

Sibanye
we are one



A PGM value
creation strategy

The Oxford Platinum
Lectures
May 2016

Disclaimer



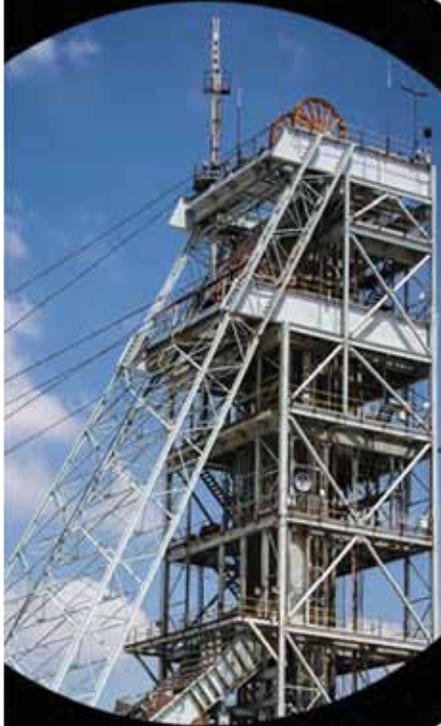
Certain statements included in this presentation, as well as oral statements that may be made by Sibanye Gold, or by officers, directors or employees acting on their behalf related to the subject matter hereof, constitute or are based on forward-looking statements. Forward-looking statements are preceded by, followed by or include the words "may", "will", "should", "expect", "envisage", "intend", "plan", "project", "estimate", "anticipate", "believe", "hope", "can", "is designed to" or similar phrases. These forward looking statements involve a number of known and unknown risks, uncertainties and other factors, many of which are difficult to predict and generally beyond the control of Sibanye Gold, that could cause Sibanye Gold's actual results and outcomes to be materially different from historical results or from any future results expressed or implied by such forward-looking statements. Such risks, uncertainties and other factors include, among others, Sibanye Gold's operations, Sibanye Gold's ability to implement its strategy and any changes thereto, Sibanye Gold's future financial position and plans, strategies, objectives, capital expenditures, projected costs and anticipated cost savings and financing plans, as well as projected level of gold price and other risks. Sibanye Gold undertakes no obligation to update publicly or release any revisions to these forward-looking statements to reflect events or circumstances after the date of this presentation or to reflect any change in Sibanye Gold's expectations with regard thereto.

In accordance with the requirements imposed by the JSE, Sibanye Gold reports its reserves using the terms and definitions of the SAMREC Code (2007 edition). There are differences between the SAMREC Code and the Security and Exchange Commission's Industry Guide 7. Mineral or ore reserves, as defined under the SAMREC Code, are divided into categories of proved and probable reserves and are expressed in terms of tonnes to be processed at mill feed head grades, allowing for estimated mining dilution, recovery and other factors.

The lead Competent Person designated in terms of SAMREC, who take responsibility for the consolidation and reporting of Sibanye Gold's Mineral Resources and Mineral Reserves and of the overall regulatory compliance of these figures is Mr. Gerhard Janse van Vuuren, who gave his consent for the disclosure of the C2015 Mineral Resource and Mineral Reserve Statement. Mr Janse van Vuuren [BTech (MRM), GDE (Mining Eng.), MBA and MScCoC] is registered with Plato (PMS No 243) and has 27 years' experience relative to the type and style of mineral deposit under consideration. He is the current Vice President: Mine Planning and Mineral Resource Management and is a full time employee of Sibanye Gold. Mr. van Vuuren consents to the inclusion of all information in this release relating to mineral resources and mineral reserves in the form in which it appears.

The respective business unit based Mineral Resource Managers, relevant project managers and the respective Mineral Resource Management discipline heads have been designated as the Competent Persons in terms of SAMREC and take responsibility for the reporting of Mineral Resources and Mineral Reserves for their respective area(s) of responsibility. Additional information regarding these personnel, as well as the teams involved with the compilation of the Mineral Resource and Mineral Reserve declaration is incorporated in the Mineral Resources and Mineral Reserves Supplement that will be published in conjunction with the 2014 Sibanye Gold Integrated Report.

Sibanye
we are one



Corporate overview

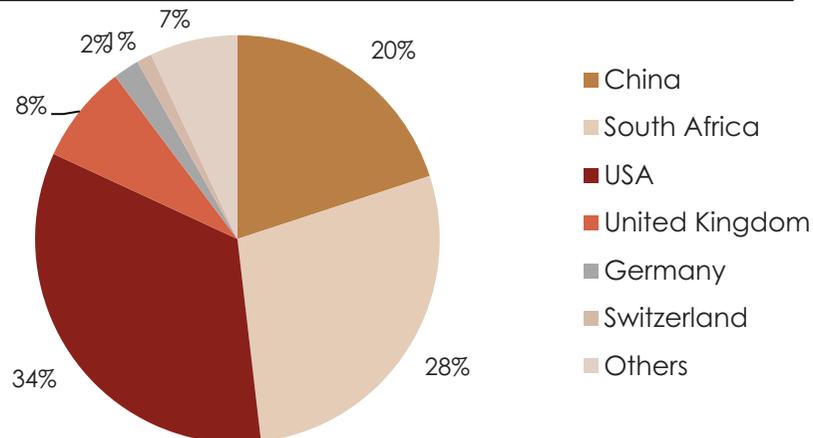
Corporate overview



Shares in Issue	923 902 469
Shares in ADR form	206 354 270
Market Cap	R48 billion (US\$3.2 billion)
Listings	<ul style="list-style-type: none"> • JSE Limited share code: SGL • New York Stock Exchange ADR programme share code: SBGL
Debt*	R2.0 billion (US\$123 million) of R4.5 billion term and revolving facility

* At 25 February 2016, excludes Burnstone debt

Shareholder geographic distribution*



* Source: J.P.Morgan Cazenove, April 2016

Major Sibanye Gold shareholders *

Gold One Limited	20.22%
Public Investment Corporation	8.44%
Van Eck Associates Corporation	6.62%

* Source: J.P.Morgan Cazenove, April 2016

Contact details

Libanon Business Park
 1 Hospital Road (off Cedar Avenue)
 Libanon, Westonaria, 1779
 South Africa

Neal Froneman
 CEO

Tel: +27 11 278 9600
 e-mail: neal.froneman@sibanyegold.co.za

James Wellsted
 Investor Relations

Tel: +27 11 278 9656
 e-mail: james.wellsted@sibanyegold.co.za

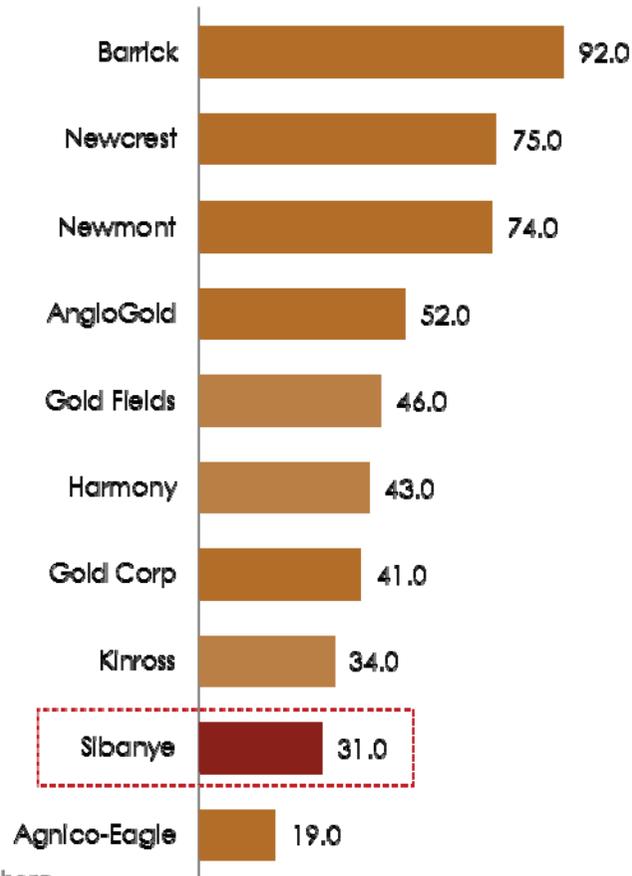
A substantial company with a strong balance sheet

