



PALA CONNECTOR

JANUARY - MARCH 2022 EDITION



PMC Family half marathon boosts local economy

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CEO's Corner

Mr Han Jinghua

A new dawn of hope.

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.

Reflecting on the past year, it is very important to acknowledge that even with prevalent challenges that we came across, we remained focused and managed to reach some of our objectives. I trust that you are all fully recharged and ready to seize the new opportunities and equally positively tackle challenges that may come forth.

Congratulations to all the winners of the Employee of the year awards for 2021. Your hard work and positive contribution to PMC is duly noticed, not only by your colleagues but by management as well. Continue being the role models in your respective departments by striving for excellence and being safety heroes.

Thank you to all of you who took the decision to protect yourselves, your families, and your colleagues by vaccinating.

Although we have seen a decline in infections as well as hospitalizations, COVID-19 still exists. There is strong evidence that shows that vaccinations have made a significant difference in curbing the virus and reducing deaths. Let us start the year on a high note, not forgetting to follow all safety procedures and COVID-19 protocols. It is important that we all work towards achieving the 100% immunity through vaccination. As PMC, we have made it possible for every employee to have access to vaccination onsite, I encourage all of you to make use of this free service. I would like to encourage you and your fellow colleagues to work and live safely this year by ensuring that we put section 23 of the Mine Health and Safety Act into practice by refusing to execute work that is not safe or in an unsafe environment.

The fatalities onsite that occurred last year are a harsh reminder for all of us to be mindful of the intention behind the Zero Harm and Khumbul'ekhaya campaigns. Let us take the opportunity to reflect on the lessons learnt from last year while making new plans and working on resolutions which will propel us to achieve greater success and reach our business goals. That is how we will create a better future for our business, families, and communities.

I wish you success, prosperity, and good health throughout this year.

Warm Regards

Jinghua Han



Editor's Desk

Albert Einstein once said: "Time flies when you are having fun." That is precisely how I have felt during this first quarter of 2022. When I started my career at PMC 3 years ago, I had set goals for myself to achieve and I am utterly grateful and feel blessed for all the experience I have gained thus far.

This year's first edition of the Pala Connector serves as a reminder for one to never take any experience for granted, to always cherish the good times spent with loved ones and build a life you can be proud of. Living with a pandemic in the past year has been challenging but it has also taught us that South Africans are a resilient people, we adapt to change easily and go with the flow. The negativity and challenging times notwithstanding, it is important to stay positive, laugh through situations and encourage others to do the same.

The recent PMC Family half marathon was a great milestone for our company, not only did it include our community but it offered us the opportunity to display our values of teamwork and caring. Organized after nearly 2 years of not engaging in any mass event or socials, it came at a right time to uplift the spirits of many who attended the event. It was equally insightful and exciting being part of the team that put together this event.

This 1st quarter edition of Pala Connector has a great variety of the positive stories, from work that PMC has done in the past few months, even amidst restrictions and deadlines, to how leaders and employees found the time to share the little that they have with each other, to rewarding employees for all the hard work throughout their PMC careers. These employees continue to inspire fellow colleagues to go the extra mile and that make me appreciate the work that we do and appreciate the leadership for rewarding and encouraging hard work.



As a Ba-Phalaborwa resident, it gives me great pride to be part of an organization that puts the interests of the local people at heart, by creating opportunities for local companies to thrive under harsh economic conditions. I am blessed to have a team of hard-working individuals who have a high work ethic and put their heart into all that they do. I look forward to providing you with more stories and happenings in your workplace and communities.

I urge you to stay in touch and interact with us.

Enjoy.

Sincerely

Lavish Mhlarhi

For comments feel free to contact me: E-mail: Lavish.Mhlarhi@palabora.co.za

Rikhotso bids farewell to PMC



After 37 and half years of being in the mining industry and serving in various positions, Thomas Rikhotso, seems to have mastered the art of leadership in his own right. He saw growth throughout his career journey at Palabora Mining Company (PMC).

He started his career at PMC in 1984 as a stores man, to being a stock taker, to stores coordinator, then a data capturer and later a supervisor. He was later promoted to being a specialist until he occupied the role of a superintendent. He occupied the superintendent role until his retirement this year. Rikhotso gave credit to his management for the good working relationship, as well as pushing him to apply for various roles and seeing potential in him during his tenure at the mine.

Thomas Rikhotso hails from Mmadumane village, Ga-Modjadji and describes

himself as a jolly, interactive person, who is non-discriminatory and loves to see other people progress. His colleagues and management could not stop singing praises and appreciated Rikhotso for being a part of their team and teaching them a lot of things.

It was an emotional moment as the Finance team reflected on the fond memories they shared with Rikhotso. Speaking at the farewell function, Ravin Gareeb, Procurement Manager conveyed his words of appreciation to Rikhotso, thanking him for his dedication, loyalty and for always going the extra mile.

The Chief Financial Officer (CFO), Dikeledi Nakene spoke highly of this noble gentleman, "I have got high regard for Rikhotso, consistency is his second name, he made sure that his work is consistent at all times. Thank you for serving the

business with dedication and we will forever honour you."

The CFO together with Gareeb presented gifts to Rikhotso and wished him all the best for the future. "Thank you all for the lovely event, you all played an important role in my life. I would like to urge the youth to study, work hard, respect their leaders, be team players and always develop others for them to achieve and reach their career goals. I will miss you all," exclaimed Rikhotso.

He further shared that he has joined the community chaplain, which he trained and graduated for. The group will be tackling community issues and helping wherever they can.

What an inspiration! Farewell Tatana Rikhotso!





Leadership Corner

A Self-Motivated Leader with a positive outlook on life – Expect Kwinana

**Expect Kwinana -
Senior Manager
Ore Extraction and
Processing**

Spending time with one of PMC's Senior Managers and Exco Member, Mr Expect Simlindele Kwinana was an interesting and somewhat philosophical experience. An hour with Mr Kwinana, leaves you an inspired and fired up individual. He is quite humble about his achievements but the authority in the sound of his voice is enough to make you sit up and listen. "Surround yourself with the people who share the same mission as you". These are the words Mr Kwinana shared during our engagement.

