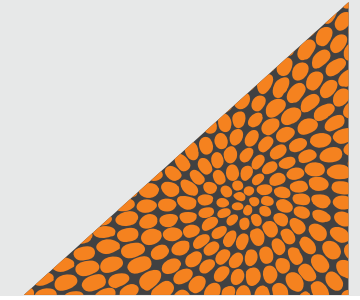


implement • integrate • innovate



i Results
implement • integrate • innovate

Rapid Results Prospectus



iRESULTS USES A UNIQUE APPROACH TO IMPLEMENT OBJECTIVES AND IMPROVEMENTS

- Builds problem solving capacity
- Delivers immediate, sustainable results

Rapid Results Initiatives (RRI) is a change management tool that was originally developed by Schaffer Consulting, a global consulting firm based in the USA.

Business objective

iResults equips managers and leaders to implement change efforts and make extraordinary things happen by tapping into the hidden potential inside their people. This is achieved using a structured business tool called Rapid Results.

iResults follows a unique process that takes bite size pieces of a long-term strategy and implements it in achievable, short-term cycles of 100 days.

These successive waves of short-term projects spiral, improving levels of innovation, accountability and performance by building people's capacity to change the way things are done.

2012 Applaud Award winner

Arien van der Walt, specialist in change management initiatives was awarded the 2012 Applaud Award in the partnership category by Anglo American in 2012.

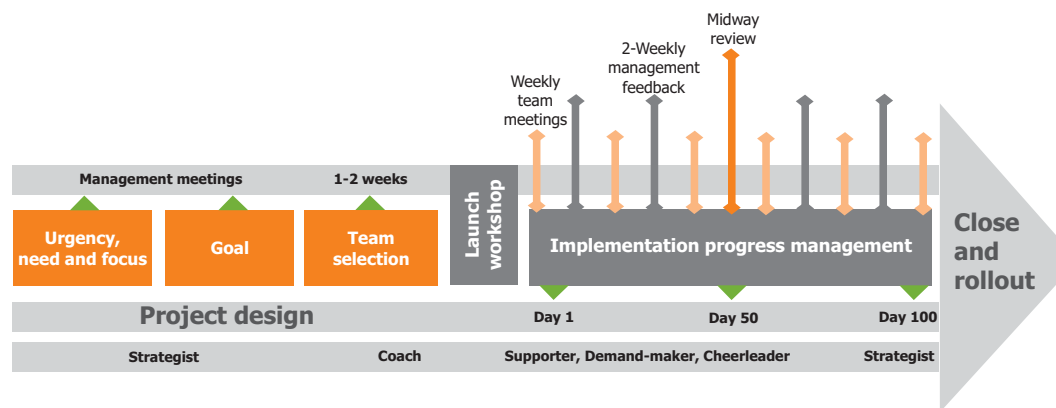


Application

Since 2005, the methodology has successfully been utilised at various mining operations in varying degrees, across multiple projects and disciplines where the Rapid Results process has facilitated continued improvement. The approach can be applied to any situation, project or discipline, for example: solution implementation; business improvement; site turnarounds; new technology implementations; and innovative asset optimisation.

Some of the additional value that was generated from optimising processes by implementing Rapid Results involved inter alia:

- production,
- processing,
- quality enhancement,
- tyre life,
- absenteeism,
- drilling quality,
- equipment availability,
- truck loading,
- information management, and
- automation.



Key differentiators of Rapid Results

Typical interventions

Long-term strategy
 Top-down implementation
 Results are visible over long period
 Master plan
 Management responsibility
 Develop tools
 Change with resistance
 Analyse first

Rapid Results interventions

Short-term cycles, long-term impact
 Bottom-up implementation with a top-down design
 Short-term results (tracked and communicated daily)
 Site specific solutions – no blueprint
 Management support
 Implementation tools
 Change without resistance and with renewed energy
 Start immediately



iRESULTS USES A UNIQUE APPROACH TO IMPLEMENT OBJECTIVES AND IMPROVEMENTS

- **Partnership and collaboration underline the success**
- **Delivers measurable value**

