We achieved a good safety performance in F2015 at both Booysendal and Zondereinde.

LEADERSHIP AND ACCOUNTABILITY

Northam's board and management recognise that effective governance underpins the group's reputation and its performance, and serves to promote full accountability and transparency.

CHAIRMAN'S STATEMENT

...it is this balance sheet strengthening that provides the foundation to continue with our longer-term growth strategy

It is a privilege to address all of Northam's stakeholders – a privilege, however, that is tempered by the rapid changes occurring in the platinum sector as a whole. It is hard to recall a period when we at Northam and, for that matter, our peers in the platinum sector, have been faced with so many direct and indirect imponderables.

To start with the most important consideration, safety. No fatalities occurred at Northam's two mines. And though the accident rate deteriorated fractionally at Booysendal, it improved appreciably at Zondereinde. This clearly demonstrates that working together we can advance towards safety improvements at our operations.

However, matters are less straightforward outside the mine gate. Though the events did not fall strictly into the year under review, shortly after the financial year's end civil unrest prevented many of our employees from reporting for work at Booysendal, which halted underground operations for a few days. The civil unrest was associated with local unemployment and the scarcity of local job opportunities. We at Northam will cooperate with any government initiatives to resolve these issues.

The year under review marked a significant strengthening of Northam's position, both in terms of its finances and of its long term compliance with the Mining Charter. This derived from the completion during the year of our BEE transaction which not only fortified our long term credentials through our new partners' R6.6 billion acquisition of a combined 35.4% equity interest but also added R4.6 billion to the company's balance sheet. And it is this balance sheet strengthening that provides the foundation to continue with our longer-term growth strategy.

That said, the year has not been without its challenges. The platinum market became increasingly uncertain as the year progressed and has extended that uncertainty into this new financial year. Platinum, in line with many other commodities, has suffered and continues to suffer from over-supply as demand growth from major economies such as China's and from sectors such as that of the motor industry has slackened.

During the five-month strike that idled operations at other major platinum mines in the first half of calendar 2014, platinum's price neither rose nor fell to any great extent. However, once the strike ended – its ending coinciding with the start of Northam's 2015 financial year – the metal's dollar price began a progressive decline. The implication is that the production and supply losses occasioned by the strike merely deferred what would have been an earlier decline.

As I write, the market is becoming increasingly supplied with recycled metal, which delivers about a quarter of the global supply and, in round figures, is equivalent to something less than half of South Africa's new-mine production.

The market will turn, as it has done many times in the past. But while difficulties remain, Northam will focus on containing costs and operating only those sections of its business that remain profitable despite currently poorer prices. We shall continue to seek new, value accretive opportunities.

Our approach is characterised by our R450 million acquisition of Aquarius Platinum's mothballed Everest property immediately adjacent to our Booysendal mine. The acquisition was predicated on the fact that, while the acquisition will not necessarily add appreciably to the ore resource available to us, the integration of Everest's processing plant provides a cost-effective opportunity to increase mechanised production from the existing shallow ore on Booysendal itself.

Particularly pleasing during the year under review were the sound relations enjoyed between the company and its employees – a sound relationship that, I trust, will continue into the current new year. A stable and positive labour relations climate is crucial, as the platinum market's near-term outlook will call on the entire Northam community to work together to ensure that our company navigates the likely rough passage safely.

In his review, my colleague, CEO Paul Dunne, fully outlines our operations during the year under review and our plans for the future. This planning includes provision for further platinum-price uncertainties – uncertainties that will challenge in full the skills of our management and the commitment of all our people.

I must congratulate Paul and his team on the manner in which they have guided Northam through a difficult year and on the positive approach that they are taking towards what promises to be a turbulent near term.

In conclusion it remains for me to welcome Brian Mosehla to the board and to thank Jim Cochrane for his contribution to the company.

My thanks go to all of my Northam colleagues, for their contributions and efforts.

Lazarus Zim

Chairman

25 September 2015

CHIEF EXECUTIVE'S REVIEW

...the first step on this growth path was the R450 million acquisition of the Everest property from AQPSA

The year under review has been a memorable one, characterised by the R6.6 billion BEE equity transaction with Zambezi Platinum which has underpinned our empowerment credentials.

It is with somewhat mixed feelings that I am writing my second review of Northam's performance. As we have entered a new financial year, we remain faced with the challenge of a weak platinum market.

On the positive side, we completed our BEE transaction which was fully endorsed by shareholders and which will secure the company's continuing compliance with the ownership requirements of the Mining Charter. It has also contributed significantly to strengthening the company's balance sheet.

HDSA ownership levels in the company are now recognised at 35.4% which is well in excess of the Mining Charter's requirements with participants locked in for 10 years. The transaction included the successful raising of R4.6 billion that will fund the company's future growth and development. In terms of the deal, Northam issued 112.2 million new shares (equivalent to 22% of Northam) to a special-purpose black empowerment vehicle known as Zambezi Platinum. These shares were supplemented by 47.7 million shares (or 9%), sold to Zambezi Platinum by the Public Investment Corporation (PIC), a long-standing Northam shareholder.

To underscore the depth of our HDSA shareholdings, Zambezi Platinum, itself, has a range of HDSA stakeholders including an employee trust, community trusts, a women's group and a core of strategic partners. Together they will hold a 31.4% stake in Northam. A further 4.0% contributed by the Toro Trust takes the company's HDSA equity to 35.4%.

In a separate transaction, the 13.1% stake held by ENRC since 2010, was disposed of in an oversubscribed bookbuild, with 51.7 million shares sold at R48.25 apiece for a sum of approximately R2.5 billion. This transaction successfully removed a potential stock market overhang of Northam shares.

With the resolution of the company's empowerment status, and a totally transformed, strong and supportive shareholder base, we now have a solid platform from which to launch our growth strategy.

The first step on this growth path was the R450 million acquisition of the Everest property from AQPSA. In addition we have advanced a number of organic brownfields extensions to our current operations.

The acquisition comes with surface infrastructure that includes a 250,000t/month concentrator, water and power allocations and a tailings deposition facility. Developing the Booysendal South project is expected to take four years.

Our operating performance has been encouraging as we have steadily continued with the ramp-up of production at Booysendal. At Zondereinde, despite a shaft incident that put the No.1 shaft out of commission for six weeks, and a one-week work stoppage in January, mine management recovered well from both these eventualities, and overall production was satisfactory.

