QUARTERLY UPDATE

MARCH 2019

#MakingMiningMatter

A PUBLICATION PRODUCED BY THE MINERALS COUNCIL SOUTH AFRICA FOR MEMBERS

MINERALS COUNCIL SOUTH AFRICA

Impala Platinum - Rustenburg Operations

CONTENTS

FROM THE CEO


Anglo American Platinum - Mogalakwena

Dear all,

Though 2019 has seemingly only just begun, it has been an eventful couple of months for the mining industry and for South Africa.

Roger Baxter
Chief Executive Officer

A highlight was President Cyril Ramaphosa's State of the Nation Address on 9 February. It was a compelling indication that South Africa is in good political hands with its acknowledgment of the economic risks we face, including the state of Eskom, the commitment to intensify the fight against corruption, and the detailed vision and plans to address the country's myriad social and economic challenges.

The impact of President Ramaphosa and Mineral Resources Minister Gwede Mantashe is reflected in the recently-published 2018 Fraser Institute survey of mining companies, an important indicator of investor perceptions of mining jurisdictions' geological and regulatory standing.

South Africa fares significantly better in 2018 than it has done in recent years. In the critical Policy Perception Index (PPI), which measures overall policy attractiveness, South Africa was ranked in 56th position out of 83 jurisdictions for which adequate feedback was received, compared with 81st out of 91 a year ago. However, South Africa does still need to get back into the top third of these standings if the mining industry is to meet its full potential.

However, events surrounding Eskom only serve to highlight the depths of the institutional failure wrought on our country's institutions by almost a decade of misgovernance. It also highlights how critical are the good political hands, and how much

MINERALS COUNCIL
SOUTH AFRICA

MARCH 2019

#Making MiningMatter

CONTENTS

work it is going to take by them to repair the damage done.

On short-term power issues, the Minerals Council has had to be in close contact with Eskom leadership to impress upon the organisation the continuing need for a significant degree of certainty regarding supply times, as random power outages do severe damage to operational planning. More importantly, unscheduled power outages applied with inadequate notice carry potential safety risks.

We have engaged Public Enterprises Minister Pravin Gordhan on coal supply challenges caused by Eskom's procurement failures and our efforts to resolve this. We nominated 20 mining company engineers, in partnership with the Energy Intensive User Group of Southern Africa, to help conduct peer reviews of some Eskom power stations. This shows our real commitment to driving a positive agenda for the country.

The other issue involving Eskom in recent weeks was the Minerals Council's strong opposition to the SOE's request to the National Electricity Regulator of South Africa for three years of 15% tariff increases. We brought to Nersa's attention the potential negative impacts of such increases on the future of the industry. The national employer's federation, Busa, to which we are affiliated, also made a spirited presentation on the potential impacts on the economy as a whole of Eskom's proposed tariff increases.

In the end, Nersa's decision to award increases of 9.4% (plus 4.4% already awarded), 8.1% and 5.2% suggests that these representations had some impact. But they are still beyond what we would have preferred.

The decision by Finance Minister Tito Mboweni in his annual Budget to bail out Eskom by allocating R23 billion a year for the three-year budgetary cycle, with no doubt more to come, would appear to show that business's words have been heard. It should also help prevent the collapse of what is currently an irreplaceable organisation.

However, this imposes on the fiscus additional spending that burdens the people of South Africa by displacing other service delivery resources. And this short-term rescue job will not have the desired impact if Eskom is prevented by political considerations from taking the range of steps needed to restructure and to enhance the organisation's efficiencies.

The Minerals Council also appreciates the opportunities it has had to interact with the political and organisational leadership regarding Eskom. However, once again, those interactions have confirmed just how serious is the situation Eskom, our industry and South Africa are in. It reinforces our awareness of the need for continuing mutual co-operation.

For the Minerals Council and the industry, the 2019 Mining Indaba was an important opportunity again to present itself to the world and to influence the mining agenda in the year ahead.

Kumba - Kolomela

The Minerals Council convened no fewer than four media briefings, issued eight media releases, and had widespread social media engagements. The "state of the industry" briefing included the release of the 2018 Facts and Figures booklet, the launch of the National Platinum Strategy, an assessment of community relations challenges in mining, and an important session on junior and emerging miners.