1. Please tell us about yourself:

Expect Kwinana, previously known as "Ntsepe" the Senior Manager Ore Extraction and Processing, I am happily married and a father of 3 daughters. I have been at PMC for the past 18 years.

2. Please take us through your career journey and your current role.

I'm the holder of the Bachelor of Technology degree from Wits Technical, I started working as an the engineer in Training in narrow reef operations. In 2004 I relocated to Ba-Phalaborwa to join PMC as the Supervisor/Mining engineer and I climbed up the ranks until I was promoted as the Senior Manager Ore Extraction and Processing. I am a member of the PMC Executive committee. I am also an AMMSA council member and serve as an alternate on the Board.

3. What are your main responsibilities in your current role?

I am responsible for the Mining and Concentrator Operations, which includes ensuring that PMC's mission and vision of becoming a leader in the mining industry are fulfilled, whilst achieving our business goals of mining safely and profitably.

4. Were there any learnings that came with the fatalities?

As a business, PMC's main aim is to be one of the safest mines in Southern Africa. The Safety Indaba which was held in late December 2021 aimed to improve the dialogue within the workspace and to create safety consciousness throughout PMC by constantly looking at ways to provide remedial and preventative action within the workspace. There are currently a few campaigns that we are working on to provide remedial action and I am pleased with the progress and initiatives so far.

5. In your opinion, what makes great leadership especially in view of your leadership of two divisions (Mining and Concentrator) at PMC

I have a huge number of people under my division and I take that responsibility very seriously, as I feel personally responsible in ensuring their safety. I appreciate my team's support and their understanding of our business and industry are solution imperatives.

I am a straightforward person and do not sugar coat things. I voice my opinion when necessary. Great leadership is in the ability to be fair and firm, which I believe I am.

6. Do you have someone that has had a tremendous impact on you as a leader and why?

I have been inspired by a lot of people throughout my career. I am blessed to be led by some remarkable people externally and at PMC. My inspiration comes from several different people in different circumstances, I pick up different qualities from various people who have a positive outlook in life. I love to observe and learn from people.

7. How do you keep your division motivated? And what other measures have you implemented to align the people that you lead?

One of the Philosophies I and the Ore Extraction and Processing team live by is that: *"We can do the impossible, miracles will take longer."* My personal mantra that no matter how well or terrible things get, you must wake up and show up! And my family's support assist me in getting through the tough times.

8. What is your strategy in terms of business optimization and improvement?

We still have a long way in terms of business optimization but we have a leadership policy that allows employees to share any information that will assist in improving work efficiency, in a safe and cost-effective manner. There is no formula in leadership, I do not believe in miracles. I believe in making the impossible, possible.

9. What does work-life balance mean for you?

It is very difficult to separate your work from your everyday life. This is the place where one spends most of their time. As someone who is responsible for one of the biggest divisions at PMC, I encourage positive communications and interactions with fellow colleagues as well as friends and family.

10. As a leader, what are some of the challenges you have faced and how did you overcome them? (Name at least one).

Looking back to the events that happened in 2018, 15th July, when we were faced with the disaster after losing 6 employees underground. This was a time when I questioned a lot about my abilities as a leader, as the incident impacted me personally. My "Wake up and show up" mantra kept me going during this time:

The support that I received from the mine leadership and my family was my anchor to overcome that difficult period.

11. What do you do in your personal time?

Living with a pandemic has made me appreciate spending time with my family and friends. I appreciate the little time I get to spend with my loved ones where I like to share positive information and inspire others to do good.

12. What do you love the most about being a leader at PMC? If there was something you could change, what would that be?

There is absolutely nothing I would change, I feel very blessed to be working not only in the mine but PMC is a wildlife sanctuary, the wildlife in our workspace is a blessing that others can only dream about. As one of the leaders at PMC, I understand that I am in a challenging role, especially when we are faced with difficulties. I would like to see more engagements in future such as the 2021 Mining Safety Indaba where various topics were raised, addressed and resolutions for implementation were agreed. I would like to encourage employees to exercise their right by making use of the Section 22 and 23 of the Mine Health and Safety Act more this year.

13. What kind of advice would you give to someone who aspires to be a leader within PMC? Any words of encouragement to the employees for the year 2022?

Always have the desire to do more than what is expected of you. Work hard and stay focused on the goal you would like to achieve. No matter how difficult situations become stay focused on the positives. There will always be challenges but I urge everyone to stay positive and show up, even when it is difficult! One of the famous quotes that inspire me is the one by the former president, the late Nelson Mandela: "It always seem impossible, until it's done".



SHEQ Corner

2021 Mining Safety Indaba

“It is sad that our mine is slowly losing its national and world class safety status as it was previously known as the safest mine in South Africa and the world. It is about time that we work together in taking PMC back to being the safest mine. Remember: it starts with you and me.”



2021 was a rough year for Palabora Mining Company (PMC), as we lost three of our valuable employees and this brought a lot of equal concern to all about safety within the mine. The executive Management saw it fit to call a safety Indaba to give employees an opportunity to openly raise their concerns when coming to safety underground. All employees attended the scheduled four-day interaction from the 21st- 24th December 2021.

It was a bittersweet moment for those in attendance, as they were drawn into harsh realities of the past when speakers of the day delivered their memoirs and feedback. Remembering those loved ones who passed on. PMC COO, Mr. Wei gave a profound speech starting off by expressing his condolences to the three colleagues and emphasizing that we cannot afford to lose another life. “We must be able to reach our business targets without costing the lives of our employees.

It is your responsibility to ensure that you understand the risks at your working place and take action to ensure that yourself and others around you are safe.”

He further encouraged employees to reflect on their daily tasks and check if there are no potential hazards or risks in the area, and to come up with solutions for any threats or dangers they may encounter, this include correcting others when they engage in wrong and unsafe behaviours

as well as sharing ideas to improve safety within the business.

Section 23 of the MHSA 29 of 1996 states that an employee has the right to leave any working place that may appear to pose a danger to their health or safety; or the health and safety representative directs them to leave the working place. PMC always ensures that all employees, contractors, sub-contractors, service providers, delivery personnel as well as

visitors, working underground and on the surface live up to this act.