The decline in the prices of platinum group metals during financial 2015 and which has continued since the year's end, remains a matter of concern. So, too, does the rise in costs – administered electricity tariffs and the prices of other inputs such as labour. Accordingly, our focus has been and continues to be on containing the unit cost of producing each PGM ounce.

DISCLOSURE AND REPORTING

Our objective with this report is to recount the issues that are most material to our business. At the same time we have sought to discuss and assess the social, financial, natural, human and physical inputs, or capitals as they are sometimes called. Once again we have sought external assurance on a number of indicators which remain pivotal to our business.

HEALTH AND SAFETY

There were no work-related fatalities at our operations and we collaborate across the organisation to ensure that this remains the case. The safety and health of our employees, their families and their communities are foremost in our minds.

At Zondereinde the safety improvement that was noted in the year's first half persisted into the second six months. Overall the operation's lost time injury incidence rate (LTIIR) was 1.31 per 200,000 hours worked (2014: 1.70) and the reportable injury incident rate (RIIR) was 0.94 (2014: 0.86).

Shaft steelwork was accidentally damaged during a rope-change exercise at Zondereinde's No.1 shaft on July 28 last year. The accident did, however, put the shaft out of commission for six weeks.

At Booysendal, safety figures were slightly poorer than in the preceding year. The LTIIR rose to 0.54 (2014: 0.27) while the RIIR was 0.41 (2014: 0.21). The mechanised mining method remains a significant safety differentiator.

THE OPERATING ENVIRONMENT

The operating environment has improved somewhat since the end of the 11-week strike at our own operations in early 2014 and the five-month strike that affected other major operators on the platinum belt in the same year. The one-week work stoppage at Zondereinde at the beginning of the calendar year once again brought these conditions into sharp focus. The decision we took to close the operation was not easy, but our foremost concern remains the safety of our employees, and it is incumbent on us to act in everybody's best interests when a situation of risk prevails.

It needs to be taken into account that, particularly in the current environment of falling metal prices, with the best will in the world, we cannot afford to meet every demand and expectation of employees, of their dependants and of the communities in which we operate.

We are pleased to report that, post F2015, wage negotiations were concluded with NUM at Zondereinde, with a good outcome for both employees and the company. We recognise the mature and constructive manner in which the engagement was undertaken.

The issue of housing and accommodation remains an area where we have acknowledged that we have to do more. I indicated in my message to stakeholders in 2014 that our efforts would be redoubled. We feel we can, in successful partnership with local authorities and financial institutions, make a real difference to our employees' lives, while raising our own profile as a responsible and preferred employer. During the year we made significant progress in this area, having secured buy-in from the unions for our Accommodation Strategy 2020 and having secured board approval. Our strategy is outlined in further detail on page 7.

FINANCIAL PERFORMANCE

Our results for the year were largely determined by the steadily declining dollar prices of platinum group metals. We were afforded some protection by the rand's weakening against the dollar. Unit mining costs increased at a rate greater than the rise in the overall consumer price index. While this could continue as wages and electricity tariffs increase, we shall remain as vigilant over costs as we were in the year under review.

The once-off costs associated with the BEE transaction skewed our numbers this year, but this is something we were prepared for, and for which we had previously cautioned shareholders in the transaction documentation. Nevertheless, we remain buoyed by the underlying performance of the group's operating assets, and reported an operating profit of R595.8 million for the year.

In the final analysis however, the positive effect of the BEE transaction cannot be discounted: the cash balance of the group at year end was a healthy R4 138.2 million, most of which was received in May 2015. Given our strategy to diversify the asset base into shallow, mechanisable deposits, growth remains high on our agenda, even in these difficult economic times.

OPERATIONAL REVIEW

Full details of our operations' financial and technical performances are contained in the chief financial officer's report (see page 68) and in the operational overview (page 76). The Zondereinde mine is an operation running at steady state, and its performance during the year under review reflects this stability and our confidence in its sustainability. Despite the shaft incident early in the financial year, Zondereinde delivered 795 885 tonnes (2014: 803 736 tonnes) of Merensky reef to its processing plant at a (3PGE+Au) head grade of 5.7g/t (2014: 5.8g/t). Mining of the UG2 reef delivered 1 064 499 tonnes (2014: 920 420 tonnes) to the processing plant at a head grade of 4.3g/t (2014: 4.3g/t).

At the year's end available ore reserves on the Merensky reef were sufficient for 20 months' production and on the UG2 reef 24 months'. With the completion of the decline section of the mine and with infrastructure to the 18 level in place, the mine's life will be extended to 21 years.

In the light of the current weakness of platinum prices, we have adopted a cautious approach to capital spending. While we had planned to spend a total of R329 million in the year under review, certain expenditure was deferred resulting in total spend of R303 million.

CHIEF EXECUTIVE'S REVIEW CONTINUED

We cannot, however, defer capital projects indefinitely. We will continue to pursue projects to optimize operations and that add strategic value. This will include the continuation of the deepening project that will in time enable reef access to 18 level as well as a project to increase the throughput of the UG2 concentrator to match the planned mining extraction. The construction of a new furnace at the smelter complex will add capacity and de-risk the metallurgical process.

Booysendal

Booysendal continued the progressive ramp-up towards its annual steady-state PGMs production target of 160,000 ounces planned to be reached in the first half of F2016. The mine's prospects have been significantly improved by its acquisition of the neighbouring Everest property from AQPSA. Though this has contributed a comparatively small underground resource to the total, the acquisition was largely about obtaining Everest's infrastructure and its processing plant which can be used to treat Booysendal ore.

During the new financial year we will pay particular attention to the integration of the two properties' operations so as to optimise and increase production rates. Booysendal's resource is of such a size that it can support production levels that will make full use of Everest's plant.

For the year as a whole Booysendal's run-of-mine production totalled 1 670 437 tonnes (2014: 1 233 089 tonnes) with the tonnage milled increasing to 1 786 375 tonnes (2014: 1 517 109 tonnes) at a head grade of 2.6g/t (3PGE+Au) (2014: 2.6g/t).

As the mine has progressed towards its planned full-production level, costs have approached the sort of levels we might expect when underground operations are delivering fully to the mill. Less will be drawn from surface stocks to augment underground material. Booysendal's total operating costs were R1.192 billion against R0.806 billion in F2014 with unit operating costs of R358 554 per kilogram (2014: R361 902/kg) and cash costs of R308 719 per kilogram (2014: R277 308/kg).

During the latter part of the year under review we initiated an evaluation of the viability of exploiting Booysendal's Merensky reef using mechanised mining methods. Evaluation of this project, including bulk sampling and trial mining, is planned to be completed in December 2015.