The week began with the tripartite signing of the Mining Leadership Compact which can be found through https://www.mineralscouncil.org.za/downloads/search. The Indaba was notable for the presence throughout of Minerals Resources Minister Gwede Mantashe, and the first Indaba address by a South African President. President Ramaphosa's and Minister Mantashe's contributions were very helpful.

On the international front, the Minerals Council sent to the people of Brazil its condolences in respect of the Brumadinho tailings disaster and asked South African mining companies to review their tailings facility protocols to ensure that such a disaster cannot again befall the people of any South African mining towns.

MINERALS COUNCIL
SOUTH AFRICA

MARCH 2019

#Making MiningMatter

CONTENTS

VALE'S BRUMADINHO DISASTER AND TAILINGS DAM MANAGEMENT

The Minerals Council has conveyed its sympathies and condolences to all affected by the tailings dam disaster at Brumadinho in the Brazilian state of Minas Gerais which happened on 25 January.

Latest reports state that 179 people have been confirmed dead, while 131 are still missing.

The accident – the second involving Brazilian company Vale in four years – has, as it should, focused new mining industry attention on the issue of tailings dam management.

The Minerals Council board resolved soon after the event that all Minerals Council members should review their tailing storage facilities construction, maintenance and operating protocols, in order to ensure the stability and safety of these facilities and the surrounding communities.

The Minerals Council has also been participating actively, along with its members that are also members of the International Council on Mining and Metals (ICMM), in an ICMM initiative to address the matter. The ICMM comprises 27 of the world's largest mining companies and 30 commodity and regional associations, including the Minerals Council South Africa.

The ICMM announced on 26 February that it is in the process of establishing an independent panel of experts to develop an international standard for tailings facilities for its member companies. The standard will be informed by a review of current global best practices.

THE STANDARD IS EXPECTED TO INCLUDE:

- A global and transparent consequence-based tailings facility classification system with appropriate requirements for each level of classification.
- A system for credible, independent reviews of tailings facilities.
- Requirements for emergency planning and preparedness.

The Minerals Council will, in due course, consider how best to operationalise the standard in South Africa.

CONTENTS

Henk Langenhoven, Chief Economist, Minerals Council

ESKOM – SOUTH AFRICA'S DARKEST HOUR

On Thursday, 7 March the National Energy Regulator of South Africa (NERSA) announced the approval of annual tariff increases of 9.4% in 2019/2020; 8.1% in 2020/2021; and 5.2% in 2021/2022 in terms of the Multi-Year Price Determination Period four (MYPD4), for the period 1 April 2019 to 31 March 2022. In addition, NERSA approved an additional 4.4% tariff increase in terms of Eskom's Third Multi-Year Price Determination Regulatory Clearing Account (RCA) for year five.

We spoke to Chief Economist at the Minerals Council, Henk Langenhoven, about the challenges electricity supply constraints pose to the industry and the impact of above-inflation tariff increases on the mining industry.

Q: WHY IS THE AVAILABILITY OF AFFORDABLE ELECTRICITY SO IMPORTANT TO THE SOUTH AFRICAN MINING INDUSTRY?

A: South Africa's economy is a primary minerals intensive economy with almost one fifth of the economy dependent on the mining sector.

The mining industry is a high-intensity baseload electricity user. Mining operations use electricity for a wide range of purposes including hoisting, ventilation, cooling and smelting. These activities cannot come to an immediate standstill. It is therefore critically important that the source of electricity is reliable.

Furthermore, the industry is a price taker and does not have control over the price of its product, which is set by the market and which is driven by both supply and demand, as well as sentiment. Cost increases, therefore, cannot be passed on to its buyers.

And, like any other business, the only way for a mining operation to remain profitable is if it can earn more for its product than it costs to produce it.

The cost of electricity constitutes a significant component of the total input cost basket of mining, particularly in the gold and platinum sectors.

Q: HOW HAVE ELECTRICITY TARIFF INCREASES AFFECTED THE MINING INDUSTRY IN THE PAST?