Benefits

iResults helps organisations achieve measurable results immediately, creating the foundation for sustained progress for the long haul. This is a fundamental difference from typical improvement initiatives: Rapid Results delivers tangible benefits:

- **Sustainable value:** Extracts pure value by equipping leaders to align performance with strategic objectives.
- **Innovation:** Waves of 100-day projects engage the creative energy of the teams to explore solutions to defined challenges. Within this timeframe, the team experiments with alternatives until they find a pathway to achieving their defined goal.
- **Implementation capacity:** A continuous cycle of short-term projects drives the maturity of the overall system and strengthens the team's implementation capacity, delivering sustainable results.
- **Teamwork:** The Rapid Results approach places multidisciplinary and multilevel people who don't normally work together around one table to find answers to challenges, shifting the focus onto the results.
- **Strategic:** Takes smaller elements of a long-term strategy and applies it in achievable, successive, short-term cycles. This synchronises the operation's strategy and the team's efforts, resulting in a unified focus that immediately starts delivering on strategic priorities.
- **Partnership:** Rapid Results develops synergy between leaders and the team, forging a two-way process where the solution design is influenced by a top-down approach and implementation is affected from the bottom-up with accountability resting on the team.
- **Culture of improvement:** Rapid Results creates a culture of continuous improvement. It helps break down traditional silos, taps individual experience and expertise, and designs sustainable solutions that respond to the real status quo.



Get started with Rapid Results

A step-for-step process guides clients through the Rapid Results approach, including helpful information on team selection and the necessary planning involved. An experienced iResults representative will help co-ordinate the activities and facilitate the process within your business.

Alrien van der Walt is a dynamic change agent and business advisor. Her experience spans project management; hospitality; steel industry; training and mining. She worked at Anglo American plc for nine years, developing internal capacity to enhance performance. Alrien's experience with the Rapid Results approach extends across multiple applications.

Who do I contact?

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CHAGRES SMELTER SAYS 'YES' TO IMPLEMENTING RAPID RESULTS

- Connects strategic objectives to the operational changes required
- Creates awareness of performance objectives

Business objective

Chagres Smelter's management set out to increase the smelter's performance by curbing fuel consumption, increasing metallurgical output and enhancing the smelting rate.

Rapid Results was identified as the ideal approach for connecting the smelter's strategic objectives to the operational changes required to enhance performance and become more cost efficient.

Alrien van der Walt, then part of Anglo American, assisted the operation with implementing the process.



Team

The projects' teams were restricted to eight members that represented various disciplines from a grass-roots level to key role players.

Participants were challenged to offer innovative solutions to the identified performance constraints in an open and safe environment.

The composition of the team lends itself to cross functional learning, where participants acquire in-depth knowledge about processes that they are not necessarily involved with on a day-to-day basis, equipping them to understand the real impact of change, which is accelerated by daily performance tracking.

The fuel saving project realised a 9% decrease in the daily consumption of fuel, 29% in diesel and 7% in natural gas.

Operation

Chagres Smelter is located 400 metres above sea level in Region V in the municipality of Catemu, 100 kilometres north of Santiago. The Chilean smelter's productive process is undertaken by means of a modern Flash, a technology known for its low emission levels, making Chagres an environmental leader in Chile's mining industry. The smelter processes copper concentrates from Los Bronces and El Soldado.



CHAGRES SMELTER SAYS 'YES' TO IMPLEMENTING RAPID RESULTS continued

- Generates innovative solutions in an open and safe environment
- Implements rapid cycles of measurable change

1 Improvement results: Project wave 1

The first wave of improvement projects at Chagres Smelter illustrates how a structured process like Rapid Results can generate learning, tap experience from a diverse team and generate tangible results. The projects involved in the first wave included:

