



MERAFE
RESOURCES

Stakeholder Engagement Review

26 October 2020

Merafe Resources



PROVIDERS OF DEBT

Impact of Rand/US Dollar exchange rate on cash flow

Impact of commodity prices on cash flow

Risk management

Ability to repay borrowings

Compliance with covenants

Operational performance

GOVERNMENT AND REGULATORS

Job creation

Regulatory compliance

Tax compliance

Employment equity

Empowerment credentials

Health and safety

Transparency

MERAPE EMPLOYEES

Health and safety

Remuneration, incentives and benefits

Career opportunities

Training and skills development

OUR PARTNERS IN THE GLENCORE-MERAPE CHROME VENTURE

Sustainability

Accountability and transparency

Risk management

Financial stability

Empowerment credentials

Alignment of interests

SUPPLIERS/ ASSURANCE PROVIDERS

HDSA procurement requirements

Contract terms

Payment terms

Regulatory performance

Governance

Internal controls

Transparency

SHAREHOLDERS AND INVESTORS

Potential for future returns

Impact of Rand/US Dollar exchange rate on cash flow

Impact of ferrochrome prices on cash flow

Project progress and funding

Sustainability

Impact of industrial action

Health and safety

Good governance

The Venture



CUSTOMERS	GOVERNMENT AND REGULATORS	SUPPLIERS/ ASSURANCE PROVIDERS	COMMUNITIES	VENTURE EMPLOYEES	TRADE UNIONS
Pricing	Job creation	HDSA procurement requirements	Infrastructure development	Health and safety	Training and skills development
Product availability	Training and development	Contract terms	Job creation	Career opportunities	Consultation on future operational changes
Quality of product	Black empowerment credentials	Payment terms	Enterprise development	Training and skills development	Employment equity
Contract terms and delivery	Employment equity	Regulatory performance	Local employment opportunities	Consultation on future operational changes	Housing benefits
Reliability of supply	Environment	Governance	Local procurement	Employment equity	Workers rights
	Regulatory compliance	Internal controls	Stakeholder responsiveness	Housing benefits	Remuneration, incentives and benefits
	Compliance with Mining Charter	Transparency	Portable skills development	Workers' rights	Health and safety
	Mining Rights		Corporate Social Investment	Remuneration, incentives and benefits	
	Health and Safety		Environment		