Booysendal continued its ramp-up towards annual steady-state production of 160 000 ounces of PGMs.

PGM markets

In line with most other commodities the prices of platinum group metals fell during the year under review.

At the start of the financial year the platinum price opened at $1,497/oz and reached a year's high of $1,512 ten days later. Then it was downhill all the way with the metal trading at $1,078/oz on June 30 – a 28% fall over the year.

Palladium started the financial year at $849/oz, touching a high of $911oz at the start of September and then falling progressively to $677/oz by the financial year's end – an overall drop of 20%. Rhodium was priced 27% lower at the financial year's end.

Market conditions during the past year have been challenging, underpinned by weak global macro-economic conditions and a widespread flagging in demand for resources, a situation further exacerbated by the on-going strengthening of the US dollar. Also weighing heavily on the market has been the continuing economic slowdown and equity market crisis in China.

On the supply-side of the market, primary production of PGMs from South African mines recovered swiftly from the five-month strike that severely curtailed production during the early months of 2014. In addition, recycling of metal from used vehicle and industrial catalysts, and from jewellery, is now firmly entrenched as a key source of supply and will, in the years ahead, continue to provide significant quantities of PGMs to the market.

However, demand for platinum and palladium remains firmly rooted in autocatalyst consumption, driven by rising vehicle production and ever-tightening emissions legislation in both the light and heavy duty vehicle markets. Europe, China and the US will continue to dominate regional demand for metal, buoyed further by the outlook for increasing autocatalyst demand from motor manufacturers in India. In addition, Northam continues to support the market development programmes of the Platinum Guild International and World Platinum Investment Council to lend support to the jewellery and investment sectors respectively.

Looking ahead

Realistically, it is not to be expected that PGM prices will rise appreciably over the next 12 months, and our planning will be founded on this expectation.

Northam is well positioned in a difficult market. We will continue to invest through the cycle, further strengthening and growing our business.

APPRECIATION

It remains for me to express my appreciation to everyone at Northam whose commitment has been unremitting during this period. I am grateful for the support of my board colleagues and management and continue to welcome their advice and wise counsel. I recognise the contributions of people at all levels throughout the organisation – we depend on each other.

Paul Dunne

Chief executive

25 September 2015

DIRECTORATE

1

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4

...Paul and his team have guided Northam through a difficult year

Lazarus Zim

1. PL Zim (55)

BCom (Hons); MCom

Non-executive chairman

Joined the board in 2007.

Mr Zim is the chairman of Zambezi Platinum, and a director of Atisa Platinum (RF) Proprietary Limited, Sanlam Limited and Sanlam Life Insurance Limited. He is also a past president of the Chamber of Mines of South Africa. Previously chairman of Telkom SA SOC Limited, he has also held senior executive positions at Anglo American South Africa Limited, M-Net Supersport and MTN Group Limited. He was voted African Business Leader of the Year in 2005 and is an Honorary Colonel in the South African Army.

Member of the nomination committee.

2. PA Dunne (52) (British)

BSc (Hons); MBA

Chief executive officer

Joined the board in 2014.

Prior to joining Northam, Mr Dunne was employed by Impala Platinum Holdings Limited (Implats) as executive director responsible for all mining, concentrating and smelting operations at Implats' Rustenburg and Marula mines. Mr Dunne is also a director of Zambezi Platinum.

3. AZ Khumalo (50)

BCom; BCompt (Hons); CA (SA)

Chief financial officer

Joined the board in 2010.

Mr Khumalo, a chartered accountant by profession, has extensive mining and corporate finance experience. From September 2008 he was the group finance executive of Coal of Africa Limited. Prior to that, from 2004 to 2008, he was director: finance of Aquarius Platinum South Africa Proprietary Limited. Mr Khumalo is also a director of Zambezi Platinum.

4. ME Beckett (79) (British)

BSc (Geology); FIMM

Independent non-executive director

Joined the board in 1999.

Mr Beckett is non-executive chairman of Endeavour Mining Corporation, and a director of International Hotels Investment Limited and Petroamerica Oil Corporation. A geologist by training, Mr Beckett was formerly managing director of Consolidated Gold Fields plc.

Member of the audit and risk committee; the health, safety and environmental committee; and the social, ethics and human resources committee.

5. CK Chabedi (47)

BSc (Mining Engineering); MSc (Mining Engineering); MDP

Independent non-executive director

Joined the board in 2009.

Mr Chabedi has more than 20 years' mining experience which includes having worked for Anglo American's coal division in both their underground and surface mining operations for over 12 years. He currently lectures in the School of Mining Engineering at the University of the Witwatersrand.

Member of the health, safety and environmental committee; the investment committee; and the social, ethics and human resources committee.

6. R Havenstein (59)

MSc (Chemical Engineering); BCom

Independent non-executive director

Joined the board in 2003.

Mr Havenstein's current non-executive directorships include Hernic Ferrochrome Proprietary Limited, Murray and Roberts Holdings Limited, Omnia Holdings Limited and Reatile Proprietary Limited. He was previously chief executive officer of Anglo American Platinum Limited, prior to which he was an executive director of Sasol Limited responsible for Sasol Chemical Industries.

Member of the audit and risk committee.

Chairman of the health, safety and environmental committee; the investment committee; and the nomination committee.

Lead independent director.

7. TE Kgosi (Ms) (61)

BCom (Hons)

Independent non-executive director

Joined the board in 2004.

Ms Kgosi is the cluster manager in Supply Chain Operations, Eskom Group Commercial. She has extensive experience in the banking sector mainly in a treasury operations environment, having held positions at a number of South Africa's main banking groups as well as Credit Suisse First Boston (NY).

Member of the audit and risk committee; and the nomination committee.

Chairperson of the social, ethics and human resources committee.

8. AR Martin (77)

BCom; CA (SA)

Independent non-executive director

Joined the board in 2009.

Mr Martin is a director of Datacentrix Holdings Limited and Trans Hex Group Limited.

Chairman of the audit and risk committee.

Member of the investment committee; and the nomination committee.

9. KB Mosehla (43)

BCompt; CA (SA)

Non-executive director

Joined the board in 2015.

Mr Mosehla is the chief executive of Mosomo Investment Holdings Proprietary Limited, a director of Zambezi Platinum, Malundi Resources (RF) Proprietary Limited and Coal of Africa Limited.

Member of the investment committee; and the social, ethics and human resources committee.

