



PALA CONNECTOR

APRIL - JUNE 2022 EDITION

PMC Gives hope to Mashishimale



CEO'S CORNER | EDITOR'S DESK | SHEQ CORNER | LEADERSHIP CORNER
OPERATION CLEAN-UP | WOMEN IN MINING | PAST EVENTS HIGHLIGHTS

CONTENTS

- 2 CEO's Corner
- 3 Editor's Desk
- 4 In Memorium of Lunga Kopolo
- 5-6 Leadership Corner: We are not drowning, not today!
- 7 Oom Robbie Van der Walt goes on retirement
- 8 New employee Humbelani Phunge
- 9-10 SHEQ runs successful Easter safe driving campaign
- 11-12 PMC Breaks ground by building school at Mashishimale

MAIN / LEAD STORIES

- 13 Asset Management rewards innovative thinking
- 14 AMMSA lends a helping hand to Philadelphia Drop-in centre
- 15 PMC celebrates four diesel mechanic learners who graduated in new occupational trade
- 16 PMC Women Nominates New Women in Mining (WIM) Departmental Representatives
- 17-18 Lift 2 Underground Operations blasts Drawbell in operational milestone
- 19-20 Operation clean-up Phalaborwa is underway, PMC Hands over 30 skip Bins to Municipality for Clean Up Campaign

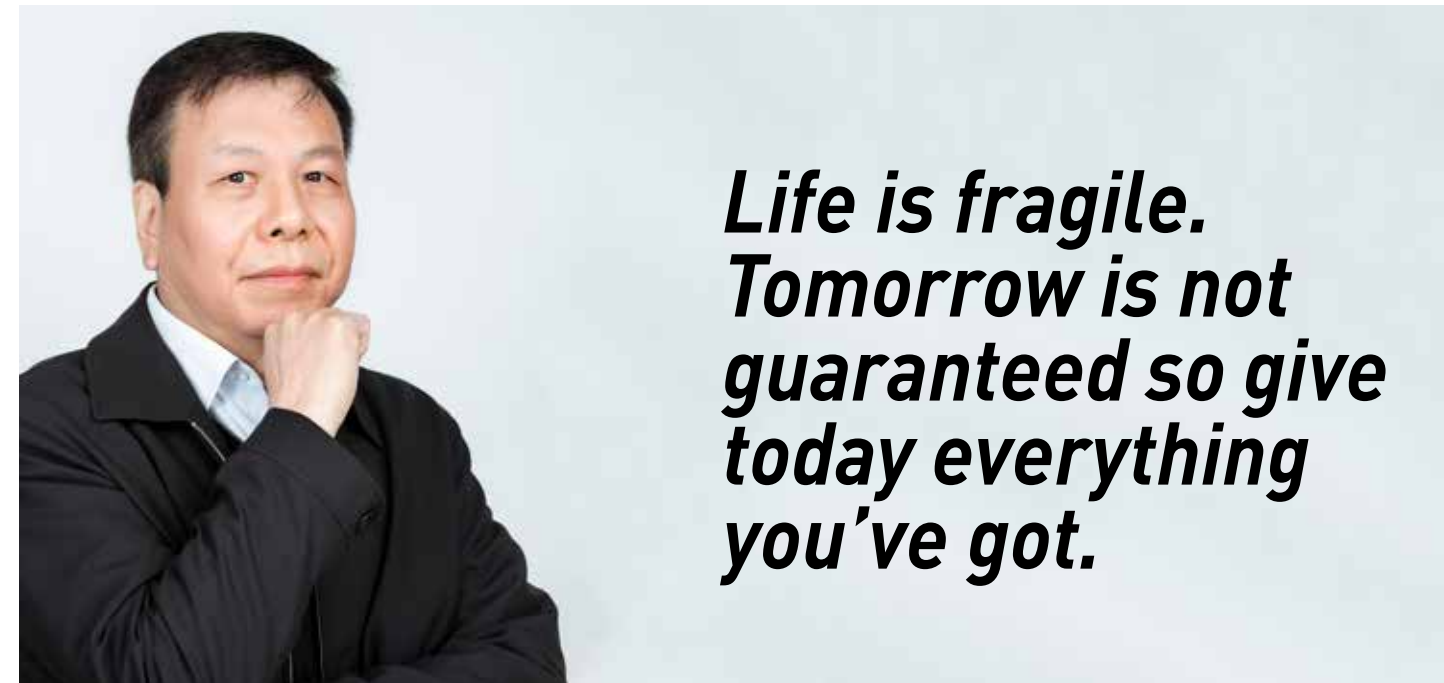
OUR HEART AND SOUL

- 21-22 Growth Superintendents Cookout Competition
- 23 Flotation Technical Team aim for 100% production with zero injuries
- 24 Supply Chain and Logistics Team, winners amid storms
- 25 Employee profiling: Mygirl Buthelezi
- 26 Employee profiling: Sukani Tency Baloyi
- 27 Murray and Roberts cementation donates boreholes to Makhushane schools
- 28 Smelter and Refinery gearing up to the change ahead
- 29 Work-life Balance
- 30 The importance of talking about suicide

PAST EVENTS HIGHLIGHTS

- 31 PMC Employees show support for Child Protection Week in 29 May to 05 June by wearing a green ribbon
- 32 Philadelphia Easter Donations
- 33 PMC and UMM Friendly Soccer Match
- 34 SHEQ Departmental Friendly volleyball match

Backpage: Mission Statement and Objectives



CEO's Corner

Mr Jinghua Han

As I write this message to you all I am inspired by the initiatives that the various divisions have initiated to improve the success of the business. It gives me great pride to be serving with the caliber of Executives at PMC who display the business values and put in the hard work to reach our objectives.

As we have entered the 2nd quarter of the year, there is so much to learn, more to be grateful for and more to achieve in our business. Let us use this time to reflect on ourselves as individuals, as Palabora Mining Company (PMC) employees and as members of our communities.

The months of April, May and June have a historic meaning to South Africans, these were the months that many fought for

Freedom. They fought hard for change and freedom in their everyday lives as well as their work environment. Their courage and determination have bore fruits as we enjoy the legacy that is the democracy which we enjoy in our rainbow nation today.

Many areas in South Africa suffered because of the natural floods which engulfed KwaZulu Natal, Eastern Cape and the North-west Province, with hundreds of people losing their lives and thousands losing their homes. As PMC, we sympathize with the affected families and applaud the initiatives taken to rebuild the affected areas.

Sadly, on May 18th, we lost one of our colleagues, Lunga Kopolo at PMC in an unfortunate accident which I believe should have been avoided. One life lost is one too many. We share the grief with all family members, friends, and colleagues as losing a loved one is painful. May his soul rest in peace.

Safety remains a top priority for PMC, with the number of incidents and fatalities that the business has experienced thus far, it is imperative to remain vigilant. Safety only works when people work together, remember, no job is so important, and no service is so urgent that we cannot

take the time to perform our work safely. Always take the time to do all proper risk assessments for your work area before starting a task.