A top ten global gold producer



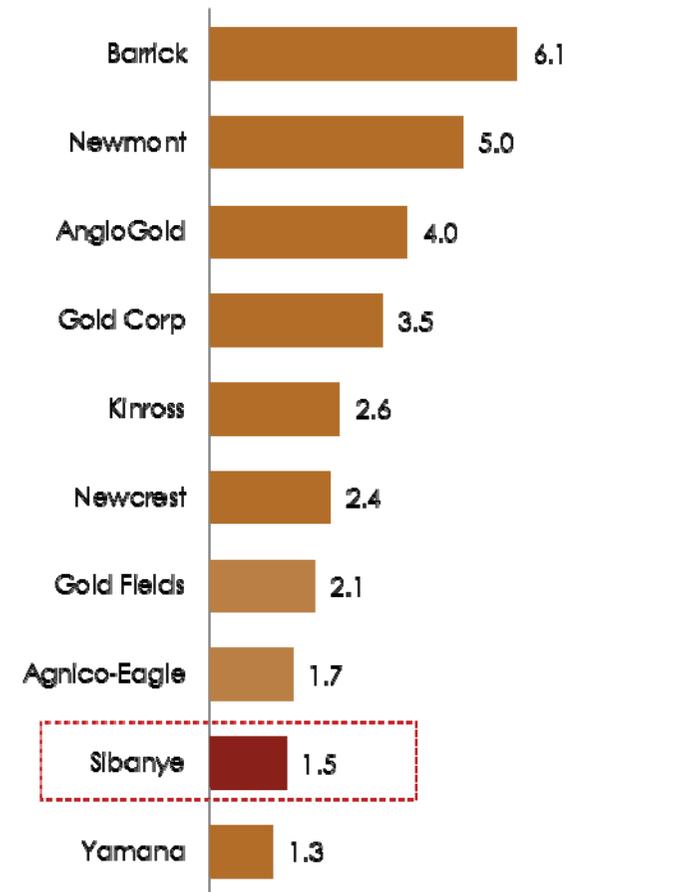
Major global gold producers

2015 Reserves (moz)



Source: Bloomberg

2015 Production (moz)

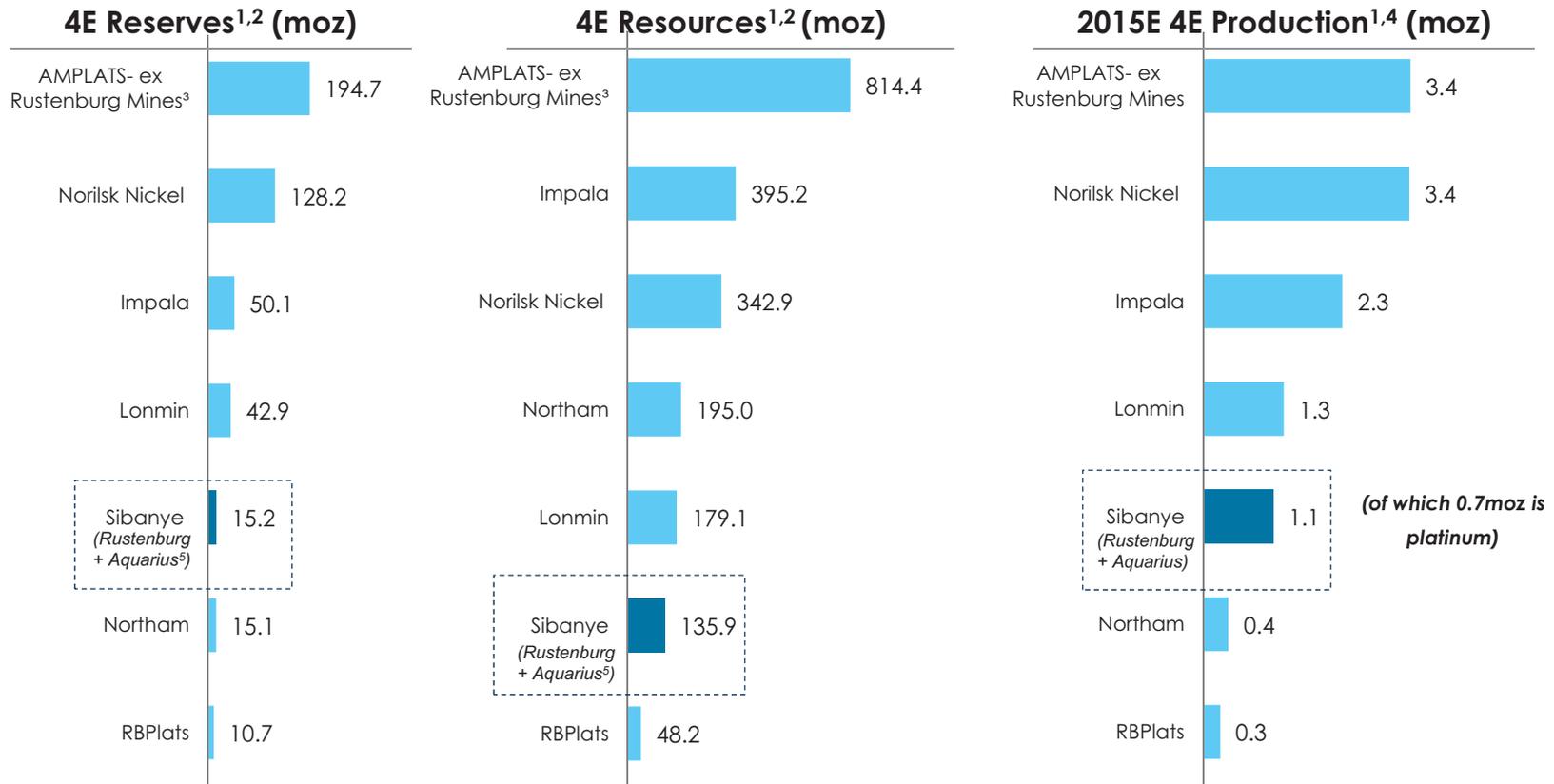


A leading gold producer

Becoming a top five PGM producer



Major global PGM producers



Source: Companies' disclosures, Broker reports

Notes:

1. Platinum, palladium, rhodium and gold (together referred to as 3E+Au or 4E). Sibanye related data includes Rustenburg Operations and Aquarius
2. Reserves and resources are latest reported by the companies and are on an attributable basis; resources include reserves
3. Prior to conclusion of the latest PSA agreement with Aquarius
4. Based on broker consensus
5. Aquarius reserves and resources include 50% of the Kroondal PSA extension; Total Resources also include managed resources from projects and Blue Ridge

A leading PGM producer

What differentiates Sibanye

Sibanye

- An industry leading dividend payer
- A track record of operating successfully in the difficult South African mining environment



Uniquely positioned in the South African mining industry

Sibanye



South African
operating strategy

Leading the way to a modern mining industry

Sibanye

“A modern mining industry will optimally extract and beneficiate the country’s natural resources, causing no harm to people or the planet. **It benefits both the local community as well as the national economy.** It procures locally, **it is a preferred employer** of well skilled people **and creates appropriate risk adjusted returns for investors.** Regulations, taxation and incentives are consistent, transparent and recognise mining as a long- term driver of economic growth.” Source “Joburg Indaba” October 2015



