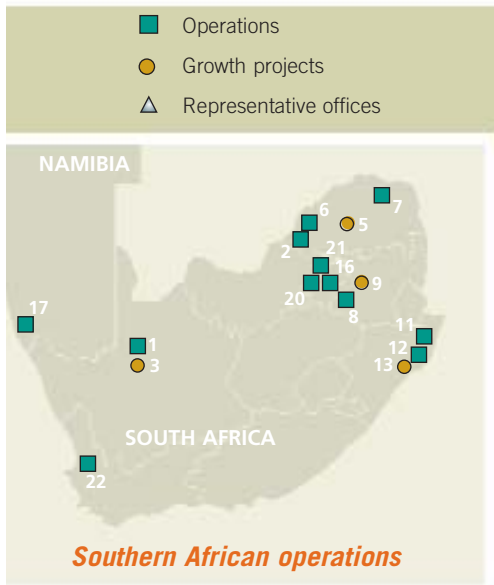
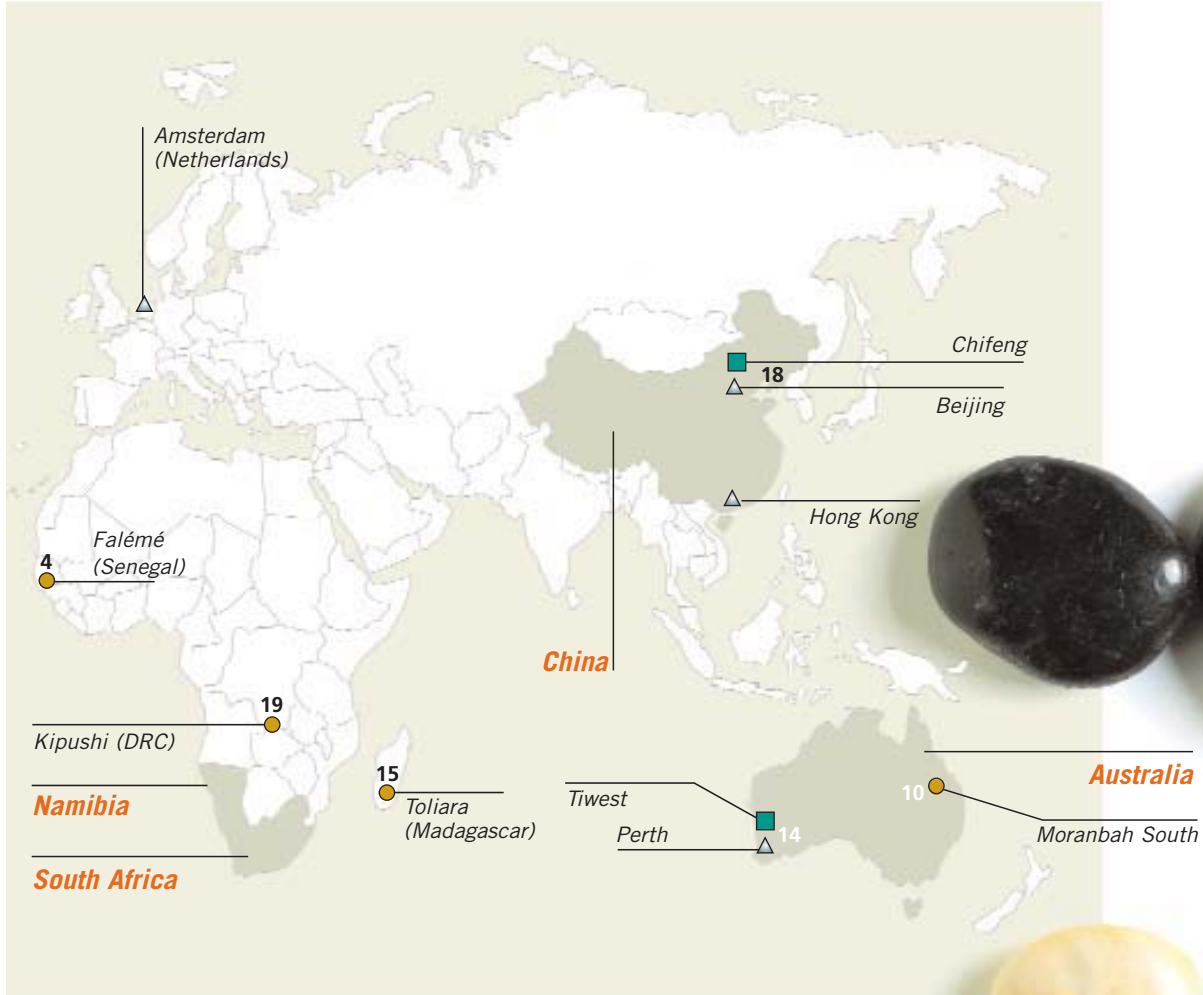


KUMBA'S GEOGRAPHICAL LOCATIONS



- Operations**
 - Growth projects**
 - Representative offices**
- Iron ore**
 - 1 Sishen
 - 2 Thabazimbi
 - 3 Sishen South
 - 4 Falémé
 - 5 Zandriverspoort (JV)
 - Coal**
 - 6 Grootegeluk
 - 7 Tshikondeni
 - 8 Leeuwpan
 - 9 Inyanda (JV)
 - 10 Moranbah South (JV)
 - Heavy minerals**
 - 11 Empangeni smelter
 - 12 Hillendale
 - 13 Fairbreeze
 - 14 Tiwest (JV)
 - 15 Toliara
 - Base metals**
 - 16 Zincor
 - 17 Rosh Pinah
 - 18 Chifeng
 - 19 Kipushi (JV)
 - Industrial minerals**
 - 20 Glen Douglas
 - 21 Kumba FerroAlloys
 - 22 Bridgetown (JV)