Let us all strive to be good examples at work daily by following all the health and safety measures. Covid-19 remains a threat as long as it is still amongst us, let us continue with vaccination for us to reach herd immunity in our country. Use the free services offered to you by protecting yourself and those close to you.

Every day is a new opportunity to make a difference in this world by what and how we do our work. With the country's high unemployment rate, we have the privilege of earning an income so we can provide for our families – let us appreciate this by working safely and always remember home.

Regards

Jinghua Han
PMC CEO

Editor's Desk



We are never prepared for things to happen to us, whether good or bad, there can never be enough time to be ready. One of things I have learnt in my adult life is that it is never too late to learn something new, just as it is never too early to teach someone a new skill.

There will be incidents in life which force you to look at life with a new different

outlook, an unexpected incident can force you to change how you behave and approach situation. The passing of one of our own employees last month hit a nerve. You do not have to be related by blood to feel sadness, grief, and despair. As PMC employees, it has become our norm to care about each other's wellbeing. The loss of life of one colleague is one too many, which then forces us to be more vigilant and alert to our workplace and surroundings.

I would like to encourage you to please be careful and ensure that your surroundings are safe before engaging in work activities. Let us think about the families we have left at home; it is our responsibility to be always safe.

In this edition you will be updated with some of PMC's projects that have touched the lives of our employees and local communities. The building of a Primary school at Mashishimale village is part of PMC's efforts to improve the lives of the community by providing resources to better the lives of young people within Mashishimale. This in turn support the Department of Education's visions, goals and ensure that the learning and teaching culture continues with ease. It makes me proud to know that as PMC, we are ensuring that we invest in the future of our children. I feel that it is important to see that our contractors also heed the call to assist when required. We are indeed a caring nation.

I believe, it is time to re-write history, to turn the negatives into positives. The time has come to heal from the injustices of the world, the pandemic that has taken so much from us and to come together in unity to curb the scourge of violence and crime in our communities. The change of behaviour starts with us, in our homes, at work as well as our communities.

We need a new type of thinking if we would like to survive in this everchanging world and move toward higher levels. May you enjoy reading this 2nd edition of the *Palaconnector* for 2022. We would appreciate your feedback.

Sincerely

Lavish Mhlarhi

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On the 18th May, an unfortunate incident claimed the life of our colleague and friend, Lunga Victor Kopolo who was based at the Product and Dams, Concentrator as a Repairperson.

Kopolo was later laid to rest on the 28th May 2022 at Ga-Mamaila where PMC Management, family and friends paid their respects and tributes in a dignified funeral service.

See below some words of comfort shared by Kopolo's colleagues:



"On behalf of your team, May your soul rest in peace, we will work hard to accomplish all the dreams we had together. You were a born leader and we learnt so much from you. . . Your support, guidance and motivation got us through tough times. Gone but not forgotten. Rest well Kopa, We will miss all the times we had together".
- **Lawrence Sephuma**

"Where do I even begin? No one is ever prepared to utter words of tribute to such a young and brilliant individual. I will always remember the last words you said to me: "Go tla loka, Kat". I never imagined that it was the last time I would see you. While I believe you are exalted at the right hand of the Lord, do not forget your friends, family and the good times we shared on this earth. May the Lord of Mount Zion heal our hearts and grant you a special place in heaven. Robala ka kgotso ngwana papa". - **Katlego Mere**

Condolences to the family, friends and colleagues at PMC, we share your grief and pray that the Lord provide you with strength and light during this difficult time.

May Lunga's soul rest in peace.

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Leadership Corner

We are not drowning, not today!

There will be some storms ahead, but as the old saying goes, “calm seas never make a good sailor”. I recall my very first-time sailing in open waters, at sea. I was an excited young person on board a big giant cargo carrying ships on a beautiful Tuesday afternoon, just before sunset. The mooring ropes were heaved, the ship was underway and making way, and it wasn’t long after the port was one with the horizon, one with the sky, we were now in deep sea surrounded by nothing else but water - calm waters, a beautiful experience.



Sanda Zungu
Senior Manager: Supply
Chain and Logistics

The next morning was a little different; the sky was grey up above and there were high waves (swell), that made the ship unstable from down below – it appeared we were under siege. The ship started to plunge into the waters in front at the forepeak, it was as if it’s nodding heavily. The ship started sway (ship listing) from side to side, like an off-balance metronome. The conditions were very unstable, starkly different than the calm beautiful day before. As the ship plunged into the waters, sprays of sea water filled the deck, and we could only watch from the bridge (a ship’s upper most navigational control deck).

I started to lose balance, and eventually I got sick, sea-sick, but strangely enough I wasn’t afraid. The rest of the voyage was rough and all I could do was to sleep. As I didn’t call for duty the following morning, the Captain understood my condition, it was after all my first time at sea. He commanded the stewards that I be given oranges only, with a little fiber and fluid to help me with much needed energy. The captain’s duty was not only limited to ship and cargo safety, but also to ensuring the health and safety of everyone. After few days, we arrived at port; the ship, the crew and the cargo were intact, and so was I. “Calm seas never make a good sailor”, this is what I discovered in real life.

What is leadership?

My life experience with leadership is finding there was no panic in me during an unfamiliar severe storm, deep at sea. The captain seemed relaxed that stormy morning, wearing his shorts and flops, he understood this condition. It became clear to me that he had many years’ experience sailing the world in rough sea passages, even though he didn’t take the storm lightly, he gave command to ensure safe navigation, never panicking, totally in control – this gave me assurance that we were in safe hands, I couldn’t panic, I trusted him.

The captain was adamant, no ship was about to sink under his command and no sailor would be lost due to sickness. This takes focus, courage, discipline, thoughtfulness and understanding of the mission and self-awareness on his part. Looking back, it’s been well over twenty years since this incident, but never did I lose the lesson, that leadership in its core is about character. He couldn’t control the conditions outside, but he could control the conditions within; himself and his crew – this later proved crucial.

Leaders do care

One of my favourite quotations from an army general is, “leadership is a potent combination of strategy and character, but if you must be without one be without strategy” – never lose good character whatever the cost. Never lose admirable values of caring, of integrity, of courage, of accountability and of teamwork. Never drop your standards, no matter what the costs! I remember all these values, right in the “eye of a storm”.

As part of the team, each one has a special talent, a unique gift, an amazing skill to contribute to the success of yourself and that of our business. In essence, you are a Captain, a leader of your own self and in your own field, you are accountable for the result, you have ownership and control over your area, you care about the output, you care for one another, you help and assist each other, courageous and stand for the truth. Just think about it; if the Chief Engineer aboard that ship engaged full acceleration in a counter storm what would happen to the engines, wouldn’t he break them? What if the Chief Mate (the 2nd in command) didn’t stick to the course, read the meteorological warnings, updated the navigational charts, and abandoned his duty due to fear and abandoned the ship to drift and lose course, would we have completed our mission? What if the steward didn’t listen to the Captain’s caring command, to give me those oranges, for fiber and energy? Surely, I wouldn’t be

sharing this with you today. Everyone is a leader; can you recognize this talent in you?