A: Excessive increases in electricity tariffs have had a detrimental impact on the overall inflation profile of the mining sector. Between 2006 and 2017, South Africa's electricity tariffs have increased by 488% across all categories and industries. Over the same period, the mining industry experienced increases of 523%, the highest increases experienced by any sector. The average electricity tariff increase of 15.5% per year between 2006 and 2017 reduced fixed investment by a cumulative R103.2 billion and contributed to the loss of around 53,500 mining jobs - of which 34% can be directly attributed to the exorbitant increase in the cost of electricity.

Q: HOW WOULD THE 15.5% TARIFF INCREASE ESKOM ORIGINALLY ASKED FOR HAVE AFFECTED THE MINING INDUSTRY?

A: An additional 15.5% annual tariff increase would have further eroded the mining industry's competitive advantage and will lead to more mine closures and job losses.

At the prevailing gold price and taking into account current inflationary pressures,

CONTENTS

the proposed tariff increase will virtually eliminate the entire gold mining sector, rendering 95% of all gold mining operations marginal or loss-making in a short period of three years, threatening around 98,500 jobs. Similarly, the impact will be severely felt in the platinum industry where around 37,600 jobs would be jeopardised if current inflationary pressures are taken into account.

Q: THE INCREASES AWARDED BY NERSA ARE BELOW THE 15.5% ANNUAL TARIFF INCREASES ESKOM ASKED FOR. WHAT WILL BE THE IMPACT OF THE TARIFF INCREASES GRANTED BY NERSA?

A: The increases awarded by NERSA amount to a compounded increase of 9.0% over three years, which is 29.5% higher than the current electricity tariff. We are disappointed to again see higher-than inflation increases having been granted to Eskom, amounting to nearly two thirds of what the power utility applied for. There is no doubt that these substantial tariff increases will have a major impact on the industry's cost structure, jeopardising the viability of marginal and loss-making mines and, inevitably, accelerating job losses at energy-intensive mines in particular.

Q: WILL THIS TARIFF INCREASE SOLVE ESKOM'S PROBLEMS

A: It is disappointing that NERSA has chosen to support Eskom's own inevitable downward spiral that will come as a result of inflated tariff increases and declining electricity usage by a critical consumer.

The mining industry consumes around 30% of Eskom's annual power supply, for both mining and smelting activities. And, in addition to being a major customer of Eskom, it is a consistent and early payer.

As a result, the mining industry fundamentally supports the financial wellbeing of Eskom and helps ensure the supply of electricity to the country as a whole at current costs. If the mining industry's usage declines as tariffs make certain operations and activities unprofitable, Eskom will not achieve its targeted sales volumes. This will inevitably result in additional substantial increases in electricity prices across the country, that will have to be paid by industrial and private consumers alike.

Q: WHAT IS THE SOLUTION THEN?

A: A price increase on its own is not the solution. Eskom has to be modernised and restructured into amore efficient organisation. It cannot continue to pass on costs to the mining industry.

We welcome the much stronger position taken by NERSA in terms of impropriety and corruption at Eskom, as well as prescribed measures to Eskom to reduce costs; address electricity supply concerns (including reducing the number of unplanned outages and the frequency of load shedding); develop maintenance plans for its assets; and

The collapse of the commodity cycle during the latter part of the previous decade coincided with the start of electricity tariff increases.

Between 2006 And 2017

South Africa's electricity tariffs have increased by **488%** across all categories and industries.	The mining sector experiencing the highest increases of **523%** over the period.	The average electricity tariff increases for the mining sector over this period was **15.5%** per year.

MINERALS COUNCIL SOUTH AFRICA

MARCH 2019

#Making MiningMatter

CONTENTS

ESKOM – SOUTH AFRICA'S DARKEST HOUR continued

Useful link

NERSA submission infographic

address inefficiencies and design failures at the Medupi and Kusile power stations.

We are encouraged by the statements made by President Cyril Ramaphosa during his State of the Nation Address on 8 February during which he indicated that addressing the cost of electricity and the security of energy is critical.

These sentiments were echoed by Finance Minister, Tito Mboweni during his maiden budget speech on 20 February during which he outlined the steps taken to rescue Eskom from insolvency, in the form of a R23 billion-a-year subsidy for at least the next three years. It is a measure that avoids various technical complications that may have arisen from a takeover of a large chunk of Eskom's huge debt while effectively assisting the electricity provider to fund the interest payments on that debt.

