South African Operations

Terence Goodlace
Executive Vice President
F2007 SA operations in context

- Overall safety performance improvement
- SA Reserves increased by 64% to 74moz
- South Deep acquisition completed
- Mineral rights conversions approved
- Ore Reserve development up 14% to 107 km
- IASSA/SAMREC (Squirrel award) for 5 consecutive years

A Year of Significant Activity

---

1 For Driefontein, Kloof and Beatrix, South Deep application currently in progress
South African operations reserve position - moz

Ore Reserves

- South Deep acquisition in F2007
- Kloof Eastern Boundary Area (EBA) removed F2005
- Seismic survey over Kloof and South Deep F2004
- Extensive surface drilling at Kloof in the EBA F2004
South African Operations Strategies

**Strategies**
- Consistent and persistent and going beyond compliance

**Operational Excellence**
- Safety and health
- Productivity through and with people
- Increasing flow and quality throughout and VVQOG\(^1\)
- New technology and conducive working environments
- Cost leadership and a drive to full Activity Based Costing

**Growth**
- Primary projects at Driefontein and South Deep

**Securing our future**
- Mining Licences and Social and Labour Plans
- SHEC initiatives
- Power

\(^1\) Volume, value, quality and old gold
Securing the future

- **Mining Charter**
  - Broad scope and action plans in place for 2009
  - Satisfactory progress being made

- **SHEC**
  - Safety and Health – in pursuit of Zero Harm
  - Integrated inclusive strategy through Full Compliance
  - Behaviour based approach and change programmes
  - OSHAS 18001 accreditation

- **Environment**
  - Performance to be elevated
  - International Cyanide Code
  - Compliance audits October 2008
  - ISO 14001 accreditation

- **Stakeholders and Communities**
  - AA 1000 SES being implemented
  - Livelihood programmes
Operational Excellence model

- Operations and Logistics Management
- Optimal mine configuration/design and setup
- Operational Excellence
- People with ability
- People who are motivated
- GFLA, “L” model and Management Review
- Recognition and Reward

Nothing Happens In Isolation or Out of Context
The Learning (L) Model

Leadership Mobilisation

Supervisory and Management Mobilisation

Team Mobilisation

Foundational Competencies

Personal

Interpersonal

Professional

“We Are Gold Fields”

Leadership Profiles

Organisational Profile
The Learning (L) Model

Leadership Mobilisation

Supervisory and Management Mobilisation

Team Mobilisation

Foundational Competencies

- Personal
- Interpersonal
- Professional

We Are Gold Fields

Leadership Profiles

Organisational Profile
Team Mobilisation

Eyethu / Bompodi / Lapuma Ilanga

Cebisa

Operational Excellence

- Eyethu = It’s Ours
- Bompodi = Champions
- Lapuma Ilanga = New Dawn
- Cebisa = To Help
The Learning (L) Model

Leadership Mobilisation

Supervisory and Management Mobilisation

Team Mobilisation

Foundational Competencies

Personal
Interpersonal
Professional

We Are Gold Fields

Leadership Profiles
Organisational Profile
Management Mobilisation

Gold Fields Franchise

Serving the Teams

Consequential Thinking

Theory of Constraints

Operational Excellence
The Learning (L) Model

Leadership Mobilisation

Supervisory and Management Mobilisation

Team Mobilisation

Foundational Competencies

Personal

Interpersonal

Professional

“We Are Gold Fields”

Leadership Profiles

Organisational Profile
Organisational Development and Training

Foundational Competencies

We are Gold Fields
**Mechanisation and Automation**

- **Stoping**
  - Electric Stope Drills

- **Mechanised Development**
  - Box Hole Borer and Loco Drill Rig

- **Horizontal Transport**
  - New Era Loco and Caboose

- **Rock Cutting**
  - ARM - Continuous rock cutting
<table>
<thead>
<tr>
<th>Year</th>
<th>Quarter</th>
<th>Length (Meters)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>Q1</td>
<td>22500</td>
</tr>
<tr>
<td>2006</td>
<td>Q2</td>
<td>25000</td>
</tr>
<tr>
<td>2006</td>
<td>Q4</td>
<td>30000</td>
</tr>
<tr>
<td>2007</td>
<td>Q1</td>
<td>32500</td>
</tr>
<tr>
<td>2007</td>
<td>Q2</td>
<td>27500</td>
</tr>
<tr>
<td>2007</td>
<td>Q3</td>
<td>20000</td>
</tr>
<tr>
<td>2007</td>
<td>Q4</td>
<td>25000</td>
</tr>
</tbody>
</table>

