490 228	773 346 971	715 987 512	3 170 159 064
Total HDSA BEE Spend (>26% BEE Ownership)	562 003 362	854 646 123	776 107 321	785 380 086	2 978 136 892
Local (Mining Charter definition, located <=50km)	185 722 548	201 777 654	234 954 825	230 301 530	852 756 557
Bakgatla Ba Kgafela (BBK) Vendors	146 164 168	154 620 614	176 607 129	170 618 605	648 010 516

Table 21. 2021-2022 FY quarterly review of expenditure in the SLP LED programme projects (ZAR)*

SLP programme	Q1	Q2	Q3	Q4	Total
Infrastructure	564 687	0	2 975 708	6 549 080	10 089 475
Education and Skills Development	587 741	91 060	681 554	407 365	1 767 720
Income Generation	168 292	1 165 856	10 757	0	1 344 905
Health and Social Welfare	0	0	0	113 099	113 099
Total	1 320 720	1 256 916	3668019	7069544	13 315 199

Natural Capital

Energy consumption within the organisation

Table 22. 2021-2022 FY quarterly fuel consumption within the organisation from non-renewable sources in performance (original UoMs)*

Direct onsite liquid and gaseous fuel combustion (Original UoMs)	Q1	Q2	Q3	Q4	Total
Diesel	1 249 659	1 396 964	1 471 010	1 102 772	5 220 405
Petrol	2 115	1 970	2 153	1 799	8 037
LPG	1 855	1 161	1 620	1 191	5 827

Table 23. 2021-2022 FY quarterly fuel consumption within the organisation from non-renewable sources in performance (gigajoules)*

Total fuel consumption within the organisation from non-renewable sources (GJ)	Q1	Q2	Q3	Q4	Total
Diesel	44 862	50 150	52 808	39 589	187 408
Petrol	69	65	71	59	264
LPG	83	52	73	53	261
Total	45 014	50 267	52 951	39 701	187 933

Table 24. DEFRA GJ Conversion Factors

Defra	Density kg/L	GJ Conversion Factors
Diesel	0.8403	0.0427
Petrol	0.7342	0.0448
LPG	-	0.0448

Table 25. 2021-2022 FY quarterly electricity purchased for consumption within the organisation performance (kilowatt hours)*

Non-Renewable Energy purchased	Q1	Q2	Q3	Q4	Total
Electricity purchased for consumption (KWhs)	113 067 450	124 448 414	118 064 043	111 565 461	467 145 368

Table 26. 2021-2022 FY quarterly electricity purchased for consumption within the organisation performance (gigajoules)*

Total electricity consumption (GJ)	Q1	Q2	Q3	Q4	Total
Electricity consumption (GJ)	407 043	448 014	425 031	401 636	1 681 723

Table 27. DEFRA purchased electricity GJ Conversion Factor

Fuel source	DEFRA GJ Conversion Factor
Electricity	0,00360

Table 28. 2021-2022 FY quarterly total energy consumption within the organisation by source in performance (gigajoules)*

Energy consumption within the organisation (GJ)	Q1	Q2	Q3	Q4	Total (GJs)
Direct onsite liquid and gaseous fuel combustion (GJ)	45 014	50 267	52 951	39 701	187 933
Purchased electricity (GJ)	407 043	448 014	425 031	401 636	1 681 723
Total	452 057	498 281	477 982	441 337	1 869 657

Energy Efficiency

Table 29. 2021-2022 FY quarterly energy efficiency performance (GJ of energy to produce one ounce of 4E PGMs)

Energy Efficiencies (Production)	Q1	Q2	Q3	Q4	Total
4E PGM's (Platinum, Palladium, Rhodium and Ruthenium) oz's	66 917	75 342	74 763	65 381	282 403
Direct Energy used (GJ)	452 057	498 281	477 982	441 337	1 869 657
Energy efficiency ratio					
It took 6.62GJ of Energy to produce 1 ounce of 4E PGM	6.76	6.61	6.39	6.75	6.62

Table 30. 2021-2022 FY quarterly energy efficiency performance (GJ of energy used per tonne milled)

Energy Efficiencies (Process)	Q1	Q2	Q3	Q4	Total
Tonnes Milled/Processed	783 872	798 086	813 067	665 162	3 060 187
Direct Energy used (GJ)	452 057	498 281	477 982	441 337	1 869 657
	441 337	1 869 657	6.39	6.75	6.62
					Average
0.61 GJ per Tonnes Milled	0.58	0.62	0.59	0.66	0.61



Materials used by weight or volume

Table 31. 2021-2022 FY quarterly total milled ore performance (tonnes)*

Milling volumes	Q1	Q2	Q3	Q4	Total
Tonnes Milled/Processed	783 872	798 086	813 067	665 162	3 060 187

