

# ANGLO AMERICAN PLATINUM DENVER GOLD FORUM 2019

16 September 2019



Real Mining. Real People. Real Difference.

#### **CAUTIONARY STATEMENT**

**Disclaimer**: This presentation has been prepared by Anglo American Platinum Limited ("Anglo American Platinum") and comprises the written materials/slides for a presentation concerning Anglo American Platinum. By attending this presentation and/or reviewing the slides you agree to be bound by the following conditions.

This presentation is for information purposes only and does not constitute an offer to sell or the solicitation of an offer to buy shares in Anglo American Platinum. Further, it does not constitute a recommendation by Anglo American Platinum or any other party to sell or buy shares in Anglo American Platinum or any other securities. All written or oral forward-looking statements attributable to Anglo American Platinum or persons acting on their behalf are qualified in their entirety by these cautionary statements.

#### **Forward-Looking Statements**

This presentation includes forward-looking statements. All statements, other than statements of historical facts included in this presentation, including, without limitation, those regarding Anglo American Platinum's financial position, business, acquisition and divestment strategy, plans and objectives of management for future operations (including development plans and objectives relating to Anglo American Platinum's products, production forecasts and reserve and resource positions), are forward-looking statements. By their nature, such forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of Anglo American Platinum, or industry results, to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements.

Such forward-looking statements are based on numerous assumptions regarding Anglo American Platinum's present and future business strategies and the environment in which Anglo American Platinum will operate in the future. Important factors that could cause Anglo American Platinum's actual results, performance or achievements to differ materially from those in the forward-looking statements include, among others, levels of actual production during any period, levels of global demand and commodity market prices, mineral resource exploration and development capabilities, recovery rates and other operational capabilities, the availability of mining and processing equipment, the ability to produce and transport products profitably, the impact of foreign currency exchange rates on market prices and operating costs, the availability of sufficient credit, the effects of inflation, political uncertainty and economic conditions in relevant areas of the world, the actions of competitors, activities by governmental authorities such as changes in taxation or safety, health, environmental or other types of regulation in the countries where Anglo American Platinum operates, conflicts over land and resource ownership rights and such other risk factors identified in Anglo American Platinum's most recent Annual Report. Forward-looking statements should, therefore, be construed in light of such risk factors and undue reliance should not be placed on forward-looking statements. These forward-looking statements speak only as of the date of this presentation. Anglo American Platinum expressly disclaims any obligation or undertaking (except as required by applicable law, the Listings Requirements of the securities exchange of the JSE Limited in South Africa and any other applicable regulations) to release publicly any updates or revisions to any forward-looking statement contained herein to reflect any change in Anglo American Platinum's expectations with regard thereto or any change in events, conditions or circumstances on which an

Nothing in this presentation should be interpreted to mean that future earnings per share of Anglo American Platinum will necessarily match or exceed its historical published earnings per share.

Certain statistical and other information about Anglo American Platinum included in this presentation is sourced from publicly available third party sources. As such it presents the views of those third parties, but may not necessarily correspond to the views held by Anglo American Platinum.

#### No Investment Advice

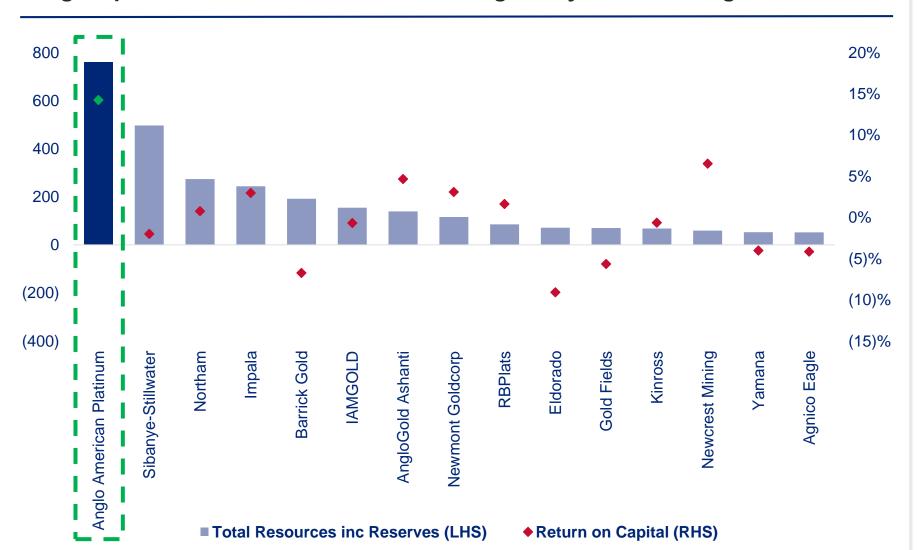
This presentation has been prepared without reference to your particular investment objectives, financial situation, taxation position and particular needs. It is important that you view this presentation in its entirety. If you are in any doubt in relation to these matters, you should consult your stockbroker, bank manager, solicitor, accountant, taxation adviser or other independent financial adviser (where applicable, as authorised in South Africa, under the Financial Advisory and Intermediary Services Act 37 of 2002).

#### Alternative performance measures

Throughout this presentation a range of financial and non-financial measures are used to assess our performance, including a number of the financial measures that are not defined under IFRS, which are termed 'alternative performance measures' (APMs). Management uses these measures to monitor Anglo American Platinum's financial performance alongside IFRS measures because they help illustrate the underlying financial performance and position of the Anglo American Platinum. These APMs should be considered in addition to, and not as a substitute for, or as superior to, measures of financial performance, financial position or cash flows reported in accordance with IFRS. APMs are not uniformly defined by all companies, including those in Anglo American Platinum's industry. Accordingly, it may not be comparable with similarly titled measures and disclosures by other companies.

#### A DIFFERENTIATED PRECIOUS METALS PRODUCER

#### Largest precious metals Mineral Resource globally...with leading returns(1)(2)(3)



Ticker: JSE / ADR

# AMS.SJ / AGGPY

Revenue

\$6 billion

H1 2019 annualized(4)

Market Capitalization<sup>(5)</sup>

\$16 billion

#### **OUR VALUE PROPOSITION**

# We own and operate the best assets

~70% production in H1 of the primary PGM cost curve

Only open-pit PGM mine of scale in the world

Optimising assets and extracting full value (P101)

