

SUSTAINABLE DEVELOPMENT SUMMARY

Sustainable development underpins the way Kumba does business. It is reflected in a formal charter that defines our goals and commitment to stakeholders; in the structures that ensure sustainable development policies are cascaded throughout the group; in the integration of sustainable development as a measurable performance indicator in the economic, social and environmental aspects of our business.

SUSTAINABLE DEVELOPMENT VISION

To be the vehicle through which stakeholder interests are integrated into Kumba's mining activities to ensure that all mineral resources are responsibly and ethically managed for the benefit of current and future stakeholders.

MISSION

The Kumba sustainable development function will:

- Ensure that effective stakeholder engagement occurs at national, regional and local levels
- Ensure integration between all departments to manage the social, economic and environmental impacts throughout Kumba's sphere of influence among our national, regional and local stakeholders
- Ensure that effective socio-economic development occurs at all levels by providing meaningful and significant technical, financial and in-kind resources
- Ensure that Kumba's image as a socially-responsible company is enhanced in the global community.

SUSTAINABLE DEVELOPMENT POLICY

Kumba understands the importance of long-term business sustainability and guarding against a short-term focus to survive in the modern global business world. As a mining group, the challenge we face is to demonstrate that the way we approach our business contributes to sustainable development: that social, environmental and economic impacts of mining – both positive and negative – are accounted for and managed in a transparent and accountable way.

A formal policy sets out the Kumba standards and guidelines for sustainable development, focused on:

- Financial
- Governance, ownership and control
- Resource utilisation
- Workplace
- Environmental
- Community and external stakeholders
- Suppliers
- Customers.

GUIDING PRINCIPLES

Kumba has adopted a set of guiding principles, compiled from research into best practices and debate with Kumba leadership. These principles apply to existing business units and will apply to all new business units and mining projects:

- Balance responsibility with financial returns and affordability
- Follow a value-driven approach
- Be proactive but practical about transparency
- Use consultation to create a better outcome
- Create short- and long-term benefits
- Be consistent throughout the company
- Implement global principles with local projects
- Balance the interests of different stakeholders
- Acknowledge the role of government
- Co-operate with other companies and organisations
- Sustainability should enhance the corporate brand
- Manage the cost/benefit relationship to ensure affordability.