- "On the way to Saganoseki" a fuel saving project that realised a 9% decrease in the daily consumption of fuel, 29% in diesel and 7% in natural gas. These results were partly attained due to the increased training of workers on the use of fuel as well as internalising the control of consumption among operators. Saganoseki is a smelter located in Japan and is considered to be one of the most energy efficient copper smelters in the world and a great role model to which this project team aspires.
- "Copper with Ears" set out to achieve a metallurgical output of 97.3% within 100 days, achieving 97.61% at the end of the implementation period. The project's name underlines the importance of being attentive and listening to improvement suggestions and operational enhancement ideas that are put forward.
- "Fast and Furious" planned to establish the smelting rate of dry concentrates in the flash furnace to 75 tonnes per hour within 100 days and generated 45 improvement initiatives. The smelting rate during two months of the project was influenced by the quality of the concentrates and despite the best ever fusion rate achieved during one of the months of 76,4tph, the two-month below average performance affected the attainment of the set goal. The team performed well regardless and generated valuable learnings from the implementation.

By default, performance reporting and meetings continue on a formal and informal basis, even after the completion of the projects' timeframe.

2 Successive improvement projects: Project wave 2

Since the completion of the first wave of improvement projects, additional subset projects were identified, underlining the cyclic nature of the Rapid Results methodology.

These initiatives included:

- Lowering S emissions;
- Reducing total injury frequency rate; and
- Copper recovery improvement phase 2.

Rapid Results helps create awareness about performance objectives and empowers people to become part of the solution. Daily performance measurement keeps the focus on the key performance indicators, and prompts quick, effective decision making.

While Rapid Results helps to identify, implement and sustain operational improvement, sustaining the discipline of the process after the projects' completion is imperative to achieving successful, long-term change.



Who do I contact?



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OPERATIONAL PERFORMANCE AT DE BEERS VOORSPOED MINE

- **Material impact on performance**
- **Continuous and sustainable improvement**
- **Synergy between management and teams**

Business objective

Voorspoed mine's principal objective was to ramp up production by 2014 to approximately 750,000 carats per year by:

- Implementing improved efficiencies using the Rapid Results approach;
- Optimising its new equipment to boost the tonnage hauled; and
- Implementing measures that will position the plant to treat up to 4 million tonnes per annum.

Management set out to improve the mine's production, plant throughput, waste management system and material receipt system using the Rapid Results methodology.

Operation

De Beers Voorspoed mine is an open-pit kimberlite mine that is situated 30 kilometres north-east of Kroonstad in the Free State, South Africa. It currently mines at a depth of 150 metres.

The mine was expected to produce over ten million carats during the life of the mine using standard drill and blast techniques. As is the case with mines such projections are continuously reviewed and Voorspoed is no exception.



Team

The composition of the team is critical to the success of Rapid Results.

The project team comprised site management representatives, multidisciplinary and multilevel members.

Team members from Research visiting Voorspoed mine and team members from Team Ferrari, one of the six participating project teams at Voorspoed mine



OPERATIONAL PERFORMANCE AT DE BEERS VOORSPOED MINE continued

- **Eliminates silos**
- **Develops a culture of innovation**
- **Addresses and responds to the real status quo**

1 Improvement results: Project wave 1

The first wave of projects started in the second half of 2012 and contributed to the mine achieving record production during 2012, including:

- Increased production by mining 12% more waste out of the pit;
- Plant throughput improved by 9%; and
- A waste management system cleared redundant scrap to reduce rehabilitation liabilities.

Once the first wave of projects is completed, monitoring and tracking results continues as the second wave of improvement projects commences.

2 Successive improvement projects: Project wave 2

Voorspoed mine's critical production challenge for 2013 was the unexpected change in the geology of the resource, the nett effect being the unavailability of kimberlite to mine. The overall effect was approximately a 31,000 carats deficit incurred year to date.

Three improvement projects were identified, making up the second cycle of projects that started in March 2013 including:

- Increasing the shovel rate from 997 tonnes per hour to 1,150 tonnes per hour;
- Reducing the plant headfeed downtime by decreasing engineering and operational delays, as well as implementing measures that would allow the plant to treat alternative ore sources to supplement the ore from the pit; and
- Optimising the receiving yard activities.