Long-life mineral resource

#### **Industry leading returns**

Strong balance sheet and cashflow

**Disciplined capital allocation** 

Sustainable cash dividend – 40% pay-out ratio

Strict cost control

#### Long term sustainability

Project studies on value-add growth optionality

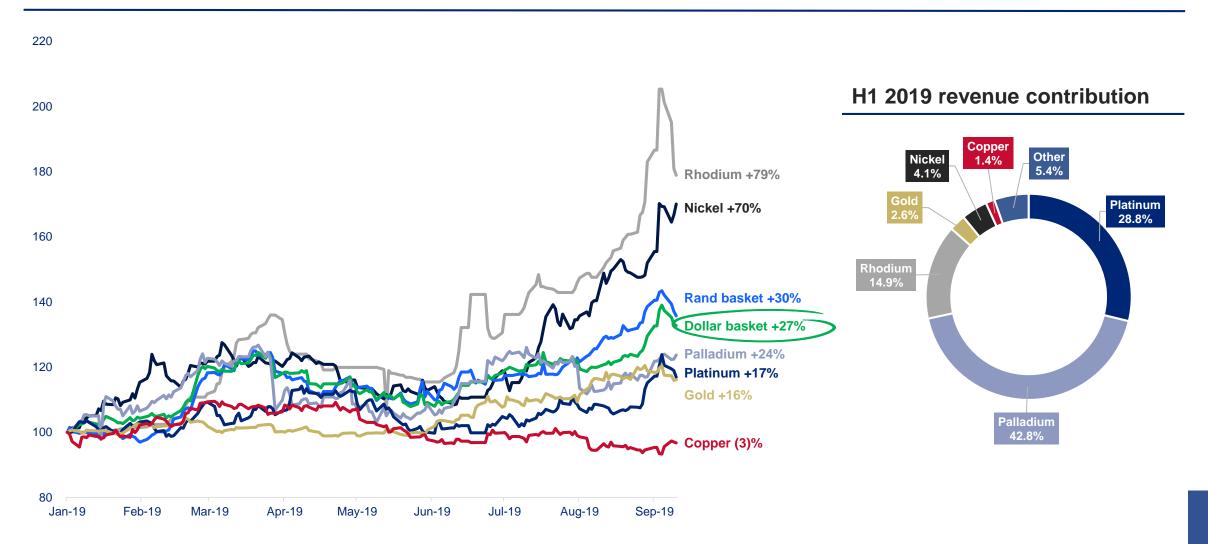
**Grow demand for PGMs** through market development

Step-change performance through FutureSmart™ Mining technologies and sustainability

Invest in people, environment and communities

#### BENEFITS OF PRODUCING A DIVERSIFIED BASKET OF METALS

Indexed achieved price year-to-date (2 Jan 2019 = 100)



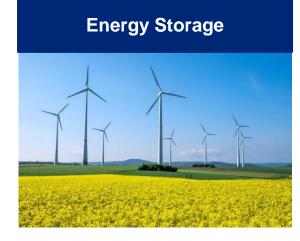
#### PGMs HAVE SPECIFIC PROPERTIES TO SOLVE GLOBAL ISSUES...

#### Anglo American Platinum produces ~5 million PGM ounces per annum to enable...

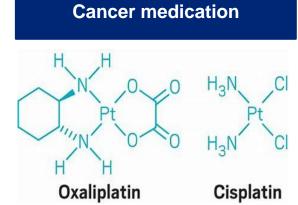






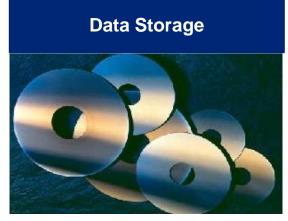


Pacemakers





**Food preservation** 

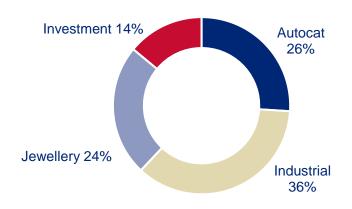






#### STRONG UNDERLYING DEMAND WITH ROBUST OUTLOOK FOR PGMs

#### Platinum net demand<sup>(6)</sup>

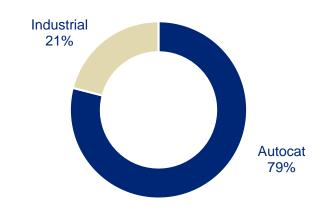


- Strong investment demand
- Industrial demand firm
- Automotive demand steady on tightening emissions legislation
- Jewellry flat strong demand from India

Medium-term demand outlook

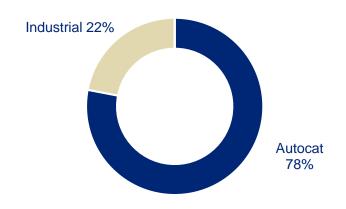
improving

#### Palladium net demand<sup>(6)</sup>



- Automotive consumption very strong
- Industrial demand softer as high prices lead to thrifting

#### Rhodium net demand<sup>(6)</sup>



- Automotive purchasing growing
- Industrial demand strong

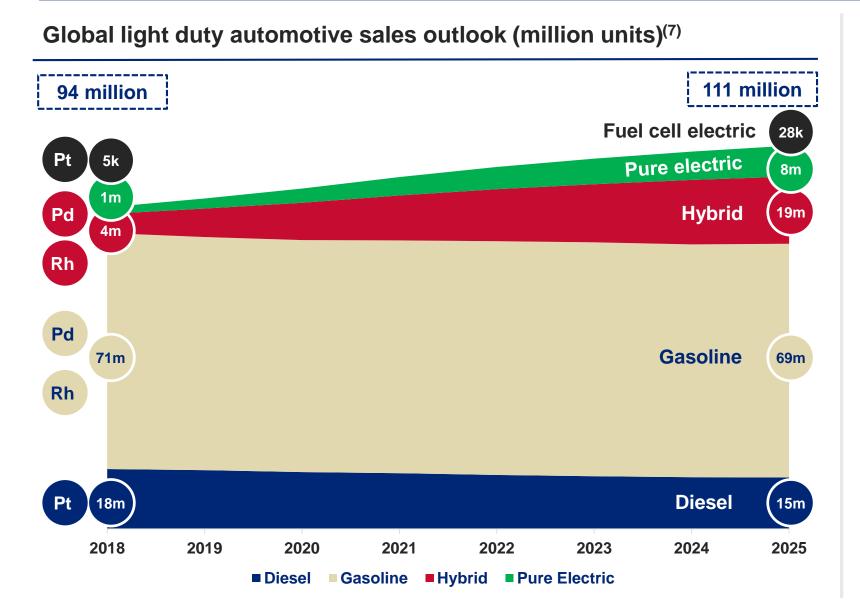
Medium-term demand outlook

positive

Medium-term demand outlook

positive

#### **AUTOMOTIVE PGM DEMAND TO CONTINUE TO GROW**



#### Gasoline/hybrid sales increase

**2.3%**CAGR over 2018-2025

Light duty PGM demand up<sup>(9)</sup>

~25%

Pt Pd Rh

Pd

Rh

estimate between 2018 and 2025

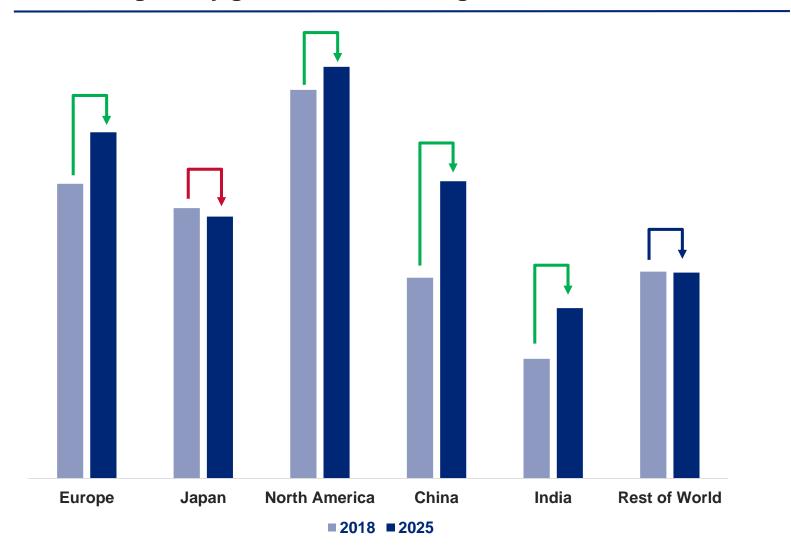
**Total light duty PGM outlook** 

## strong positive

as ICE<sup>(8)</sup> remains the dominant drive engine and platinum likely to be substituted into gasoline autocats