Creating Flexibility for The Future
SA Operations
Underground yield vs $P^2$ Reserve (adjusted for PRF)

**VVQoG focus on:**
- Mining widths
- Spatial mining mix
- Quality tons
- Opening-up of high grade pillars
- Leverage volumes from Dries 4, Kloof 3 & 4 and Beatrix 4 shafts

F2007
Driefontein

Key Plan to Shaft Zones

- **“Masiphephe” safety initiative**
- **Ore reserve generation**
  - Seismicity and footwall development
  - Dedicated waste ore passes
  - Cycles and contractors
- **Volumes and values**
  - Surfaces resources depleted F2009
  - High grade at 4 and 10 shafts
  - High volumes at 1 and 5 shafts
- **Infrastructure**
  - Depletions at 6 and 7 shafts
- **Capital projects**
  - 1 and 5 shafts nearing completion
  - 9 shaft commenced

### Reserves

<table>
<thead>
<tr>
<th>Shaft</th>
<th>1</th>
<th>4</th>
<th>5</th>
<th>9</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moz</td>
<td>3.4</td>
<td>2.0</td>
<td>5.4</td>
<td>8.5</td>
<td>2.0</td>
<td>21.4</td>
</tr>
</tbody>
</table>
● Driving safety through the “Eyethu” change programme

● Ore reserve generation
  - Development rates at 3 and 4 shafts
  - Ventilation, ore passes and people
  - Opening up activity in high grade VCR pillars

● Volumes and values
  - Logistical constraints at 3 and 4 shafts
  - Facies model always a challenge

● Capital
  - KEA status
  - Kloof – South Deep interface

### Reserves

<table>
<thead>
<tr>
<th>Shaft</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moz</td>
<td></td>
<td>13.6</td>
</tr>
<tr>
<td>Shafts</td>
<td></td>
<td>13.6</td>
</tr>
<tr>
<td>2</td>
<td>4</td>
<td>6.1</td>
</tr>
<tr>
<td>3</td>
<td>1.3</td>
<td>4.5</td>
</tr>
<tr>
<td>4</td>
<td>4.0</td>
<td>8.4</td>
</tr>
<tr>
<td>7</td>
<td>1.2</td>
<td>2.4</td>
</tr>
<tr>
<td>Other</td>
<td>4.2</td>
<td>13.6</td>
</tr>
</tbody>
</table>
Beatrix

Key Plan to Mining Zones

- **Safety through Behaviour based system**
- **Ore reserve generation**
  - Main development on plan
  - On reef lagging
  - Water, methane and ground conditions
  - On reef development to increase in F2008
- **Volumes and values**
  - Flexibility and quality
- **Capital**
  - Rock handling for 3 shaft – increasing capacity

<table>
<thead>
<tr>
<th>Reserves</th>
<th>Shaft</th>
<th>North</th>
<th>South</th>
<th>West</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moz</td>
<td>4.1</td>
<td>1.9</td>
<td>2.4</td>
<td></td>
<td>8.4</td>
</tr>
</tbody>
</table>
## Inward investment in South Africa

<table>
<thead>
<tr>
<th>Sustaining Capital</th>
<th>F2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Driefontein, Kloof, Beatrix and South Deep including ORD*</td>
<td>Rm</td>
</tr>
<tr>
<td></td>
<td>2,473</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Capital</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>South Deep</td>
<td>Rm</td>
</tr>
<tr>
<td></td>
<td>642</td>
</tr>
<tr>
<td>Uncle Harry’s ground (purchase consideration)</td>
<td>Rm</td>
</tr>
<tr>
<td></td>
<td>411</td>
</tr>
<tr>
<td>Driefontein 9 shaft</td>
<td>Rm</td>
</tr>
<tr>
<td></td>
<td>212</td>
</tr>
<tr>
<td>Kloof extension area</td>
<td>Rm</td>
</tr>
<tr>
<td></td>
<td>88</td>
</tr>
<tr>
<td>Subtotal</td>
<td>Rm</td>
</tr>
<tr>
<td></td>
<td>1,353</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>Rm</td>
</tr>
<tr>
<td></td>
<td>4,237</td>
</tr>
</tbody>
</table>

- Creating a future
- Maintaining and developing the franchise

*Ore Reserve Development*
**Driefontein Gold Mine 9 Shaft Sinking Project**

<table>
<thead>
<tr>
<th>Base case</th>
<th>Change of scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub vertical shaft with x4 ventilation raise boreholes</td>
<td>Sub vertical shaft with a ventilation shaft</td>
</tr>
</tbody>
</table>