The news of a structure being put in place where an additional layer of governance is being installed at Eskom and the other State Owned Enterprises requiring government bailouts, in the form of the envisaged Chief Reorganisation Officer and other restrictive rules is also welcomed. While we believe that these are prudent and necessary steps, care must be taken not to create a dual governance structure that impedes rather than enhances operational and financial efficiencies.

While these measures will take time to deliver results, we hope that they will mitigate the consequences of excessive tariff increases since 2006 as a result of state capture and the gross mismanagement of Eskom for which the productive and employment creating sectors of the South African economy are currently paying.

Q: AND WHAT IS THE MINING INDUSTRY DOING?

A: Since the 2008 electricity crisis, mining companies have done much to curtail electricity usage with some mining companies generating electricity which it is able to feed into the Eskom grid.

Furthermore, the Minerals Council and industry players continue to engage with key stakeholders to find solutions. One example of the outcomes ofsuch interaction is the establishment of an engineering task team to assess the challenges at Eskom's power stations. This follows a meeting which took place on 15 February, between the Minister of Public Enterprises, Pravin Gordhan and the Minister of Mineral Resources, Gwede Mantashe, the CEO and senior executives of the Minerals Council, and the CEOs of coal producing mining companies. The interaction was based on addressing the issues currently being experienced, and to set Eskom and the mining industry on a new trajectory. At this meeting both the Minerals Council and the Energy Intensive User Group of Southern Africa (EIUG) extended an offer to establish an expert engineering task team to assist in addressing the challenges faced by Eskom at its power stations.

Minister Pravin Gordhan accepted the offer and within a week, a list of 18 engineers assembled by the Minerals Council and EIUG, was submitted to the Minister. In addition, the Minister had also received nominations from the Engineering Council of South Africa (ECSA) and the foremost South African engineering universities.

Subsequently, a small coordinating team has been established under the leadership of Dr Tsakani Mthombeni and Mr Ian Morison, who has been seconded by Anglo American. The group, which will also include industry and Minerals Council representatives, will be responsible for planning and monitoring the process over the next few months and the process will be co-owned by Minister Pravin Gordhan and the chairman of Eskom, Mr Jabu Mabuza.

Over the coming weeks, the task team will conduct technical reviews at some of Eskom's power stations with a view to identifying problems and solutions. Interim reports of the findings and recommendations will be submitted to Eskom and the Department of Energy. Eskom will ultimately be responsible for implementing the recommendations.

We believe that this is a tangible demonstration of leadership and a manifestation of real commitment to the future welfare of our country and our industry at a time when South Africa needs it most.

CONTENTS

Roger Baxter – Mining Indaba

MAKING MINING MATTER

Roger Baxter, Minerals Council CEO, delivered a keynote address at the 25th Mining Indaba, held in Cape Town from 4 to 7 February 2019. The salient points of his address are presented below.

Roger began by saying that South Africa's business and mining environment had changed beyond recognition in the previous year. "Instead of deep pessimism, there is today a recognition that government leadership is committed to resolving the country's myriad socio-economic challenges with integrity. The Minister of Mineral Resources has adopted a similar approach for the mining industry."

Roger gave a snapshot of the industry. The sector:

- contributed 7.3% to GDP in 2018, slightly higher than the 6.8% recorded in 2017
- grew by 1.2% in 2018 – representing a growth rate slightly higher than the overall economy
- employed around 454,000 people directly. For every direct job in mining, a further two jobs are created in the economy. Given that each miner supports between five and 10 dependants, mining affects the livelihoods of as many as 13 million people across southern Africa
- contributed R93 billion to fixed investment in 2018, which constituted 17% of private sector fixed investment and 10.5% of the country's total fixed investment spending for the year. There has, however, been virtually no growth in fixed investment in the sector during 2018
- exported R312 billion worth of commodities in 2018, 25% of the country's R1.25 trillion export sales, generating much-needed foreign exchange
- paid R7.6 billion in royalties, representing a 31% increase on the prior year
- paid R22 billion in company taxes for the same period and contributed R21 billion to PAYE on behalf of employees.

Roger referred to Minister Mantashe's recent suggestion that, within five years, mining should contribute 10% to GDP. The CEO then went on to discuss what is required to make this a reality.

