

FACT SHEET

# IMPALA



RESPECT, CARE  
AND DELIVER



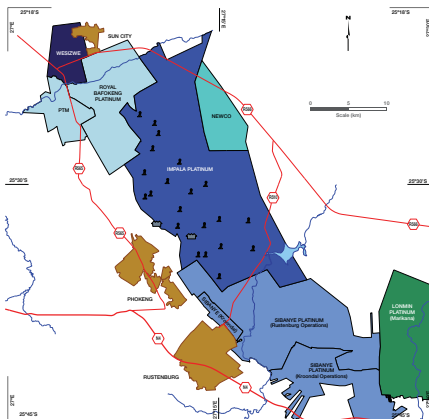
Impala, Implats' 96% owned primary operational unit, has operations situated on the western limb of the world-renowned Bushveld Complex near Rustenburg in South Africa. This operation comprises a multi-shaft mining complex and concentrating and smelting plants. The base and precious metals refineries are situated in Springs, east of Johannesburg. In FY2020, Impala produced 1.3 million 6E ounces.

## GEOLOGY

Both the Merensky and UG2 Reefs, which are contained in the Rustenburg Layered Suite, a well-layered ultramafic to mafic igneous succession on the two billion year-old Bushveld Complex, are present throughout the lease area.

Both reefs sub-outcrop on the mining area and dip approximately 10 to 12 degrees towards the centre of the complex, although locally dips may increase to 15 degrees. The vertical separation between the Merensky and UG2 reefs varies from about 125 metres in the south to some 45 metres in the north.

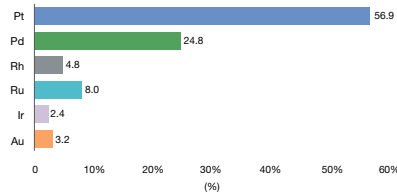
**Regional locality map showing PGM mineral rights and infrastructure around Impala**



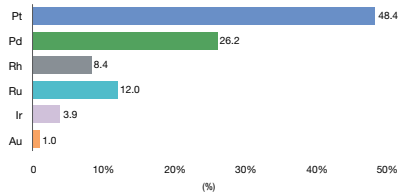
## MINERAL RESOURCES AND RESERVES

Mineral Resources as at 30 June 2020						
Impala	Category	Tonnes (Mt)	Width (cm)	4E Grade (g/t)	6E Grade (g/t)	6E (Moz)
Merensky	measured	116.2	121	6.29	7.02	26.2
	indicated	68.8	104	6.43	7.18	15.9
	inferred	11.2	99	7.33	8.18	3.0
UG2	measured	148.1	95	5.55	6.61	31.5
	indicated	70.5	95	5.51	6.56	14.9
	inferred	12.4	95	5.36	6.38	2.6
	<b>Total</b>	<b>427.3</b>		<b>5.93</b>	<b>6.84</b>	<b>93.9</b>
Mineral Resources (tailings) as at 30 June 2020						
	Category	Tonnes (Mt)		4E Grade (g/t)	6E Grade (g/t)	6E (Moz)
1 & 2 tailings complex	indicated	50.1		0.71	0.81	1.3
Mineral Reserves as at 30 June 2020						
	Category	Mill Tonnes (Mt)	Width (cm)	4E Grade (g/t)	6E Grade (g/t)	6E (Moz)
Merensky	proved	8.2	142	3.47	3.87	1.0
	probable	46.2	139	3.75	4.19	6.2
UG2	proved	13.7	115	3.59	4.27	1.9
	probable	49.5	114	3.48	4.14	6.6
	<b>Total</b>	<b>117.5</b>		<b>3.60</b>	<b>4.15</b>	<b>15.7</b>

### Impala Merensky 6E metal ratio as at 30 June 2020 (%)



### Impala UG2 6E metal ratio as at 30 June 2020 (%)



Merensky and UG2 metal ratios derived from the estimated five-year historic mill feed control samples.

## MINING

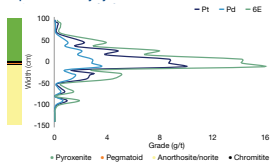
Impala holds contiguous mining and prospecting rights over a total area of 29 773 hectares.

The Merensky and UG2 reefs are mined concurrently and the mining method is predominantly conventional breast mining. Mining currently extends to a depth of around 1 000 metres. The stoping width for Merensky Reef is typically about 1.3 metres, whilst that for UG2 is about 1.1 metres. Panel lengths vary from 15 to 30 metres for both Merensky and UG2 reefs.

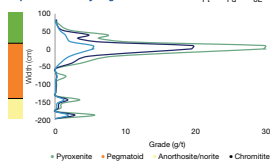
## METALLURGY

Mineral Processes houses the concentrator and smelter operations and is located on the mine property in Rustenburg. Ore is allocated to either the UG2 plant, for higher chromium grade material, or to the central concentrator for Merensky ore. PGMs in Merensky ore are recovered at around 89%, while those in UG2 are recovered at around 79%. The smelter operation treats concentrate from both streams, as well as toll material. The resultant matte is transported to the refineries located in Springs which comprises a Base Metal Refinery (BMR) and a Precious Metal Refinery (PMR).