The recipe for realising our vision

SUPERIOR VALUE CREATION
FOR ALL OUR STAKEHOLDERS

Through mining our multi commodity
resources predominantly in
South Africa



Superior value for all stakeholders

Sibanye

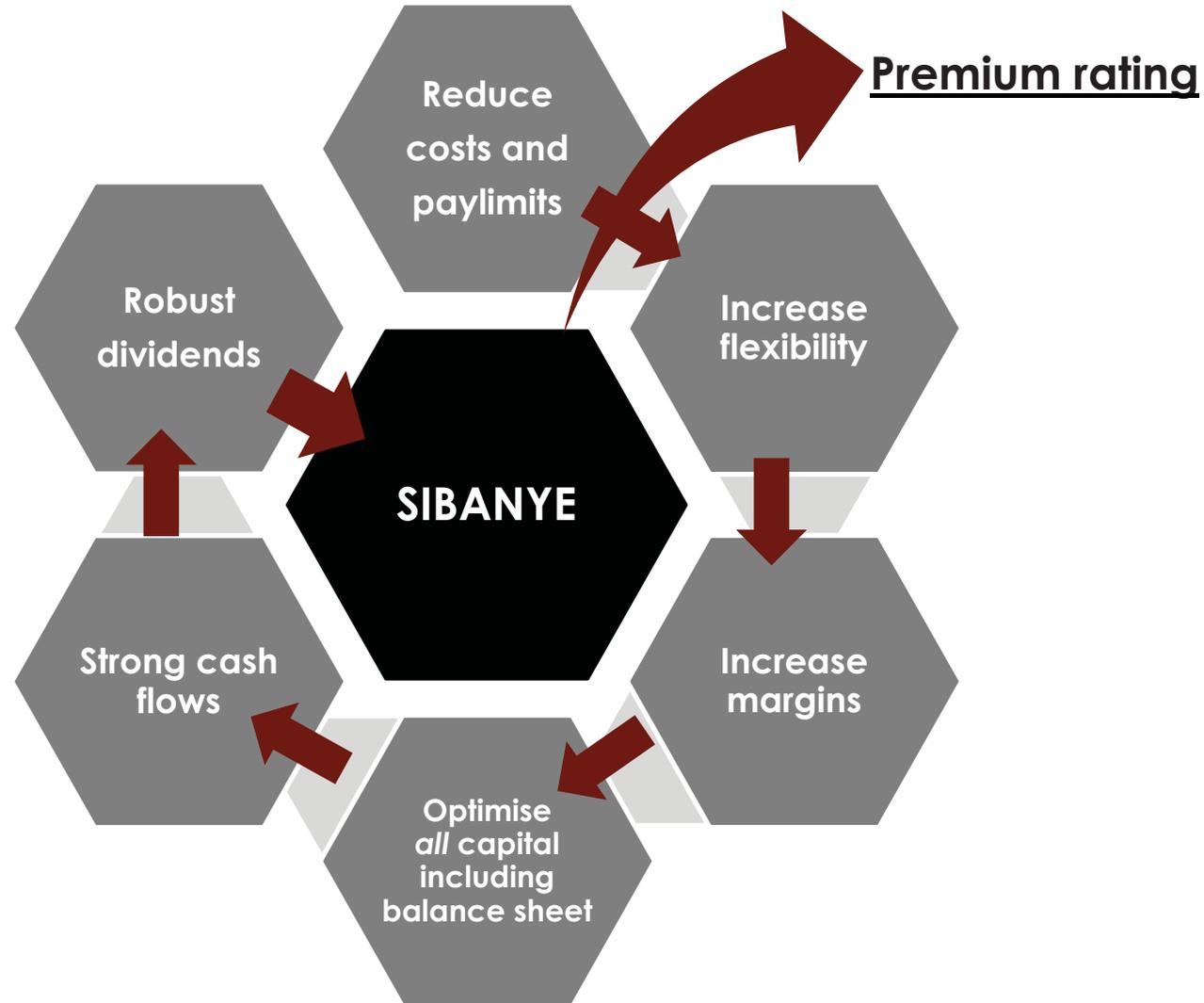
- **Shareholders:** return on investment: dividends and capital appreciation
- **Employees:** good health and prosperity, sustainable employment
- **Communities:** service delivery, housing, infrastructure, jobs and peace
- **Unions and associations:** growing and satisfied membership
- **Suppliers and customers:** ability to transact on a transparent, sustainable and fair basis
- **Government:** transformation, economic growth, poverty alleviation and political control
- **Management:** satisfied stakeholders and strategic success



Building a track record of delivery for all stakeholders

- 3 years without any significant industrial action and inflation related labour increases
- Employees own the operating strategy and specifically understand the need for profit through safe volume, grade and costs
- Social issues minimised with negligible community unrest



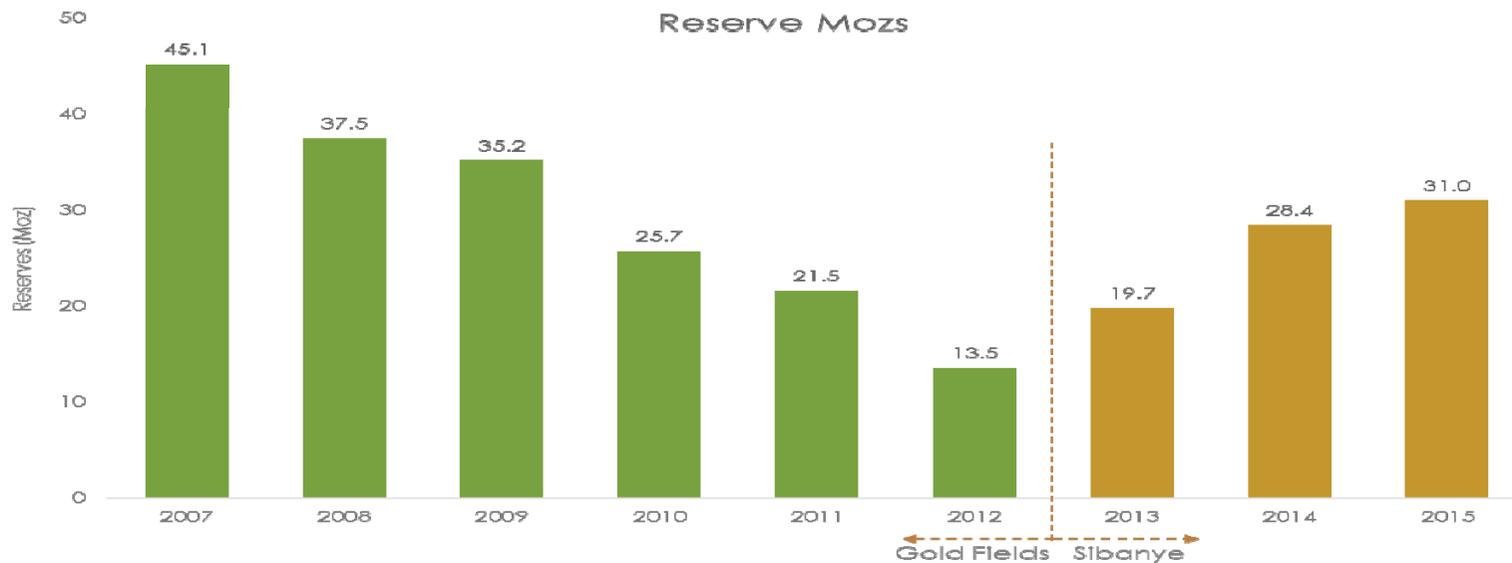
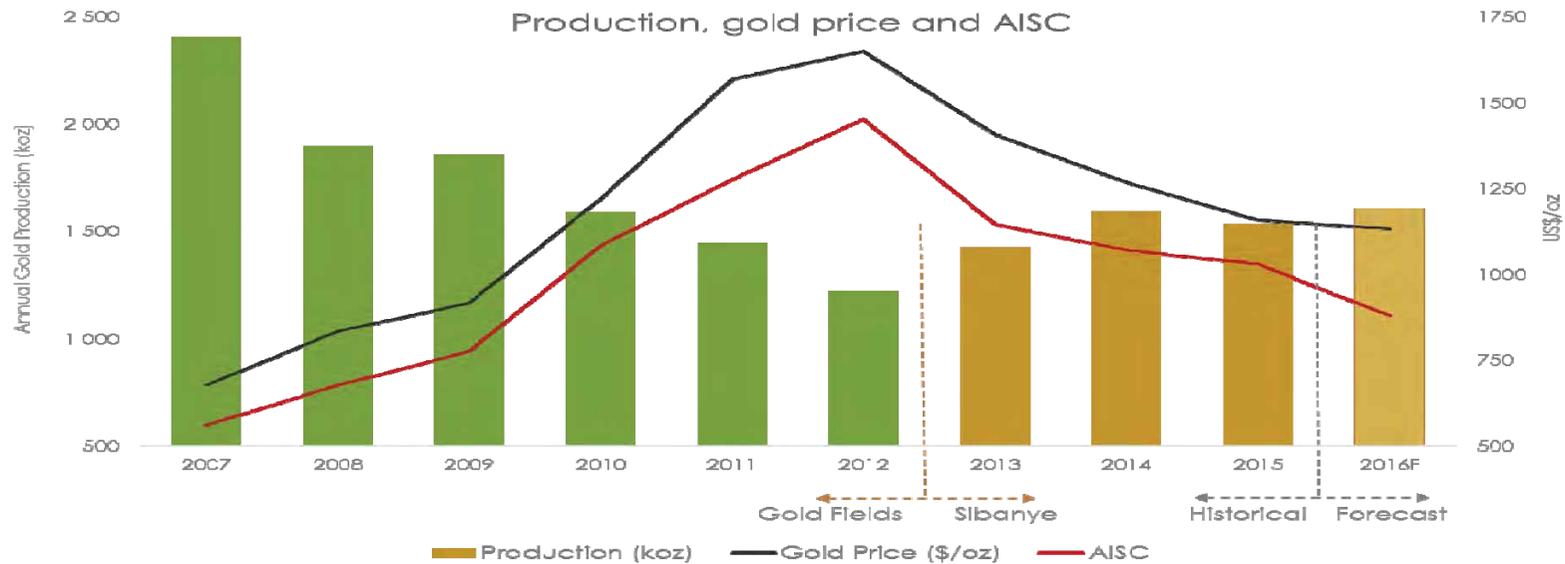