The first requirement is a **shared vision**, and concrete steps taken to realise that vision. Roger acknowledged the change of approach taken in the last year, which included real engagement between business and government, and a minerals minister willing to engage and listen.

"The Minister started discussions with the industry on growth and competitiveness constraints in November last year, including ongoing discussions with the Minerals Council commodity leadership forums. Minister Mantashe has met with seven commodity or region-specific Minerals Council leadership forums and has established a platform for ongoing consultation and active problem solving," elaborated Roger.

Useful link

Roger's Indaba presentation

CONTENTS

MAKING MINING MATTER
continued

Through strong leadership partnerships and proper strategic plans, we can enable the South African mining sector to realise its true economic and transformational potential, Roger emphasised.

The second requirement is **ethical leadership and good governance.** Roger cited the decisive action taken by the minerals minister to investigate and eliminate corruption. "The DMR has also taken steps to tackle licence backlogs and is investigating and improving systems."

The third requirement covers the areas of **policy certainty, and competitiveness.**

"The Mining Charter has been a major issue over the past few years. The Minerals Council, and most of the industry, consider most aspects of the charter published in September 2018 to be a framework with which we can live," said Roger, while highlighting the industry's most important concerns.

A fourth requirement is **infrastructure**. "The private sector and mining companies – particularly juniors – cannot be expected to deliver the infrastructure in order to develop a mining project. The state has a role to play, and for which it collects taxes and royalties," said Roger.

Improving productivity and competitiveness is a requirement for a successful industry.

One of the ways that this can be achieved is through modernisation. Explained Roger, "Excellent collaboration in this regard is taking place between government and the private sector, and the co-funding model that has been established to support the work of the Mining Precinct."

"**Exploration** is another requirement and is an important area of focus for our Junior and Emerging Miners' Desk.

"We are pleased by the concessions made in the Mining Charter for junior miners and explorers, but it is going to take more than the removal of disincentives. What we need is an environment that actively encourages exploration and welcomes the risk-takers."

Cost inflation remains a critical feature undermining every business in South Africa but is perhaps even more pronounced in mining where – for the most part – the industry is a price-taker. The need for **fiscal discipline by the state and cost control within SOEs** is critical.

"One of the most critical challenges facing mining, and indeed South Africa as a whole, is the sustainability of Eskom. In the Minerals Council's response regarding Eskom's application for a 15% per annum increase for three years, we have stated that – should this application be granted – this would sound the death knell for many parts of the mining industry."


Impala Platinum - Rustenburg Operations

"In conclusion," said Roger, "Let's never underestimate the need for best practice for South Africa to become a top mining investment destination. Even in the absence of a greenfields exploration boom, South African mining investment could almost double in the next four years if the country were to return to the top quartile of the most attractive mining investment destinations."

DOUBLING INVESTMENT WOULD:

- create another 200,000 jobs in the economy
- materially increase output, exports and procurement
- increase direct and indirect taxes and royalties paid to the fiscus
- fund substantial infrastructure development and social projects in mining-affected communities
- materially advance the country's transformation agenda

CONTENTS

Chris Griffith, Roger Baxter - Mining Indaba

MINERALS COUNCIL
SOUTH AFRICA

MARCH 2019

#Making MiningMatter

CONTENTS

NATIONAL PLATINUM STRATEGY FOR SOUTH AFRICA LAUNCHES AT MINING INDABA 2019

Useful links

National Platinum Strategy

Platinum Strategy fact sheet

Minerals Council CEO Roger Baxter, and Anglo American Platinum CEO, Chris Griffith, hosted a media briefing on 6 February to introduce the National Platinum Strategy and provide some context for the document.

The National Platinum Strategy was developed by the Platinum Leadership Forum which comprises platinum-producing members of the Minerals Council. The Strategy is aimed at addressing the current crisis in the platinum industry, preventing further erosion of its economic capacity, and ensuring that the world's largest PGM resource realises its full value through the addition of more than one million jobs and a contribution of R8.2 trillion to South Africa's economy by 2050.

Between 1980 and 2015, the South African economy benefited significantly from PGMs, producing 221 million ounces valued at R1.2 trillion. The profits generated from the sale of PGMs were distributed to multiple stakeholders throughout the economy. The PGM sector is the largest mining employer and remains a significant export revenue earner.