CORPORATE GOVERNANCE REPORT

The board of directors subscribes to high standards of ethical leadership, business sustainability, stakeholder engagement and sound corporate governance. The board and management recognise that effective governance underpins the group's reputation and its performance, and serves to promote full accountability and transparency.

The board ensures that its composition is appropriate in terms of skills, knowledge, experience, independence and gender in accordance with the provisions of its board charter and memorandum of incorporation (MOI), available on the Northam website at www.northam.co.za. It also takes responsibility for corporate strategy and the management of risk and opportunities of the group which are executed within the confines of its corporate governance structure.

APPLICABLE GOVERNING FRAMEWORKS

Northam complies with the JSE Limited (JSE) listings requirements, applicable statutes, regulatory requirements and other authoritative directives regulating its conduct. The principal applicable frameworks include:

Companies Act	JSE listings requirements	International IR Framework	King III	Mining Charter
The Companies Act 71 of 2008, as amended, by the Companies Amendment Act 3 of 2011 (the Companies Act), and the Regulations promulgated thereunder (the Companies Regulations).	Northam is a public company listed on the JSE and is subject to the JSE listings requirements.	The International Integrated Reporting Framework.	The King Report on Corporate Governance for South Africa 2009 and the King Code of Governance Principles (collectively, King (III)).	Northam is committed to the Broad-Based Socio-Economic Empowerment Charter for the South African Mining Industry (the Mining Charter).
www.acts.co.za	**www.jse.co.za**	**www.theiirc.org**	**www.iodsa.co.za**	**www.dmr.gov.za**

KING III COMPLIANCE

The board is satisfied that every effort has been made in the financial year ended 30 June 2015 to comply with the principles and recommendations of King III. A summary document indicating compliance with the King III principles and recommendations is available on the Northam website at www.northam.co.za

BOARD OF DIRECTORS

Non-executive	Executive	Independent non-executive
PL Zim – chairman	PA Dunne – chief executive officer	R Havenstein (lead independent)
KB Mosehla	AZ Khumalo – chief financial officer	ME Beckett
		CK Chabedi
		TE Kgosi
		AR Martin

BOARD COMMITTEES

Audit and risk committee	Health, safety and environmental committee (HSE)	Investment committee	Nomination committee	Social, ethics and human resources committee (SE&HR)
AR Martin (chairman)	R Havenstein (chairman)	R Havenstein (chairman)	R Havenstein (chairman)	TE Kgosi (chairperson)
ME Beckett	ME Beckett	CK Chabedi	PL Zim	ME Beckett
R Havenstein	CK Chabedi	AR Martin	TE Kgosi	CK Chabedi
TE Kgosi		KB Mosehla	AR Martin	KB Mosehla
By invitation:	**By invitation:**	**By invitation:**	**By invitation:**	**By invitation:**
Management Internal audit External audit	Management	Management	Management	Management

BOARD OF DIRECTORS

As at 30 June 2015, the board comprised eight directors, the majority of whom are independent non-executive directors.

Mr PL Zim, who is a non-executive director and the chairman, represents Zambezi Platinum on the board, and is therefore not considered to be independent. Mr AR Martin was appointed the lead independent director, a position he held until after the year end.

Changes to the board

During the year ender review, Mr JAK Cochrane resigned as a director on 15 April 2015.

Subsequent to year-end, Mr R Havenstein replaced Mr Martin as the lead independent director on 18 August 2015 and Mr KB Mosehla was appointed a non-executive director on 19 August 2015 representing Zambezi Platinum.

Re-election of directors

In terms of the company's MOI any person appointed to the board during the year shall hold office until the next annual general meeting (AGM) of the company and shall then retire and be eligible for re-election.

Mr Mosehla was appointed a director on 19 August 2015 and, in accordance with the provisions of clause 33.5.4, retires from office and, being eligible and available, has offered himself for re-election and appointment. Accordingly at the forthcoming AGM members will be requested to consider a resolution providing for the election and re-appointment of Mr Mosehla as a non-executive director of the company.

Further, in terms of clause 33.5.1 of the company's MOI one third of the non-executive directors, being those longest in office, must retire from office at each AGM. A retiring director who is eligible and available may offer himself or herself for re-election and appointment.

Accordingly, Mr Beckett and Ms Kgosi retire by rotation, and being eligible and available, offer themselves for re-election. Mr Beckett has indicated he is available to serve on the board for a further year after the AGM on 11 November 2015, in terms of the board's succession plan. Accordingly at the forthcoming AGM members will be requested to consider resolutions providing for the election and re-appointment of Messrs Mosehla, Beckett and Ms Kgosi as non-executive directors of the company.

Brief summaries of their *curricula vitae* appear on pages 18 and 19.

Board and committee meetings

The board and its committees meet at least once a quarter and *ad hoc* meetings may also be called to consider specific issues. The investment committee and the nomination committee meet as and when required.

Disclosure of personal financial interests is a standing board and committee agenda item and a register of all directors' company shareholdings, other directorships and information regarding any potential conflict of interest is updated by directors at each meeting. Directors recuse themselves from discussion on any matters in which they may have a conflict of interest. Furthermore, before dealing in the company's shares, directors are required to obtain approval from the chief executive or the chief financial officer and are to inform the company secretary.

Board charter and committees terms of reference

The board of directors' charter articulates the objectives and responsibilities of the board. Each of the board committees operates in accordance with written terms of reference, which are reviewed by the board. The board takes ultimate responsibility for the group's adherence to sound corporate governance standards and sees to it that all business decisions and judgements are made with reasonable care, skill and diligence. The board charter and the board committees' terms of reference are available on the Northam website at www.northam.co.za

ATTENDANCE AT BOARD MEETINGS:

Date	12 Aug 2014	25 Aug 2014	5 Nov 2014	18 Feb 2015	21 Apr 2015	23 Jun 2015
PL Zim (chairman)	✓	Recused	✓	✓	✓	☎
PA Dunne (chief executive)	✓	✓	✓	✓	✓	✓
AZ Khumalo (chief financial officer)	✓	✓	✓	✓	✓	✓
ME Beckett	☎	☎	✓	✓	✓	☎
CK Chabedi	✓	Recused	✓	✓	✓	☎
TE Kgosi	✓	Recused	✓	✓	✓	✓
R Havenstein	☎	✓	✓	✓	✓	☎
AR Martin	✓	✓	✓	✓	✓	✓
JAK Cochrane*	✓	☎	✓	☎	n/a	n/a

** resigned 15 April 2015*

Key

✓ *attended* ☎ *participated telephonically* ***Recused*** *interest in the Northam BEE transaction* ***n/a*** *not applicable*