Mr Expect Kwinana, Ore Extraction and Processing Senior Manager mentioned how personal the event was to him. “It is sad that our mine is slowly losing its national and world class safety status as it was previously known as the safest mine in South Africa and the world. It is about time that we work together in taking PMC back to being the safest mine. Remember:

it starts with you and me.” Kwinana further urged employees to practice the act without fear of intimidation or victimisation and always take note that they are protected.

Those in attendance expressed their appreciation of being afforded the opportunity to voice out their opinions and concerns to their seniors and management.

PMC Employee of the Year awards!!



Lawrence Khosa receiving Haulage Team Award from Senior Manager: Ore Extraction and Processing, Expect Kwinana



Andre Oberholster receiving his award from PMC's Acting CEO, Guangmin Wei, Senior Manager: HR, Dennis Modise and PMC CFO, Dikeledi Nakene

The nominations are done, adjudications completed and the best employees for the year 2021 have been announced!!

Within just four months of the introduction of employee of the year awards, a great response was received from all divisions. Employees started nominating their colleagues who always displayed the PMC values and went the extra mile in their work.

On the 04th of February, Acting CEO, Mr Guangmin Wei, accompanied by his Executive Committee, hosted, and rewarded the best employee/s, team/s, and division/s for the year 2021.

Research has proven that employees who receive recognition are motivated to work harder; this has led organizations to prioritize employee appreciation. This gesture has shown how much PMC management value their employees. The phrase of the day was "Laomo", a Chinese word meaning Model worker, which was used by the Acting CEO, Mr. Guangmin Wei in his keynote address. "For every employee who is present today and becomes a model worker, it is their

responsibility to be a model individual in all aspects of their lives. All employees that have received an award today have earned the privilege to approach me directly with any business improvement ideas they may have".

Two employees, Mr. Ballentine Ramalepe from Vermiculite business and Mr. Andre Oberholster from Human Resources walked away with the Employee of the Year award. The Best Team for 2021 title went to the Security and Crew D Haulage teams. The Division of the Year award went to The Supply Chain and Logistics Team.

Ballentine Ramalepe on receiving his employee of the year award, had this to say: "It is overwhelming to have been chosen as one of the best employees for the year 2021. It was a surprise when the VOD Department Manager came to announce that I was part of top 2. I am grateful to my colleagues and leaders who saw my potential and hard work and decided to nominate me. This award has motivated me to put in more hard work than before. I don't have many words to say, I am grateful to the Lord, I am overwhelmed. I wish to encourage everyone to work harder, be

determined, focused, have respect and know your responsibilities." He concluded.

"All the winners today have a responsibility to teach and coach fellow colleagues in their working environment. You should remain model employees throughout your career and life," said Mr. Wei.



Balentine Ramalepe with Acting PMC CEO, Guangmin Wei, Acting SM: Vermiculite Business Simson Tekane and PMC CFO, Dikeledi Nakene

PMC's Inaugural Family Half Marathon a boost to Phalaborwa tourism



The first ever Palabora Mining Company family half marathon was held in Phalaborwa on the 26th of February 2022 at the Impala Park Rugby Stadium. The event, which was attended by over 1800 people, was aimed at addressing the need to engage in much needed social and physical activity after a two-year interruption due to the COVID-19 pandemic.

The PMC Athletics Club, together with PMC, hosted this event at the Impala Park Stadium which had a spin-off on the much needed economic boost to the Phalaborwa town’s tourism.

The marathon was categorized into four events: 3km relay, 5km fun-run, 10km and 21km races. The 5 and 10Km races commenced on-site at PMC mining operations, a first-time experience for many locals who entered the PMC mining complex, and secondly to see the wildlife in the sanctuary, which is geographically positioned adjacent to the Kruger National Park. The 5km fun run/walk, which was a family favourite, had children running and walking with their parents. For all PMC employees, including contractors, the 3km relay run for teams comprising of 7 members was the main attraction.

Popular radio station Energy FM graced the event and provided live coverage from the Impala Park Stadium. This promoted and enhanced PMC’s engagements with stakeholders. The event was well attended by PMC management, local communities, leaders, professional runners from other provinces, as well as from neighboring countries.

The Safety and Security team at PMC were present at all the starting points and the Impala Park to ensure the safety of all participants. Besides the running, there was plenty of entertainment for all members of the family, there was a music DJ, jumping castles for the children and an aerobics session which proved to be quite popular.

Over R140 000 in prizes was up for grabs on the day. An external timekeeping company authenticated the results and announced the winners for the day.

Desmond Mokgobu took first place in the men’s 21km half-marathon, completing the race in 1:01:32s, a mere 8 seconds behind him was Thabang Mosiako who took second place. Neheng Khatala took first place and the gold medal in the women’s half-marathon with a time of 1:10:30s. Gift Ramabele took second place and won the veteran ladies’ category with a time of 01:33:58s.

Sibusiso Nzima won the 10km men’s race completing in 30:08s. with Nicholas Seoposengwe coming in. Catherine Skhosana won the female division in the 10km race with a time of 41:02s. Joyce Netshitenze took second place. In the junior division Sanele Zwane took the first spot in the men’s race, completing the 10km race in 35:28s. Vhugala Netshitenze took the first place in the junior female division. Johannes Kekana won the veteran category in the men’s division. Memuka Reckson was the first master to cross the finish line, with Jane Mudau taking the master’s category prize in the women’s division. Masenyani Maluleke was the first male grand master to cross the finish line, completing the race with a time of 1:55:55s. Christina Tshabalala was the female grand master winner.

The first PMC male to cross the finish line was Letsoni Malepe. finishing the race in 1:18:04s. Gift Chokolo was the first female PMC employee to finish the race. The team Relay was won by the UMM Construction team.

