

OUR PERFORMANCE IN 2014: SUMMARY



Implats is one of the world's primary producers of PGMs and associated base metals

Production data***		2014	2013**	2012**	Variance %	△▽
Tonnes milled	(000t)	13 916	17 209	16 626	19	▽
Refined platinum	(000oz)	1 178	1 582	1 448	26	▽
PGMs	(000oz)	2 370	3 233	3 016	27	▽
Revenue	(Rm)	29 028	29 844	27 393	3	▽
Capital invested	(Rm)	4 384	6 258	7 894	30	▽
Taxes*	(Rm)	144	1 392	1 808	4	▽
Unit cost per oz Pt*	(Rand)	19 430	16 526	13 466	18	△
People		2014	2013	2012	Variance %	△▽
Employees in service						
Own	Number	40 238	40 237	39 621	–	▷
Contractors	Number	15 602	17 130	22 483	9	▽
Turnover	%	5	6	10	33	▽
HDSA in management	%	50	48	48	4	△
Safety rates						
FIFR	Pmmhw	0.043	0.065	0.087	34	▽
LTIFR	Pmmhw	3.92	4.21	4.96	7	▽
TIFR	Pmmhw	11.90	10.91	11.19	9	△
RIFR	Pmmhw	2.68	3.06	3.13	12	▽
Employees' health						
People on wellness programmes	Number	6 286	6 014	5 179	5	△
Total people on ART	Number	4 276	4 039	3 566	6	△
TB cases	Number	268	334	389	20	▽
Medical incapacitation	Number	331	588	699	44	▽
The environment		2014	2013	2012	Variance %	
Energy consumed	(000GJ)	14 395	17 574	17 542	18	▽
Energy intensity	(GJ/tonne milled)	1.034	0.955	0.986	8	△
Total CO ₂ emissions	(000t)	3 037	3 788	3 707	18	▽
Total direct SO ₂ emissions	(t)	30 735	18 536	18 463	66	△
Total water consumed	(Mℓ)	34 775	40 711	40 114	15	▽
Water withdrawn	(Mℓ)	21 365	25 440	25 274	16	▽
Water intensity	(Mℓ/tonne milled)	0.0025	0.0022	0.0023	14	△
Total water recycled	(Mℓ)	13 409	15 271	14 839	12	▽
Social capital		2014	2013	2012	Variance %	
SED expenditure (RSA)	(Rm)	71	102	90	30	▽
SED expenditure (Zimbabwe)	(Rm)	67	89	71	25	▽
Total SED spend	(Rm)	138	191	161	28	▽
Housing and living conditions expenditure (RSA)	(Rm)	261	445	430	41	▽
Housing and living conditions expenditure (Zimbabwe)	(US\$m)	15	24	66	38	▽

△▽ Improvement △▽ Deterioration * Excluding share-based payments accounted ** Restated due to exclusion of Mimosa, which is now equity accounted *** Production data excludes Mimosa thus impacts intensity factors.
Variance 2014 versus 2013

Our vision is to be the world's best platinum producing company, delivering superior returns to stakeholders relative to our peers

Our strategic journey ... becoming the BEST



✕ **Behaviour** supported by:

- ➔ Safety strategy
- ➔ Cultural values
- ➔ Work environment
- ➔ Leadership and supervision

Health strategy supported by:

- ➔ Employee wellness
- ➔ Prevention and education
- ➔ Treatment and support

People strategy supported by:

- ➔ Effective employee management model
- ➔ Promoting diversity
- ➔ Attracting, retaining and developing talent
- ➔ Effective people

✕ **Operational excellence** supported by:

- ➔ Effective planning and mineral resource management
- ➔ Intensive cost and productivity focus
- ➔ Operational delivery and performance management
- ➔ Innovation and new technology

✕ **Social licence to operate** supported by:

- ➔ Meaningful and sustainable social investment in our communities
- ➔ Respecting human rights and the interests of all stakeholders
- ➔ Abiding by the laws of the countries in which we operate
- ➔ Effective and transparent governance and reporting

✕ **Sustainability** supported by:

- ➔ Compliance with all relevant legislation
- ➔ Continuous improvement in air resource stewardship
- ➔ Optimisation of energy efficiencies and reduction of carbon footprint
- ➔ Preservation of natural water resources and water quality
- ➔ Development of alternative energy sources linked to our metals

AT A GLANCE

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