- **Haulages at 90° through the Dyke**
- **Settlers and Silos**

**Levels:**
- 50 level
- 55 level
- -4 121mBD
- 58 Level
## Driefontein 9 shaft project

<table>
<thead>
<tr>
<th>Programme schedule</th>
<th>07</th>
<th>08</th>
<th>09</th>
<th>10</th>
<th>11</th>
<th>12</th>
<th>13</th>
<th>14</th>
<th>15</th>
<th>16</th>
<th>17</th>
<th>18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparation for sink</td>
<td>May 2007</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jun 2008</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sink, line and develop</td>
<td>Jul 2008</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Aug 2011</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Station construction / ore pass</td>
<td>Sep 2011</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dec 2012</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop to reef 4 upper levels</td>
<td>Jan 2013</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>May 2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working cost capitalised</td>
<td>Jan 2014</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>May 2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Brings to account 8.5 moz of reserve
- Increases Driefontein’s NPV by 27% at R140,000/kg
- Extends the LOM by 13 years
- Optimises existing infrastructure
- New mining technology under investigation
Driefontein 4 Shaft Pillar Extraction

Original Scope R 62 million
Suspended steel tower through the reef intersection

Change of Scope - Chase and Slot + R109 million
Improving Throughput at 3 Shaft Beatrix

Increase hoisting capacity from 180ktpm to 250ktpm

- Short lift shaft
- Development 27 & 20 levels
- Conveyor belts 20 & 27 levels
- Silo 26 to 27 level
- Timing and costing being examined at present
The Opportunity to Optimise a Mineral Resource of 163Moz
### History
- Commercial production commenced in September 1961 (~ 24Moz)
- Twins Feasibility Study completed in 1989
- Sinking of Twins completed on 19 November 2004
- Shaft accident on 4 May 2006
- Underground fire 31 August 2006
- Ownership changes throughout

### Future
- Long life, developing, asset with unique geology
- Single lift shaft system to 2,995m
- Modern, mechanised operation
- Expansion in progress to 330ktpm
- Optimisation studies with Kloof being advanced
- Surface drilling programme has been initiated
South Deep
Current Key Focus Areas

● Detailed Planning (Phase 1)
  - Capital projects for 330ktpm
  - New Geological Model
  - Mining methods & equipment
    - Extraction sequence
    - Mechanised destress
  - Logistics
    - Ore flow
    - Backfill
    - Ventilation & refrigeration

● Operating costs per mining method
  - Impact on Pay Limits & Ore Reserves
### Key Projects
#### Current Mine & Phase 1

<table>
<thead>
<tr>
<th>Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development below 95 Level</td>
</tr>
<tr>
<td>Deepening of Ventilation Shaft</td>
</tr>
<tr>
<td>Additional Refrigeration on 94 Level</td>
</tr>
<tr>
<td>Surface drilling</td>
</tr>
</tbody>
</table>

**Diagram:**
- **90-Level**
- **93-Level**
- **94 Level**
- **95-Level**
- **100-Level**
- **105-Level**
- **Vent Shaft -2791mBC**
- **Main Shaft -2995mBC**
- **110-Level**
- **110A-Level**
### South Deep Capital Review

#### Project Completion Table

<table>
<thead>
<tr>
<th>Project</th>
<th>Capex (Rm)</th>
<th>Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development below 95 L</td>
<td>2,004</td>
<td>F2012</td>
</tr>
<tr>
<td>Vent Shaft deepening</td>
<td>660</td>
<td>F2011</td>
</tr>
<tr>
<td>Refrigeration 94 L</td>
<td>163</td>
<td>F2008</td>
</tr>
<tr>
<td>Surface drilling</td>
<td>132</td>
<td>F2010</td>
</tr>
</tbody>
</table>

*¹ June 2007 Terms

---

**32km Development**
South Deep Projects Impacting on ‘Ramp-up’ of Volume

- Reef production on 110L
- Development on 115L

- 100L X/cut in the Massives commences
- 105L reaches the haulage position

- Target 330ktpm reached
- Mill upgrade
- Vent Shaft commissioned
- Twin Shaft backfill plant commissioned

- Downdip Projects 100 1W – 4W
- Development East towards the Massives on 100L
- 94L Refrigeration Plant
- Vent Shaft Brattice Wall
KSDO Project

Objectives

- High level scenarios aimed at optimising Ore Reserves (≈ 44Moz) & cash flows over the next 40 years