“As a responsible organization, throughout the excitement of the day, PMC remained alert to COVID-19 protocols. The half marathon was a stern reminder that if we all respond positively to the call to vaccinate, the world will soon return to ‘normal’”, said PMC’s Transformation, Stakeholders and Communications Manager, Mr. Abby Ledwaba, who further mentioned how due to the Marathon Phalaborwa town was abuzz with tourists. “The marathon gave a strong boost to the tourism sector, scaling up economic activities in town. An initiative such as this, sets PMC aside as a responsible organization, and the ripple effects of our

strong stakeholder engagement speaks of our company’s vision to be leader in the mining industry.”. “The PMC management and their strong presence at the event endorsed one of PMC’s key strategic business objective: **Together building sustainable communities**”.

“All special thanks goes out to the PMC rangers and security personnel, who displayed competence in overseeing the safety of people and assets, throughout the event, with zero harm”, said Mr. Ledwaba

Mr. Guangmin Wei, the Chief Operating Officer for PMC closed off on a high note, stating that PMC is part of the community, and the mine must support and develop its well-being.

For more pictures of this event check the event highlights on page 33 ➔

PMC Awards 153 study bursaries to local students



Some of the bursary recipients with parents and guardians

Palabora Mining Company (PMC) lives up to the slogan, "We are more than a mine."

On Friday 18 February 2022, PMC hosted a bursary award signing ceremony at Cajori Hotel. Palabora remains alert to COVID-19 and to ensure compliance, attendance was limited to one family member of each bursary recipient and the bursars themselves, which was streamed live through an online service portal.

PMC has over many years been a pillar in the community through sustaining the economy of Ba- Phalaborwa and today we have stepped forward to support skills development. This year alone, the business has awarded 153 study bursaries to students in the local communities,

extending their offering to a diversity of disciplines, beyond the mining related studies. The value of these bursaries is estimated to be in excess of R 20 million for the year 2022.

The bursary program coordinated by the Training Department will support learners with coverage of full tuition, residence, meals, laptop and book allowances at recognised institutions of learning throughout the entire country.

Three former bursary holders who are now employed by PMC, shared their experience and how they were able to overcome the difficult odds in their homesteads. It was such an encouraging but emotional account of the bursars' academic journeys and how

their relationship with PMC was able to transform their lives into an opportunity for hope. Nyiko Khosa, a former bursar from Lulekani, completed his BEng Tech in Metallurgy in December 2021 and joined the PMC Graduate program in January 2022, said this in appreciation.

"This was a great opportunity as it allowed me to complete my studies without a hassle. I am now able to help my family financially as my mother is a domestic worker and my father is a retrenched operator from one of our local contractors. PMC changed my life and I would like to extend my deepest gratitude to PMC management for the opportunity," he said.

The community baseline study that



PMC Graduate: Nyiko Khosa



HR Training and Development Manager: Mabore Macheru



Former bursar, PMC Refinery & Maintenance Superintendent, Josephine Malatji



Former PMC Bursar, Financial Accountant: Michael Surmon

was performed in consultation with stakeholders such as Ba- Phalaborwa Community Forum, the Department of Education, Ba-Phalaborwa municipality and the Traditional Authorities, established a clarion call for the provision of bursaries. It was resolved to provide bursaries as an investment in the local communities and we know that we will be reaping the benefits of this investment in the foreseeable future.

This investment is a clear demonstration that PMC understands and values the needs of their stakeholders, and this is a confirmation that together we will build a sustainable future in Ba- Phalaborwa through education. Testimonies shared by the former recipients, echoed the truth that education is indeed an equalizer and that

having PMC as your sponsor, silences all potential noises.

PMC management in attendance had words of encouragement to the families and the 2022 recipients: "PMC is taking education and skills development to greater heights. I am urging all bursars to grab this opportunity with both hands and run with it. The world is evolving, and it requires education. Through this bursary, our bursars will be able to meet industry demands and requirements," Mr. Dennis Modise, Senior Manager at Human Resource exclaimed.

The Training Manager, Ms. Mabore Macheru described the company efforts as follows:

"At PMC we are moving well with the trend in technology, this is just not only a dream for PMC but a reality, as we are currently executing state of art technologies, such as Lift II project and Smelter Retrofit. This will require engineers, technicians and professionals with the right skills, and it is for this reason that we are putting more effort on investing in education and development. "Today's event were inspired by the words of Nelson Mandela's that

"Education is the most powerful weapon which you can use to change the world."



Ba-Phalaborwa Mayor MM Malatji with some of the local councillors and PMC's Senior Manager for HR: Dennis Modise, Transformation, Stakeholders and Communications Manager: Abby Ledwaba and Transformation Superintendent: Nozipho Zitha

PMC gives Ba-Phalaborwa a clean - up boost

We are all aware that Phalaborwa town is home to the Phalaborwa Gate, an entry point for thousands of annual visitors into the Kruger National Park Game Reserve. Therefore, it is important to always keep the town clean.

On the 17th of January, The Ba-Phalaborwa Municipality together with Palabora Mining Company (PMC) launched a campaign to clean-up the town. It was a bitter-sweet moment for Local stakeholders and members from Palabora Mining Company (PMC) as they reflected on when

Phalaborwa won the national cleanest town in South Africa back in 2005. The Ba-Phalaborwa Mayor, Cllr. Merriam Malatji mentioned how excited she is to start the year on a good note. "I believe that the campaign will educate and conscientize residents about the importance of a clean environment. I am happy that the project will help take Phalaborwa back to its former glorious days when it was known as the cleanest town in the country."

Newly appointed Acting Municipal Manager, Dr. Kgoshi Pilusa approached

PMC to assist the Municipality in cleaning up and revamping the town. According to Dr. Pilusa, the clean-up programme will take a period of 3 years. Moreover, the Acting Municipal Manager's plans are beyond just cleaning up the town, but he wants to patch potholes in town and the surrounding townships, as well as revamp Bollanoto Tourism Center. He believes that this will help attract potential business opportunities and boost tourism.

Speaking on behalf of PMC, Dennis Modise, Senior Manager, Human Resources said, "PMC is excited to be part of the project and assist in making it a success, we understand that the state of the town affects the economy. Keeping our town clean will bring sustainable development and create a legacy one would be proud to leave behind as a gift to future generations. It is important that we also educate citizens about hygiene and health, and I believe that together we can do more".

Some of the necessities that the business will give the Municipality in support of the initiative, include Waste collection truck and bins.

