

Business objectives

	Exxaro		Kumba Resources		
	Target	Actual 2006	Actual 2005	Actual 2004	Actual 2003
Financial targets¹					
Non-financial targets					
Safety					
– number of fatalities	0	6	4	2	4
– lost-time injury frequency rate (per 200 000 hours)	0,30	0,42	0,52	0,51 ²	0,42 ²
Safety, health and environmental certification (number)	14	10	10	8	2
Employment equity					
– management (2008) (%)	40	35	32	28	20
– women (2008) (%)	10	11	13	12	10
HIV/Aids voluntary counselling at all sites (2008) (%)	95	41	54	40	
Human resources development (% spend of payroll)	6,0	5,1	6,3	5,7	5,7
Procurement from HDSA companies (%)	25	37	24	16	
HDSA ownership (%)					
2008	15	56			
2014	26	56			

¹ Financial targets are to be re-set with reference to a peer group of companies based on Exxaro's commodity portfolio subsequent to the empowerment transaction and the further acquisition of Namakwa Sands and an interest in Black Mountain/Gamsberg.

² Recalculated per 200 000 hours worked.