CORPORATE GOVERNANCE REPORT CONTINUED

BOARD COMMITTEES

Audit and risk committee

ATTENDANCE AT AUDIT AND RISK COMMITTEE MEETINGS:

Date	11 Aug 2014	22 Sep 2014	3 Nov 2014	16 Feb 2015	20 Apr 2015
AR Martin (chairman)	✓	✓	✓	✓	✓
TE Kgosi	✓	✓	✓	✓	✓
ME Beckett	✓	✓	✓	✓	✓
R Havenstein	☎	✓	✓	✓	✓

Key

✓ *attended* ☎ *participated telephonically*

Audit and risk committee members are elected at each AGM in line with the Companies Act and King III. To this end, shareholders will be required, at the forthcoming AGM to approve the necessary resolution appointing the committee. The members of the committee are independent non-executive directors, and the committee is chaired by an independent non-executive director. The board is satisfied that members of the audit and risk committee have the requisite skills, understanding of corporate law and adequate practical experience relevant to the business of Northam. They also understand the International Financial Reporting Standards framework in terms of which Northam must report as a listed company.

The chief executive and chief financial officer are invitees to these meetings and both external and internal auditors are invited to attend. At least once a year, the external and internal audit plans are reviewed and approved for the year ahead. The internal audit plan is approved after management's input on areas needing special attention. The committee also approves and reviews the risk management report twice yearly, based on management proposals that identify the key risks and appropriate measures in place to mitigate these risks.

HSE committee

ATTENDANCE AT HSE COMMITTEE:

Date	1 Aug 2014	4 Nov 2014	17 Feb 2015	20 Apr 2015
R Havenstein (chairman)	✓	✓	✓	✓
ME Beckett	☎	✓	✓	✓
CK Chabedi	✓	☎	☎	✓

Key

✓ *attended* ☎ *participated telephonically*

The HSE committee comprises three independent non-executive directors. The chief executive and chief financial officer are invited to attend committee meetings which are held every quarter.

The committee is charged with ensuring the group's performance on such sustainability issues as safety, health and the environment at the mines, especially as they affect employees and communities in the areas in which the group operates. This committee has oversight of policies, records and reporting systems pertaining to typical occupational safety and other endemic health issues associated with the mining industry.

Investment committee

ATTENDANCE AT INVESTMENT COMMITTEE MEETINGS:

Date	8 July 2014	1 August 2014	2 December 2014	6 February 2015
R Havenstein (chairman)	✓	✓	✓	☎
JAK Cochrane*	☎	☎	☎	☎
CK Chabedi	✓	✓	✓	✓
AR Martin	✓	☎	✓	✓

** resigned 15 April 2015*

Key

✓ *attended* ☎ *participated telephonically*

This committee comprises three independent non-executive directors and was established in 2012 to evaluate and advise the board on all acquisitions and investment-related opportunities. The committee does not have a regular meeting schedule, but meets as required to consider the suitability and compatibility of potential investments and their returns, weighted against the interests of shareholders. Subsequent to year-end Mr Mosehla was appointed a member of the committee. The chief executive and chief financial officer are invited to attend committee meetings.

Nomination committee

In February 2015 the board approved the establishment of a separate nomination committee, in light of the recent amendments to the JSE listing requirements in which the chairman of the board or, if the chairman is not independent, the lead independent director is required to chair these committee meetings. Prior to the establishment of the nomination committee, the SE&HR committee attended to the nomination matters and board's succession plan.

On 18 February 2015 the following members were appointed: Messrs. Martin (lead independent director as chairman), Zim, Cochrane, Havenstein and Ms Kgosi. Mr Cochrane resigned as a member on 15 April 2015. Subsequent to year-end Mr Havenstein was appointed as lead independent director and chairman of the nomination committee. Mr Martin has stepped down as lead independent and will remain as a member.

The committee does not have regular meetings but meets as and when required. The main functions of the committee are to recommend director nominees to the board, for approval by Northam shareholders at the AGMs of the company and to ensure that the interests of shareholders are property protected in relation to the leadership and management of the company. The chief executive and chief financial officer are invited to attend committee meetings.

SE&HR committee

ATTENDANCE AT SE&HR COMMITTEE MEETINGS:

Date	1 Aug 2014	8 Sep 2014	4 Nov 2014	17 Feb 2015	20 Apr 2015	7 May 2015	22 Jun 2015
TE Kgosi (chairperson)	✓	✓	✓	✓	✓	✓	✓
R Havenstein	✓	✓	✓	✓	✓	✓	✓
ME Beckett	☎	☎	✓	✓	✓	☎	☎

Key

✓ *attended* ☎ *participated telephonically*

This committee's members are three independent non-executive directors. The chief executive and chief financial officer are invited to attend committee meetings and the committee meets at least once every quarter.

The main functions of the SE&HR committee are remuneration, transformation and labour matters in terms of the Mining Charter and as set out in the Companies Act, the monitoring of the group's performance in terms of social and ethics statutory requirements. Subsequent to year-end Mr Havenstein resigned as a member of the committee and Messrs Chabedi and Mosehla were appointed. Prior to the establishment of the nomination committee in February 2015, the SE&HR committee also attended to the board's succession plan and nomination matters.

The SE&HR committee's report may be found on page 26 of this annual integrated report.

CORPORATE GOVERNANCE REPORT CONTINUED

EXECUTIVE COMMITTEE

The executive committee is not a sub-committee of the board. It was formed in November 2014 and is chaired by Mr PA Dunne, the chief executive. The other members of the committee are Messrs AZ Khumalo, chief financial officer; FR Rautenbach, manager – projects and strategy; LC van Schalkwyk, chief commercial officer; CA Smith, executive: human resources, and Ms PB Beale, company secretary.

The members meet on a monthly basis to discuss and deal with operational matters, recommend strategies and monitor implementation of capital programmes.

Performance reviews of the board and sub-committees

The board and sub-committees undertake an annual series of assessments in order to monitor performance and identify areas for improvement. In April 2015 the board appointed an independent firm to conduct an independent board performance review, led by the chairman. In the past these reviews have been conducted in-house on an annual basis, but in terms of international trends, an independent review may be considered again once every three to five years.

The sub-committee's annual evaluations were facilitated by the company secretary and led by the chairperson of each committee.

In compliance with King III, the board chairman and lead independent director were reappointed at the November 2014 board meeting. Subsequent to year-end Mr Havenstein replaced Mr Martin as lead independent director.