"This launch was merely an introduction to the plans that we have for our town", said Nozipho Zitha, Transformation



Vermiculite Team after their mini cleaning campaign outside their offices. Led by Acting Manager: Simson Tekane

Superintendent at PMC. "At the end of the first quarter, we are planning a mega launch which will include the provision of equipment such as skip bins to assist the municipality with the town cleaning campaign". The bigger launch is expected to be at the end of the first quarter of the year for the rest of Ba-Phalaborwa town. It was mentioned that the plan is to expand the clean-up campaign to also include the surrounding communities.

"Cleanest town in South Africa", a title last won in the year 2005.

The Vermiculite Business team got inspired by the town cleaning campaign after a Safety meeting in February where it was mentioned that the parking and surrounding areas were dirty. Acting Manager at the time, Mr Simson Tekane led the team into the surrounding areas in the offices to collect the litter to make the area clean. He further encouraged all team members at the site to always collect any rubbish because it was everyone's responsibility to ensure that the area is clean and tidy.

PMC Contractors donate sanitary towels to local schools

In South Africa, some girls are still missing out on school because they do not have access to sanitary towels and therefore stay home during their menstrual period. Hundreds of sanitary pads were donated to Ba-Phalaborwa local schools recently. The handover of all the donations was held at the school premises and the beneficiary schools were Shiphamele Primary, Mabine Primary, Prieska Combined Primary, Makikele High, Masaswivona High and Selwana Primary.

The generous donation was made by Palabora Mining Company (PMC) contractors.

These include Fibricon, Gears Technologies, Genex, Harrop Fencing, Homus Environmental, Johnrendy Projects, Lowveld Mining, Makasela Air, Masana, Murray & Roberts, NTT Toyota, Pal Mach Engineering, Petmery, Phalaborwa Fire & General, Reeme Mining, SGS South Africa, SRS Global Trading, Telegenix Trading T/A Pegusus Lube, TT Crane Hire and THG Tyres.

Speaking on behalf of the contractors, Henry Mhoswa, founder and director of THG Tyres said, "With a pack of sanitary towels costing no less than R15, this is often seen as a luxury item in many households who already struggle financially to put food on their tables. We will continue to fight for the rights of girls who do not have access to sanitary towels, particularly in these difficult times. I am glad that we assisted with the little that we have and believe that these contributions will make a difference to the young ladies' lives."

The aim of the sanitary pads drive was to help keep girls in schools even during their "uncomfortable time of the month". One of the contractors said they chose such a drive to support young girls from



historically disadvantaged communities where sanitary pads are deemed a luxury and not a necessity.

Upon receiving the donations, July Chauke, a principal at Shiphamele Primary school was grateful for the contribution from our contractors, "A lot of girls are without

access to sanitary pads, and it interferes with their studies, self confidence and self esteem. Something as little or small as that can take away their dignity. Thank you, PMC, for supporting and restoring the dignity of our girls, this contribution will go a long way."

PMC Appointed Engineers kick-off 2022 with strategic workshop



The start of each new year is a time to reflect on the previous year and put plans in place. It holds a promise of new opportunities and the possibility to change our lives for the better.

It is true that in some instances, more time is required to fix things while other things simply need a dedicated team, ready to adopt new ways. Today, The Chief Engineer, Itumeleng Ngoae and management held a workshop with all the Engineers to review the strengths, weaknesses, opportunities, and existing threats within their field at PMC.

Addressing the team was PMC's COO and Acting CEO, Mr. Guangmin Wei, who mentioned that he was honored to receive the invitation to the workshop, not only in his capacity as Acting CEO, but as a fellow engineer. He shared a brief history about his career in the mining industry.

Mr. Wei further referred to Murphy's law as food for thought, stating that "Anything that can go wrong at any time, will go wrong". He encouraged the team to improve performance and double the production rate while reducing: Cost, time, incidents, and fatalities. He urged all engineers to share challenges and propose solutions for the business to achieve its goals. "PMC is not only a workplace but is a place for people to grow their careers. Engineers are people who must ask the questions



and always tell the truth. I want you to go out there, work hard and break the limits, you are more than capable of that. You need to make recommendations, propose new changes to the business and we will support you."

In support of Mr. Wei's sentiments, Senior Manager, Human Resources, Mr. Dennis Modise encouraged the team to reflect on the challenges they are facing and share them with the business. "Innovation is key for any engineer. I hope that you are ready to serve with resilience, energy, and power. We would like to see continuous development and excellent performance from you this year."

Chief Engineer for PMC, Mr. Itumeleng Ngoae exclaimed that this event was just one of many to come. "The engineering field is very crucial in all companies; thus, it remains vital for Engineers to stay alert and use their skills for the improvement of the company. "It is my ultimate goal to ensure that PMC's team of engineers comply with the Safety regulations while ensuring that all machinery is in good operational state and projects are completed safely and on target."

As James A. Michener once said: "Scientists dream about doing great things. Engineers do them."

Concentrator prioritizes employee wellness



On Friday, 18th of February 2022, Concentrator celebrated the completion of their capping and seeding project at tailings storage facilities (TSF) which was contracted to PGN Civils (PGN) and Ranmark Sanitation Services (Ranmark). Capping and Seeding of the tailings dam forms part of PMC's Land use management plan to ensure that the operation promotes and obtains measurable sustainable use. The team worked tirelessly over a considerable period covering the tailings with topsoil and planting seeds on the ground with the effort to reduce dust emission from non-active slope of tailing dams.

The drive to plant the seeds and reduce dust goes beyond the obvious health aspects, but rather also speaks to our strategic pillars of sustainable long life

and business value to demonstrate care. For knowledge and noting, Seeding is the process of vegetating the inactive slopes of the dams which start with the rehabilitation/ landfill of such slopes with topsoil using a process called capping.

The Concentrator and PMC environmental teams chose to pursue this method to reduce the dust because it is environmentally friendly and most cost-effective.

It was a proud moment for everyone who was present at the session, as they reflected on when they started the project. Eric Mualusi, Manager Concentrator Operations could not hold back his excitement,

"I would like to thank the team that assisted in achieving this milestone."

