

BUSINESS OBJECTIVES

Financial targets	Target	Page	Actual 2005	Actual 2004	Actual 2003
• Return on equity (ROE) (%)	25 ¹	Foldout	33	12	12
• Return on capital employed (ROCE) (%)	28 ¹	Foldout	59	17	12
• EBITDA interest cover (times)	>4	Foldout	20	7	6
Operational targets					
• Business improvement programme (revenue-enhancement and cost-saving initiatives)	R800 million contribution to net operating profit from FY2006. (Revised to R1 422 million in 2005)	29	Additional 735 initiatives implemented – value of R1 022 million	538 initiatives implemented – value R400 million	Cost increases below inflation
Non-financial targets					
• Safety					
– number of fatalities	0	74	4	2	4
– lost-time injury frequency rate (per 200 000 hours)	0,35	74	0,52	0,51*	0,42*
• Safety, health and environmental certification (number)	10	74	10	8	2
• Employment equity					
– management (2008) (%)	40	80	32	28	20
– women (2008) (%)	10	80	13	12	10
• HIV/Aids voluntary testing and counselling at pilot sites (2006) (%)	95	81	54	40	–
• Human resources development (% spend of payroll)	6,0	82	6,3	5,7	5,7
• Procurement from HDSA companies (%)	18	82	24	16	–
• HDSA ownership (%) 2008	15	16	58[†]		
2014	26	16	58[†]		

¹ Benchmarked against the upper quartile of a peer-group comparison.

* Recalculated per 200 000 hours worked.

† Projected ownership once empowerment transaction is finalised in 2006.