











Performance linked to stakeholder needs

Implats measures its performance by identifying its stakeholders and their legitimate material issues and what must be done to address these needs. The risks involved are assessed, a strategy is determined and objectives are set to manage the risks and achieve

STAKEHOLDERS	KEY MATERIAL MATTERS	GROUP STRATEGIC RISKS	STRATEGY
<p><i>For more information please refer to page 18 of 2016 Sustainability Report</i></p>	<p><i>For more information please refer to page 20 of 2016 Sustainability Report</i></p>	<p><i>Summarised from page 80 of 2016 Annual Integrated Report</i></p>	
<p>Employees</p> <p>Trade unions</p> <p>Shareholders</p> <p>Investors</p> <p>Government</p> <p>Local land owners and communities</p> <p>Suppliers</p> <p>Customers</p>	<p>Conditions of employment</p> <p>Safety and health initiatives</p> <p>Transformation</p> <p>Production and performance</p> <p>Discrimination</p> <p>Industrial relations climate</p> <p>Situation in Zimbabwe</p> <p>Future metal prices, and PGM supply and demand dynamics</p> <p>Cost control measures</p> <p>Capex programme</p>	<p>Depressed PGM basket prices</p> <p>Non-delivery of production and productivity targets at Impala Rustenburg</p> <p>Weak balance sheet and cash flows (liquidity)</p> <p>Excessive taxation and levies at Zimbabwean operations</p> <p>Revenue impact of Section 54s</p> <p>A deterioration in safety performance</p> <p>Unavailability of secure and reliable power in South Africa and Zimbabwe</p> <p>Employee relations climate</p> <p>Maintaining a social licence to operate</p>	<div data-bbox="1023 763 1374 987">  <p>Improve efficiencies through operational excellence and safe production</p> </div> <div data-bbox="1023 1010 1374 1234">  <p>Cash conservation</p> </div> <div data-bbox="1023 1256 1374 1480">  <p>Maintain our social licence to operate</p> </div> <div data-bbox="1023 1503 1374 1727">  <p>Investment through the cycle</p> </div> <div data-bbox="1023 1749 1374 1962">  <p>Maintain optionality and position for the future</p> </div>

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the strategy: KPIs, against which performance is measured, are set taking into account the Group’s stated vision and mission to determine performance for a wide range of stakeholders.

IMPLATS <i>FY2017 KPI overview – Business plan on a page</i>		
OBJECTIVE	IMPLATS PERFORMANCE TARGET FOR FY2017	KEY ACTIONS TO ACHIEVE THE PERFORMANCE TARGETS
 <p>Relentlessly drive the safety of our people</p>	<ul style="list-style-type: none"> • Zero Fatalities • LTIFR: 20% improvement on FY2016 	<ul style="list-style-type: none"> • Embed three pillars of HSE strategy: People and Behaviour, Safety Environment, Practices • Implement new technology and 14 Shaft fire remedial actions across group. • Embed and drive Critical Safety Behaviour programme. • Implement Critical Controls for major hazards and events. • Attain OHSAS 18 001 (ISO 45 001) compliance at all operations in 2 years.
 <p>Consistently deliver production targets</p>	<ul style="list-style-type: none"> • Platinum > 1.5 million ounces 	<ul style="list-style-type: none"> • Rustenburg: between 700 000 and 710 000 oz in 2017, building up to 830 000 platinum ounces by 2020 • Marula: 90 000 platinum ounces in concentrate by 2017 • Zimplats: maintain 260 000 platinum ounces in matte • Two Rivers: maintain 175 000 platinum ounces in concentrate • Mimosa: maintain at 115 000 platinum ounces in concentrate
 <p>Improve efficiencies through operational excellence</p>	<ul style="list-style-type: none"> • Costs per Platinum ounce < R21 300 	<ul style="list-style-type: none"> • Optimise mining efficiencies through productivity programmes • Continue with cost optimisation at all operations • Improve team performance through team mobilisation • Ramp up 16, and 20 shafts • Optimise 1, 10, 11, 12 and 14 shafts • Close 7 and 7A shafts
 <p>Cash conservation</p>	<ul style="list-style-type: none"> • Capital < R4.4billion 	<ul style="list-style-type: none"> • 17 shaft on care and maintenance in BP2017 • Leeuwkop project to commence in FY2021 • Prioritise the ramp up of 16 and 20 shafts at Rustenburg • Prioritise the re-establishment of Bimha at Zimplats • Rationalise and prioritise capital allocation across the Group • Maintain strong Group Balance Sheet
 <p>Maintain our licence to operate</p>	<ul style="list-style-type: none"> • Rustenburg SO₂ at <16 tpd • Build a further 300 employee houses in Rustenburg • Complete high school and primary school at Platinum Village 	<ul style="list-style-type: none"> • Increase and further improve direct engagement with employees, communities and other stakeholders • Deliver on Social and Labour Plan (SLP) commitments • Adhere to our commitments in the President’s Framework Agreement • Reduce and manage constrained utility supplies • Align and position ourselves in terms of the National Development Plan (NDP)