Sibanye



Operating strategy
achievements –
Sibanye Gold Division

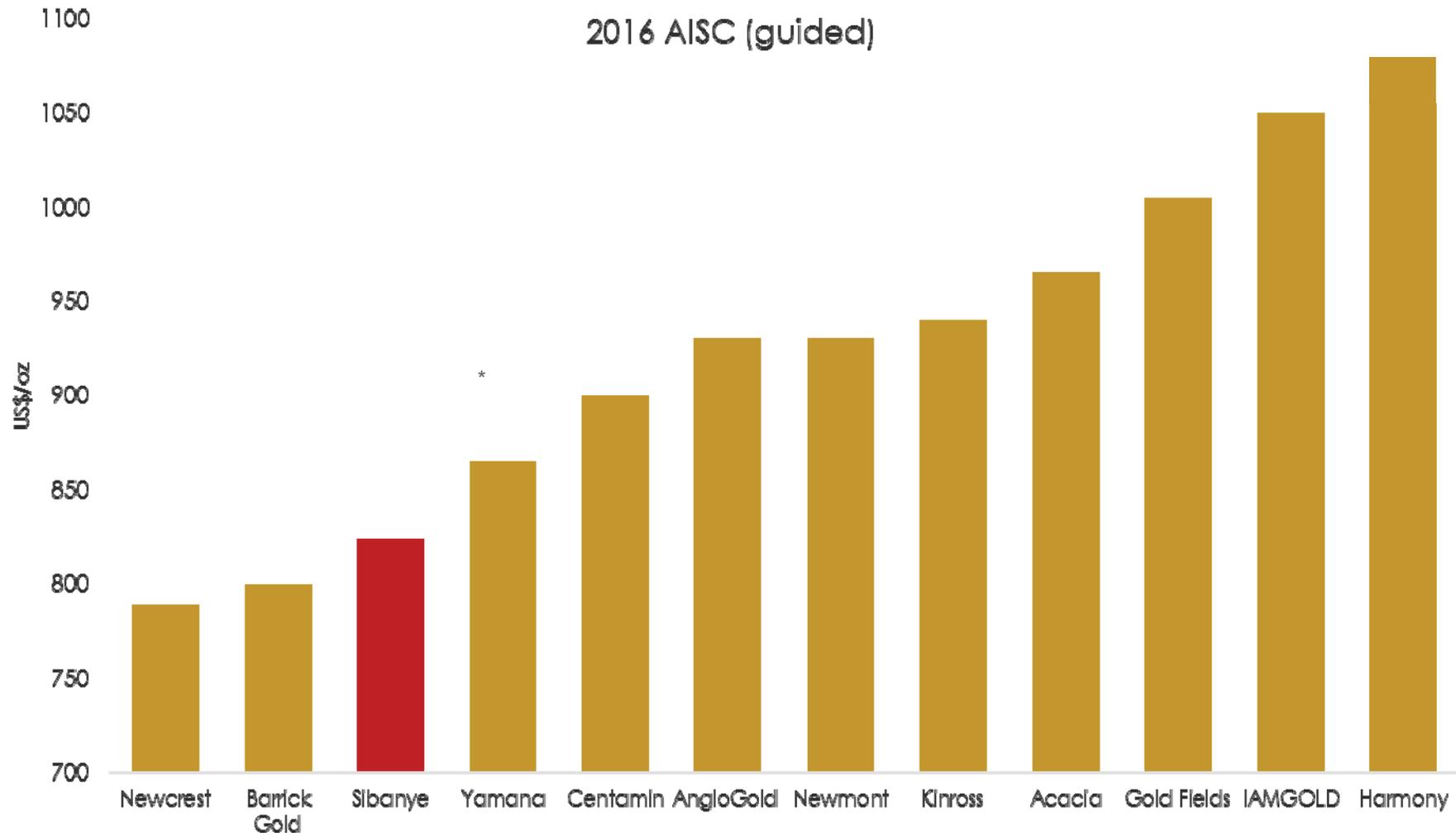
Stabilised output, reduced unit cost and grown reserve



Focused on operational delivery

Lower quartile AISC ranking

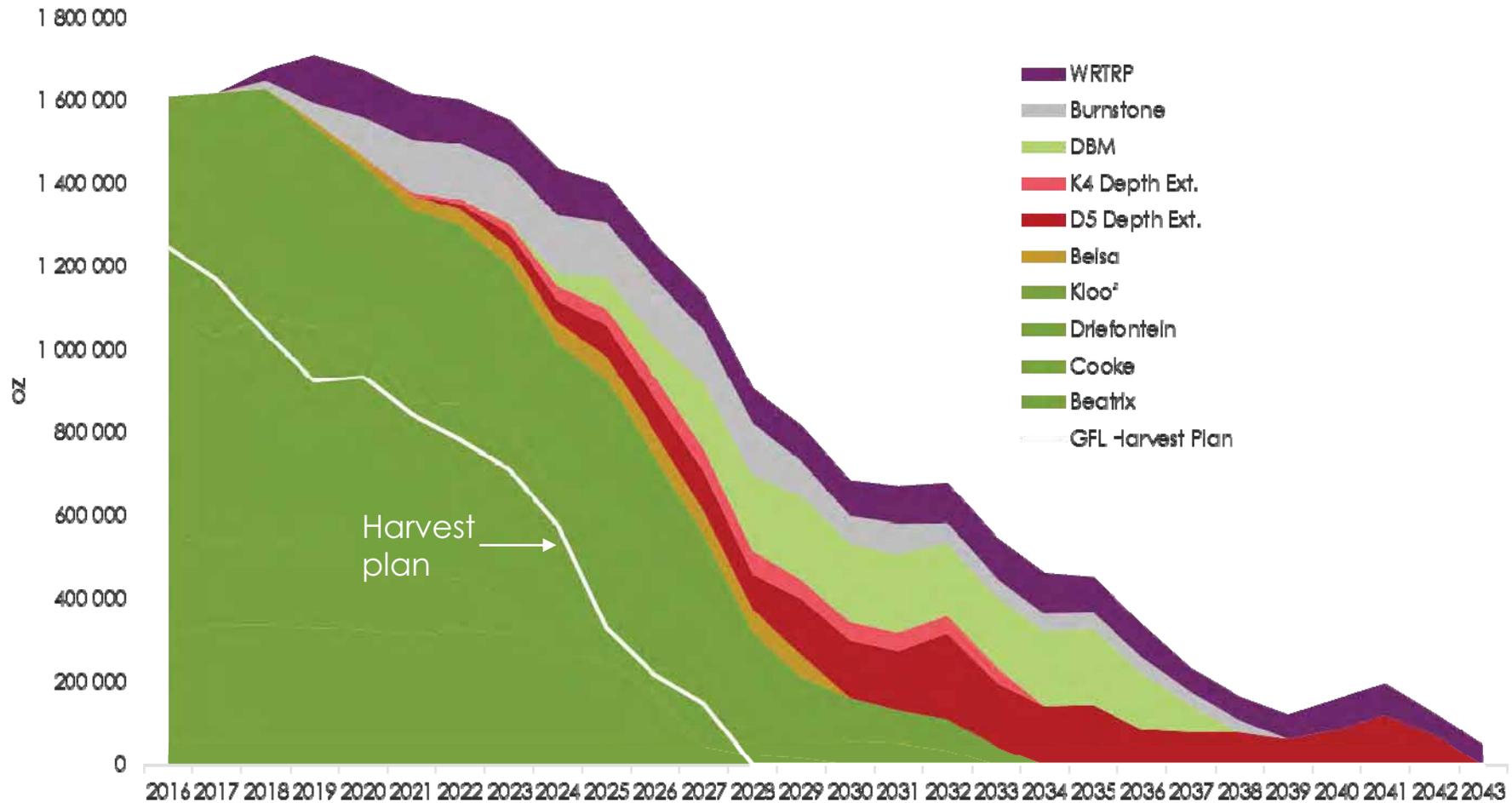
Sibanye



Source: Qinisele Resources; Company guidance (Sibanye assuming R15.70/US\$ YTD average for 2016)