Leaders understand the mission

All 28 crew members who were on that ship understood their assignment, and failure of one to do his part would have changed the course of the voyage. The ship was a drop in the ocean, the nearest land and help was very far away, we had one choice, to lead ourselves, lead the mission to a successful voyage. At the very core, each one aboard that ship was aware of the mission, and their role in the mission; to ensure a safe voyage; the safety of ship, the safety of crew and that of cargo. We were therefore not sinking that day, never!

Leaders are accountable

It is the little things that matter most, that build up to great things. It’s the small changes we make in our personal lives that has the greatest impact. It is the small habits, the small discipline that places us on the other side of the shore, safely ashore. The habits and behaviours that influence others to follow suit. To inspire change within our lives.

We are halfway through the year, and again exciting opportunities await to the success of Palabora Copper, and so do storms. Once more, we will win, together. Let each one, each team, family, community cultivate the values, the good character; never to bow down no matter what the cost. Be conscious, be intentional, be disciplined and you may inspire one person, and maybe a village – this maybe our greater call.

Let’s forge ahead, be a united front so that together, we can emerge victorious! We can change the world by changing our actions and thinking! Thanks to you dear leader, we are not drowning today, nor shall we drown tomorrow. We celebrate you. As Frank D. Rossevelt once said: “Calm seas never make a good sailor”, and I know you are one.

Oom Rob reluctantly bids PMC farewell



For most people, going to retire is a dream and even a blessing when you are still healthy after working in a risk area such as a mine. One looks forward to the time to unwind, to travel and even enjoy the benefits that comes from all the hard work spent as a working adult.

This is not really the case for Robbie van der Walt, Boilermaker who was based at the Smelter and Refinery Tankhouse. He explained that he has mixed feelings when it comes to his retirement because PMC has always been home for him. "I am so grateful that God gave me the opportunity to work with a lot of great people, especially my supervisors who had a positive influence on my career". After spending almost 4 decades working at PMC, first at the boilershop more than 18 years ago until when he moved to the Refinery Tank



house in year 2000 where he is going on retirement.

Oom Rob, as he is affectionately known by his colleagues sat quietly and listened as each colleagues shared their memories and well wishes at his retirement lunch organized by the Refinery Tankhouse team. It was clear that he made a mark in people's lives. Robert's supervisor, Solly Mmatli mentioned how they will miss

Robert's work ethic and dedication. "I trust that the Boilermakers present here today are equal to the task because it will be difficult to replace a hard worker such as Oom Rob."

One interesting thing to learn from the speakers was that Oom Rob successfully finished 11 comrade marathons while he was working at PMC, which is a great achievement and contributed so much to his great health. In his gratitude speech he shared a scripture, which he mentioned was a prayer for everyone present.

Psalm 51 v10-11 by David, "Create in me a pure heart, Oh God, renew a steadfast spirit within me. 11 Do not cast me from your presence or take your Holy Spirit from me." He wished everyone well and mentioned that he is looking forward to relaxing and dedicate his time to his family and serving The Almighty God.

Totsiens Oom Rob! All the best for your retirement!

New Employee Feature

PMC New Engagement – Humbelani Phunge: VOHE Specialist at the Lift 11 Mining Division

An energetic 30-year-old Humbelani Phunge was born in Tshituni Village, Vhembe District, in Limpopo. He completed his studies at Nngweni High school, thereafter went on to complete a BSc degree in Environmental Science at the University of Venda. He is happily married and blessed with a 7-month-old daughter.

Before Joining PMC in May 2022, Humbelani completed his Mine Environmental Control Ticket with Minerals South Africa and previously worked as a Ventilation officer and Principal Ventilation Officer at some of South Africa's biggest mining houses.

During his spare time Humbelani likes to chat with his wife, running, reading political news and published labor related cases or disputes. He is a self-motivated individual who finds joy in achieving his personal goals.

When asked about what he loves about PMC: "The general natural environment where animals roam freely is very special, as well as the communication culture within the organization is commendable. I have also found the employees to be friendly, courteous and professional, I am happy to be part of PMC".

Welcome to the PMC family Humbelani, we are thrilled that you joined our company.

We cannot wait to see you thrive and grow in your profession and new position!!!!



SHEQ Corner

SHEQ ran a successful Safe Easter Driving Campaign



Ba-Phalaborwa town was abuzz with people from different parts of the country coming in for the annual Limpopo Marula festival that took place over the weekend of the 8th to the 10th of April. It has been two (2) full years without having the festival due to the global pandemic that hit South Africa in March 2020. Limpopo Department of Economic Development, Environment and Tourism (LEDET) agreed that the Limpopo Marula Festival needed to be revived since the COVID-19 regulations are relaxed and

the State of National Disaster had been lifted. The event was held at the Impala Park stadium where about 2000 people were in attendance.

On the 08th of April 2022, Safety Health Environment and Quality (SHEQ) department launched the Bekezela Safe Easter Driving Campaign ahead of the Marula festival weekend that took place over the Marula festival weekend. The campaign was aimed at equipping

PMC employees about how they should maneuver safely around the weekend and the Easter Festival period. Flyers, Lollipops, Travel mugs, Flasks, Bags, Safety wristbands were given to employees on entry to the mine in the morning. The campaign continued Thursday 14th April, just before the Easter weekend.

Sarie Van Wyk, Safety Manager was seen hands on at the main gate, handing over pamphlets containing safety tips for



employees to adhere to. "The Bekezela Campaign is the brainchild of Ntelly Baloyi, a Safety Officer at Supply Chain and Logistics. With the increase in traffic on our roads, she identified the opportunity to remind all road users to be patient on the road, she said."

Employees are advised to share the following safety tips with family and friends.

Some tips to arrive safely:

- Always choose a non-drinking designated driver – every time you go out.
- If you have been drinking, phone a friend or call a taxi or car-sharing service for a ride e.g., uber or bolt.
- Protect others by taking their keys if they attempt to drive after consuming alcohol. They may get upset; but the alternative is much worse.

Bekezela is a reminder that although we are encouraged to be patient with our fellow road users, we must remain vigilant and aware of the often-poor driving behaviours of our fellow road users. The SHEQ department requests a commitment from those they have interacted with and everyone else not to drink and drive, adhere to the rules of the road and ensure that we Arrive Alive.

PMC breaks ground at Mashishimale by building school



Top picture, MEC Seaparo Sekoati

It was a proud moment as Palabora Mining Company (PMC), local stakeholders, and dignitaries from around Ba-Phalaborwa, National Department of Education, Department of Mineral Resources and Energy and the community gathered at Mashishimale village on Thursday, the 13th of April 2022 for the groundbreaking event to build Moshibutjana Primary School.

