

KEY STAKEHOLDER CONCERNS AND ARM'S RESPONSES

Shareholders, potential shareholders, analysts and other investors

HOW WE ENGAGE	ISSUES RAISED	RESPONSE	REFERENCE
<ul style="list-style-type: none"> » Annual General Meeting. Decisions taken at shareholder meetings are disclosed on the Company's website following the meetings. » A comprehensive investor relations programme to communicate with domestic and international shareholders, fund managers and investment analysts. This includes one-on-one meetings with institutional investors in South Africa and internationally through roadshows after interim and provisional results. » Conferences. » ARM's website provides updates on the Company's operations, financial performance and other information. » Integrated Annual Report and the accompanying suite of reports. 	<ul style="list-style-type: none"> » Growth » Unit cost performance » Capital allocation » Labour relations » Dividends » Share price performance » Environmental, social and governance (ESG) issues. 	<ul style="list-style-type: none"> » Transparent, comprehensive and objective communications. » Strategic focus on operating assets efficiently and disciplined allocation of capital. » ARM's Investor Relations Department communicates with institutional shareholders, the investment community and the media. » Discussions with JV partners and management to raise awareness of the concerns and expectations of analysts and fund managers. » Regular meetings, promoting open communication and transparency. » Summaries of the decisions taken at shareholders' meetings are disclosed on the Company's website following the meetings. 	<p>Financial review (IAR) (pages 32 to 49)</p> <p>This Sustainability Report</p>

Bankers, insurers and funders

HOW WE ENGAGE	ISSUES RAISED	RESPONSE	REFERENCE
<ul style="list-style-type: none"> » Ongoing maintenance of relationships through meetings and general discussions with bankers and insurance managers. » Annual ARM insurance market visit to international and local markets. 	<ul style="list-style-type: none"> » Liquidity » Solvency » Funding » Insurance management. 	<ul style="list-style-type: none"> » Responsible management of ARM's financial position to ensure that it continues to meet its financial needs. » A comprehensive risk financing and transfer programme is in place. 	<p>Financial review (IAR) (pages 32 to 49)</p>

Joint venture partners

HOW WE ENGAGE	ISSUES RAISED	RESPONSE	REFERENCE
<ul style="list-style-type: none"> » Ongoing management interaction during the ordinary course of business. » Monthly executive management and quarterly Board meetings. 	<ul style="list-style-type: none"> » Sustainable development » Financial performance » Operational performance » Equitable treatment » Operational strategy. 	<ul style="list-style-type: none"> » ARM holds itself to the highest ethical and governance standards in dealings with all stakeholders, including joint venture partners. 	<p>Financial review (IAR) (pages 32 to 49)</p> <p>Operational reviews (IAR) (pages 52 to 84)</p> <p>How we govern and manage sustainable value creation (pages 14 to 21)</p>

Employees and organised labour

HOW WE ENGAGE	ISSUES RAISED	RESPONSE	REFERENCE
<ul style="list-style-type: none"> » Regular performance reviews and feedback » Annual internal results presentation » Regular internal roadshows » Annual employee surveys » Company intranet and website » Monthly shop steward meetings » Other meetings with unions as required » Wage negotiations. 	<ul style="list-style-type: none"> » Remuneration » Training » Health and safety » Transformation. 	<ul style="list-style-type: none"> » Human resources strategies aim to make ARM an employer of choice, including maintaining good relationships with unions. » Commitment to fair treatment and remuneration of employees. » Focus on skills development and career-planning programmes to assist employees to develop to their full potential. » Recognition agreements with one or more unions where the required representation levels are reached. 	<p>Ensuring a safe, healthy and appropriately skilled workforce (pages 44 to 68)</p>

Key stakeholder concerns and ARM’s responses continued

Communities, civil society and non-governmental organisations

HOW WE ENGAGE	ISSUES RAISED	RESPONSE	REFERENCE
<ul style="list-style-type: none"> » Specialised community discussions/ meetings to understand their specific concerns. » Social investment forums discuss investment in communities surrounding the operations. » Monthly/quarterly meetings are held to discuss Local Economic Development (LED) and Corporate Social Investment (CSI) projects. » Future Forums. » Attendance registers and minutes of these meetings are kept. » The ARM Trust. » Consultations with interested and affected parties for changes or expansions to current operations in terms of the Regulations of the National Environmental Management Act (NEMA) and other relevant legislation. » Community open days. 	<ul style="list-style-type: none"> » Community needs, including socio-economic development, infrastructure development and employment » Status of social projects, operational changes and expansions » Environmental issues affecting communities » Employment from local communities » Service delivery challenges » Transformation. 	<ul style="list-style-type: none"> » Engagement with communities at specialised discussions/meetings to understand their specific concerns. » Attendance registers and minutes of engagement meetings. » Community open days support information sharing and relationship building. » The ARM Trust invests in the upliftment of rural communities throughout South Africa by partnering with traditional and other community leaders. » Changes or expansions to our current operations require engagement with interested and affected parties through stakeholder consultation processes as prescribed by NEMA and other relevant legislation. 	<p>Stakeholder engagement (pages 22 to 25)</p> <p>Our performance (pages 32 to 89)</p>

Government

HOW WE ENGAGE	ISSUES RAISED	RESPONSE	REFERENCE
<ul style="list-style-type: none"> » ARM engages local and provincial government with respect to LED projects, licences and compliance with the relevant safety and environmental legislation. » ARM also engages with national government on matters of policy-making as required. » Regular reports are submitted by the operations on socio-economic development (SED) projects. » Annual Mining Charter Scorecard reports are submitted to the Department of Mineral Resources and Energy (DMRE) by each mine. » dti annual audit for BEE verification. » A workplace skills plan is submitted to the Mining Qualifications Authority (MQA) annually. » Representation on various industry bodies that engage with government. 	<ul style="list-style-type: none"> » Social investment » Health and safety » Environmental management » Transformation » Compliance with the dti Codes of Good Practice and Mining Charter » Regular progress reports and updates. 	<ul style="list-style-type: none"> » Engagements with local and provincial government with respect to LED projects, licences and compliance with relevant safety and environmental legislation. » Engagements with national government on matters of policy-making as required. » Regular reports are submitted by the operations on SED projects. » Annual Mining Charter Scorecard reports are submitted to the DMRE by each mine. 	<p>Stakeholder engagement (pages 22 to 25)</p> <p>Our performance (pages 32 to 89)</p>