Favourably positioned on the cost curve

A sustainable Gold Division



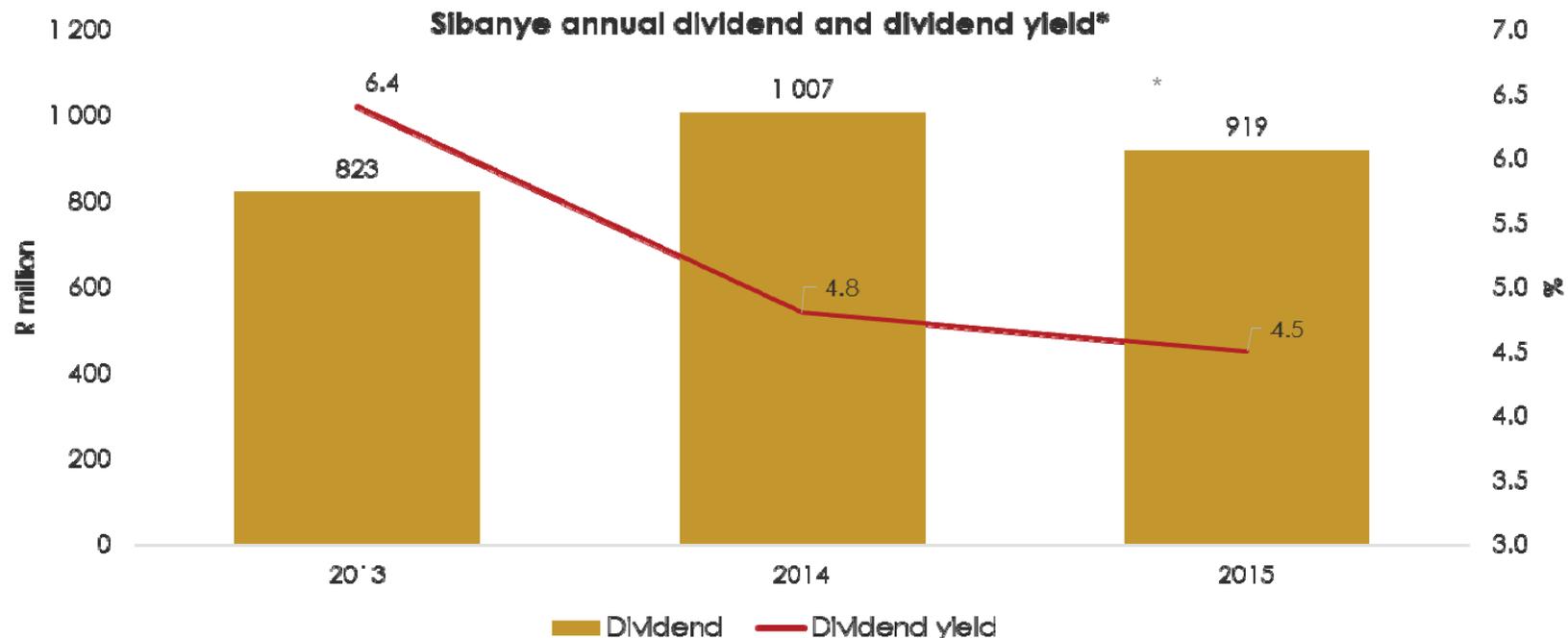
*Project profile is conceptual and subject to change on completion of detailed studies
 Based on Reserves declared as at 31 December 2015
 Assumptions: Gold price: 430,000 R/kg, Uranium 40 - 70 US\$/lb and 15:00 ZAR:1US\$ (real 2015 terms)

Extending the operating life

Superior value for our shareholders

Sibanye

- Cumulative dividend of R2.8 billion (US\$229 million) delivered to shareholders since listing in 2013
- Industry leading dividend yield maintained despite appreciation in share price



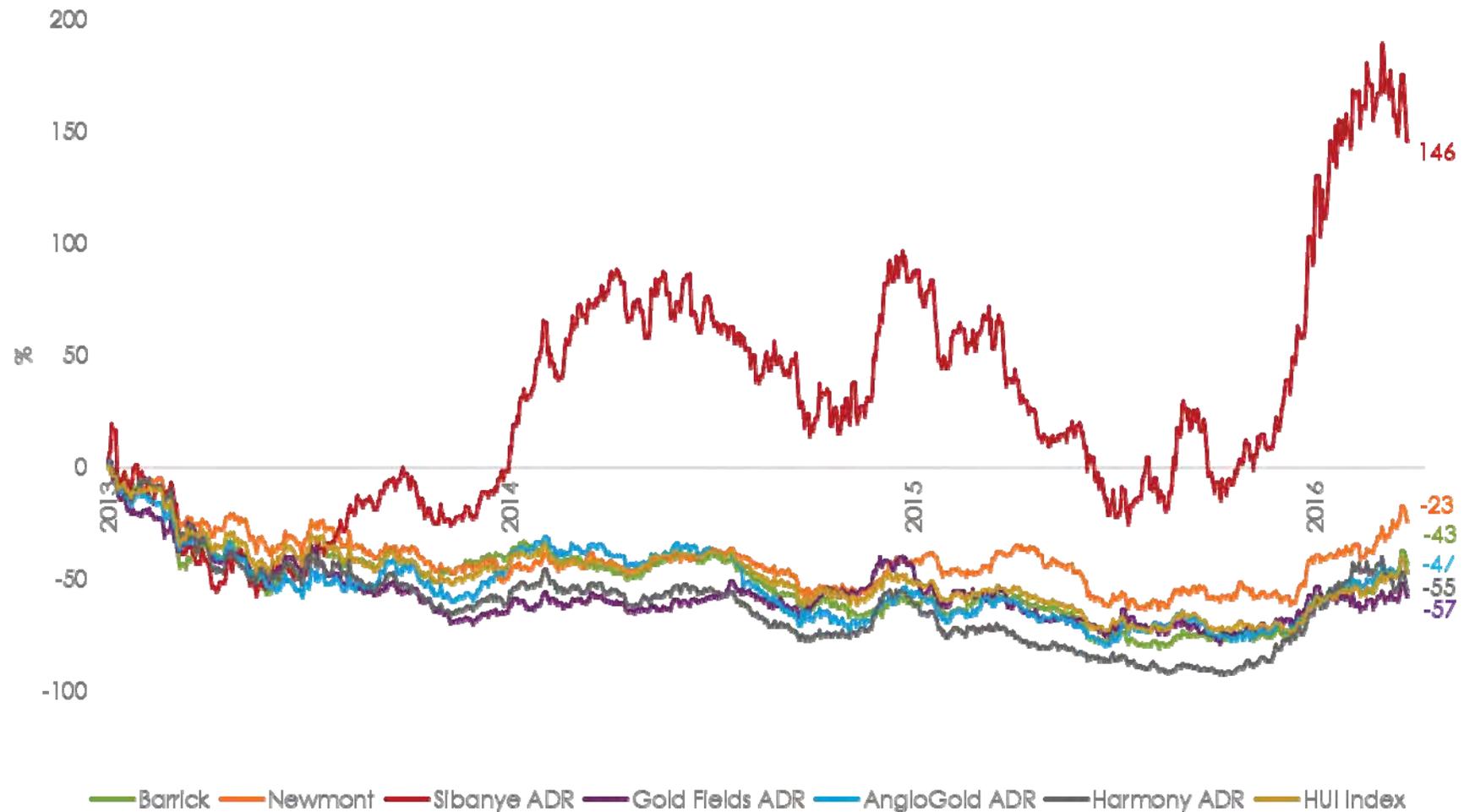
* Based on average share price during the year