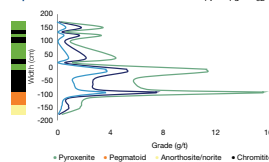
Impala - Merensky Pyroxenite - Reef



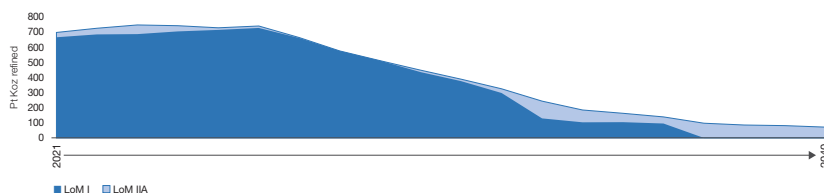
Impala - Merensky Pegmatoid - Reef



Impala - UG2



Impala 20-year estimated LoM platinum ounce profile as at 30 June 2020 (%)



## VALUE-FOCUSED STRATEGY

The Group's strategic review of 2018 identified the restructuring of loss-making operations at Impala Rustenburg's mining complex and repositioning to the lower half of the cost curve as a strategic imperative. Gains in productivity, safety and efficiency have resulted in an upward revision to the planned production profile at the operation.

- Sustained operational and cost improvements at 12 and 14 shafts have seen these shafts meet operating and cost thresholds and they now fully warrant continued operation
- Life-of-mine at 1 Shaft has been extended for three years at a production rate of 80koz 6E per annum
- 9 Shaft is scheduled to close in H1 FY2021
- Both growth shafts (16 and 20) are ramping up to deliver approximately 550koz 6E at full production in October 2022, slightly delayed due to the Covid-19 pandemic

The focus is on maintaining operational delivery:

- Effective cost management at high-cost shafts
- Addressing flexibility constraints at mature shafts
- Increasing face length at long-life shafts
- Ramping up growth shafts

## SUSTAINABLE DEVELOPMENT

Impala focuses on addressing social, economic and environmental issues that are seen as having a material impact on the long-term success of the business, the sustainability of the economy, the environment and the communities in which we operate or that are important to key stakeholders. The pursuit of sustainable development and zero harm are seen as competitive imperatives.

## BLACK ECONOMIC EMPOWERMENT

A landmark agreement securing Impala's access to mineral rights for a period of 40 years was signed with the Royal Bafokeng Nation (RBN) in 1999. In terms of this agreement the RBN was entitled to royalties from the mined metals. A new agreement, finalised in 2007, resulted in the royalty being converted into equity, making the RBN the largest shareholder in Implats with board representation. In terms of the agreement, Impala agreed to pay RBN all royalties due to them amounting to R12.5 billion. The RBN, through Royal Bafokeng Holdings Limited (RBH), used the R12.5 billion to subscribe for 75.1 million Implats shares giving them a 13.2% share in the holding company. During FY2016, the RBH sold 5% of these shares, and subsequently in 2019 the remaining shareholding. In 2015, 4% of Impala shares were issued to employees (ESOP transaction), leaving Implats with a 96% attributable interest in Impala.

## HISTORY

Hans Merensky first discovered platinum in the Bushveld Igneous Complex in 1924. Union Corporation bought the Impala Prospecting Company in the following year during which the first six boreholes were drilled.

The first vertical shaft was developed in 1967 and Impala Platinum Limited was created as a subsidiary of Union Corporation on 26 April 1968.

Initial production commenced on 22 July 1969 after a mining lease over land predominantly held by the then Bafokeng Tribe (now the Royal Bafokeng Nation) was granted in 1968.

Initially, Impala mined the Merensky Reef and mining on the UG2 chromitite layer only began in the early 1980s as the technology to smelt higher chrome ore was developed.

By the early 1990s, 13 vertical shafts were in operation and Impala was producing in the region of one million platinum ounces per annum. Shaft sinking at the new generation shafts (16, 17 and 20) commenced in the mid-2000s.

## IMPALA – KEY STATISTICS



		FY2020	FY2019
<b>Production</b>			
Tonnes milled ex mine*	(000t)	9 635	11 211
% Merensky milled*	(%)	45.6	43.1
Headgrade (6E)*	(g/t)	3.91	3.99
6E refined production	(000oz)	1 115	1 298
6E refined production (stock-adjusted)	(000oz)	1 270	1 391
<b>Labour efficiency</b>			
Tonnes milled per employee costed* (t/man/annum)		245	289
<b>Cost</b>			
<b>Mining cost of sales</b>	(Rm)	(21 302)	(20 045)
Mining operations	(Rm)	(12 414)	(12 878)
Smelting and processing operations	(Rm)	(2 165)	(2 096)
Refining operations/marketing	(Rm)	(934)	(993)
Change in metal inventories	(Rm)	(508)	(2 330)
Other	(Rm)	(5 281)	(1 748)
<b>Total cost</b>	(Rm)	16 753	17 045
	(US\$m)	1 069	1 201
<b>Unit costs</b>	(R/t)	1 739	1 520
per tonne milled	(US\$/t)	111	107
per 6E ounce refined	(R/oz)	13 190	12 256
	(US\$/oz)	842	864
per 6E ounce refined (stock adjusted)	(R/oz)	15 021	13 130
	(US\$/oz)	958	925
<b>Financial ratios</b>			
Gross margin ex mine	(%)	29.5	6.9
EBITDA	(Rm)	11 606	4 507
<b>Capital expenditure</b>			
	(Rm)	1 758	2 006
	(US\$m)	112	141
<b>Safety</b>			
LTIFR	(pmmhw*)	5.06	5.42
FIFR	(pmmhw*)	0.053	0.049
<b>Labour complement</b>			
Own employees	(no)	28 754	28 258
Contractors	(no)	10 621	11 265

\* Average working cost employees including contractors

+ Per million man hours worked



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