#### "CLEAN AIR" EMISSIONS LEGISLATION INCREASING PGM LOADINGS

#### Forecast light duty gasoline PGM loadings<sup>(9)</sup>



Average global loadings increase

**15%** 

between 2018 and 2025

Auto PGM demand forecast to

### increase

despite falling vehicle sales

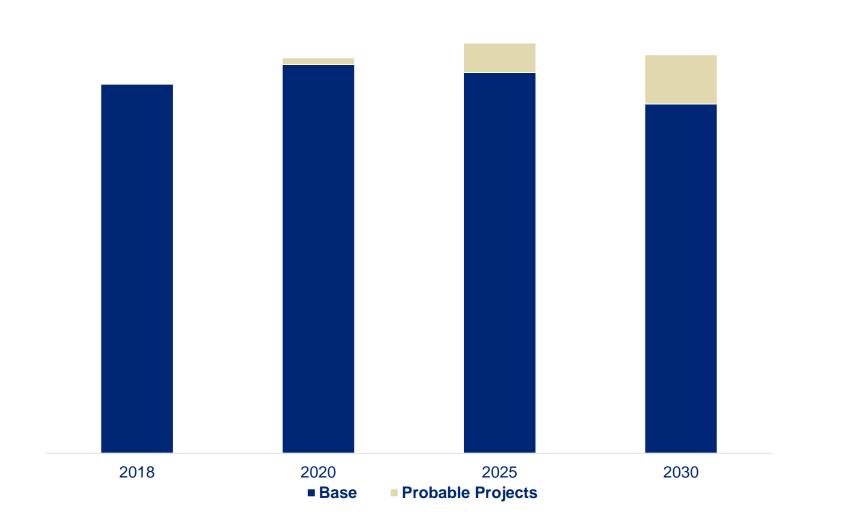
**Total light duty PGM outlook** 

## strong positive

tighter emissions legislations result in significant increases in PGM loadings

#### **PGM PRIMARY SUPPLY TO REMAIN STABLE**

PGM primary supply – platinum, palladium, rhodium ('000 ounces)(10)



**Current production outlook** 

### stable

Between 2018 to 2030

**Probable projects** 

# replace depleting supply

Processing capacity, water and mine economics likely to

# constrain further expansions

#### INVESTING IN MARKET DEVELOPMENT TO GROW DEMAND FOR OUR METALS

#### Platinum jewellery in India



AAP solely supports and invests into growing demand for platinum jewellery in India through Platinum Guild International

170,000

ounces in 2018 (6)

#### Co-invest in building fuel cell infrastructure





AAP in conjunction with Shell, Toyota, Hyundai and Honda have invested into building hydrogen refueling stations in California & UK





16 refueling stations

#### **Venture capital vehicle – AP Ventures**



Leveraging third-party capital to invest to address technology barriers in the hydrogen economy

\$100m

#### Work underway on fuel cell mining trucks



Hydrogen Haulage trucks in mining operations could provide transformational use of renewables and scale in the hydrogen industry

