



Village Main Reef (Pty) Ltd
VMR Shares Services Offices
West Gold Plant
Off Shaft Road Orkney
North West
2619

Reg. no. 1934/005703/07

To all employees

Dear All VMR Employees

I am writing you this letter with indescribable sentiments.

2020 has been an unforgettable year, for VMR, for myself, and for all our employees. We have been through a phenomenal journey together – the nirvana of phoenix.

Thinking back, when I just arrived in South Africa in February, and took over the role of Chief Executive Officer, I would never imagined the next 8 months ahead to be such an unbelievable experience, with all the struggles against the unprecedented environment of COVID-19, upholding the belief of turning around this business against numerous challenges and threats, and standing strong during various obstacles and hostilities.

I know it has also been the same for every one of you. You have experienced uncertainties, fears, frustrations, confusions, desperations, but now with the renewed hope and aspiration for future.

I want to express my sincere gratitude, to every one of you, who chose to stand with the company, and remain committed to build our new VMR together, forward looking.

From June 2015, until February 2020, more than 5 years, I was working in China for VMR, as a non-executive director, seeking every possible source of funding - which amounted to more than 2.5 billion Rand. I was doing everything I can to sustain a business that was ill. Eventually, it was clear to our shareholders, investors, as well as myself, that 'watering the dead tree' will not save the business, a fundamental reform of VMR is inevitable.

I took on the significant responsibility, with the mandate by our shareholders, to fix the business, which was in a very dangerous position at the end of 2019. I didn't know what to expect, only that there were countless issues and problems to be faced, while the stiff headwind can easily break the efforts of correction.

Together with my new management, we made bold moves and pushed through tremendous reforms. We have stopped things, we have parted ways with various members of previous management, and we fundamentally changed the way of managing this business. We have been constantly fighting with all kinds of conflicts, and we dauntlessly executed the business restructuring (which unfortunately included the Section 189 process). We are disliked by many people, even hated. Our lives were threatened, and our names are being painted dark. I have been hugely criticized both privately and publicly, and great pressure was also brought to my core management team and their families. I have lost count of how many times that I was threatened and told to go back to China.

During this whole time, I have been disappointed, shocked, and frustrated. But I have never slightly considered even once, to give up and leave. Today, I am still here, and I am going to stay together with you, into the new future of VMR.

This new VMR, which has gone through fire and is now reborn, are still at its infant age. The new VMR still needs intensive care, and there're still various threats out there, that requires our absolute vigilance, diligence and courage. We have antagonized many interest groups, and there're still quite a few people that want to hurt us, or see us hurt. But one thing we must be sure of, that this VMR is not the same business anymore. This is not the old VMR that were being taken advantage of, suppressed, and captured. VMR is now waken up, and will never go back to sleep again.

Dear all, we've gone through a painful long-march, and we've come this far. Please allow me to once again, thank you for the continued support in the business. I also call on each of you, to care for this new VMR as your own baby, and remember the following key messages:

- Keep health and safety as our priority, at all time. Watch your own health and safety, and also care for the health and safety of the business as a whole.
- Embrace the new culture and management principals, which is operation-based, performance oriented, and centered by accountability. Take responsibility, be hold accountable in your deliverables.
- Take pride in your work, make it respectable. Show each other that we can always do better, and nothing can stop us to achieve our operational targets. Together, we'll make this business respectable and proud.
- Cherish the opportunity of working together in this new VMR, as a unique long-term platform in South Africa's mining sector. Keep in mind that the new VMR has the ability to access one of the largest capital markets in the world – China, which has the ability support the new VMR to grow into a major mining house with a long-term strategy.
- Love the business, be part of the family. If you support the family, then the family will look after you. The ones who help the business, will be well taken care of.

Last but not the least, please be assured, that the company's leadership, myself included, will always be fearless and march forward with you.

My best regards to you and your family.

VMR - Very Much Reformed.



Jeff DONG
Chief Executive Officer