In 2018, the PGM sector produced around 259 tonnes of platinum, exported around 89% of the metals produced, earned around R96 billion in revenue, employed around 168,000 people directly, paid employees R48 billion in earnings, and contributed R0.9 billion in royalties.

The sector, however, is in crisis. Over the past five years, it has struggled with an oversupplied market. This oversupply is a function of structural changes in global supply and demand fundamentals, including increased growth in recycling, flat new-mine supply and weaker demand, domestic labour strife, declining productivity and rapidly-escalating costs.

The Council said that achieving the aims of the Platinum Strategy would require a concerted and co-ordinated effort by all stakeholders – the public and private sector, and urgent support from government, which would allow the PGM sector to tackle short-term challenges while at the same time investing in its long-term future. The importance of smart marketing of PGMs to increase demand for these rare metals was also underlined.

REVENUE PER ANNUM R54.4 BILLION

REVENUE PER ANNUM R55.5 BILLION

LAUNCH OF JUNIOR AND EMERGING MINERS' DESK RESEARCH FINDINGS

The Junior and Emerging Miners' Desk (JEMD) preliminary research report was unveiled at the Mining Indaba on 6 February. Tebello Chabana, the Minerals Council's Senior Executive: Public Affairs and Transformation, and the JEMD's head, Grant Mitchell, hosted the media briefing. Grant gave us the lowdown on the research and other developments.

Grant Mitchell - Mining Indaba

WHO ARE JUNIOR AND EMERGING MINERS?

In South Africa, the term junior mining has taken on a broad meaning to include, in addition to exploration companies, mid-tier producers.

Indigenous to South Africa, "emerging miners" are typically smaller companies. They can be either involved in the early phases of mining exploration or in the early developmental stage. They also include associations and mining contractors.

The JEMD defines a junior or emerging miner as having an annual revenue of R500 million or less, which differs from the Charter measurement of R150 million.

"Statistics show that the junior and emerging mining sector is significant, representing about 10% of the total industry, concentrated in industrial minerals and quarrying; diamonds and coal," says Grant.

"The JEMD's preliminary research indicates that revenue in the junior and emerging mining sector in 2018 was approximately R54.4 billion while expenditure stood at R55.5 billion," added Grant.

Data also revealed that South African junior and emerging miners are reluctant to seek public listings. Only 10 junior miners were listed on the JSE, compared to 1,000 on the Toronto Stock Exchange.

Grant said there was a promising new development taking place, with a government-initiated fund for prospectors and developers being discussed with the Public Investment Corporation and the Industrial Development Corporation. "Coordination efforts are under way to establish a private sector/public sector partnership," Grant elaborated. "And, importantly, Mineral Resources Minister Gwede Mantashe has expressed a desire to engage far more in the junior and emerging miner space, and the Minerals Council will be taking him up on that going forward."

Useful link

JEMD research report fact sheet

CONTENTS

Nikisi Lesufi, Tebello Chabana - Mining Indaba

MINERALS COUNCIL ADDRESSES COMMUNITY RELATIONS CHALLENGES IN MINING REGIONS

Minerals Council Senior Executive: Public Affairs and Transformation, Tebello Chabana, and Senior Executive: Environment, Health and Legacies, Nikisi Lesufi, hosted a media briefing at the Mining Indaba on 5 February in which they outlined the work being done by the organisation to improve relationships between mines and communities and to improve the developmental outcomes of companies' CSI programmes.

With the aim of addressing these community relations challenges, the Minerals Council established project offices and structures in Mpumalanga and the Northern Cape, with the work focusing on the mining areas in those provinces.

"There is a gap between community expectations and mining company efforts," acknowledged Tebello. "But, without a doubt, there are structural regulatory issues that prevent companies from achieving optimal outcomes."

Tebello and Nikisi went on to emphasise that mining companies are obliged by Mining Charter requirements to link their social spending to the priorities set out in local authorities' integrated development programmes (IDPs). But the IDPs are often not aligned with community priorities and expectations. "So there's already a disconnect before mining companies even begin," said Nikisi.

"There is a gap between community expectations and mining company efforts..."

"Furthermore," said Tebello, "Local authority spending on delivery programmes and infrastructure investment is lacking. In the 2017 financial year, local authorities underspent by R53 billion, according to the National Treasury."

