

Vision, mission and values



THE VALUES OF OUR CAPITALS

“The primary purpose of an integrated report is to explain to providers of financial capital how an organisation creates VALUE over time. An integrated report benefits all stakeholders interested in an organisation’s ability to create value over time, including employees, customers, suppliers, business partners, local communities, legislators, regulators and policy-makers.”

– The International <IR> Framework.

The **CAPITALS** are stocks of **VALUE** that are increased, decreased or transformed through the activities and outputs of the organisation.

Consistent with Implats’ reporting boundary to report only on material items affecting value, the capitals and their impact on the Group and the Group’s impact on the capitals have been discussed in the following sections:

Corporate governance affecting value

Trade-offs per decision by the governing body (Refer page 26)

Stakeholder material matters and their effect on capitals

The impact of stakeholder matters on strategy, risk and the impact on capitals per stakeholder matter (pages 62 to 73)

CAPITAL INPUTS

- Annual financial statements – mainly cost side of the income statement
- Cash flow opening balances
- Board inputs in sections “Achieving our mandate” and “Guidance and deliberations”
- Stakeholders in section “Allocation of resources”
- Business plan (resource allocation) including natural capital
- Business model, strategy and KPIs

CAPITAL OUTCOMES

- Revenue – mainly income in the income statement
- Cash generated during the year
- Stakeholder matters in section “Performance affecting relationships”
- Operational performance and relationship quality outcomes

Value created (net increase/decrease in capitals)

The increase or decrease in value in financial margins as reported in the financial information provided and movements in cash flow and reserves

The quality of stakeholder relationships per capital

The success of our strategies

Investor returns and the value of the share price

USES OF OUR OUTPUTS

Catalytic converters reducing vehicle emissions | Jewellery | Water purification | Glass manufacturing | Cancer drugs manufacturing | Fertiliser manufacture

STRATEGIC OBJECTIVES AND STRATEGIES

Our strategic objectives are defined as the deliberate goals established to achieve our vision and mission, underpinned by our values, while our strategies define how the Company will achieve these strategic objectives.