

SUSTAINABILITY PERFORMANCE

YEAR-ON-YEAR

| Performance indicator | F2018 | F2017** | F2016** | F2015** | F2014** |
|--|-------------------|------------|------------|------------|------------|
| Economic and related core baseline indicators | | | | | |
| Sales (Rm) | 22 120 | 21 298 | 19 072 | 19 824 | 23 785 |
| Taxes (Rm) | 2 023 | 858 | 478 | 860 | 1 893 |
| Headline earnings (Rm) | 4 814 | 3 196 | 1 051 | 1 744 | 4 108 |
| EBITDA from continuing operations (Rm) | 8 024 | 6 372 | 3 964 | 4 994 | 8 459 |
| Net cost of products and services (Rm) | 9 695 | 10 816 | 10 891 | 10 808 | 11 093 |
| Wealth created (Rm) | 13 571 | 8 622 | 6 276 | 7 217 | 11 797 |
| Number of environmental administrative penalties/fines | 0 | 0 | 0 | 0 | 3 |
| Employee indicators (100% basis) – as at 30 June 2018* | | | | | |
| Total number of ARM employees and contractors | 21 862 | 24 106 | 23 128 | 27 276 | 27 236 |
| – Employees (permanent) | 12 420 | 13 218 | 13 793 | 15 080 | 15 250 |
| – Contractors (mainly used in capital projects) | 9 442 | 10 871 | 9 319 | 12 141 | 11 953 |
| – Expatriates | 0 | 17 | 16 | 55 | 33 |
| Employee turnover (excluding contractors) (%) | 6.9 | 1.1 | 15 | 11.5 | 1.6 |
| Investment in employee training and development | | | | | |
| – Total expenditure (Rm) | 239 | 180 | 184 | 232 | 196 |
| – % of payroll | 8.8 | 6 | 6.9 | 8.3 | 8.7 |
| Employment equity† (% representation of previously disadvantaged groups among permanent employees) | | | | | |
| – Top management | 56 | 42 | 38 | 38 | 38 |
| – Senior management | 50 | 49 | 49 | 44 | 40 |
| – Professionally qualified | 64 | 60 | 57 | 54 | 51 |
| – Technically qualified | 75 | 71 | 68 | 67 | 65 |
| Lost Time Injury Frequency Rate (LTIFR)* (200 000 man-hours) | 0.38 | 0.28 | 0.32 | 0.35 | 0.37 |
| Reportable/serious accidents | 68 | 47 | 60 | 78 | 66 |
| Number of lost man days due to industrial action | 5 904 | 0 | 3 024 | 0 | 172 221 |
| Environmental indicators (100% basis)† | | | | | |
| Total water withdrawn (m ³) (municipal, surface and groundwater) | 18 296 551 | 14 295 993 | 19 066 300 | 18 334 106 | 19 408 464 |
| Energy usage | | | | | |
| – Electricity (MWh) | 1 656 263 | 1 784 491 | 1 820 802 | 2 102 451 | 2 144 894 |
| – Diesel (000 litres) | 94 234 | 87 494 | 91 974 | 99 812 | 92 013 |
| Emissions (Attributable*) | | | | | |
| Carbon emissions (equivalent tonnes CO ₂) | | | | | |
| – Scope 1 and 2 | 1 026 249 | 1 047 418 | 1 077 746 | 1 246 131 | 1 228 656 |
| – Scope 1 | 235 354 | 226 744 | 226 972 | 322 034 | 307 332 |
| – Scope 2 | 790 895 | 820 674 | 850 774 | 924 097 | 921 325 |
| Direct emissions (smelters): | | | | | |
| – CO ₂ e direct emissions (tonnes) | 207 584# | 311 497 | 292 120 | 431 708 | 476 327 |
| – NO _x (tonnes) | 461# | 437 | 405 | 601 | 838 |
| – SO _x (tonnes) | 312# | 346 | 316 | 386 | 605 |
| – Particulate matter (tonnes) | 202# | 242 | 216 | 237 | 182 |
| Corporate Social Responsibility (100% basis) | | | | | |
| Total community upliftment and Corporate Social Responsibility (Rm) | 167.0 | 122.8 | 105.9 | 169.3 | 282.5 |
| – CSI (Rm) | 20.5 | 22.1 | 18.0 | 54 | 134.6 |
| – LED (Rm) | 135.3 | 92.5 | 80.5 | 103.6 | 141.9 |
| – ARM BBEE Trust Projects (Rm) | 11.2 | 8.2 | 7.4 | 11.7 | 5.9 |

Non-financial data is stated on a 100% basis, unless otherwise indicated.

* Total number of ARM employees, contractors and expatriates as at 30 June 2018.

** Financial data is based on segmental reporting for continuing operations.

• LTIFR: injury rates are measured per 200 000 man-hours and include both ARM employee and contractor incidents.

† F2018 environmental data excludes Lubambe Mine.

^ Values attributable to shareholding percentages.

Direct emissions as a result of smelting operations at Cato Ridge Works only. No smelting operations were conducted at Machadodorp Works during F2018.