Nozipho Zitha, Transformation Superintendent at PMC, explained how the project started. "The traditional authorities represented by Leolo Community Trust approached the business and requested for a partnership to build a primary school in Mashishimale, PMC caught the vision and responded positively. We then committed to construct 12 classrooms, an admin block and an additional ablution facility that are adopted by the Department of Education (The Enviro-loo Technology)." She further thanked the PMC leadership for adopting and owning up to the commitment of seeing this project through.

PMC Senior Manager for Magnetite Mining and Processing, Sydney Kopong mentioned how Leolo Community Trust had already done a lot of work in collaborating with the Department of Education and picked up the plans to develop the scope of work for the project. He mentioned how this project is aimed at assisting the local municipality in providing the infrastructure and resources to assist in improving Local Community Development.

Kopong also indicated that the school will produce future leaders for the local mines and made an example of a few PMC leaders that are from Ba-Phalaborwa and Limpopo.

In his keynote address, Limpopo Member of the Executive Council (MEC) for Treasury, Honourable Seaparo Sekoati acknowledged that his office is aware of the challenges that the local municipality face, in particular the executing of various community projects, and thanked PMC for always lending a helping hand to ensure success and development of the local communities.



He appealed to the community: "Do not burn schools, do not destroy your infrastructure. These buildings are an investment for your children's future. You will need them in future." Sekoati added that he is grateful for the employment opportunities that this project is providing for the Ba-Phalaborwa communities.

PMC appointed four local service providers to carry out the project as part of the B-BBEE empowerment initiative. The four contractors extended opportunities to the locals through creating temporary employment for 51 people in Mashishimale village.

Five (5) weeks after the groundbreaking ceremony, the Transformation team went for a site visit to check on the progress. We had an interaction with Ingrid Shai, who is currently working for Balogale Developers cc, she had this to say: "Please allow me to extend my gratitude to my employer for hiring me. I would also like to thank PMC for always looking out for Ba-Phalaborwa communities because if it was not for them, I would still be unemployed".

Shai mentioned how the school will bring a positive impact to the community by

creating jobs for unemployed teachers and to reduce the congestion of learners in schools around Mashishimale.

Tumelo Ramoshaba, Operations Manager at SJ Global Construction gave us a brief update about the project progress. "The project is currently seating at 65% completion as we have completed the foundation, wall plate level, windows and doors frames level. It is anticipated that in next few weeks, we will be focusing on roofing, electrical, plumbing, plastering, tiling, ceiling, and installation of doors. We have been well received by the community of Mashishimale. My gratitude goes to the tribal authority for a warm welcome, PMC for the project and the community at large for their cooperation," Ramoshaba said.

The completion of the Moshibutjana school project is anticipated to be on 30th October 2022, and the handover to the Department of Education is tentatively targeted for November 2022 in preparation for the 2023 academic year. At this rate, it seems the work could be completed before the deadline. A job well done by the construction team.

Asset Management rewards innovative thinking



It has been two weeks since Palabora Mining Company (PMC) Management called for innovative thinking from all employees to drive operational efficiency and long-term profitability. The Asset Management team accepted the challenge and brought forth their innovation ideas which were presented to the committee.

Those ideas were then deemed practical, efficient, and low-cost. On the 22nd of April 2022, Asset Management team led by General Manager, Zakes Malepe, held an innovation awards session. Three (3) employees from respective sections of the department were presented with R1000 Clicks vouchers.

Three awarded innovated ideas were as follows:

1. Reliability and Condition Monitoring: Pre-screening of the asset or material to reduce production interruptions and to prolong asset life. This will in turn promote high production.
2. Engineering services: Gland Service Regulator to support or boost the dedicated pump, which then reduces downtime and minimize spillages.
3. Engineering Services: Electrical Infrastructure – Baboon anti-climb devices which will reduce the power failure incidents at both Concentrator and Magnetite Plants. This innovation will further improve safety in the plants associated with abrupt plant stoppages when power trips and associated localized water and material accumulation within the plants.

Congratulations to all teams. We look forward to the implementation and reaping the rewards of the projects!

AMMSA lends a helping hand to Philadelphia



Philadelphia and AMMSA Cheque

“Mintirho ya vulavula” is a popular Xitsonga phrase that means “your deeds speak”. This proven to be relevant when the Association of Mine Managers in South Africa (AMMSA) represented by Expect Kwinana, Sam Ngidi and Rendani Nemathithi accompanied by the PMC Senior Manager HR, Dennis Modise handed a cheque of R30 000,00 to Philadelphia Drop-in Center in Majeje village on the 04th of May 2022.

Philadelphia Drop-in Centre runs a feeding scheme that caters for over 160 destitute children in Majeje. The donated amount will assist with the day-to-day running of the Centre and alleviate poverty in the community of Majeje, especially to orphans and children from disadvantaged backgrounds.

Speaking on behalf of AMMSA, Sam Ngidi said: “AMMSA aims to touch lives which is why we donate a certain amount of money to those in need each year. I would like to urge the people of Philadelphia to continue making a difference in the lives of others. Your work is commendable and appreciated. Keep it up.”

As a cherry on top, the center also received food parcels, toiletries and sanitary towels that were donated by Palabora Mining Company (PMC) employees and contractors.

The Communications team would like to thank and appreciate the generous contributions from everyone who heeded the call and donated items as part of the employees Easter donations. Let us

continue living up to our value of Caring and work together towards building a sustainable life.

Conveying her heartfelt message of thanks, Bridget Mgiba, caregiver at Philadelphia said: “We feel honoured as Philadelphia to have been the fortunate centre to receive this donation. I would like to thank PMC and AMMSA for the donations. These will go a long way and it will make our jobs easier and enjoyable. It is not easy to go on when no one is supporting you. We feel blessed to know that PMC and AMMSA cares about the people”. She concluded.

PMC celebrates four diesel mechanic learners who graduated in new occupational trade



Together, building a sustainable future.

This slogan is testament to this pilot program that was formed as a partnership between PMC and Mopani TVET college. Four (4) of the 5 students

who were enrolled on one of the new occupational Trades offered by the Centre of Specialization through selected TVET Colleges graduated to become the first Diesel Mechanic learners in South Africa to graduate under this program.

The trades training centre ran both the project and legacy trades training in parallel to ensure that the learners where at an advantage to sit a sit for a legacy test should the project have failed.

The 4 learners who graduated as Diesel Mechanic Artisans from the Centre of Specialization through Mopani TVET College are Moya Nkateko Matokane, Lungile Sharon, Rhulani Mushwana and Solly Ngobeni

Congratulations to Stuart Thompson and his team at the Engineering Training Centre for having the courage to lead and support this project. This is another milestone in PMC's books!

PMC Women Nominates New Women in Mining (WIM) Departmental Representatives



and Safety Act, No 29 of 1996, as amended. The main task of the Council is to advise the Minister of the Department of Mineral Resources and Energy on occupational health and safety legislation and research outcomes focused on improving and promoting occupational health and safety in South African mines.