100% reduction in fleet GHG





#### WE CONTINUE TO DELIVER VALUE...

Safety performance

Improving safety performance

Leading ESG<sup>(12)</sup> performance

**Fatalities** 

**Zero**at managed operations

Total injuries (TRCFR)(11) down

6%

Rank by Sustainalytics<sup>(13)</sup>

1st

of 55 peers in precious metals sector

Increasing returns

ROCE<sup>(14)</sup> increased to

45%

**Strong balance sheet** 

**Net cash position**(15)

**\$420**m

**Industry leading returns** 

Cash dividends paid in 2019<sup>(16)</sup>

\$350m

#### OWNING AND OPERATING THE BEST ASSETS FROM MINE TO MARKET

Mogalakwena



Only global open-pit PGM mine

**57%**EBITDA Margin in H1 2019

>100 (17) years life of mine

Amandelbult



Rhodium rich
- turnaround
strategy
underway

25%

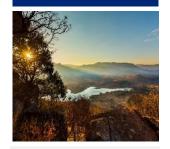
Reduction in

AISC by 2022 to

H1 cost curve

>30 (17) years life of mine

Mototolo & Der Brochen

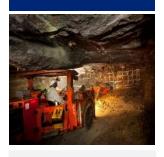


Growth & replacement options

100% Wholly owned post acquisition

>30 (17) years life of mine

Unki



Strategic asset on Great Dyke

**4**x

Mineral Resource to Reserve ratio

>30 (17) years life of mine

Modikwa JV Kroondal JV



Cash generative & contribute to POC

**\$92m** 

Cash contribution in H1 2019

**Processing** 



Manage and operate for own capacity

**\$2.5**bn

Replacement cost for smelters and refineries

Marketing



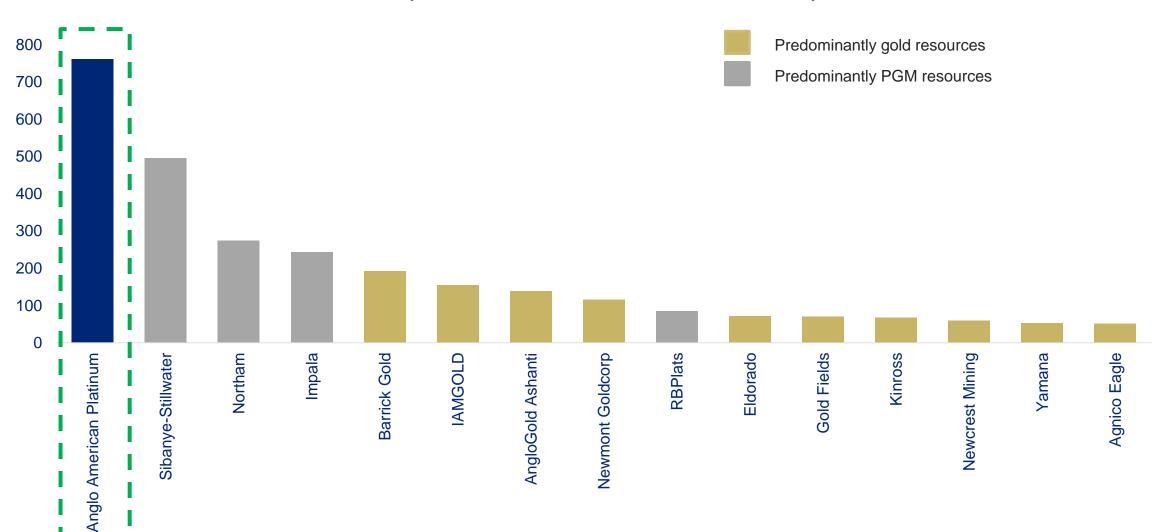
Sales to end users & trading capability

2.345m

PGM ounces sold in H1 2019

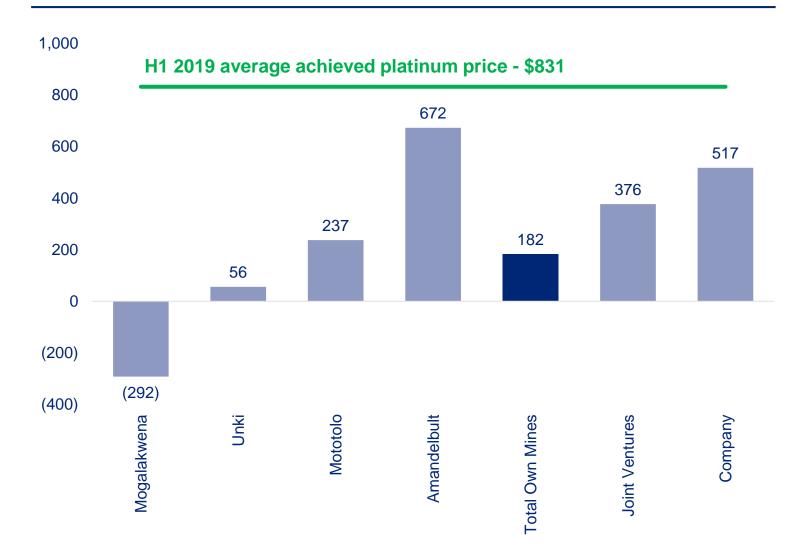
#### THE LARGEST PRECIOUS METALS MINERAL RESOURCE GLOBALLY

#### Mineral Resources<sup>(2)</sup> - million ounces (Platinum, Palladium, Rhodium & Gold)



#### **FOCUS ON STRICT COST CONTROL**

#### All-in-sustaining cost per operation (\$/platinum ounce produced)<sup>(18)</sup>



#### Production in H1 PGM cost curve

~70%

#### **Company EBITDA margin**

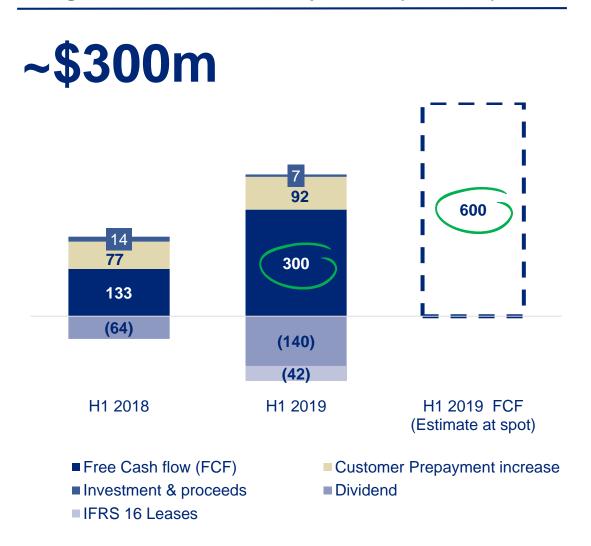
32%

#### Own mine EBITDA margin

43%

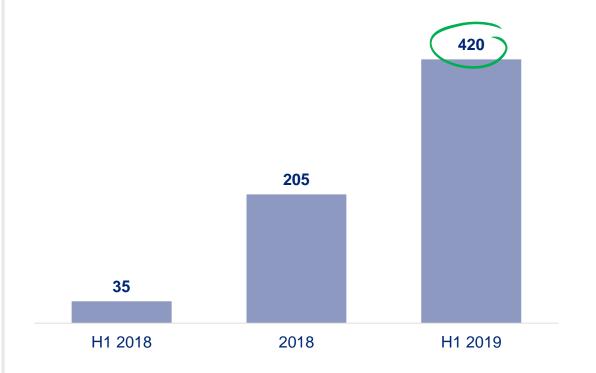
#### STRONG FREE CASH FLOW LEADING TO STRONG BALANCE SHEET

Stronger free cash flow<sup>(19)</sup> from operations (~\$ million)



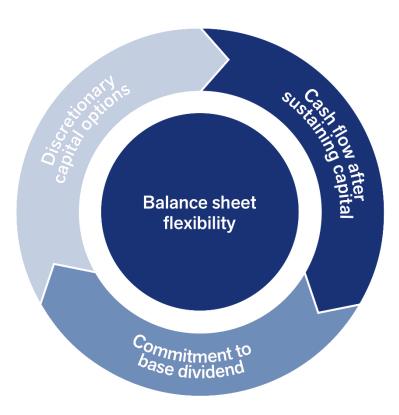
Net cash<sup>(15)</sup> (~\$ million)

\$215m improvement



#### MAINTAINING DISCIPLINED CAPITAL ALLOCATION

#### **Capital allocation framework**



#### **Discretionary capital options**

Portfolio upgrade

**Future project options** 

Additional shareholder returns

#### H1 2019 allocation of capital<sup>(20)</sup>

\$380m

- Attributable free cash flow<sup>(19)</sup> of \$360m
- Add back discretionary spend of \$20m

\$140m

- Paid H2 2018 dividend of \$140m
- H1 2019 dividend declared of \$210m

\$220m

Strengthening balance sheet

\$20m

Low capital expenditure, fast payback projects

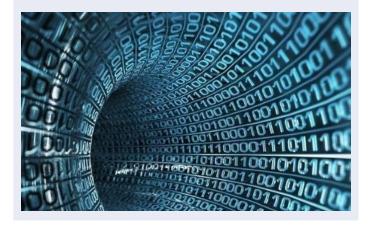




#### PROGRESSING STRATEGY TO UNLOCK FURTHER VALUE

# FutureSmart<sup>™</sup> Mining & P101

- Achieve and beat world best practice P101
- FutureSmart™ Mining is stepchange technologies and sustainability working together
- Digitalisation and modernisation



#### **Fast Payback Projects**

- Chrome expansions (Amandelbult & Modikwa)
- Modernisation (15E Amandelbult)
- Concentrator Debottlenecking (all operations)
- Copper Leach Circuit (Base Metals Refinery)