- Considerations
  - Depth of 4000 mbd
  - Utilisation of existing and planned infrastructure
  - Identification of optimal layouts and mining sequence
  - Delivery of adequate ventilation, refrigeration and backfill
  - Optimal and sustainable production rates
  - Application of new technologies
  - Identification of associated risks

- Rank scenarios
  - Rank the scenarios on basis of defined criteria
  - Initiate pre-feasibility study on optimal scenario
KSDO Project
The Opportunity

Area of Interest

- Mining Authorisation
  - Kloof
  - South Deep
- Contiguous Rights
  - Kalbasfontein
  - WA4
  - Fochville East
  - Wildebeestkuil

<table>
<thead>
<tr>
<th>Item</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mineral Resource (Moz)</td>
<td>163</td>
</tr>
<tr>
<td>Ore Reserves (Moz)</td>
<td>44</td>
</tr>
<tr>
<td>Potential Hoisting Capacity (dry ktpm)¹</td>
<td>752</td>
</tr>
<tr>
<td>Processing (ktpm)</td>
<td>730</td>
</tr>
</tbody>
</table>

¹ Only refers to that capacity which is under consideration in the context of KSDO
Need to establish a regional geological model
- Differentiate VCR facies types and associated geozones
- Impact of West Rand Fault loss and related structures
- Surface mapped using 3-D Seismics

Series of stacked unconformities
- Broad geozones defined on basis of regional drilling grid & Current Mine
- Areal extent of high and moderate potential geozones diminishes in southerly direction (Phase 2)
- Succession thins to the south
South Deep Exploration Programme

- 11 Surface Boreholes & 3 Long Inclined Boreholes
- Contract has been awarded
- Site inspections completed
- 6 Drilling machines secured & field mobilisation initiated
- R132m drilling Capex
KSDO Project
Development of Scenarios

- Systematic process used to derive scenarios
  - 64 options considered
  - 6 Scenarios being evaluated at a high level

- Scenarios under the microscope

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Description¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>KSDO_1</td>
<td>330ktpm South Deep; 150ktpm Kloof No 4 Shaft</td>
</tr>
<tr>
<td>KSDO_2</td>
<td>330ktpm South Deep; 150ktpm Kloof No 4 Shaft + KEA (mod)</td>
</tr>
<tr>
<td>KSDO_3</td>
<td>400ktpm South Deep + Short Lift Shaft; 150ktpm Kloof No 4 Shaft</td>
</tr>
<tr>
<td>KSDO_4</td>
<td>400ktpm South Deep + Short Lift Shaft; 150ktpm Kloof No 4 Shaft + KEA (mod)</td>
</tr>
<tr>
<td>KSDO_5</td>
<td>480ktpm South Deep + Deepened South Shaft</td>
</tr>
<tr>
<td>KSDO_6</td>
<td>480ktpm South Deep + Triple Declines From South Shaft To Twins</td>
</tr>
</tbody>
</table>

Tonnes > 330ktpm for South Deep provides for additional Ventilation Shaft and expanded Metallurgical Plant
South Deep Profiles include Mineral Resources from Contiguous Rights (4000m³d)

¹ Ore Tonnes only
Capital Estimates ±30% accuracy
Ore Tons only
KSDO Project
Scenario KSDO_2

Hoisting Capacity
South Deep
-230.9 m -225 m

Capacity
Kloof
No. 4
Upgrade to 180 ktpm

Kloof
No. 4
Upgrade to 180 ktpm

Main
Hoisting Capacity
202 ktpm

Vent
Hoisting Capacity
220 ktpm

South
Hoisting Capacity
164 ktpm

-230.9 m -225 m

164 ktpm
-1,334 m
1 SV
2 SV
-1,510 m
1 SV
3 SV
-2,426 m
84 Level pump station

84 Level pump station
-2,214 mbd
4 # Bottom
Upgrade: Est. in Progress
Access: R846m

Decline Length 3,146 m at 8 degrees
Capital Estimates ±30% accuracy
Schematic Diagram
KSDO Project
Scenario KSDO_4

Capital Estimates ±30% accuracy
Ore Tons only

Short Lift Shaft

400ktpm

150ktpm

SLS Capital: R231m
Vent #: R545m

4# Upgrade: Est. in Progress
Access Capital: R846m
KEA Capital: R484m

41
KSDO Project
Scenario KSDO_4 (Short Lift Shaft)

- Increase tonnage capacity (ore) to >400ktpm
- Blind sink 6m diameter hole (94 – 110a Level)
- Additional ventilation shaft
- Surface conveyor belt system
- Capital Estimates
  - SLS: R231m
  - Vent #: R545m