PMC Women In Mining was launched officially in 2010 for providing a platform to address the challenges that are faced by women in the workplace. Since then, the number of women in the mine has increased from 9% in 2010 to 21% in 2022. Between May and July 2022, the WIM structure at PMC went on roadshows in efforts to inform and engage with PMC women about the objectives of PMC WIM, DMRE, MHSC and Minerals Council of South Africa (MCSA) focus on WIM in the South African Mining Industry. Women were also encouraged to nominate the departmental representatives. New section representatives have been nominated for all sections in the mine, to bridge the gap in providing information and education to PMC Women.

Thank you to all PMC women that came out in numbers during the roadshows, in support of this initiative. We look forward to introducing the departmental representatives to the business, so that you know who to contact for support in your respective section.

For more information on Women In Mining at PMC, please contact Matsela Kwinana (Chairperson) on Tsela.Ntsepe@palabora.co.za or Vutomi Mnisi (Secretary) on Vutomi.Mnisi@palabora.co.za The current structure will be shared with the business very soon!

In the past 15 years there has been a steady flow of women into the mining industry which came about as a consequence of a legislated process. The South African Mining Charter adopted in 2004 required all mining companies to have at least 10% representation of women in operations by 2014. The number was later amended in 2018 to 20%. The Mining Charter III has set specific targets for women representation at each level in the workplace.

In light of the fact that the mining industry was the domain of men at the exclusion of women there was a need for some interventions to facilitate access to the industry for women. As such the Mine Health and Safety Council (MHSC) conducted a research on the Safety and Security Challenges Impacting on Women in the South African Mining Industry (Zungu, 2014). The Mine Health and Safety Council is a national public entity (Schedule 3A) established in terms of the Mine Health

LIFT II

Lift II Underground Operations team has firmly sealed the life extension of PMC beyond 2034



"It took many years of planning, problem-solving and a lot of persistence to get here."

These are the words uttered by Sam Ngidi, Senior Manager Lift II Underground Operations. It was a proud moment for him, his team of technical experts, contracting partners UMM and Murray and Roberts as they reached an operational milestone blasting a draw bell on the 26th of April 2022.

It took the team about 12 years of project studies, planning, drilling and blasting, developing tunnels and undercutting process to advance to this point. This milestone is a testament to the team's resilience, competence, and ability to apply explosives, drilling, charging and blasting skills with zero-harm.

The team gathered early morning of the 26th on surface to watch the live broadcast as the first draw bell blast took place 1.6km underground at draw bell A01, beyond the wave of gushing dust – a draw point filled with copper ore was a sight for sore eyes.

Mr.Ngidi's gleaming smile proves he always trusted in his team's ability to execute this task. From now on we can expect tonnes of copper ore will be successfully drawn from the ore body flowing out of the individual draw points that will be blasted monthly. A little later this year, Lift II Operations will officially handover a section of the project footprint to Lift I to commence with mining the draw points as they advance to blast draw point 2,3,4.... securing our future to 2034.

"Lift II was birthed in 2007 when I was tasked to estimate Lift II reserves. In 2011 the conceptual study was completed leading to the approval and start of early works. In 2014 the project was approved by Rio Tinto. Today, we blasted the first drawpoint. It took many years of planning, problem-solving and determination to get here. Blasting a drawbell is like turning a car key in the ignition and the start of a journey. We will not turn back now.... The project has officially taken off. Lift II is officially in mining now," concluded Sam Ngidi: Senior Manager Lift II Underground Operations

PMC - THE FUTURE IS SECURED!



Operation Clean up Ba-Phalaborwa is underway as PMC donates truck and 30 skip bins

It was in 2005 when Phalaborwa scooped the award for the cleanest town in South Africa. Palabora Mining Company (PMC) launched the clean-up campaign earlier this year and we are part of the mission to reinstate the status of Ba-Phalaborwa Town to its former glory. This was evident on the 15th of June 2022 when PMC donated 30 skip bins and a skip loader truck to Ba-Phalaborwa Municipality to assist the Municipality in cleaning up in the Ba-Phalaborwa communities. This project has also created employment for 32 residents and predominantly women.

With an upbeat spirit, Ba-Phalaborwa Mayor. Cllr Merriam Malatji, mayor sang a song of gratitude during her keynote address. "Thank you, PMC, for this contribution, it is an indication of your love and care for the community. It is our responsibility as citizens to keep our surroundings clean and manage waste correctly. We all have a role to play from our homes to the streets, schools, churches, and parks. Charity begins at home, it starts with all of us," exclaimed the mayor.

Gracing the event with their presence were PMC executives, Phalaborwa Bollanoto Recycling, Phalaborwa Natural Heritage Foundation (PNHF), Foskor (Pty) Ltd, Ba-Phalaborwa ward councillors and members of the community.



Some good news shared by the mayor was that the Phalaborwa Bollanoto Recycling team will be helping with the collection of rubbish as well as clearing the bush around sub-stations for easy access during power cuts in attempt to reduce the turnaround time on power reinstatement. In addition, the (PNHF) has also offered to help the cleaning team during weekends at no cost.

Speaking on behalf of PMC, Environmental Superintendent, Joseph Muhlarhi said: "On behalf of the PMC Safety, Health and Environment and Quality management, we are proud to provide the resources to the community in order to improve our environment which ultimately will improve the quality of health for everyone."

Abby Ledwaba, Manager: Transformation, Stakeholder Engagement and Communication emphasized the importance of living up to the PMC Value of Caring and continuing to become part of the solution for any problems faced by the society. "The business will continue to bring change in the Ba-Phalaborwa communities, we are hoping that the donation will help make a difference and reduce the waste that is ruining our environment. Our plan is to continue working towards a cleaner and healthier Ba-Phalaborwa."

Another gesture by PMC that shows how, as a business, we live by our motto: "Building a sustainable future, together".

Another gesture by PMC that shows how, as a business, we live by our motto: "Building a sustainable future, together".

Growth Superintendents have a potjiekos cookout feast!



The Growth Potjiekos Competition was held on Friday the 22nd April 2022 at the Outdoor canteen outside the Growth department.

It was an early morning affair as eight (8) teams comprising of two (2) cooks for each team, started preparing their cooking stations, set on a mission to take our tastebuds on a culinary joyride around the world. The teams provided the Starch, Raw Veggies, Spices, Cooking Gas, Decor, Outfits and anything else key to their theme and winning strategy.

Growth sponsored the meat, completing the exotic culinary representations of: Portugal, China, Greece, Holland, Italy, France, Germany and our beloved Mzansi (local is lekker). Each cooking station served a minimum of 15 people. The competition caught fire the moment the gas stoves turned on at 8am. Technical experts turned Cooks embarked on a four (4)-hour contest displaying their culinary mastery or lack thereof. Some were naturals in the kitchen. Some searched

recipes on Google. Some recreated their favourite childhood dishes from mom, and some simply called their wives in distress.