We have come a long way, but through teamwork and dedication we made it this far. Let us continue working hard to minimize the amount of dust that goes into our communities."

The Ba-Phalaborwa community is an important stakeholder to the business. Therefore, since their initial concern raised regarding the dust from the mine with wind blowing in a south-east direction into the communities, many possible solutions were explored to quickly mitigate and return the environment to a healthy dust free status.

PGN, Renmark team and Dams crew were amongst those who contributed towards the successful completion of the capping and seeding project.

Evans Masete from PGN and Sydney Morapedi from Ranmark shared their excitement over the completion of the work done to cover 25 hectares of land with capping material and seeds, "This is a great milestone for PMC, and we only got it done because of teamwork. Sincere thanks to the entire team that made it possible."

Business Sustainability through Social Development (Potgieter Street Rehabilitation)



Palabora Mining Company (PMC) is committed to giving back to the Ba-Phalaborwa community. The Mine, through its transformation strategy, has committed to the development of the Ba-Phalaborwa municipality and the empowerment of local businesses and contractors.

On Tuesday, 07 December 2021, PMC and the Ba-Phalaborwa municipality officials handed over Potgieter street to Laelo Construction. The scope of rehabilitation started from Kiaat Street and extended up to the R530 junction and 100 meters into R530.

It took Laelo a little over three months to complete the mammoth task assigned to them.

On the 28th of March 2022, in the presence of its EXCO members and many other esteemed stakeholders, PMC handed over the completed project back to the municipality declaring the road officially open and roadworthy for travel.

"Potgieter street is the landmark entryway into Phalaborwa Town. I am now pleased that tourists visiting Phalaborwa will have a good first impression of our town," said Ba-Phalaborwa Mayor: Cllr Merriam Malatji during her address at the road handover.

Potgieter street rehabilitation is just one of the many projects PMC has invested in. Laelo construction team delivered quality paving work restoring the road's integrity to a safe condition. The new road is free

from potholes and motorists are relieved over the reduced risk for tyre damage. Moreover, this upgrade will serve the town in multiple ways, including promoting Phalaborwa as a sought-after Tourist destination for its quality infrastructure.

"Such value-add to the community, makes residents welcome PMC's operational plan to go beyond 2034. It resonates with our business motto: Together Building A Sustainable Future. It proves the Mine's good intentions to one day leave a legacy of sustainable benefits within Ba-Phalaborwa." concluded PMC's Senior Manager for Human Resources, Dennis Modise.

Concentrator Managers reward employees

Many of us prefer spending Christmas off work with our loved ones, the Concentrator Operations Manager, Mr. Eric Mualusi spent the first hours of Christmas day with shift employees. The emphasis was on the importance of returning home daily without harm, with reference to the Khumbul'ekhaya campaign.

He requested employees to pay special attention to their health and safety responsibilities as stipulated in Section 22 of the Mine Health and Safety Act. The manager was thrilled about the Zero Lost Time Injuries (LTI) achievement by the operations team in 2021. However, he had a concern about the lack of reported incidents where employees exercised their rights in terms of Section 23 of the Mine Health and Safety Act (MHSA).

Not only did the employees get words of wisdom from their leader, but each one of them walked away with a box of assorted biscuits and 2L Coldrinks to share with their families. It was all smiles and joyful moments during the interaction.

"Employees, Supervisors and Health and Safety representatives who apply section 23 correctly in line with the mine procedure and guidelines will be rewarded. No employee will be victimized for exercising their rights and responsibilities in accordance with section 22 and section 23 of MHSA. As a leader, the safety of all employees working at Concentrator Operations is amongst one of my top priorities," he said.

On Friday 28th January, the Concentrator Manager invited the Communications

team to witness as he acted on his promise by rewarding his team for stopping and leaving an unsafe working environment. Mpho Shivambu, a Dump Truck Operator, narrated how everything happened on the day. "On the 25th of January when we were busy loading Copper from pound 2 to the Mobile Crusher Section, I noticed that there was a traffic congestion caused by low grade concentrates dispatch trucks and Dump trucks which increased chances of collision."

Shivambu did not hesitate but stopped the job and informed the sectional Safety Representative who then escalated this matter to the Supervisor. They swiftly proceeded to the site and declared it unsafe. Mr. Mualusi commended the team for doing the right thing and gave them a token of appreciation.

On the 10th of February, the Communications team was invited for a similar occasion at the concentrator department. "I believe that employees' safety comes first above anything else, and I commend you for taking all the necessary steps, withdrawing from a dangerous working environment, not only did you save the plant, but you also saved lives as well. As Ore Extraction and Processing Division, we have set a standard for other divisions as well to show recognition and reward employees that practice section 23 of the Mine Health and Safety Act (MHSA) without fear of victimization," these were the words of Bridget Mayayise, Concentrator Technical Manager before rewarding the 'safety warriors'.

The Concentrator Management is committed to supporting the safety culture in the business and have once again proven that recognition is given when it is due to the Operations employees. This was evident after Bridget Mayayise, Manager Concentrator Operations and Technical rewarded her team for saving the Secondary Crusher Plant from going up in flames.

As a token of appreciation, Mayayise awarded the two employees (Ernest Mzimba and Patracia Mashile), their Safety Representative (Kali Nyathi) and Supervisor (Sammy Makasela) with R1 000 Game store vouchers.

In attendance at this special event to honour the safety warriors was Isaac Maluleke, (Superintendent); Amos Mabetha (Manager Concentrator Maintenance) and Eric Mualusi (Manager Concentrator Operations). They also gave their words of appreciation and congratulated the team for applying section 22 and 23 of the Mine Health and Safety Act (MHSA).

Patracia Mashile and Ernest Mzimba confidently narrated what happened on the day. "On Tuesday 1st of February, the two Secondary Crusher plant operators during their plant inspections, heard a loud bang sound and later saw smoke coming up from Secondary Crusher Plant. Mzimba did not think twice but immediately called the Process Control Room Operator to stop the plant. He also called the Safety Representative and the Supervisor who swiftly proceeded to the plant, where it was declared unsafe."