**South Deep**

- Hoisting Capacity 202 ktpm
- Hoisting Capacity 220 ktpm
- Hoisting Capacity 164 ktpm

**Main Vent**

- Hoisting Capacity 202 ktpm
- Hoisting Capacity 220 ktpm

**South**

- Hoisting Capacity 164 ktpm
- Hoisting Capacity 164 ktpm

**Vent Shaft**

- Hoisting Capacity 220 ktpm
- Hoisting Capacity 220 ktpm
- Hoisting Capacity 164 ktpm

**Short Lift Shaft**

- Decline Length 3,146m at 8 degrees

Capital Estimates ±30% accuracy
Schematic Diagram
KSDO Project
Scenario KSDO_5

Shaft Deepening Capital: R1.25bn
Vent #: R671m

Deepening

Capital Estimates ±30% accuracy
Ore Tons only
- Increase tonnage capacity (ore) to ±480ktpm
- Deepen SV2/SV3 to 110a Level
- Additional ventilation shaft
- Surface conveyor belt system
- Capital Estimates:
  - Deepening: R1.25bn
  - Vent #: R671m
KSDO Project
Scenario KSDO_6

Triple Declines
Capital: R762m
Vent #: R671m

Capital Estimates ±30% accuracy
Ore Tons only
Increase tonnage capacity (ore) to ±480ktpm

- Extension of the triple decline system from 110a level (No 3 & 4 silos) to 90 level
- Additional ventilation shaft
- Surface conveyor belt system
- Capital Estimates
  - Decline R762m
  - Vent #: R671m
South Deep includes Mineral Resources from Contiguous Rights
## KSDO Project Schedule

<table>
<thead>
<tr>
<th>Activity</th>
<th>F2007</th>
<th>F2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify High Level Scenarios</td>
<td>AMJASOND</td>
<td>JFMAMJASAOND</td>
</tr>
<tr>
<td>Evaluate Mineral Resources/Reserves</td>
<td>AMJASOND</td>
<td>JFMAMJASAOND</td>
</tr>
<tr>
<td>Evaluate Infrastructure</td>
<td>AMJASOND</td>
<td>JFMAMJASAOND</td>
</tr>
<tr>
<td>Identify Capital Requirements</td>
<td>AMJASOND</td>
<td>JFMAMJASAOND</td>
</tr>
<tr>
<td>Develop Capital Programs</td>
<td>AMJASOND</td>
<td>JFMAMJASAOND</td>
</tr>
<tr>
<td>Develop Costing Model</td>
<td>AMJASOND</td>
<td>JFMAMJASAOND</td>
</tr>
<tr>
<td>Evaluate and Rank Scenarios</td>
<td>AMJASOND</td>
<td>JFMAMJASAOND</td>
</tr>
<tr>
<td>Complete Report</td>
<td>AMJASOND</td>
<td>JFMAMJASAOND</td>
</tr>
<tr>
<td>Initiate Pre-Feasibility Study</td>
<td>AMJASOND</td>
<td>JFMAMJASAOND</td>
</tr>
<tr>
<td>Complete Pre-Feasibility Study</td>
<td>AMJASOND</td>
<td>JFMAMJASAOND</td>
</tr>
</tbody>
</table>

- Optimise LOM cashflows and maximise Ore Reserves
- In context of a Mineral Resource of some 163Moz
- Utilising existing and planned infrastructure
  - Hoisting capacity > 750ktpm; processing capacity > 730ktpm
- Capitalising on potential synergies
South Deep
Way Forward

● **KSDO**
  - Assessment of high-level scenarios to be complete by end December 2007
  - The work will culminate in the ranking of the scenarios identified
    - Possible additional work may be required to ‘fine-tune’ the results

● **Preferred Scenario to form the subject of a more comprehensive Pre-feasibility Study**
  - Key to this will be the development of a new geological model
  - Re-design in Mine 2-4D

● **Capital projects and their review**

● **Operational improvement**
  - Development and logistics
  - Staffing and skills
  - VVQOG
Conclusion

- Total integrated approach to health and safety
- Creating a platform through inward investment
- Focus is on constraint removal, productivity and VVQOG\(^1\)
- Margin and cost focus
- Technology roadmap – safety and productivity drivers
- Sustainable business model for the SA operations

Creating a Future in South Africa

\(^1\) Volume, value, quality and old gold