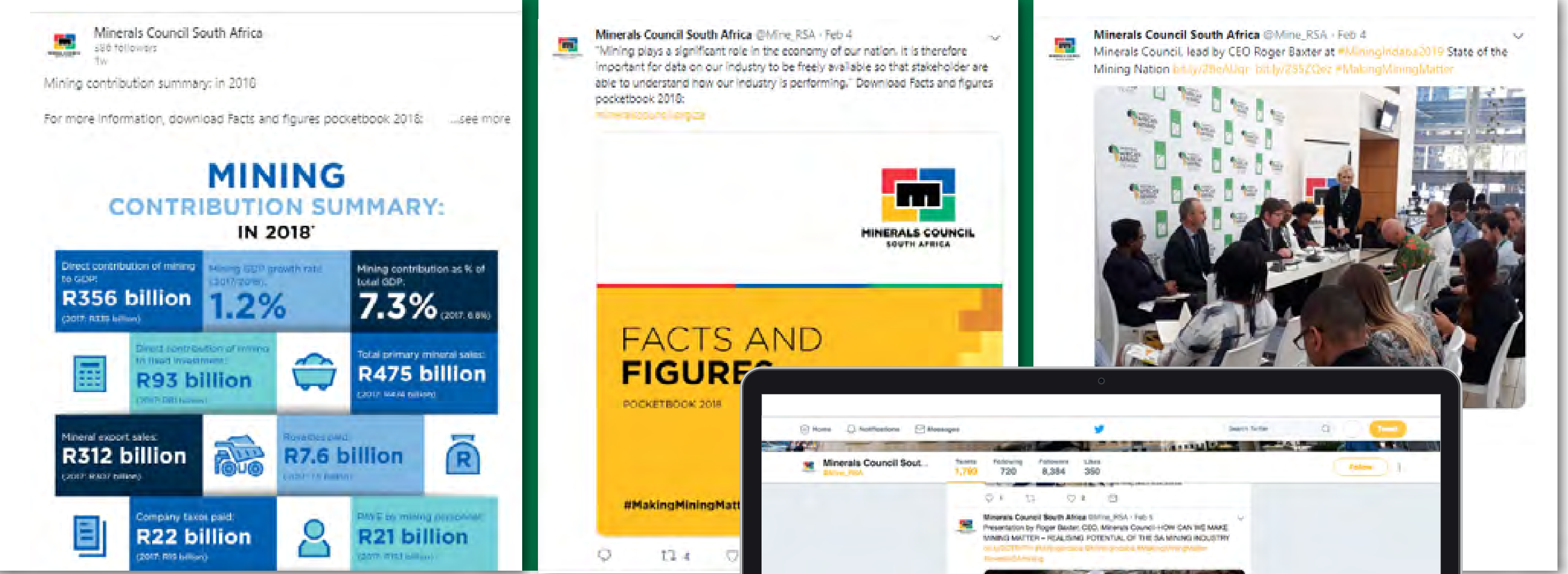
In addition, the Charter encourages collaboration between companies in the same region because it inevitably makes for greater impact, yet these collaborative programmes are not fully credited for Charter compliance purposes.