The following tips were shared at the engagement:

- Always conduct your plant inspections, Xiya-Xiyas and HIRAs.
- Do not turn a blind eye but ensure that you swiftly respond to the emergency alarm and gather at the emergency assembly point.
- Make use of your senses of sight, smell, and hearing whenever you are at work.
- Always apply the Buddy-Buddy system.
- Ensure that you fill the refusal to work booklet after leaving an unsafe working environment.



Concentrator Technical Manager: Bridgette Mayayise giving the R1000 Game voucher to employee



Employee Profiling



Jordan Seduma

1. Tell us about yourself.

My name is Jordan Seduma born in Namakgale, I attended school in Namakgale Primary School and completed my high school at Sebalamakgolo high school. I am a 3rd born child out of 5 children at home, I have been blessed with 3 children. I am passionate, dedicated, hard working employee at PMC.

2. Please take us through your career journey and educational background.

• I started working at PMC from 1999 as an Operator, Plant operator, Process operator, Process Controller, Process Co-Ordinator, Supervisor up until I was appointed as a Training Assessor from 2019. I had an opportunity to work in various sections like Milling and flotation, Product and Dams, Crushing and Automills including magnetite divisions.

• After matric I went to Tshwane University of Technology (TNG) to further my studies. I am a graduate with a National Diploma in Training Management, Registered assessor, and a qualified Facilitator.

3. What is your current occupation?

I am currently a facilitator and assessor for Crushing and Auto mills, Product and Dams including magnetite division.

4. Please provide a brief history about your time at PMC and what your day-to-day work activity entail? What are your main responsibilities in your current role?

- Compile Concentrator and Magnetite operational license compliance reports on a weekly basis.
- Conduct training needs analysis through engaging with stake holders.
- Provide training facilitation according to ETQA requirements.

- Maintain assessor log and skills set matrix.
- Follow up and ensuring 100% training compliance for operational licenses in terms of the mine health safety act.

5. Who/What inspires you in your career, any goals for the future?

- Sydney Kopong and Admire Mhondiwa inspired me as they saw a great potential on how I was managing my daily activities and the positive attitude I maintained in training and developing my crew when I was still a supervisor.
- Their coaching and leadership were a turning point to my career as a trainer.

6. Do you have someone that has had a tremendous impact on your career and why?

- Eric Mualusi and Mabore Macheru had a direct impact on my career by encouraging and motivating me to work an extra mile in realizing my dream, not forgetting my concentrator & Magnetite team members.

7. How do you keep yourself and others motivated?

- A winner is a dreamer who never gives up.
- I focus on the positives, Encourage teamwork and co-operation amongst team members.

8. As a PMC employee and in your current role, what are some of the challenges you have faced and how did you overcome them? (Name at least one)

- Having to complete Flotation Tank cell skills program from 0% to 100%.
- Initial training, Assessment and licensing of smelter and refinery team members who were transferred to Concentrator and Magnetite from 0 to 80%.

9. What do you do in your personal time?

- Playing with my kids, jogging, and preparing nice food, enjoy practicing piano, playing chess game and reading a lot about what is happening in the whole world. I also enjoy listening to music, my favorite artist is Colbert Mukwevho.

10. What do you love the most about being an employee at PMC? If there was something you could change, what would that be?

- Work culture and benefits of being employed by the organization, Career development opportunities within the mine.
- I would change the mindset and attitude of employees towards training and development as we all know that a well-trained work force yield positive results.

11. Any words of encouragement to the employees for the year 2022?

- My fellow employees, always do an act of safety. Always identify and report hazards and risks in your respective areas at all times.
- Exercise your right in terms of section 22 and 23.

Tsepo Maboke

1. Name and surname:

Tsepo Maboke.

2. Birthplace:

Sabie, Mpumalanga.

3. Describe yourself in three words?

Resourceful, focused and reliable.

4. Do you have a specific talent that nobody else knows about?

I always go beyond expectation whenever I am given a task.

5. What is your current position and how long have you been in it?

I am a Supervisor under Richline Construction and I have been occupying my role for 6 years.

6. What do you love most about your work?

Working collaboratively with people for successful outcomes. I love the fact that everyone in my team is a leader, the only difference is the role each team member plays in the team.

7. Which leader do you look up to in your section and why?

I look up to my manager, he makes sure that everyone is happy and willing to put in effort towards achieving our daily targets.

8. How do you feel about the fatalities that occurred last year?

I feel bad about them, and I think there is more we can do as employees to prevent a re-occurrence. I also believe that complacency led to some of the fatalities, the buddy-buddy system needs to be applied more.

9. What methods are you applying to avoid incidents and risks at your working area?

Adhere to safe work procedures, ensure that permits are in place before entering a work area and doing site inspections before completing a HIRA.

10. What are your plans for 2022?

I want to gain new skills and further my studies.

11. Where do you see yourself in the next 5 years?

I wish to be financially stable, having enough money to spend on my desires. I also want to advance within my current role and continue to learn and grow in the Mining Industry.



12. What is your favorite motto and why?

Be kind, you never know the battles others are fighting. I was raised by a single mom who made sure I understand the importance of kindness and respect.



The sky is the only limit for Doctor Robert Khumalo

The communications team had the pleasure to have a one on one with Doctor (Dr) Robert Khumalo, Business Improvement Lead Advisor at Underground Mining who just added a title to his name in 2021. He is a true definition that anything is possible if you put your mind and heart to it. Dr Robert managed to juggle between his daily job and studies as he was furthering his PhD studies in Science, Engineering and Technology.

Dr Robert was born in KwaDukuza/Stanger situated in KwaZulu-Natal (KZN) Province. All his primary to high school learning was done in KZN and he matriculated at Thukela High School in 1993. He is a third born in a family of eight (8) children. He is happily married and blessed with a four (4)-year-old daughter.

His career with Palabora Copper (PC) started when he got appointed as a Concentrator Plant Metallurgist in 2006, a position he occupied till 2014. Dr Robert had the opportunity to be exposed in few operations like Refinery, Smelter and Magnetite. In 2014 he got a promotion to being a Process Engineer responsible for Concentrator and Magnetite plants. He is now occupying the role of Business Improvement Lead Advisor at Underground Mining that he has been holding since 2018.