An industry leading dividend payer

Superior value for our shareholders



Relative market performance



Source: Bloomberg/iNet 5 May 2016

Convincing share price appreciation

Total shareholder return*

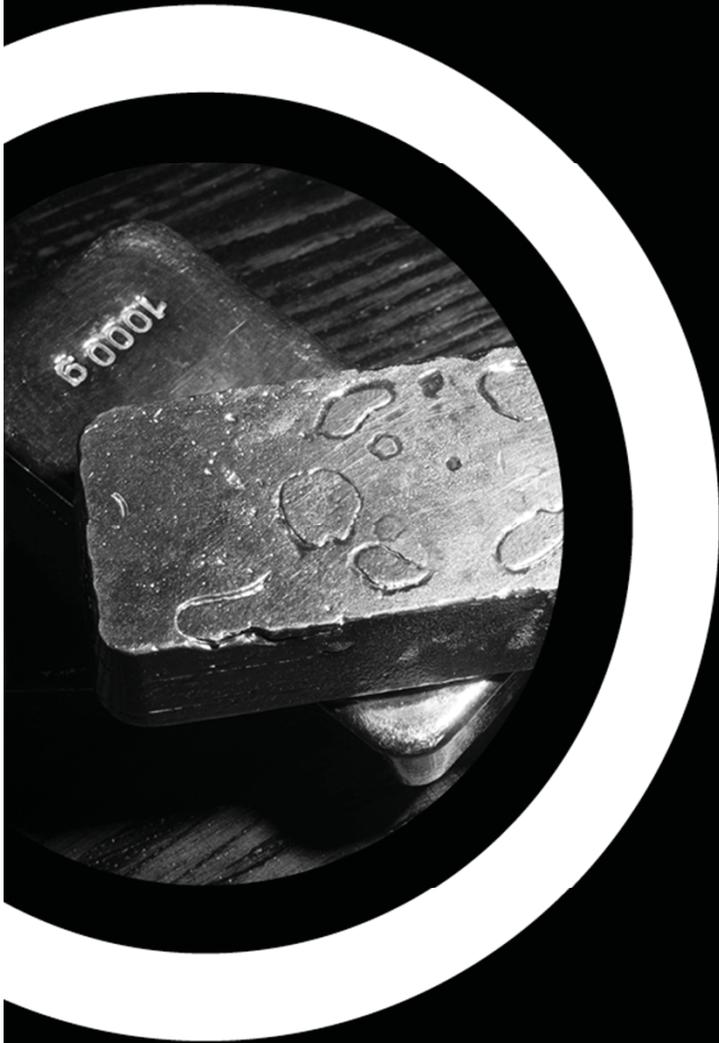
Sibanye



* From listing on 11 February 2013 until 5 May 2016

30% CAGR

Sibanye

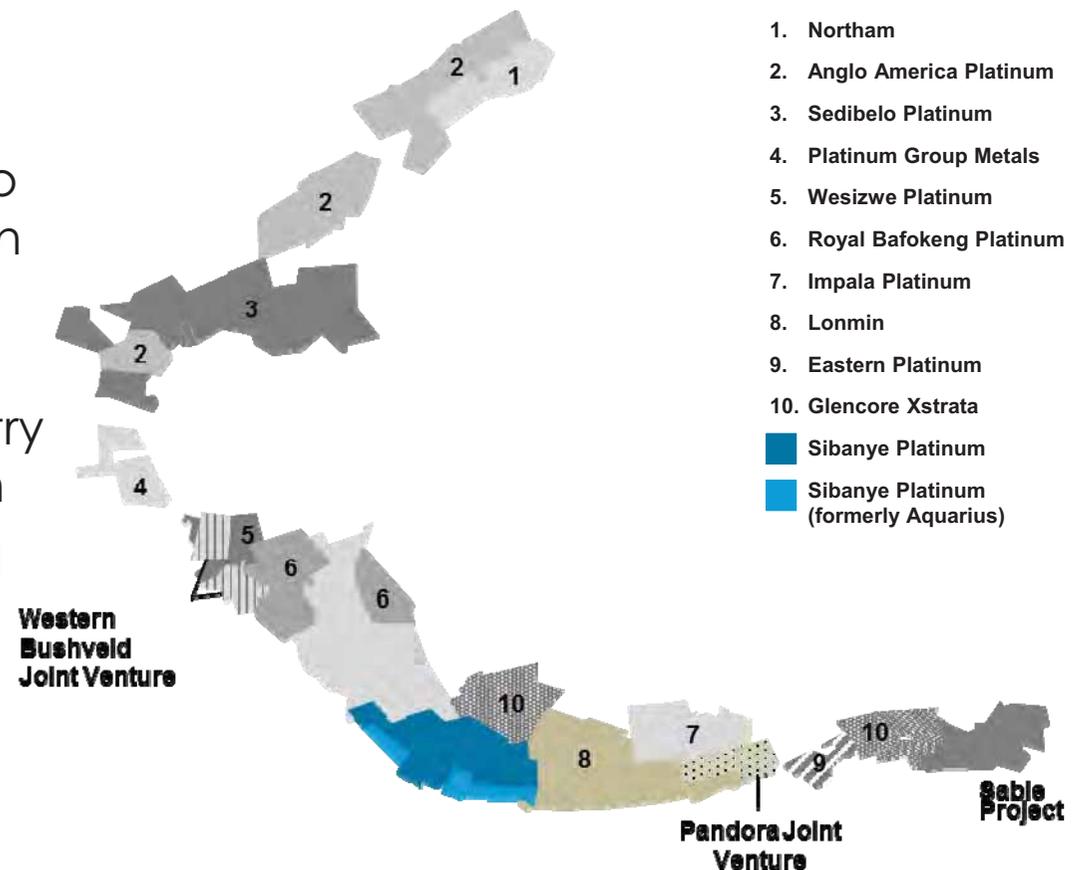


Platinum a logical
extension to value
creation

Our view of the South African PGM industry

- Excessive employee unrest
- Significant community unhappiness
- Operators have been too accomodating of Section 54 stoppages from the regulators
- Highly competitive industry with limited co-operation
- Ownership is fragmented
- Excessive amounts of unprofitable and break even production
- Poor capital allocation

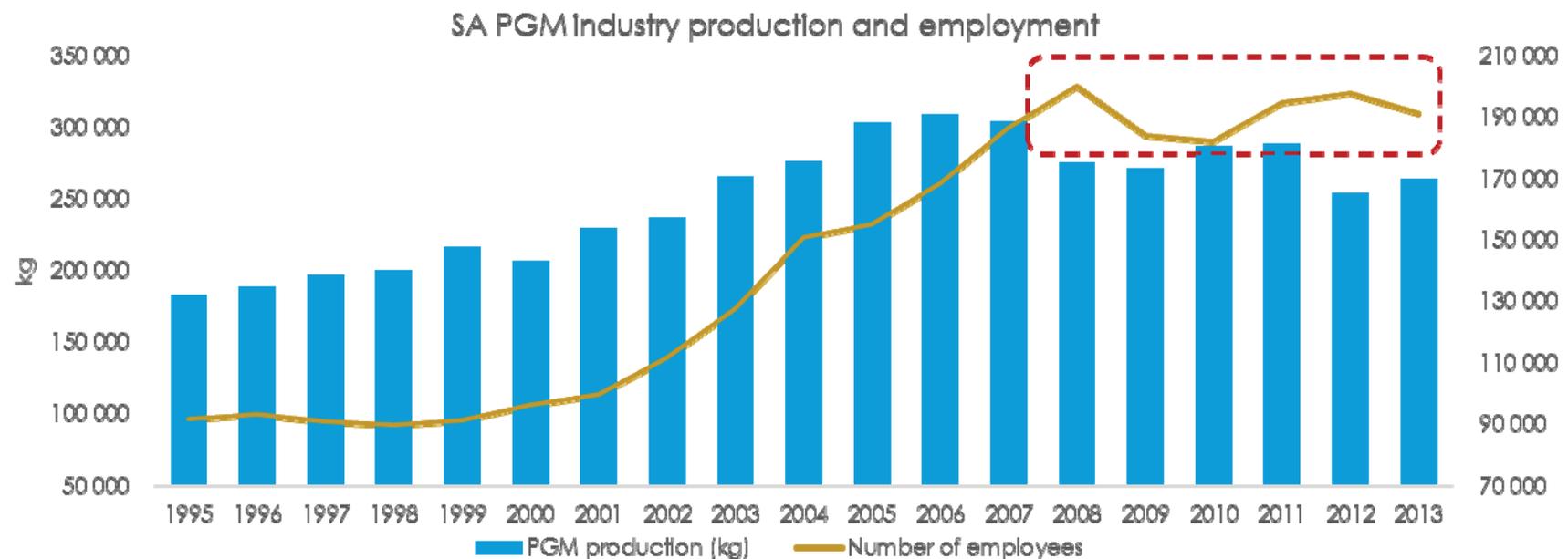
Western Limb PGM Operations



Strong leadership is required

The bitter medicine required

- Production discipline – closure of loss making and break even production
- Improved capital allocation and co-operation
- More rigid cost control especially around above inflation wage increases
- Ownership consolidation – similar to the last 20 years in the RSA Gold industry