These set of projects were completed by mid-2013, at which time management would identify and decide upon the next set of opportunities – a logical spinoff from the previous project waves. This continuous cycle of short-term projects drives the maturity of the overall system.



Rapid Results develops synergy between management and the teams, eliminating silos and ensuring that the solutions address and respond to the real situation at the mine.

Partnership and collaboration becomes the blueprint for on-going improvement successes, creating sustainable, measurable value and a proven approach to facing and overcoming the challenges of mining.



The results are tangible:

- big chunks of continuous and sustainable improvement occur;
- a material impact on performance is made;
- a culture of innovation and continuous improvement becomes part of everyday mining for the teams involved.

Who do I contact?

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KOLOMELA MINE TAKES LEAPS IN ADVANCING OPERATIONS

- Escalating results
- Measurable performance improvement
- Sustainable value

Background

In April 2012, Kolomela's management commenced a theory of constraints (TOC) intervention to diagnose the capacity issues experienced.

As a result, a production model was determined for the mine and a list of critical issues developed. Rapid Results was selected as the implementation approach to address some of these critical issues.

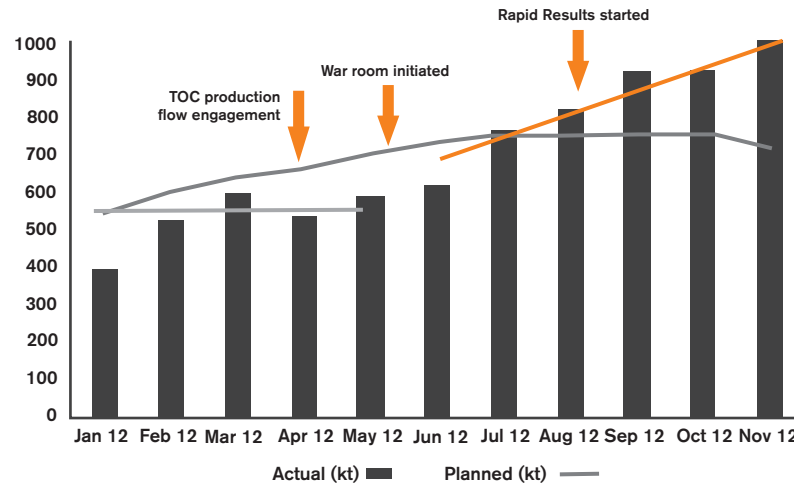
A TOC 'war room' was established to measure the daily performance of the improvement projects. This initiative facilitated improved communication and learning across all functions at Kolomela.

Rapid Results

Rapid Results has been fundamental in achieving critical, shorter-term objectives that respond to Kolomela's strategic goal of producing budget tonnes of direct shipping ore.

This improvement methodology requires appointing project teams, setting targets, generating and experimenting with ideas to meet the targets, and daily measurement of performance - all in a tight 100-day timeline.

Kolomela ore production



The Rapid Results methodology makes sense. It is a simplistic, forward-looking approach that focuses on value. The results generated through the programme since 2012 at Kolomela are escalating, impacting measurably on our production flow and overall performance."



Henk Storm,
manager operational
readiness/asset
optimisation at
Kolomela mine

1 Improvement project wave 1

- Project "Bums on Seats" set out to increase production tonnage by improving direct operating hours. Machine hours lost per day were reduced from 335 to 130 hours per day over 100 days.
- Safe "25X Brother's Keeper" project aimed to achieve consecutive safe days, increasing the number of safe days from an average of two to five.
- Project "Quality Drillers" was tasked to reach and exceed mine production targets, reduce cost per tonne and improve morale and achieved a sustained increase in metres drilled by 20-25% and increased the drill quality in terms of redrills, position and depth.

2 Improvement project wave 2

- Project "Horse Power" addressed fuel consumption. The project created understanding of the complexity around fuel due to interdependencies and improved data gathering to manage efficiency rather than consumption.
- Project "Toktokkies" focused on further improving drilling; it increased the number of quality drill metres and achieved consistent drilling improvement of more than 30%.
- Team Thusano focused on safely increasing waste production from 73,000 tonnes per day to 90,000. The team consistently exceeded their target, even setting record production during the project period.