When asked if his current position is where he imagined himself in, he responded with confidence and enthusiasm by saying yes because he enjoys projects and technical work and further went on to mention that he never thought as a Metallurgist one can be able to work in an underground environment and still practice metallurgical skills. The challenges he usually faces in his career is getting the team to accept, implement and own up to improvement ideas that are aimed at helping, elevating, and making their daily duties easier.

His daily duties include attending SHEQ, production and maintenance related meetings, be on the ground with supervisors and operators to understand their struggles and supporting the improvement projects for the operation and maintenance of Lift I underground mine. When asked about the reason why Dr Robert stayed at Palabora Mining Company (PMC) so long, is that the role has full package for a Metallurgist role which is rare to find in other mining companies. He loves that his role exposes him to different concentrator process, smelting process, and refinery process without any hassle or traveling to other mines.

When Dr Robert is not on duty, he spends quality time with his family, and he is

having a backyard garden that he enjoys keeping neat. He mentions that he is not only Christian but likes to spend his time with fellow church members where the uncompromised gospel of Jesus Christ is preached and practiced. His passion in life is doing research and development.

"Trust in the lord with all thine heart and lean not unto thine own understanding" Proverbs 3 verse 5 is the motto that keeps Dr Robert motivated.

The light of pursuing his PhD was sparked by Dr Daudet Seke, a Superintendent that he was reporting to when he joined PMC.

Dr Seke told him how possible it is to have a fulltime job and still be able to further your studies. In 2008 he was encouraged to register for Bachelor of Science (BSc) Honours in Applied Science and Metallurgy with University of Pretoria, he was doing block-class studies (fewer classes per day).

He started his Master of Science (MSc) in Physics initially with the University of the Witwatersrand but had to switch to UNISA where he completed it in 2016. His words of encouragement to anyone that is procrastinating to further their studies was, "just do it and do not delay on it because you will have wings to fly higher."

Murray & Roberts celebrates one (1) year of zero LTI's

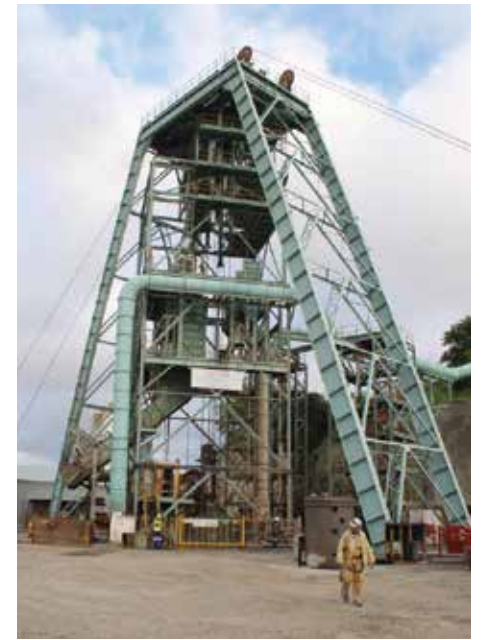


In a celebratory mood, the shaft sinking teams from Murray & Roberts Cementation met at dawn on the 16th of February 2022 to celebrate a safety milestone of reaching 365 days of Lost Time Injury (LTI) free. For knowledge and noting, LTI refers to an injury sustained on the job by an employee that results in the loss of productive work time. An injury is considered an LTI only when the injured worker is unable to perform regular job duties.

The management at Murray & Roberts bought their staff Fossil watches as a way of encouragement and showing appreciation for holding the safety pledge up to date. The team members showed excitement as they were rewarded with gifts for their efforts and for contributing towards the safe operations of the project. Jas Malherbe, Project Manager was also

part of the team that conceptualized the ventilation shaft. He stood proud and uttered words of gratitude to his team, "the achievement is not borne or achieved by any individual but by the collective efforts of the various teams on-site." He went on to congratulate everyone for their efforts and dedication towards the success of the project.

This is the third occasion where a blind sinking shaft has achieved 365 LTI free milestone. The other two operations that achieved this milestone was the Gloria Shaft (Assmang/Arm JV) and Venetia underground project (De Beers), which are all part of Murray & Roberts cementation operations. All the team members contributed their sweat and tears to this project but not their blood as this was a team project.



"It is a joyous moment as we are gathered here under pleasant circumstances. These are the moments that are worthy to be celebrated because they do not come easy, and they are also hard to retain. Please grant me the chance to wish the team a job well done for reaching this milestone as it was not by chance nor by luck. All this great work was achieved through hard work and dedication. It gives me pleasure to have a safety stand down of this nature where we share praise instead of sharing information about LTI's," mentioned Thabo Mokoena, Package Manager: Horizontal Development at Lift II.

This year's Valentine's Day was nothing short of exciting at PMC. From sassy outfits to chocolate treats before or after work, employees were spoilt rotten! Chocolates have always been associated with love, passion, care and sharing. The culture of spoiling employees with chocolates on Valentine's Day, is a great way of showing how much PMC Management loves and appreciates its employees. Personalized messages were written on the chocolates to make employees feel special. Many employees were appreciative of the gesture as many employees' smiles were visible as they entered or exited the mine. Jan Mosoma, Fitter at Magnetite Maintenance was pleasantly surprised during the interaction. "Chocolate is like happiness, the more you share it, the more smiles it will bring on other people's faces. I felt special receiving the chocolate bar, it was a good gesture. Happy Valentine's Day to all PMC employees and contractors." Thank you so much to all the entrants for the Valentine's Day competition. The competition was so stiff, and the judges had a tough time picking the winners.

We are proud to announce the winners for the competition:



2nd Prize:
Shadrack Modise



1st Prize:
Marilia Augusto



3rd Prize:
Clair Lubbe

Congratulations to all the winners and we appreciate each and every one who made this year's Valentine's Day a success. A special thank you to the Security Team and volunteers for their time and cooperation in making the love-filled campaign by displaying one of PMC's values of Caring! Employees all over took to the theme and rocked it in red and white. Here are some of their pictures.



It was a group occasion at SHEQ



Team Logistics Shipping





Past Events Highlights

Long Service Awards



PMC Marathon



AMMSA Technical visit



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*