Source: SA Chamber of Mines

New strategies required to manage labour, communities and regulators

South African gold industry consolidation

Sibanye

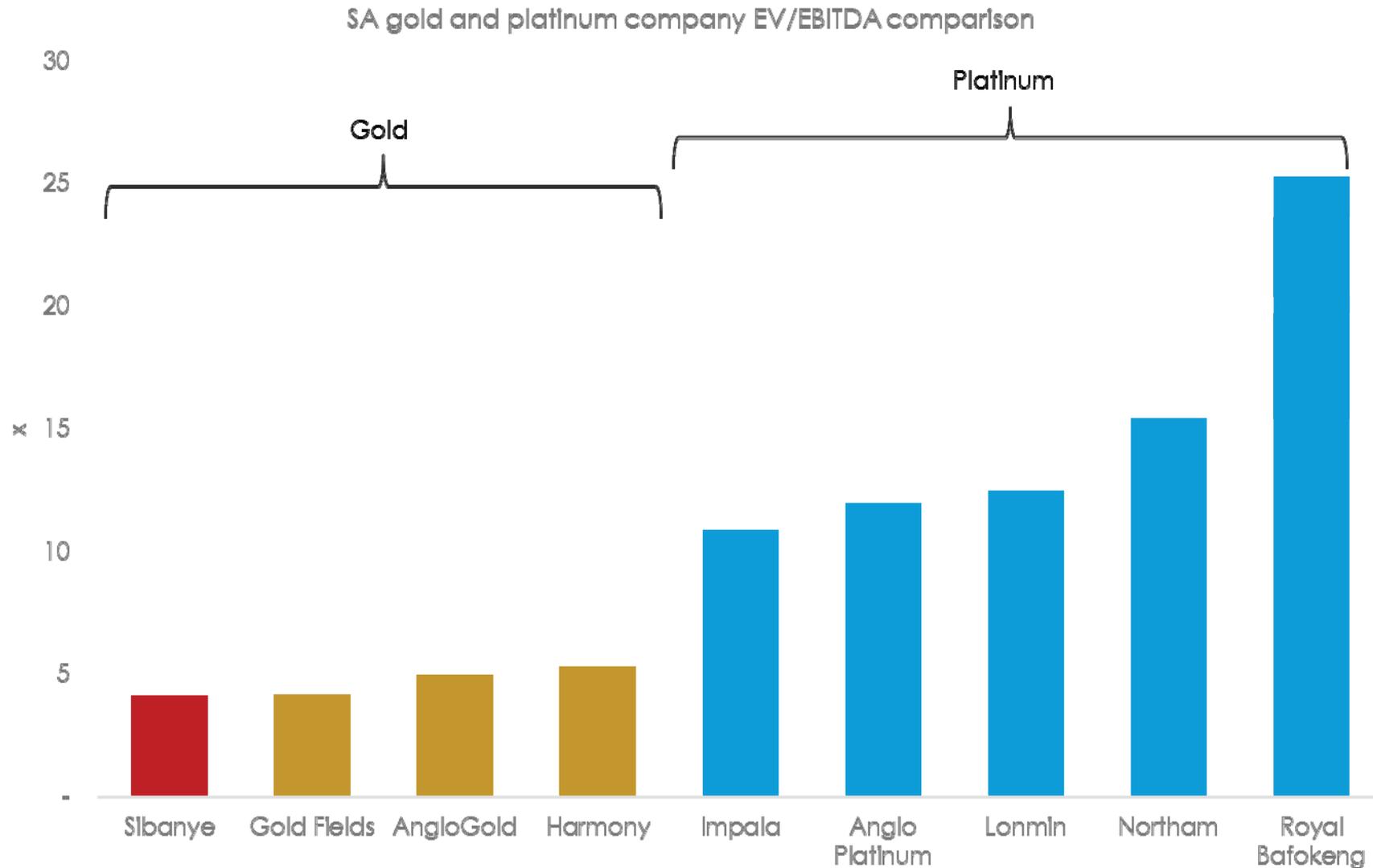
- Mature industry driven to consolidation by increasing costs and operational complexity
- Significant decline in production and employment, with increasing costs
- 69 listed gold companies in 1990, six in 2016



Sibanye executives were intimately involved in the gold sector consolidation

- The platinum industry operating environment shares many similarities to the gold industry:
 - medium depth, tabular, hard rock mining
 - labour intensive, mainly utilising conventional mining methods
- Opportunity to leverage Sibanye's successful South African operating model and experience to realise further value
- The SA PGM sector offers a number of consolidation opportunities
- Low PGM prices and escalating input costs (labour, utilities) have put balance sheets under strain, creating opportunities for consolidation
- Long term PGM supply and demand fundamentals remain robust

Comparative SA gold and PGM company ratings



Source: Bloomberg 5 May 2016

SA Gold shares no longer attract a premium rating

The Rustenburg transaction

- An **upfront payment of R1.5 billion** (cash or shares, at Sibanye's election)
- A **deferred payment of 35% of distributable free cash flows** from the Rustenburg Operations for 6 years, subject to a minimum **nominal payment of R3.0 billion**
- Should the Rustenburg Operations generate negative free cash flows, AAP to provide up to R267 million per year to end 2018