Despite the teething problems, there was an undeniable spirit of teamwork, a tangible sense of happiness amongst all present. People were chatting, cracks of laughter breaking and from time to time a few swayed their bodies dancing to the music playing. Not long after the competition opened, whiffs of home-baked bread, meaty stews, rich spices, garlic flavors and fresh herbs began brewing in the atmosphere and immediately the judges knew that finding a winner would be no easy task.

Judges for the day comprised of various key players in PMC-Departments, Itumeleng Ngoae, Zani Kutumela, Ravin Gareeb and Wendy Maritz. The panel agreed that the process was difficult as all 8 teams brought their "A-game" adding tweaks that elevated ordinary dishes to gourmet standards.

Despite all 8 teams proving that they can stand the heat, only one team proved to be the Pot masters for the day, Team 3 - Mavsaka Munchies of Greece-Charon Mtshali and Mpho Ramaano were the team to beat. Their delectable serving of Lamb Stew and hot oil fried golden-brown Vetkoeks were unmatched. Rightfully earning them the title -Growth Superintendents Potjiekos Competition Winners for 2022.

In the spirit of giving, meal tickets were sold at R50 each, with all proceeds for the day pledged to the Phalaborwa Society for the Prevention of Cruelty to Animals (SPCA) branch.

This initiative proved to be a success in showing that collaboration and teamwork could be transferred to the workplace as well.

See you at the next cookout!!!



Flotation mechanical team aim for 100% productivity with zero injuries

It takes motivation, hard work and determination to get to the top. On the 29th of April 2022, the Flotation Mechanical team celebrated their 2021 performance and the effort they have put to-date. The team performed well the whole of last year with about 96% equipment availability with 79% usage without injuries.

“We managed to achieve such performance by reflecting on ourselves, why we are here and what is expected from us. We had our own teamwork strategy, but such strategy was not going to be possible if the team is not motivated. Motivating the team started with recognition of the individual performance and team performance as well as promoting open discussion for future goals and plans.” said Supervisor Milling and Flotation Maintenance, Freddy Mzimba. “We have a diverse team of highly motivated individuals that are not only safety conscious, but they take ownership of the roles.”

Predictive maintenance which includes the condition monitoring which is one of the priorities. The team put more effort and focus into PMO1/preventative maintenance and is encouraged to have a quality inspection so that proper planning can be done. This helps them manage and stabilize the plant while getting good performance from the equipment.



All condition monitoring reports are taken seriously by the team and their can-do attitude has set them up for a great success.

The leadership has been instrumental in ensuring that the team receives the tools required for this team to execute their tasks however implementation of schedule

Maintenance strategy is still critical in our section so that we can improve our performance towards 100% equipment availability.

Below is the performance record of the plant regarding equipment availability for the year 2022 First quarter:

YEAR	2022								
SECTION	FLOTATION PLANT								
Sum of DEC	Column Labels								
Row Labels	OPS, DELAY	OPS, STANBY	SCHEDULED	UNSCHEDULED	Grand Total	Run Hrs	%Available	%Utilization	
2022 Jan	18.98	213.60		2.75	235.33	508.67	100%	68%	
2022 Feb	1.50	40.97		18.48	60.95	611.05	97%	91%	
2022 Mar		187.13		12.50	199.63	544.37	98%	73%	
2022 Apr	3.00	30.73	37.48	16.00	87.22	512.78	91%	85%	
Grand Total	23.48	472.43	37.48	49.73	583.13	2176.87	97%	79%	

Supply Chain and Logistics Team- winners amid storms



The mystery of not knowing how the next day will pan out is exciting. It is a fast moving, environment and changes come with a click of a button.

That is how the environment at Logistics Shipping is described. From recording a massive 10mil tons of material shipped in 2019. A record high for PMC - this team has surely come a long way to stay focused and dedicated to ensuring that PMC minerals reach their intended destination at the targeted time. It was interesting to spend time with different role players at the division, from the Shunters, who ensure that the trains making its way to and from

PMC do so safely and on time. To the Samplers who are checking the quality and moisture of the material, the Specialists who assist Management with the planning and execution of the Supply and Value Chain for PMC to run successfully. These are the people who must ensure that PMC ships record cargo each year to ensure that the business succeed in reaching their business plan each year.

In the past two years, there has been several challenges that threatened the movement of cargo from the PMC mining complex. A devastating pandemic and recent floods that affected the Durban and

Maputo harbour where cargo is routed and kept. These challenges did not deter this team from working towards their planned targets.

The team shared how they managed to deal with these natural disasters within their division.

In Supply Chain we deal with different stakeholders (in terms of age, ethnicity, education) and therefore presenting different challenges. The art of crafting solutions and not deviating from the Business plan is what makes Supply Chain and Logistics interesting.

- We had to identify what could be the potential threats (exposure) to us as individuals and to the business at large and find better ways to work in the midst of the pandemic.
- In our engagement with employees, we encouraged positive thinking and behaviors through the help of our management.
- We monitored compliance, encouraged vaccination, collaborated with different sections in trying to find creative ways to minimize infection and promote positive behaviour.

The Floods were a setback however they had to find creative ways to move cargo such as:

- We had to secure our strategic stockpiles by storing them closer to the loading area.
- Strategic Sidings were used when the weather focus was not in favor for Phalaborwa.
- We had to move product that had less Moisture exposure
- Securing of cargo moisture in the loading process and in transit.

The positive attitude of this team of individuals proves the unity and passion they have for their career and PMC. No wonder they were voted Division of the Year for 2021.



Employee Profiling

Mygirl Buthelezi

1. Names and Surname.

Mygirl Trecia Buthelezi

2. Birthplace - Bushbuckridge, Mpumalanga

3. Please tell us a bit about yourself.

I am an independent, dedicated, passionate and hardworking woman who was born and bred in Bushbuckridge. In 2011, I relocated to Phalaborwa to further my studies. I enrolled for Electrical Engineering at Sir Val Duncan.

4. Briefly tell us about yourself, family background.

I am the first born out of 3 siblings with both parents. Growing up was not a walk in the park but it has moulded me into being the woman that I am today.

5. What do you do in your spare time?

I spend most of my time playing games with my five (5) year-old daughter. I also read books and news on the internet so that I can be up to date with everything that is happening around the world.

6. How long have you been with PMC? what is your current position?

I have been with Palabora Mining Company for more than four (4) years and I joined PMC in 2018 as an electrical apprentice recruit. After completing my apprentice, I transitioned into the internship programme until I got absorbed as an electrical serviceperson.

7. What are your main responsibilities at work?

My responsibility ranges from maintaining low voltage equipment, maintaining of lighting circuit, assisting with locomotive services to assisting with 11kv equipment and reticulation across the mine.

8. What are some of the things that make your job interesting?

It is ironic that I find breakdowns interesting mainly because that is where and we get to exercise teamwork and learn from the challenges that we experience throughout the breakdowns.

9. What challenges do you face daily at work, how do you tackle them?

Having to attend to my daily schedule maintenance and the breakdowns that are critical but because of our teamwork it makes it easy for one to complete daily tasks safely within working hours.