Independence test in terms of King III

Annual independence tests for Messrs Beckett, Chabedi, Havenstein, Martin and Ms Kgosi were conducted in June 2015. The board considered the minority interests held by some of the directors in Northam and also the tenure of those directors who have been on the board beyond nine years. The board is satisfied that there are no relationships or circumstances which affect, or appear to affect the independence of the abovementioned directors.

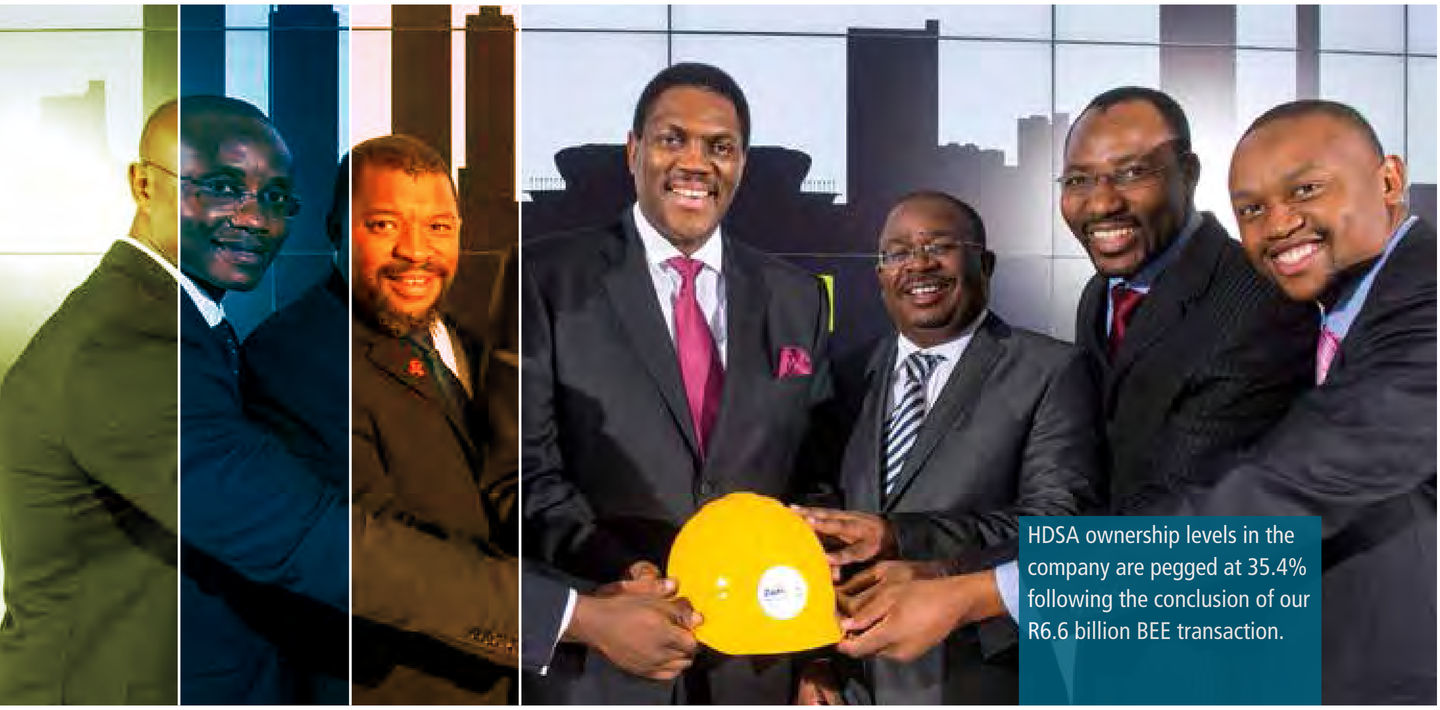
Company secretary

In compliance with the JSE listings requirements, the board is satisfied that the company secretary is competent, suitably qualified and experienced. Furthermore, since she is not a director, nor is she related to or connected to any of the directors, thereby negating a potential conflict of interest, and she maintains an arm's length relationship with the board.

The company secretary oversees corporate governance matters within the group in line with King III and the Companies Act and new directors undergo an appropriate induction process. The company secretary seeks to ensure compliance with all statutory and listing requirements relating to the group and ensures that minutes of meetings are kept for shareholder, board and committee meetings in terms of the Companies Act.

Approval framework

The approval framework governs the delegation of authority and value limits within the group and is necessary to ensure that all transactions are approved appropriately. This enables management



to limit the potential damage that any unauthorised expenditure or corruption could inflict on the group.

Black economic empowerment (BEE) transaction

HDSA ownership levels in the company are pegged at 35.4% following the conclusion of the R6.6 billion BEE transaction referred to on page 4 of this integrated report.

Code of ethics

The group's code of ethics is reviewed from time to time by the board and applies to both directors and employees of the group. It governs the interaction between the group and its suppliers, contractors, and customers. It also covers the use of group assets and confidential information. A breach of the code of ethics could result in disciplinary action and/or civil or criminal action being taken against a perpetrator. The code of ethics is available on the Northam website at www.northam.co.za

Donations

The company has a long-standing policy which prohibits, *inter alia*, donations of a political nature. Furthermore, employees may not accept gifts, hospitality or favours from suppliers or contractors of more than a nominal value. All gifts and entertainment details are recorded in a gift register for record purposes.

Ethics 24-hour whistle-blowing hotline

Northam's ethics hotline number 0800 15 25 39 became effective in 2011 and is monitored by an external party (KPMG), 24 hours a day in all the official languages of South Africa. Anyone (whistle-blower) can anonymously report corruption, fraudulent activity or other problems for investigation. All whistle-blowers are protected against any form of victimisation provided disclosures are made in accordance with the provisions of the Protected Disclosures Act, No 26 of 2000.

Insider trading

The company has clear rules and guidelines in place which seek to ensure that employees do not contravene the JSE's rules on insider trading. Neither directors nor employees are allowed to deal in the company's shares if they are in possession of non-public information or during closed periods. These rules also extend to close relatives of directors and employees. Directors and employees are required to obtain prior approval for dealing in the company's shares and are routinely advised of the company's closed periods.

JSE listings requirements

As a listed entity Northam is required to comply with the JSE's listings requirements and certification of this is submitted to the JSE. Northam's submissions are currently up to date.

Reporting to stakeholders

The board is aware of the requirements for the group to engage with analysts, shareholders and stakeholders alike about the group's financial performance, operational developments and sustainability indicators.