KOLOMELA MINE TAKES LEAPS IN ADVANCING OPERATIONS continued

- Increased production tonnage
- Improved safety performance
- Enhanced communication

Enablers of success

After just two waves of Rapid Results projects:

- Drilling improved by 50% from an average of 1,200 metres per day to a daily average of 1,806 during the last four weeks of the 100-day Rapid Results period.
- Penetration rate improved from an average 19.6 metres per hour to 23.
- Improved average direct operating hours from 8.34 to 12.43 hours.
- Waste production increased by 36% from 73,000 tonnes to an average of 99,000 tonnes over the last four weeks of the Rapid Results period.
- The team achieved their target weekly average of 90,000 tonnes, which became business as usual for daily production.

%



Key learnings

- Use initial diagnostics to prioritise critical issues.
- Keep brainstorming sessions informal.
- It is critical for the godfather (project sponsor) to be completely supportive, enabling execution with sustainable results.
- Manage project execution in line with the critical path.
- Add milestones to the project steps.
- Appoint a strong team leader with good project skills.
- Appoint the right team and transfer project accountability and ownership.
- Allocate and clarify tasks and responsibilities.
- Communicate regularly and visibly.
- Develop a team's understanding of the full mining value chain.
- Implementation needs to be sustainable.
- Manage change and resistance.
- Express thanks and give operation-wide recognition and reward for demonstrating changed behaviour.

Performance improvement integral enablers

- Visionary leadership
- Management's participation, buy-in and support
- Explicit goals
- Disciplined project management and effective execution capability
- Open communication, improved information flow, cross learning and networking
- Change management
- Daily performance measurement and analysis
- Recognition and reward.

Who do I contact?



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PLATINUM IM IS CHANGING IT SOLUTIONS INTO BUSINESS RESULTS

- Increase the visibility of the value chain
- Instill new, innovative ways of operating
- Enhance productivity, service delivery and client satisfaction

Business objective

Platinum Information Management (IM) is converting traditional technology-based assignments into business focused projects that deliver business results using an improvement and change management methodology called Rapid Results.

Rapid Results is supported by Mining & Technology's Technical Solutions function.



Rapid Results has helped Platinum IM to expand the teams' operational capacity and level of innovation.

Projects

Some of the first Platinum IM projects that were implemented using the Rapid Results methodology:

The project management information (PMI) project:

Platinum IM developed a project management information reporting dashboard, providing management with a single source, near real time report on the status and health of Platinum's capital project pipeline that it delivered in 100 days versus an unfinished 18 month attempt previously at the same deliverable.



Single source, near real-time reporting

Fast forward mining daily reporting project:

This reporting solution presents mining data automatically and directly from the source to management without any human interaction, eliminating human error and time delays. It is available electronically and on mobile devices and allows management to drill down into further information as required. For the first time, quality production, safety and labour reports are available on a daily basis to management across operations, enabling fast, meaningful business decision making. Rapid Results helped put the client into the driving seat of the project, upping the project's success.



Quality production, safety and labour reports available on a daily basis to management

Windows 7 roll-out project:

This traditional IT upgrade project involved migrating 2,800 personal computers from Windows XP to Windows 7. Rapid Results helped the team overcome obstacles and come up with innovative ways of achieving the set goal.



Innovative ways to achieve goals



We have raised the bar and stretched ourselves to achieve challenging, shorter-term objectives. As a result, we have upped our productivity, our service delivery and our client satisfaction and have challenged our service providers to do the same."