10. With all the recent fatalities and injuries occurred at PMC, what do you think needs to be implemented to prevent them?

This is a difficult one because the recent fatality affected someone I knew at a personal level. We need to look at the risk that comes with each task in order to come up with ways to prevent them. Let us exercise the rights of employees regarding MHSA Section 22,23 and 83.

11. How do you attend to the issue of safety in your section?

During our line-up meeting, our supervisor reiterates the importance of our safety in every task that we perform, and we must note that we are working with an "animal" (electricity) that we cannot see but can only feel when we touch.

12. If you were to be appointed as a Safety leader in the business, what would you implement?

I would encourage employees to ensure that their safety is not compromised when at work. They should also know their rights and exercise them. Our workshop already implemented ways to ensure safety through a wrist type high voltage alarm which detects live voltage when you come into contact with electricity.

13. What do you think needs to be done to improve PMC's culture?

Before we can improve PMC's culture, we need to know, understand, and embrace it. I believe that the business emphasises that we put safety first before anything else. We did right in the past and we need to have a good reflection on the wrong things that we are currently experiencing.

Sukani Baloyi

1. Name and surname.

Sukani Tency Baloyi

2. Birthplace – Limpopo, Giyani.

3. Please tell us a bit about yourself.

I am a young, vibrant and energetic person, but I tend to struggle with public speaking, but I am working on it. I hold a BEng Mining Engineering and BEng (Hons) Industrial Engineering degrees from the University of Pretoria. I am widely known as "Bafo" on-site and the community at large.

4. Briefly tell us about yourself, family background.

I was born and bred in Giyani, Makosha Village. I am from a family of (4) and I am the last born, (3) three boys and (1) one girl. I believe I am where I am today because of my siblings, their hard work and dedication motivated me to do better.

5. What do you do in your spare time?

I enjoy just playing board games, chiefly chess and watching a good movie. I have recently joined gym to align myself with physical work and on weekends I enjoy socializing, cooking, and travelling to markets.

6. Tell us about your career history before and at PMC.

I have been with Palabora Mining Company (PMC) for (5) five years and I am occupying the role of Strata Control Officer for Lift I, VO, Magnetite, Vertical Ventilation Shaft and Lift II when needed. I was one of the elite few who was fortunate enough to be part of the Vertical Ventilation Shaft Project from its inception and continue to date with assisting Mining Engineering related work, mainly reporting and facilitating planning and tracking data.

7. What are your main responsibilities at work?

I principally monitor compliance to support standards and to outline areas with possible ground conditions instabilities and also issuing ground support recommendations therefore ensuring support recommendations are actioned.

8. What are some of the things that make your job interesting?

My job is interesting as it is uniquely specialised in a sense whereby the conditions keep on changing and I get to learn each and every day how to deal with different challenges that I stumble upon.

9. What challenges do you face on a daily basis at work, how do you tackle them?

You never know what to expect since the conditions keep on changing- which requires me to constantly think critically and always be on my A game. I also collaborate with other colleagues on how to approach certain challenges. There is always something new to learn at work.



10. With all the recent fatalities and injuries occurred at PMC, what do you think needs to be implemented to prevent them?

Rigorous enforcement of SHEQ standards and campaigns, starting from a consultation and participation process, thus encouraging suggestions from employees for improving safety. Moreover, reinforce safe behaviour through investigating every incident, whether it was a near miss or an accident that caused injuries and damage, investigate until you find the cause and correct it.

11. How do you attend to the issue of safety in your section?

Through quality control of the installed support system and ensuring that every crew member adheres to the safety standards of our section and the mine in general. Also by staying informed with the mining industry's safety updates.

12. If you were to be appointed as a Safety leader in the business, what would you implement?

I would implement mental health support programs that would focus on enhancing greater confidence, decision-making skills and the ability to manage stress more effectively. Positive mental health is important because it allows individuals to cope with various challenges in life and also helps employees/individuals to remain alert when changing roles and responsibilities.

13. What do you think needs to be done in order to improve PMC's culture?

The more connected employees feel with one another, the more satisfied they'll be with their jobs. Incorporating team-building activities during orientation and training programs will help employees create stronger relationships and encourage them to learn from each other.

Murray & Roberts Cementation in Partnership with PMC hands over boreholes

The provision of services such as water in the local schools of Makhushane village came in as a major boost when Murray & Roberts Cementation in partnership with Palabora Mining Company (PMC) officially handed over the three (3) fully equipped boreholes that came with purification systems, three (3) water tanks and concrete basins at St Patrick Mathibela primary school, Makhushane lower primary school and Bollanoto primary school. The official handover took place at Makhushane Lower Primary School on the 13th of June 2022.



Murray & Roberts, in partnership with PMC have ensured that teaching and learning continues within Makhushane village by providing proper sanitation and purified drinking water. This partnership has ensured that three (3) schools benefit from the construction of boreholes for the provision of water. Education is a societal issue and considering all the challenges that the Department of Education is facing. By partnering with our stakeholders, we can indeed improve the lives of every child across the education landscape and Ba-Phalaborwa communities at large.

"As PMC we always believe in giving back to the community and that is what we have been doing. I would also like to applaud our contractors for always coming through when we plead with them to help us in developing our local communities. We are currently constructing ablution

facilities in the above-mentioned schools, the construction of a 3km tar road and a school in Mashishimale," Abby Ledwaba: Manager at Transformation, Stakeholder Engagement and Communications said.

Murray & Roberts approached Transformation department seeking assistance in identifying three (3) schools around Ba-Phalaborwa Municipality that deserved these projects. The three (3) schools were identified as the neediest for boreholes as they have been struggling with running water in their schools which posed a significant health challenge. The three (3) schools now have drinkable water, flushing toilets and water to irrigate their garden, which supplies vegetables for the school's feeding scheme.

Fred Durand, Senior Project Manager from

Murray & Roberts Cementation gave a heartfelt speech regarding the borehole water project that they were able to fund as a company. "I am grateful I was part of this good initiative and to the leaders of the three schools, please feel free if you need help with anything, we will openly assist, these children are the future", Durand said.

The contractor representative from Team Legodi Pty (Ltd), Dennis Legodi was also afforded an opportunity to share a message of appreciation. Legodi thanked the two companies for giving him an opportunity to render the service. The three schools were given a warranty of 12 months and he further mentioned that the boreholes will sustain them for at least 15 years to come.

Smelter and Refinery gearing up to the change ahead



Senior Manager: Smelter and Refinery Operations, Brave Mushikita hosted his departmental supervisors for a coaching and mentoring session. Mushikita was gearing up the Smelter and Refinery frontline leaders to start copper production after three (3) years. The business decision to retrofit the Smelter gave a lifeline to 600 families of the Ba-Phalaborwa community, as well as extending the refined copper business to be in line with the life of mine for Lift II. Mushikita displayed great confidence in his team to make copper refining more profitable than ever.