Along with the print and electronic publication and dissemination of results on a half-yearly basis, the company regularly hosts visits, presentations, briefings and meetings with interested shareholders, institutions and other stakeholders. Feedback is a critical element of such engagement processes and is communicated to the relevant executive directors for discussion at board level.

REPORT OF THE SOCIAL, ETHICS AND HUMAN RESOURCES COMMITTEE

(INCORPORATING THE REMUNERATION REPORT)

This report is provided by the social, ethics and human resources (SE&HR) committee in terms of Regulation 43(5)(c) of the Companies Act.

BACKGROUND AND COMPOSITION

The SE&HR committee was established in 2012. Prior to the establishment of the nomination committee in February 2015, the committee attended to the board's nomination and succession plans in addition to the social, ethics and human resources obligations.

The members of the committee are Ms TE Kgosi (chairperson), Messrs. M E Beckett and R Havenstein, all of whom are independent non-executive directors. Subsequent to year-end Mr Havenstein resigned as a member of the committee and Messrs Chabedi and Mosehla were appointed.

SE&HR COMMITTEE TERMS OF REFERENCE

The committee's terms of reference is available on the Northam website at www.northam.co.za

SOCIAL AND ETHICS STATUTORY OBLIGATIONS

The main functions of the committee are to oversee the group's compliance with the social and ethics statutory requirements, to manage the group's compliance with transformation matters and its impact on employees, communities, the environment and society as a whole.

The committee has oversight of the group's compliance with the Labour Relations Act (LRA), the basic Conditions of Employment Act (BCEA) and implementation of various forms of remuneration.

For the financial year 2015, the committee performed its duties in terms of these obligations and confirms that:

a) the company complies with labour and employment legislation in South Africa, and as far as possible with the ILO's protocol on decent work. The committee takes into account the Organisation for Economic Co-operation and Development's (OECD) recommendations against corruption and ensures that management has adequate internal controls to counter corrupt conduct. The company complies with the social and economic development goals in terms of the 10 principles set out in the UN Global Compact;
b) sound good corporate citizenship principles are pursued in the promotion of equality, the prevention of discrimination and the development of surrounding communities;
c) the company has taken appropriate measures to minimise the impact of its activities and products on health, public safety and the environment;
d) Northam seeks to promote cordial relationships with all its stakeholders; and
e) generally accepted norms on the environment, labour and human rights have been adhered to. Northam is not aware of, nor is it complicit in any labour or human rights abuses or environmental damage.

EMPLOYMENT AND REMUNERATION OBLIGATIONS

The committee has oversight of the group's compliance with the LRA, the BCEA and implementation of various forms of remuneration; it also ensures that the group applies fair labour practices while providing equitable and transparent remuneration packages that serve to reward individuals for their contributions to the company's defined performance targets. Activities in this set of obligations include:

- statutory legislative and administrative duties;
- Oversight of the reports on the Social and Labour Plans (SLP) which continue to be submitted to the Department of Mineral Resources (DMR) annually;
- Monitoring the human resource development pillars at both Booysendal and Zondereinde mines;
- progress in the transformation of the group's workforce profile especially at senior levels; and
- the home ownership initiative which is progressing with the assistance of the recognised union overseeing the various pillars of this project.

The committee is also responsible for the remuneration philosophy within the Northam group in terms of its mandate from the board.

Remuneration issues dealt with by the committee during the year:

- engagement with shareholders to discuss their concerns with regard to the group's remuneration policies/ practice/disclosure:
  - reviewing a number of these (see page 32) and addressing them;
  - consulting third party advisers to improve the disclosure;
- formulation and formalisation of a succession and transformation plan; and
- formulation and formalisation of a housing plan for mine employees.

REMUNERATION REPORT

The SE&HR committee is ultimately responsible for establishing a remuneration policy and for its implementation, to ensure that competent individuals are appointed as senior managers, and to ensure that the group's leadership is adequately rewarded for delivering on the group's strategic targets and for their positive impact on the group's results and performance. In addition the committee is responsible for mandating management on appropriate wage increase thresholds for union negotiations and advises on the scale of fees to be paid to non-executive directors, which are submitted to shareholders for approval.

Employees represented in terms of collective bargaining arrangements

The majority of the group's employees at Zondereinde are contributing members of the National Union of Mineworkers (NUM - primarily in the category 2 to 10 bargaining units). Therefore, their salary levels, annual increases, allowances and benefit packages are negotiated on a collective basis. Northam also engages with other unions representing smaller groups of employees. The group's labour relations policies provide for organisational rights to any union which can meet a 15% representation threshold within a bargaining unit. When a registered union reaches a representative threshold of 33.3% within a bargaining unit, it acquires the right to bargain for that particular unit. Northam's objective is to engage in good faith in order to reach agreement on matters such as wages, substantive conditions of service and other matters of mutual interest. See page 87 and 91 of this report for further information or go to www.northam.co.za

At Booysendal a total of 32% of the workforce is covered by collective bargaining agreements through the contractor companies used at the operation.

In addition to their wages employees also earn various forms of bonuses to incentivise performance.

Employees – mineworkers*

ANALYSIS OF AVERAGE PAY FOR NORTHAM EMPLOYEES
1 JULY 2015

	% of total monthly average	Entry level Cat 02-08 employee
Basic monthly wage	55.0	7 370
Employer provident / retirement fund	6.9	921
Medical benefit	6.4	860
Housing benefit / allowance	20.7	2 771
Holiday leave allowance	4.6	614
Average overtime	1.9	254
Average bonus	4.5	618
Total monthly average (underground employee)	**100.0**	**13 408**
Per annum (underground employee)		160 894

** See page 91 for more on employee remuneration.*

Executive directors, management and non-union staff

Executive directors, corporate and operational management members are treated individually in accordance with their contracts of employment and the remuneration and benefit schemes and practices applicable to their job grades. Salaries are reviewed annually, effective 1 July. Salary increases are determined individually, according to individual performance, retention and market-matching criteria.

All non-union staff, managers and executives have detailed job profiles which stipulate the key performance areas of their positions. These serve as the basis for performance management and measurement and performance-linked salary increases and bonuses.

Remuneration takes the form of:

- appropriate salary packages, including those of the executive directors which incorporate basic remuneration pay (BRP) including death, disability, medical aid and pension contribution benefits;
- various allowances;
- various short term incentive bonus schemes depending on the grade of the employee; and
- a long term incentive scheme launched in 2011 which replaced the share option scheme (see page 31).