Water use

Table 32. 2021-2022 FY quarterly volumes of water withdrawal from all areas performance (megalitres)*

303-3 Water withdrawal	Q1	Q2	Q3	Q4	Total
Surface water	-	-	-	-	-
Groundwater	5.91	4.21	8.46	7.31	25.89
Third-party water	974.96	836.35	910.80	931.05	3 653.16
Total	980.87	840.56	919.26	938.35	3 679.05

Table 33. 2021-2022 FY quarterly volume of water reused performance (megalitres)*

Water reused	Q1	Q2	Q3	Q4	Total
Process Water from Return Water Dams (m ³)	1 766.05	1 366.15	1 148.15	1 757.86	6 038.20

Table 34. 2021-2022 FY quarterly volume of water recycled performance (megalitres)*

Water recycled	Q1	Q2	Q3	Q4	Total
Recycled Water from Sewage Works 1, 2 and 4 (m ³)	146.55	101.56	101.04	105.89	455.03

GHG Emissions

Table 35. 2021-2022 FY quarterly direct liquid and gaseous fuel energy consumption GHG emissions performance (metric tons of CO2 equivalent)*

Direct liquid and gaseous fuel consumption GHG emissions by category	Q1	Q2	Q3	Q4	Total
Diesel	3 358.82	3 754.75	3 953.76	2 964.02	14 031.35
Petrol	4.87	4.54	4.96	4.15	18.53
LPG	5.09	3.19	4.45	3.27	16.00
Total	3 368.79	3 762.48	3 963.18	2 971.44	14 065.88

Table 36. DEFRA GHG conversion factors

Category	Defra GHG conversion factor
Diesel	2,69
Petrol	2,31
LPG	2,75

Table 37. 2021-2022 FY quarterly indirect energy (Scope 2) GHG emissions performance (metric tons of CO2 equivalent)*

Scope 2 category	Q1	Q2	Q3	Q4	Total
(Scope 2) GHG emissions in metric Tonnes of CO2 equivalent.	114 198.12	125 692.90	119 244.68	112 681.12	471 816.82

Table 38. Eskom GHG conversion factor

Category	Eskom GHG conversion factor
Eskom supplied electricity	1.01

Table 39. 2021-2022 FY quarterly Total GHG emissions performance (metric tons of CO2 equivalent)*

Total GHG Emissions	Q1	Q2	Q3	Q4	Total
(Scope 1) GHG emissions	3 368.79	3 762.48	3 963.18	2 971.44	14 065.88
(Scope 2) GHG emissions	114 198.12	125 692.90	119 244.68	112 681.12	471 816.82
Total GHG Emissions	117 566.92	129 455.37	123 207.86	115 652.55	485 882.71

Table 40. 2021-2022 FY quarterly Mining GHG emissions efficiencies (metric tons of CO2 equivalent per tonne mined)*

GHG Mining Efficiency	Q1	Q2	Q3	Q4	Total
Tonnes Milled/Processed	783 872	798 086	813 067	665 162	3 060 187
Total GHG Emissions	117 567	129 455	123 2086	115 653	485 883
					Average
0.16 TCO2e per Tonne Mined	0.15	0.16	0.15	0.17	0.16

Table 41. 2021-2022 FY quarterly production GHG emissions efficiencies (metric tons of CO2 equivalent per ounce of 4E PMG processed)*

GHG Mining Efficiency	Q1	Q2	Q3	Q4	Total
4E production	66 917	75 342	74 763	65 381	282 403
Total GHG Emissions	117 567	129 455	123 2086	115 653	485 883
					Average
1.72 TCO2e per Ounce 4e PGM Processed	1.76	1.72	1.65	1.77	1.72

Waste disposal

Table 42. 2021-2022 FY quarterly hazardous waste and disposal method (tonnes)*

Hazardous waste and disposal method	Q1	Q2	Q3	Q4	Total
Landfill	69.16	36.94	137.04	86.42	329.56
Incineration	0.79	3.13	2.35	2.75	9.01
Recycle	26.84	0.00	5.94	1.02	39.49
Total	96.79	40.07	145.33	95.88	378.06

Note: Density of the used oil is 825 kg/m³

Table 43. 2021-2022 FY quarterly non-hazardous waste disposal performance (tonnes)*

Waste disposal category	Q1	Q2	Q3	Q4	Total
Landfill	247.16	158.52	372.03	238.18	1 015.89
Incineration	0.00	0.00	0.00	0.00	0.00
Reuse	107.46	132.50	75.70	46.40	362.06
Recycle	322.31	295.69	471.36	445.25	1 534.61
Total	676.93	586.71	919.09	729.83	2 912.56

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