The team at the Smelter is eager to start producing refined copper and contribute towards business profitability. Mushikita is making strides in equipping his team to deliver as soon as commissioning starts. The Frontline Leadership workshops are sessions aimed at empowering the team mentally in order to trigger a behavioural change from "witch-hunt and the blame mentality" to that of leaders who are business focused and people focused to spread positive work morale in their work environment.

With the hope that Covid-19 restrictions will be eased soon, some team members at the Smelter have been earmarked to travel to China to gain work experience on the functionality of the DSB Furnace.



Smelter and Refinery gearing up to the change ahead.

PMC management lived up to the business value of caring by sustaining the livelihoods of the Smelter and Refinery crew and their families. The business made a financial investment into the Smelter and avoided retrenchments in view of the old Reverberatory Furnace.

The Smelter and Refinery Production was halted in November 2019 to replace the Reverberatory Furnace with the Double-Sided Blown Furnace and consequently improve SO₂ capture in Acid Plant and Copper recoveries. Three (3) years on, the construction of the new, modern state-of-the-art technology is projected to be completed in the fourth quarter of 2022.

"Bravo to the team! I have all the confidence in them. I am certain that they will deliver more efficiently in their improved, environmentally friendly, safe, and technologically advanced work environment. The business can now expect higher copper returns. Thank you to the PMC Management Team for the investment and not closing down the Smelter." Brave Mushikita



“A balanced life is one where we spread our energy and effort – emotional, intellectual, imaginative, spiritual and physical - between key areas of importance. The neglect of one or more areas, or anchor points, may threaten the vitality of the whole.” – Dr Kumar and Dr Shivakumar

Work-life balance is about creating and maintaining supportive and healthy work environment, which enables employees to strike a balance between work and personal responsibilities. Being able to balance work and life is an extremely important aspect of managing stress, although it is not easy to achieve, try one step at a time until you have mastered each one.

Consequences of having no Work-life balance integration:

- Increased stress
- An actual decline in work performance
- A deterioration in physical and emotional functioning
- An unbalanced life yielding little satisfaction
- Burnout

If you are struggling to feel a sense of work-life balance despite making changes, consult your Inhouse EAP Practitioner via the following:

Ext: 2143
Cellphone: 076 455 5918
Email: nandi.nkosi@palabora.co.za
Office: Based at the ER offices

Achieving a sense of balance between work and home life is crucial, bearing in mind that the two can overlap.

Tips on how to maintain a balance:

- Don't over-commit yourself
- Delegate tasks where possible
- Make a list, or plan, and stick to it (If you fail to plan, then you plan to fail)
- When you identify a problem, talk to someone about the possible solution
- Focus on critical tasks
- Don't take work home unless necessary
- Don't miss meals to save time
- Plan a holiday
- Make daily schedules
- Don't be a perfectionist
- Learn to say "No"
- Decide what is important to you and prioritise
- Accept help if offered
- Ask for help if needed
- Plan ahead
- Live a healthy lifestyle

The importance of talking about suicide

According to World Health Organisation, while the link between suicide and mental disorders (in particular depression and alcohol use disorder) is well established in high-income countries, many suicide happen impulsively in moments of crisis with a breakdown in the ability to deal with life stresses. Many people do not want to speak about suicide because they worry that such discussion has the potential to trigger suicidal tendencies, however, this is a myth. Studies have shown that acknowledging and discussing suicide, in fact, have the opposite effect. Acknowledge that depression and hopelessness have the ability to distort the way we see things and impact our decision-making ability.



The following life changes might trigger a depressive episode or thoughts about suicide:

- Traumatic experience, e.g. fire, rape, etc
- Relationship issues
- Mental disorder or physical illness or injury
- Suicide of loved ones
- A recent loss, e.g. loved one, a job, etc
- Major disappointment
- Feeling of failure/rejection
- Change in circumstances
- Financial and/or legal problems



Warning signs of suicide:

- Talking about dying
- Changes in routine
- Social withdrawal
- Erratic mood swings and personality changes
- Becoming "preoccupied with death, dying or violence"
- Increased alcohol or drug use
- Giving things away or "getting things in order"
- Expressing final closure

What you can do to help someone:



The following list provided by the SADAG can give insight on how you can help if you identify someone who is suicidal:

- Be direct. Talk openly
- Be willing to listen
- Be non-judgmental
- Get involved. Show interest & support
- Don't dare him/her to do it
- Don't act shocked
- Don't be sworn to secrecy. Seek support
- Offer hope that alternatives are available
- Ask if you may contact a family member
- Take action. Remove an object that may be used.
- Don't leave the person alone
- Get crisis intervention and suicide prevention advice

Seek assistance by contacting your PMC EAP Practitioner Nandi Nkosi via the following:

Ext: 2143
Cellphone: 076 455 5918
Email: nandi.nkosi@palabora.co.za
Office: Based at the ER offices above the HR offices

And/or

By contacting ICAS via the following:

- 24/7 Toll-free: 0800 204 481 (free from landline and mobile phones)
- Download your ICAS on-the-go from your App Store or iStore and punch in the following Company App Code: PAL001
- Request a call-back: *134*905#

All services are applicable to all PMC employees and contractors, including their immediate family members and their next of kin.

Past Events Highlights



PMC and UMM Friendly Soccer match



SHEQ Volleyball match



Vision

To become a leader in the mining industry through our performance.

Mission

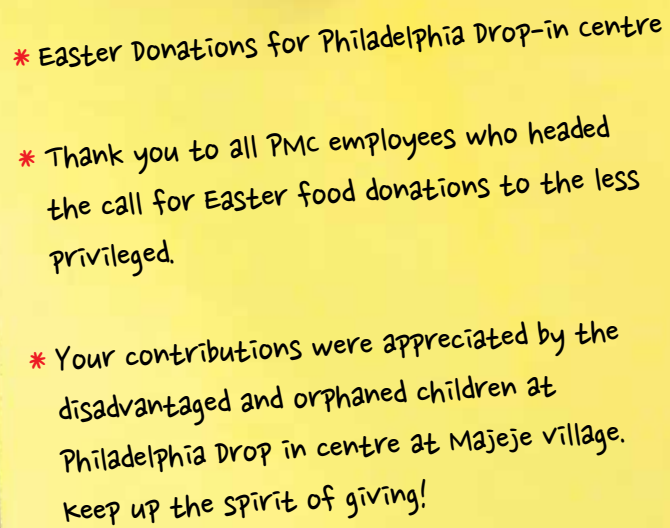
To safely and profitably extract and convert minerals and metal from the Palabora ore body.

Values

- Integrity
- Courage
- Caring
- Teamwork
- Accountability

Core Products

- Copper
- Magnetite
- Vermiculite

- 
- * Easter Donations for Philadelphia Drop-in centre
 - * Thank you to all PMC employees who headed the call for Easter food donations to the less privileged.
 - * Your contributions were appreciated by the disadvantaged and orphaned children at Philadelphia Drop in centre at Majeje village. keep up the spirit of giving!