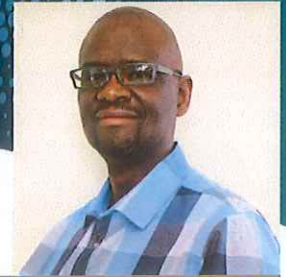


# Brief from Benford

21 September 2018



## A note of thanks

Dear Colleagues

Since we announced the proposed restructure at South Deep, we have continually urged employees to keep working and behave safely and responsibly throughout this difficult and uncertain time.

We would like to extend a word of thanks to all of you who have continued to keep your heads down and worked safely. As you know we continue to experience operational challenges, but in the past few weeks we have also seen some progress towards building a sustainable mine, which is evidenced by the following:

- Twin Shaft have achieved 50 days without a lost time injury – a new record for them;
- We have seen great progress towards centralised blasting and hope to have this fully in place by this weekend;
- Our mining plan compliance has dramatically improved in the month of August; Our stoping excavation compliance for August is the best ever recorded at 81%, which means that we are leaving less ore in the hanging and footwalls;
- We continue to see improvements in ends being blasted to line and grade;
- In one section we saw an advance of 92 meters, with a single rig, against a normal baseline of 40 meters.
- We have brought the roof and cable bolters, as well as the charge master into operation. Although we still have to resolve some minor teething problems, we have already seen improvements in productivity with these pieces of equipment;
- Primary and secondary support, continuous to pick up both in terms of the numbers being installed and the quality of these installations.

I also wanted to mention the fact that South Deep has now achieved over 2 million fatality free shifts. Whilst this is an important milestone, we cannot allow it to detract from the fact that we still have far too many serious and lost-time injuries. As we repeatedly emphasise, safety remains our Number 1 Value, hence the reason for us imposing a number of “stop and fixes”. You will be



safety



integrity



respect



responsibility



innovation



delivery



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aware that we recently stopped a number of intersections to install backlog support that dates back a number of years. In the last week we have also declared a number of areas 'red zones' due to recent seismicity. This has impacted the mines performance quite significantly, but we have and continue to stay true to the value that if we **"cannot mine safely we will not mine"**. We remain confident that as we work through these issues, production will pick up shortly.

Together we are making good strides towards a sustainable mine. However, on their own these efforts are not sufficient to turn around the current loss-making position of the mine. The proposed restructuring plans that we announced recently have to be implemented and the current section 189 process is necessary if we are to save around 3,500 jobs in the long run and make South Deep sustainable in the long-term.

We encourage all our people to keep going – your efforts are appreciated and you are making a positive difference.

Yours in Safety



Benford Mokoatle



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