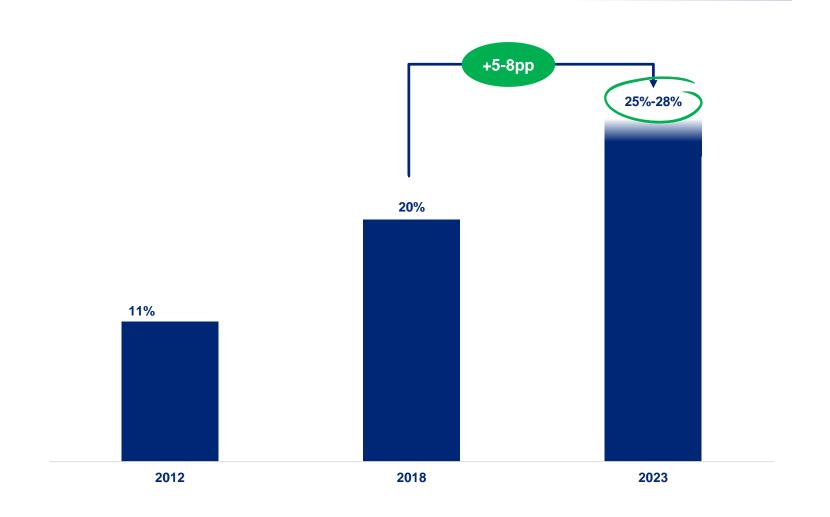
#### **Project studies underway**

- Mogalakwena expansion options
- Mototolo / Der Brochen life extension or expansion



#### FOCUS NOW ON THE NEXT PHASE OF VALUE DELIVERY...

Driving an uplift in EBITDA<sup>(21)</sup> margin (excluding expansion projects) at 2018 price/FX



Margin uplift

**5-8** percentage points

Time to implement

**3-5** years

#### **Driven by**

- Fast payback, value-enhancing project delivery
- Operational efficiency to beat best in class (P101)
- FutureSmart<sup>™</sup> technology and innovation

#### ...CONTINUING TO MINE IN A SOCIALLY RESPONSIBLE & SUSTAINABLE WAY

#### **Environmental incidents**

Level 3 to 5 since 2013 (22)

zero

#### Total waste to landfill

Reduction since 2013 (23)

83%

#### **Reduction in injuries**

TRCFR<sup>(11)</sup> reduction since 2013 <sup>(24)</sup>

**69**%

#### CO<sub>2</sub> emissions

Reduction since 2013 (25)

31%

#### **SO<sub>2</sub>** abatement investment

To global best practice (26)

\$175m

#### **Contribution to communities**

Total spend since 2013 (27)

**\$140**m

#### Global ESG recognition (28)









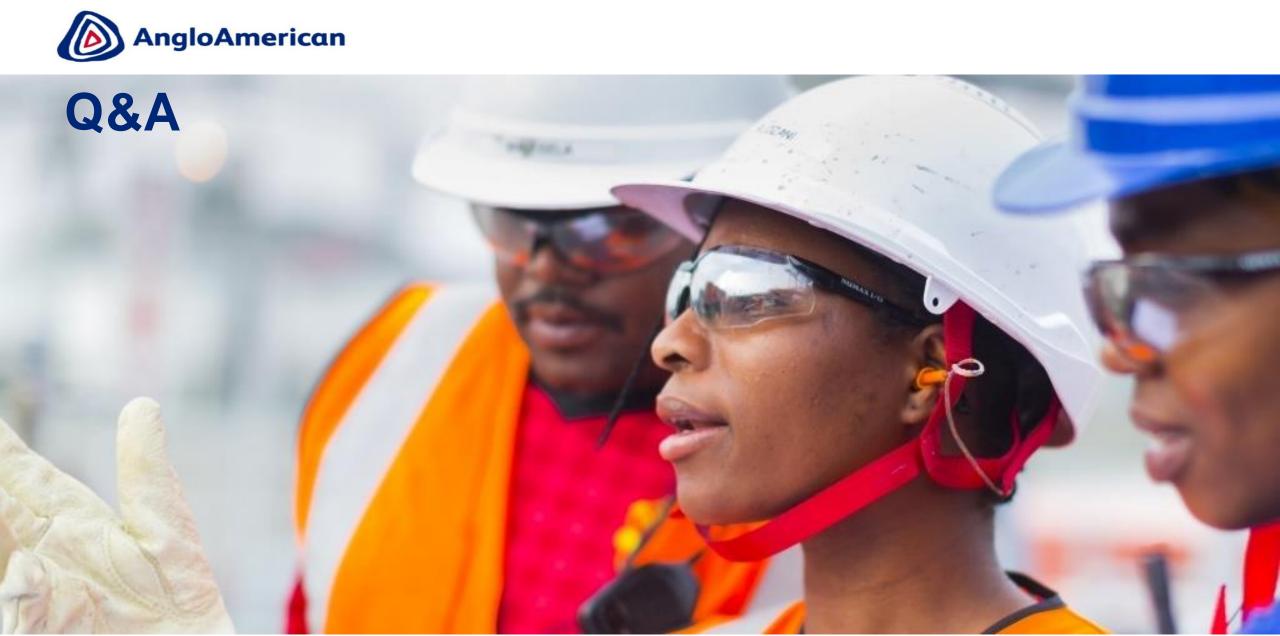




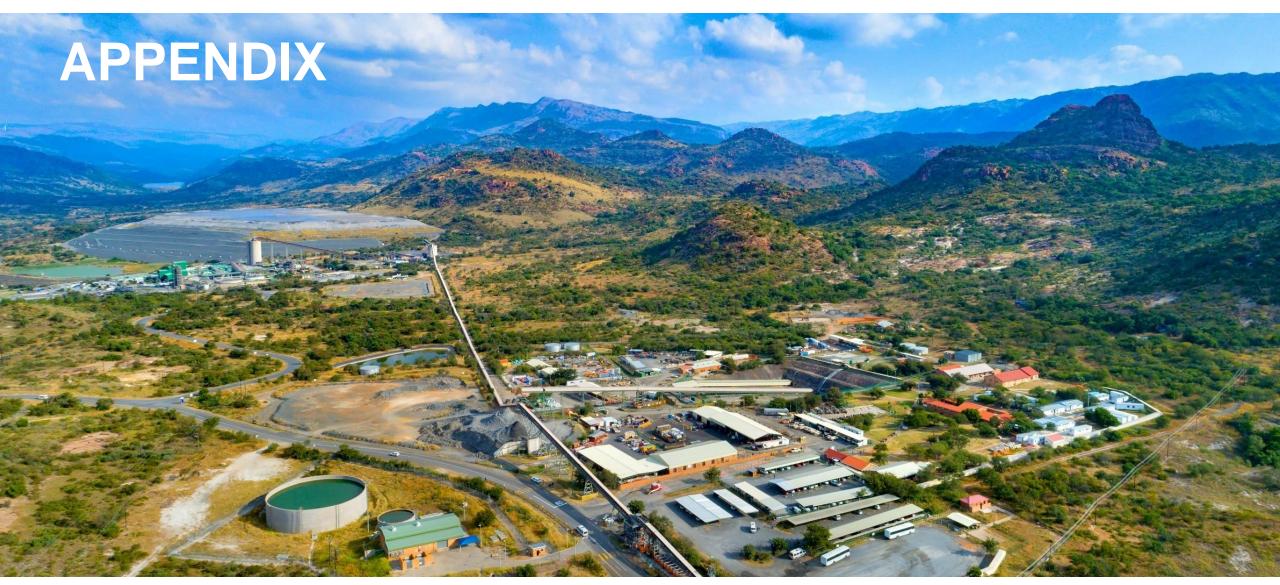
#### TO CONCLUDE...