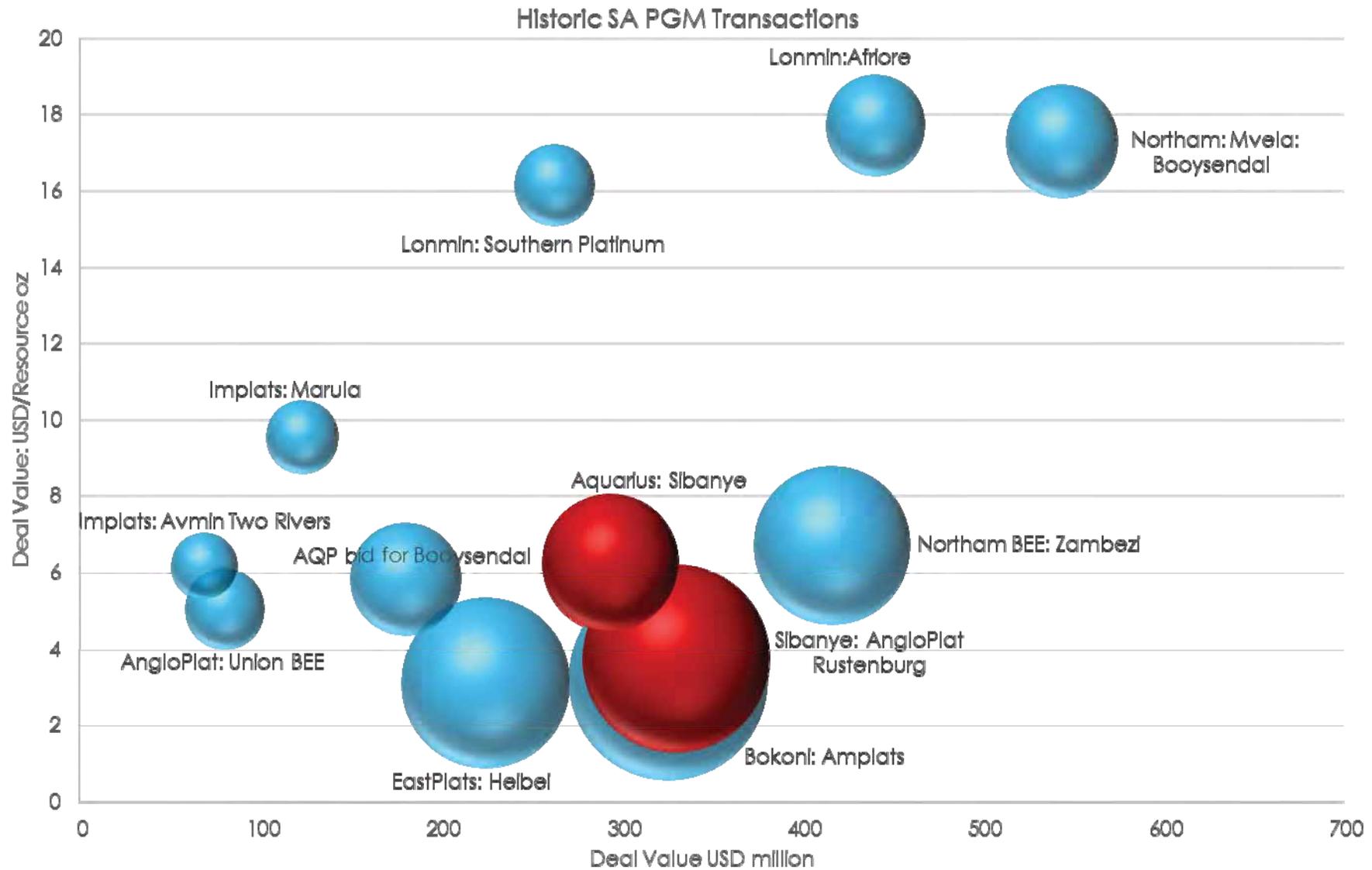
The Aquarius transaction

- **All cash offer of USD0.195 per Aquarius share**
- Total consideration of c.USD294 million (c.ZAR 4.5 billion equivalent)¹
- Total offer consideration net of Aquarius' cash position of USD38 million as at 30 June 2015 amounts to USD256 million (ZAR 3.9 billion equivalent)¹

Note:

1. Based on Johannesburg Stock Exchange ("JSE") listed shares. Calculated using the ZAR/USD exchange rate of 15.20 as at 8 April 2016

Attractive entry price



Source: HSBC research

Low acquisition costs result in significant management flexibility

Operating synergies

- Removal of mine boundaries results in optimised mine plans and underground infrastructure
- Optimising plant utilisation and surface ore flow



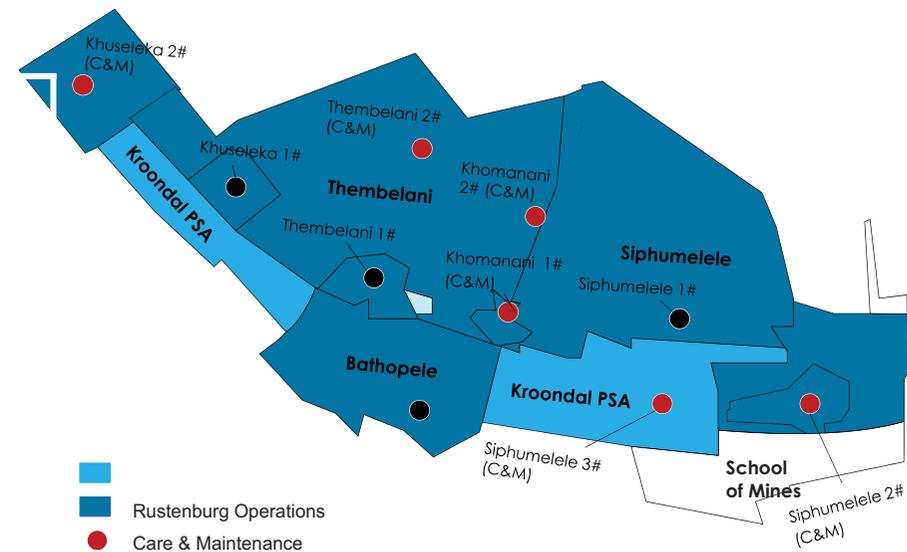
Direct cost savings at the operations

- Best practice operational benchmarking
- Economies of scale benefits

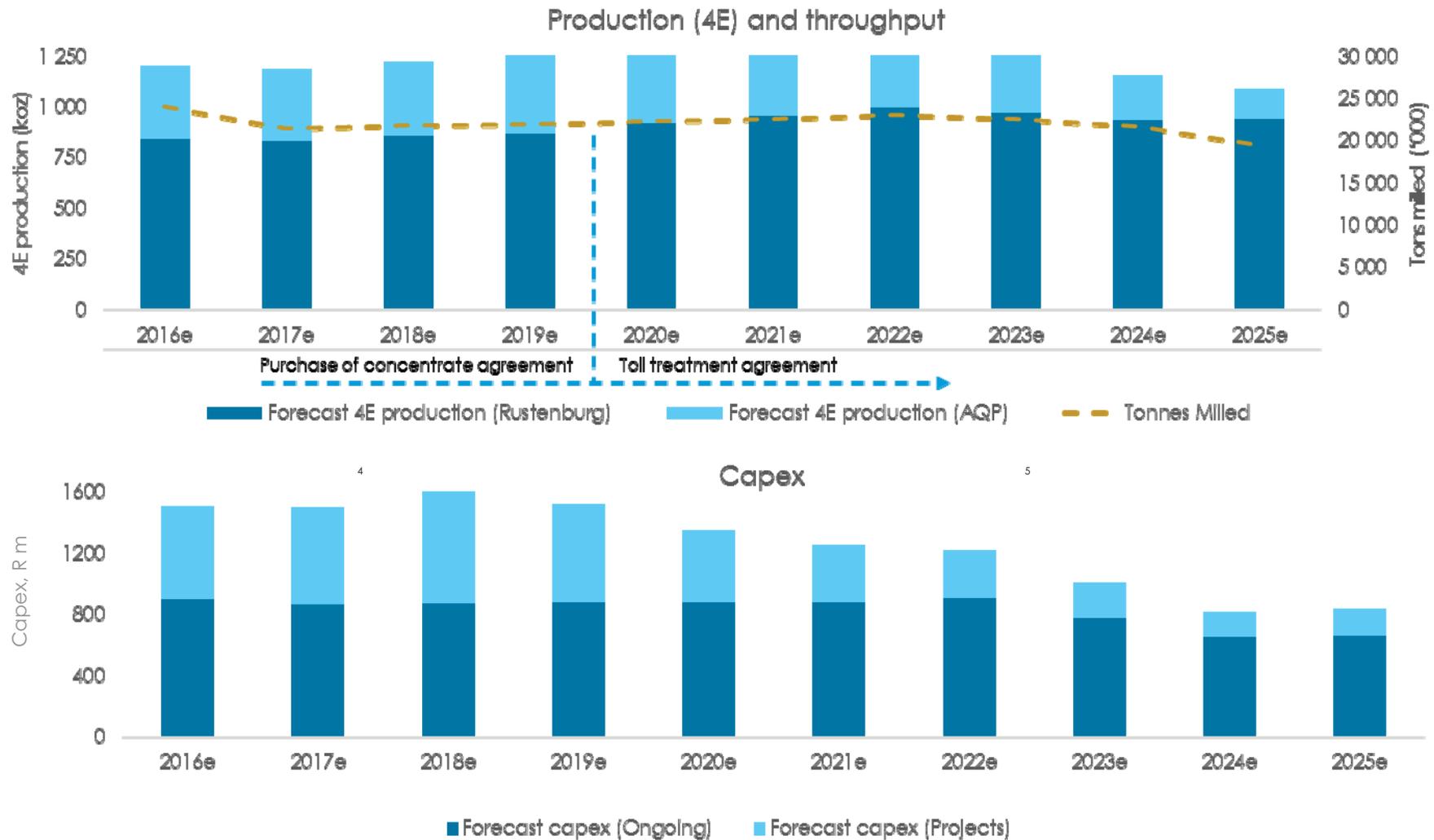


Shared services and central cost savings

- Bathopele/Kroondal shared services optimised
- Rustenburg and Kroondal training
- Regional, central and shared services
- Corporate overheads reduced



Sibanye Platinum production cost and capex*



* Estimates based on current assumptions before optimisation (subject to change)

Sibanye
we are one



Conclusion

- Growth in the **platinum industry is a logical extension of our value strategy**
- **Current platinum acquisitions will realise significant value** in the medium term
- Sibanye's strong regional presence on the Western Limb creates **opportunities for further, necessary consolidation**
- Our **business success** is rooted in the **quality of our stakeholder relationships**
 - Leading role in the industry will afford opportunity to manage labour, community and regulators better
 - Relationships with suppliers and customers critical to the success of our business
- Sibanye will be **uncompromising on production discipline and capital allocations**

Sibanye
we are one

Questions