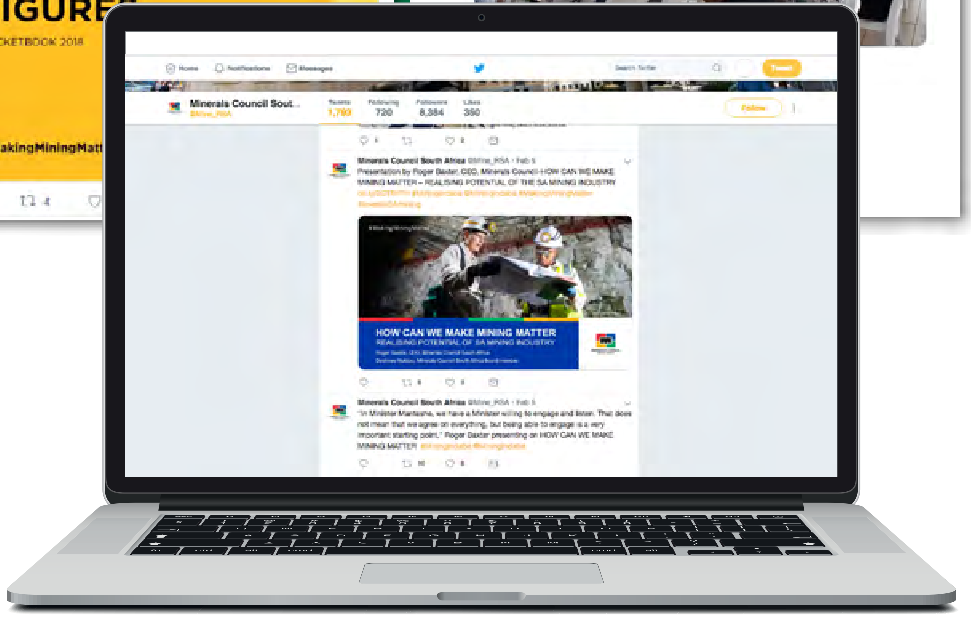
Said Nikisi, "The Minerals Council is committed to working with government and other partners to address these issues, and to strongly encourage greater collaboration between members, government and other stakeholders."

Tebello said the industry can act as a catalyst for meaningful developmental outcomes. This could include capacity-building initiatives in host municipalities through secondments and joint undertakings.

"The Minerals Council has recently agreed a human rights framework for members that will encourage the adoption of globally-accepted best practices, including the implementation of grievance procedures for community members," concluded Tebello.

CONTENTS





MINING INDABA SOCIAL MEDIA

The Investing in African Mining Indaba is one of the largest investor platforms in South Africa.

The Minerals Council's Mining Indaba social media campaign was active on three social media platforms, namely Twitter, LinkedIn and Facebook. The aim of the campaign was to create awareness of the Minerals Council's presence at Mining Indaba and to share valuable information about the South African mining industry. Posts were tailored according to the particular social media platform and audience, with media statements and articles mostly being posted on Twitter and LinkedIn to cater to the more business-orientated audience. Posts on Facebook highlighted fast facts on the industry as a whole, appealing to a broader audience.

Key highlights of the campaign

Facebook	Twitter	LinkedIn
61,307 followers (268 new followers)	8,275 followers (119 new followers)	386 followers
15 posts	52 posts	17 posts
308,278 people reached during the campaign	98,611 impressions during the campaign	2,548 impressions during the campaign
19,659 engagements	2,285 engagements	3.72% engagement rate
45,904 video views	490 media views	106 video views
11,909 reactions	119 likes	31 likes
152 shares	81 retweets	

MINERALS COUNCIL
SOUTH AFRICA

MARCH 2019

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CONTENTS

ADDITIONAL INFORMATION

To find out more about the Minerals Council's recent activities, take a look at the media releases listed below:

31 January 2019	Minerals Council sends condolences to the Brazilian people regarding the Brumadinho tailings disaster
1 February 2019	Minerals Council opposes Eskom's MYPD4 application
4 February 2019	Mining Indaba 2019: Minerals Council publishes Facts and Figures 2018 Pocketbook
4 February 2019	Minerals Council joins other industry stakeholders in signing Leadership Compact
5 February 2019	Minerals Council addressing community relations challenges in mining regions
6 February 2019	Minerals Council welcomes address by President Cyril Ramaphosa at Mining Indaba 2019
6 February 2019	Mining Indaba 2019: National Platinum Strategy for South Africa
6 February 2019	Minerals Council Emerging Miners' Desk congratulates Orion Minerals for second place at Mining Indaba Investment Battlefield Competition
8 February 2019	Minerals Council welcomes SONA 2019
20 February 2019	Minerals Council expresses appreciation for a thoughtful budget delivered in the toughest of circumstances
22 February 2019	Minerals Council concerned about potential consequences of secondary strikes
1 March 2019	Minerals Council acknowledges publication by Minister Mantashe of 2018 health and safety statistics
5 March 2019	Minerals Council welcomes the establishment of engineering task team to assess challenges at Eskom power stations
5 March 2019	Minerals Council notes improved South African performance in Fraser Institute rankings
6 March 2019	Presentation: enabling the renaissance of the South African mining sector
7 March 2019	Minerals Council notes granting of above-inflation tariff increases

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CONTENTS