- **✓** Zero fatalities YTD − remain focused on elimination of fatalities & improved safety
- **✓** Robust fundamentals leading to strong PGM basket price
- **✓** Own and operate the best assets, with the largest global PGM Mineral Resource
- ✓ Strong cash flow generation leading to a strong balance sheet
- **✓** Disciplined capital allocation paying a sustainable cash dividend
- **✓** ESG performance is a core strategic objective and receiving global recognition
- ✓ Continuous focus on the next phase of value delivery & studying growth options





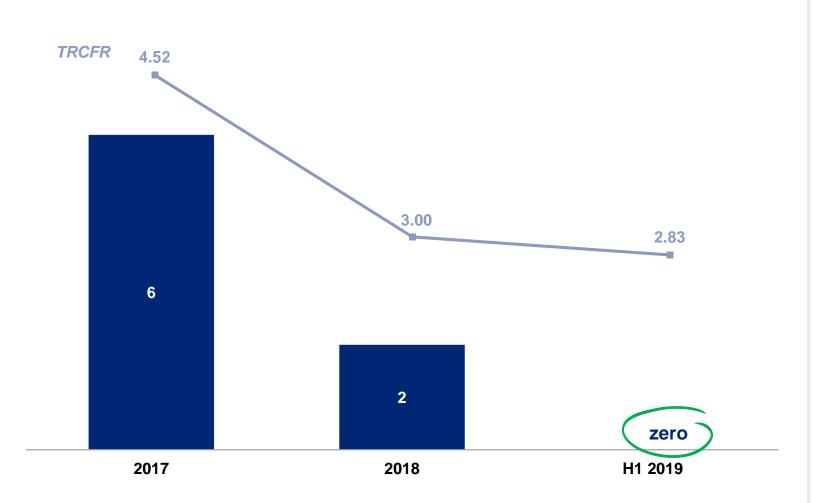




Real Mining. Real People. Real Difference.

#### **ELIMINATION OF FATALITIES REMAINS THE FOCUS**

Fatalities & total recordable case injury frequency rate (TRCFR)(11)



#### **Fatalities**

#### zero

at managed operations

#### Improving safety indicators

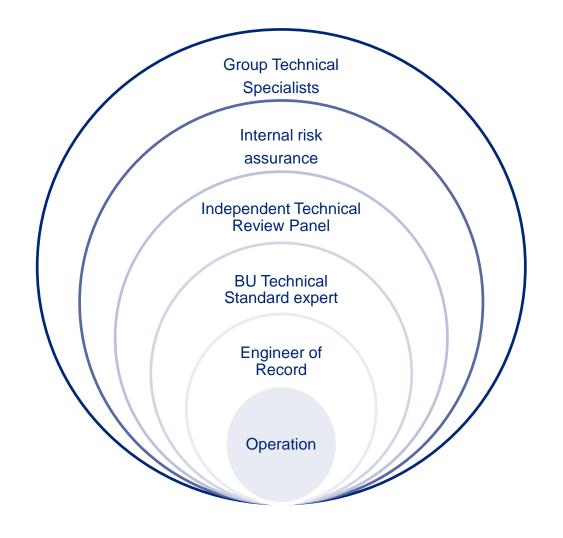
2.83

TRCFR<sup>(11)</sup> down 6% on 2018 full year

- Focus on the elimination of fatalities
- Robust operational risk management process in place
- Reporting and learning from high potential incidents

#### TAILINGS STORAGE FACILITY (TSF) MANAGEMENT

Industry leading dam safety management with multiple levels of oversight



#### **Own-managed TSFs**

9

4 upstream, 1 downstream, 1 hybrid, 3 dry stack

#### Levels of assurance & oversight

6

2 internal, 2 external, 2 independent

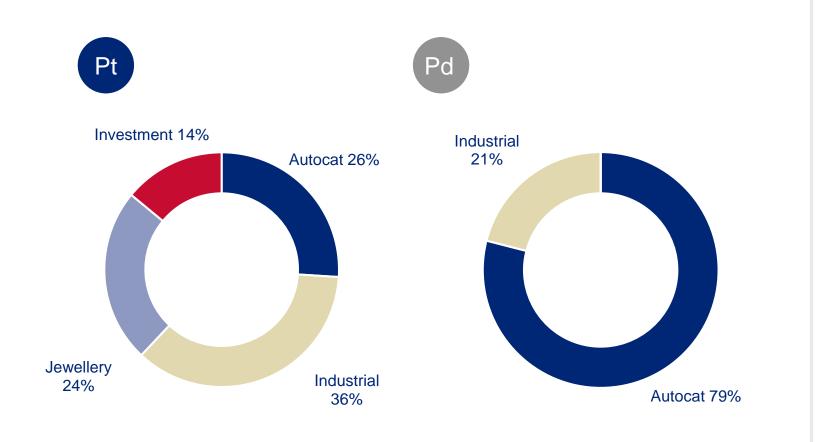
#### **Environmental incidents**(22)