Shawn Fisher, Head of Platinum IM, September 2013

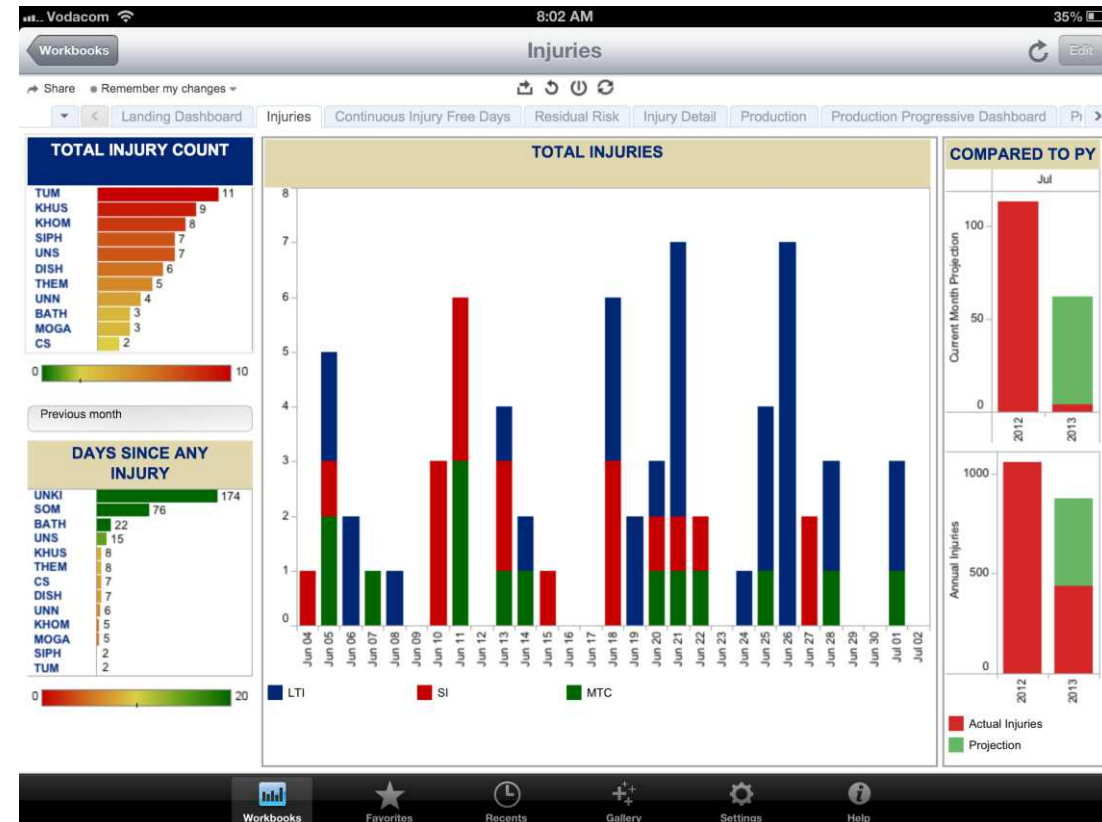
PLATINUM IM IS CHANGING IT SOLUTIONS INTO BUSINESS RESULTS continued

- Simplifies project deliverables
- Increases client participation
- Delivers sustainable change

Methodology

- 1 Reverse engineering**
Platinum IM applied reverse engineering to its projects, defining the results first and setting 100 days for the teams to achieve the objectives. The Rapid Results approach helps to define project deliverables into smaller, shorter-term quotas, increasing their achievability.
- 2 Implementation team**
A broader project implementation team composition was needed to achieve the defined objectives. Individuals outside the IM team were identified and invited to participate in what was previously perceived as "IM" projects. This brought additional expertise to the teams, and added broader visibility of the business value higher up the value chain.
- 3 Project ownership**
Shorter-term deliverables significantly increase the buy in and participation by clients, which helps to transfer the project ownership to the client. Traditionally IT projects are IM driven; setting the client in the driver seat improves the rate of adoption and adds to the project success due to their increased commitment and support.
- 4 Internal resources**
Platinum IM used internal resources for the development, implementation and support services for the information solutions. As a result, sustainable business solutions are delivering cost and time efficiencies and improving overall client satisfaction.
- 5 Sustainable operational improvements**
Rapid Results has helped Platinum IM achieve sustainable operational change by transforming some of the daily processes and systems; implementing additional checks and controls; and ensuring buy-in and support at appropriate levels.

Daily reporting dashboard - outcome from Platinum IM project using the Rapid Results methodology



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