zero

Level 4 to 5 since 2013

#### PLATINUM DEMAND BALANCED ACROSS 3 KEY DEMAND SEGMENTS

#### Forecast net demand 2019 (000 ounces)(29)



**Net platinum demand increase** 

10%

**Net palladium demand increase** 

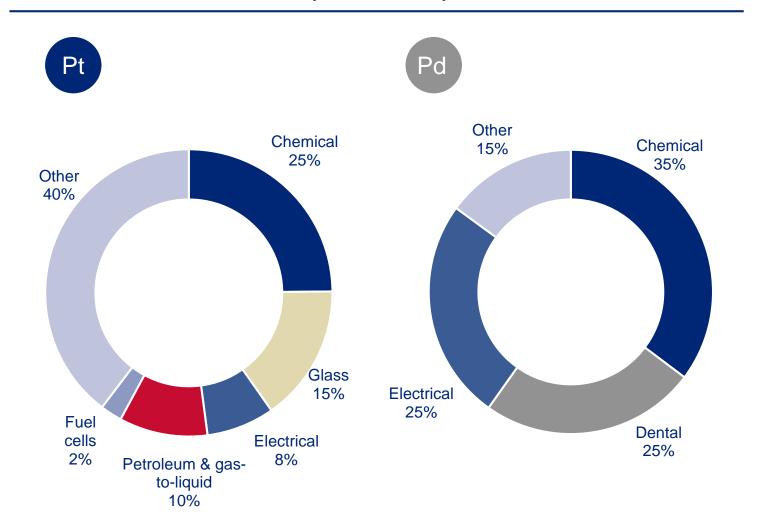
10%

Net rhodium demand increase

8%

#### INDUSTRIAL DEMAND REMAINS STRONG

#### Forecast net demand 2019 (000 ounces)(30)



#### Platinum outlook

# healthy

following 14% growth in 2018

Palladium outlook

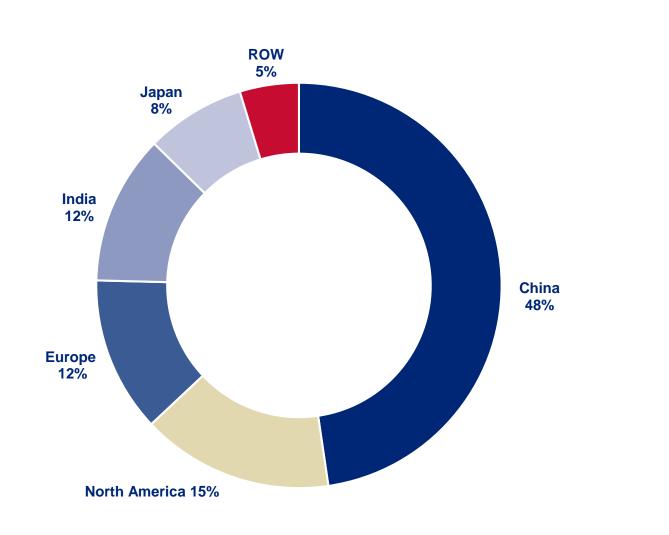
# neutral

**Rhodium outlook** 



#### **JEWELLERY: 2019 FORECAST MIXED**

Forecast net demand 2019 (000 ounces)(31)



China still challenging

# short term negative

Europe, Japan, North America

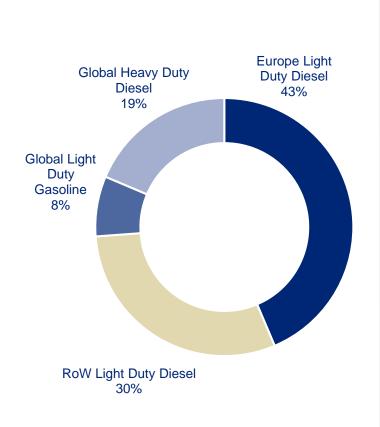
## neutral

**Strong growth from India** 

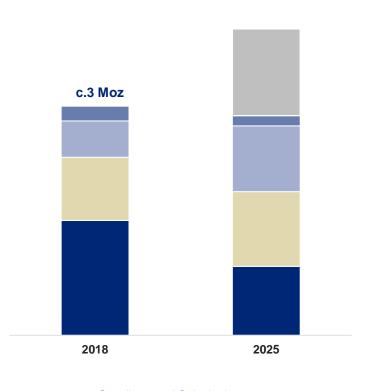
# strong positive

#### PLATINUM DEMAND FROM AUTOMOTIVE SECTOR RESILIENT

#### Platinum auto demand split<sup>(32)</sup>



#### Forecast platinum auto demand<sup>(33)</sup>



- Gasoline pt:pd Substitution at 10%
- Global Light Duty Gasoline
- Global Heavy Duty Diesel
- RoW Light Duty Diesel
- Europe Light Duty Diesel

#### **Total platinum demand decrease**

0.1%

CAGR over 2019-2025, excluding impact of substitution

Heavy duty diesel outlook

## strong positive

due to tighter emissions regulation and increased demand

Increase in palladium and rhodium prices could lead to

### substitution

of platinum into gasoline autocatalysts

#### FUEL CELL DEVELOPMENT ACCELERATING

# OEMs continue investing





- Hyundai Motor to invest €64m & Kia Motors to invest €16m in collaboration on high-performance EV and FCEV prototypes by 2020
- Audi to invest additional resources in hydrogen fuel-cell development to meet future zero-emission transportation needs, with a focus on the China
- Toyota to work with Chinese company Re-Fire Technology to deliver key fuel cell technology to China's FAW and Higer buses, as well as BAIC to provide fuel cell equipment and hydrogen tanks for use in buses

# Supply chain scaling







- Engine manufacturer, Cummins purchases fuel cell manufacturer, Hydrogenics Corporation for \$290m
- Bosch to cooperate with stack manufacturer, Powercell, in large-scale production of fuel cells for trucks and cars
- The Plastic Omnium Group opened two new hydrogen storage R&D centers to focus on emissions control and fuel systems, including high-pressure hydrogen tanks and fuel cells

# Significant orders placed & opportunities growing



• **German Transport Authority, RMV,** has ordered the world's largest fleet of passenger fuel cell trains from Alstom, offering an new way to decarbonise their transport system



• UK commits to eliminate all diesel-only trains from the nation's transport network by 2040 to reduce carbon emissions, creating a opportunity for the use of hydrogen passenger trains

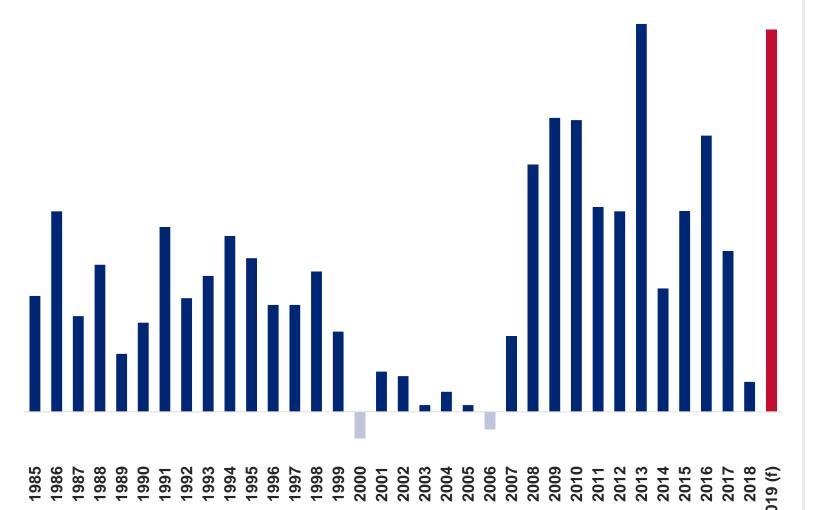
# Governments increasing support



- During the G20 summit in Japan, representatives from **Japan**, **Europe & US signed a joint statement of future cooperation** on hydrogen and fuel cell technologies
- UK commits to bring all greenhouse gas emissions to net zero by 2050, widening the opportunity for adoption of fuel cells powered by clean hydrogen across a number of applications
- Australian federal government promised A\$1bn in funding for their Hydrogen Strategy to fund research and commercial development in their hydrogen sector
- China to push ahead with the development of their hydrogen energy and fuel cell vehicle industry, as part of wider efforts to promote green energy in the world's largest auto market

#### **NET INVESTMENT IN PLATINUM CONTINUES**

Net platinum investment demand ('000 ounces)(34)



**Total platinum investment** 

~750koz

in H1 2019

**Total palladium disinvestment** 

140koz

in H1 2019

Platinum growth outlook

positive

due to market development

#### **OVERALL OUTLOOK FOR 3E PGM DEMAND POSITIVE**

#### Short to medium term...

#### ...longer term

**Platinum** 

Palladium & Rhodium

Other PGMs

Substitution into gasoline autocatalyst

Jewellery growth in India

Light duty vehicle growth in gasoline & hybrid

Clean chemistry

Growth in heavy duty & stricter emissions

Industrial applications growing

Stricter emissions legislation

Industrial demand growing

Hydrogen economy

Global economic growth

Decarbonisation through hybrid vehicles

Global economic growth

Electrification through fuel cell vehicles

Jewellery growth in China

Expanding demand for transport

New applications







Best PGM deposits in the world based in Southern Africa



South African Government has experience and understands importance of the mining industry



AAP adheres to the finalised Mining Charter – amended MPRDA has been withdrawn



All mining rights confirmed and converted – "Once empowered always empowered"



Black Economic Empowerment (BEE) status at 44.7% - above requirements with ongoing transformation



Much improved labour relations - wage negotiations remain ongoing



Eskom – has headwinds – looking at alternative power sources including solar

### **ALL-IN SUSTAINING COST (AISC)**

		Mogalakwena	Amandelbult	Unki	Mototolo	Joint ventures (AAP share)	Company (ex-trading) <sup>(26)</sup>						
	US\$ Costs (million)												
	Cash operating costs	322	380	77	79	161	1,769						
	Other costs and marketing	54	49	28	9	14	176						
	Capitalised waste costs	80	-	-	-	-	80						
	Sustaining capital	59	19	7	11	10	126						
а	Total Cost	516	448	112	98	185	2,152						
	Total revenue excluding platinum revenue												
	PGMs excluding platinum	488	271	76	83	170	1,463						
	Base metals, chrome and other	96	46	18	3	4	167						
b	Total revenue ex. platinum	584	317	94	87	174	1,630						
c = a - b	All-in sustaining costs	(68)	131	18	12	11	522						
d	Platinum ounces sold (000)	231.3	194.4	39.7	50.3	95.9	1,009.4						
e = c ÷ d * 1,000	AISC per platinum ounce sold	(292)	672	456	237	116	517						

#### **RAND BASKET PRICE**

		Mogalakwena	Amandelbult	Unki	Mototolo	JVs (AAP share)	Other <sup>(27)</sup>	Company (ex-trading) <sup>(28)</sup>	
	Net sales revenue (\$ million)								
	from platinum	192.7	161.7	33.0	41.8	79.8	330.5	839.6	
	from palladium	400.5	142.4	55.8	49.5	100.1	324.7	1,073.0	
	from rhodium	48.5	102.2	11.9	26.2	55.2	179.4	423.3	
	base metals & other	134.2	76.7	26.3	10.7	18.9	108.0	374.7	
а	Total revenue	775.9	483.0	126.9	128.3	254.0	942.6	2,710.7	
	Sales volume (000 ounces)								
b	platinum ounces sold	231.3	194.4	39.7	50.3	95.9	397.9	1,009.4	
	other PGMs sold	339.8	182.1	52.5	58.0	116.1	402.1	1,150.6	
С	Total PGMs sold	571.1	376.4	92.1	108.2	212.0	800.0	2,160.0	
$d = a \div b * 1,000$	US\$ basket per platinum ounce	3,354	2,485	3,200	2,552	2,648	2,369	2,685	
$e = a \div c * 1,000$	US\$ basket per PGM ounce	1,358	1,283	1,377	1,185	1,198	1,178	1,255	
f	US Dollar / ZAR exchange rate	14.26	14.26	14.26	14.26	14.26	14.26	14.26	
g = d x f	Rand basket per platinum ounce	47,841	35,450	45,646	36,403	37,770	33,793	38,305	
h = e x f	Rand basket per PGM ounce	19,376	18,303	19,646	16,907	17,089	16,806	17,901	

#### **FOOT NOTES**

- (1) Source: Bloomberg, company disclosure, Company analysis
- (2) Mineral Resources classified as Measured, Indicated and Inferred, inclusive of Ore Reserves
- (3) Return on Capital measure defined by Bloomberg as [(Net income + Minority Interest + Interest Expense)\*(1-Effective Tax Rate/100)] / Average Total Capital \* 100
- (4) Revenue calculated as annualised H1 2019 revenue of R42.8billion, translated at the average achieved FX rate of 14.26 ZAR:1 USD
- (5) Market Capitalisation as at 11 September 2019 of R228.779 billion, translated at the average achieved FX rate of 14.26 ZAR:1 USD
- (6) Source: Johnson Matthey
- (7) Source: LMC Automotive
- (8) ICE stands for Internal Combustion Engine
- (9) Source: Johnson Matthey, Company analysis
- (10) Source: Johnson Matthey, SNL, Company analysis
- (11) Total recordable case injury frequency rate (TRCFR) is a measure of the rate of all injuries requiring treatment above first aid per 1,000,000 hours worked
- (12) ESG stands for environmental, social and governance
- (13) Sustainalytics is a global leader in ESG and Corporate Governance research and ratings. Over the last 25 years, they have brought together leading ESG research and client servicing professionals. Today, Sustainalytics supports hundreds of the world's foremost investors who incorporate ESG and corporate governance insights into their investment processes.
- (14) ROCE stands for return on capital employed
- (15) Net cash position at 30 June 2019 was R6.0billion, translated at the period end FX rate of 14.17 ZAR:1 USD.
- (16) Total cash dividends paid equates to H2 2018 dividend paid of R2.0 billion and H1 2019 dividend paid of R3.0 billion, translated at the period end FX rate of 14.17 ZAR:1 USD
- (17) Life of mine estimated based on current production levels. Despite the long life of mine, the Company will need to renew mining rights in c.20 years.
- AISC stands for all-in sustaining costs: defined as cash operating costs, overhead costs, other income and expenses, all sustaining capital expenditure, capitalised waste stripping and allocated marketing and market development costs net of revenue from all metals other than platinum
- (19) Free cash flow is defined as cash flow from operations, less capital, less project capital, less cash tax and net interest paid
- (20) All numbers translated at the average achieved FX rate of 14.26 ZAR:1 USD
- (21) EBITDA stands for earnings before interest, tax, depreciation and amortisation
- Level 4-5 environmental incidents are defined as high or major impact to the receiving environment, and have high or major sensitivity to the impact. Anglo American has redefined its environmental incidents scale with levels 4 and 5 incidents now classified as high and major significant incidents (previously defined as level 3 to 5)
- (23) Total waste to landfill reduction from 2013 to H1 2019 annualised
- (24) TRCFR figure reduction from 2013 to H1 2019
- (25) CO<sub>2</sub> emissions reduction from 2013 to H1 2019 annualised
- (26) Total investment into SO<sub>2</sub> abatement of R2.5bn, translated at the average achieved FX rate of 14.26 ZAR:1 USD
- (27) Total spend of R2.0bn since 2013, translated at the average achieved FX rate of 14.26 ZAR:1 USD
- Global recognition includes highest rating scores achieved on environmental and social aspects from ISS-Oekom, included in the FTSE4Good Index since June 2015; first place ranking by Sustainalytics on ESG in the precious metals sector globally; best Emerging Market performer as rated by Vigeo Eiris; and included in the FTSE/JSE Responsible Investment Index
- (29) Source: Johnson Matthey
- (30) Source: Johnson Matthey
- (31) Source: Johnson Matthey, Platinum Guild International
- (32) Source: LMC Automotive
- (33) Source: Johnson Matthey, LMC Automotive, Company analysis
- (34) Source: Johnson Matthey, Bloomberg, Company analysis