REMUNERATION POLICY

The group's remuneration policy is designed to support its strategic goals in a way that aligns the interests of employees, managers, executives and directors with those of shareholders. Through fixed and variable remuneration, the group aims to attract, retain, incentivise and reward top quality staff at all levels, particular where scarce or critical skills are involved.

The remuneration policy is not intended to be a 'one size fits all' statement of rules and procedures, but rather to serve as the basis for a flexible approach to the variable and changing needs of the dynamic and competitive mining employment environment. The policy is underpinned by the following key principles:

- attracting and retaining core skills, such as artisans, engineers and management;
- harmonising working conditions, salaries and wages throughout the group;
- compliance with all statutory and regulatory requirements and a commitment to applying best practice guidelines in all aspects of remuneration and benefits, and
- offering remuneration packages that are competitive, fair, and reasonable in all respects and at all levels.

REPORT OF THE SOCIAL, ETHICS AND HUMAN RESOURCES COMMITTEE

(INCORPORATING THE REMUNERATION REPORT) CONTINUED

Features of the remuneration practices

As a general principle, employment contracts are concluded on a permanent basis (i.e. for an indefinite period), except where fixed-term or short term temporary contracts are required for specific projects. The notice period for the termination of employment contracts is typically one month, but for critical positions this can be extended by mutual agreement to a maximum of one year.

Northam's objective is to provide a market-competitive basic salary plus compulsory medical aid and retirement fund membership. Various fixed and variable allowances are paid at certain job/grade levels or to certain job categories. The job grading system follows the Paterson model. Remuneration experts are consulted as circumstances dictate.

Job grades, salary scales and employee benefits are benchmarked against mining industry standards and are reviewed annually. The midpoints of the group's salary scales are compared with industry percentiles and adjusted annually, in line with the changing size, structure, financial performance and general circumstances of the group over time.

The group's salary scales have a range of between 12.5% and 80% which allow an overlap on scales which have steps of 15% between grade ranges to allow for the appropriate positioning of individuals according to qualifications, experience, performance, growth, development and market imperatives. However, in a competitive market where skills are scarce, market comparisons at the top global the range must be considered and paid.

The committee approves salary increases for all categories of staff in advance each year. Any material changes to allowances, benefits, bonus schemes, or any other aspect of remuneration policy are approved by the committee prior to implementation.

Severance payments upon termination of service are governed by legislation, agreements with unions, individual contract and/or group policy and practice. In the case of retrenchment, the group's most common policy at all job levels is to pay the contractual notice period (if not worked) and severance pay in line with legislation, which is the Basic Conditions of Employment Act, being one week's remuneration per completed year of service with the group.

Group employees are not provided with any special retirement benefits other than the standard benefits in terms of one of the group's recognised retirement funds, with the exception of employees in Category 9 and above who were in service with the group on 31 December 1998. In respect of these employees, a contribution is made to a post-retirement healthcare fund. These contributions cease when the employee leaves the service of the group for any reason. All components of the group's remuneration system are subject to regular internal and external audits, as well as routine monitoring by the South African Revenue Services. The committee is satisfied that the group is compliant with all pertinent regulations.

Executive directors' service contracts

The chief executive Mr PA Dunne has a service contract with the company which is subject to a notice period of one year. The chief financial officer, Mr AZ Khumalo has a service contract with the company which is subject to a notice period of three months. Severance pay is governed by employment (labour) legislation and there are no special severance package arrangements in terms of these contracts except that they are governed by legislation. The executive directors' remuneration is determined on an annual basis by the committee.

ELEMENTS OF REMUNERATION FOR EXECUTIVE DIRECTORS AND SENIOR OFFICIALS

Fixed remuneration: cost to company

Executive directors are paid market-related salary packages on a cost to company basis which represents their guaranteed pay. Increases are generally offered and determined annually by the committee in July. Increases take account of the prevailing inflation rate and include a merit component of no more than 2% in addition to the inflation rate.

Mr PA Dunne was not offered a salary increase in July 2014 since his contract with Northam started in March 2014. Mr AZ Khumalo received a 13.2% increase to make up for the lack of an increase (unrelated to personal performance) between F2013 and F2014.

EXECUTIVE DIRECTORS - TOTAL REMUNERATION OUTCOMES AND REMUNERATION MIX F2015

Executive director	Basic Remuneration %	Bonus %	Retention shares %	Performance shares %	*Total %
P A Dunne	75	25	0	0	100
AZ Khumalo	32	18	35	15	100

** Refer to directors' report on page 124 for directors' remuneration in rand terms.*

Mr Dunne did not have any retention or performance shares vesting as his tenure at the company remains below the three-year vesting period. On a relative basis Mr Khumalo's retention share percentage is high on account of closed periods in place in F2014 when the retention shares could not be paid. These were therefore paid in F2015.

VARIABLE REMUNERATION: SHORT TERM INCENTIVES

Employee bonuses

The group has a variety of bonus schemes for employees. Bonuses are not guaranteed and are based on agreed formulae. Executive directors and senior management may earn a bonus based on the extent to which they have achieved the targets and objectives set for them by the committee and/or the board of directors. Bonuses are payable half-yearly.

Short term incentive – executive directors, senior officials' bonus scheme

The board of directors, through the committee, determines the performance targets and objectives of the chief executive and the chief financial officer, conducts their performance assessments and decides the quantum of their performance bonuses. The chief executive also has input into the evaluation of the chief financial officer.

The chief executive and the committee determine the performance targets and objectives of senior managers, conduct their performance assessments and determine the quantum of performance bonuses for approval by the board of directors.

Bonuses are paid subject to the achievement/meeting of targets, and an individual performance rating. Variability of the bonus amounts per grade is based on the relative BRPs of executive directors and senior officials.

Annual bonuses actually paid as a percentage of basic remuneration in F2015 were as follows:

Executive director	*2015 bonus as % of pay
PA Dunne	33.8
AZ Khumalo	55.2

** Refer to directors' report on page 124 for director's remuneration in rand terms.*

Mr PA Dunne only earned the senior officials' bonus and no retention bonus as he has not been with the company for more than two years whilst Mr AZ Khumalo earned both bonuses. Both bonuses are described below.

Typically, the bonus scheme is based on a weighted combination of targets which are largely under the control of management. The committee intends for bonuses to incentivise management in areas/targets that they are able to influence so they are incentivised to manage the group for best performance for the benefit of shareholders. These targets are usually a weighted combination of safety performance, linear metres achieved, square metres achieved, total tonnes milled, recoverable metals produced, cash or total operating costs, personal performance which includes transformation (referring to social employment quotas/criteria that must be met in terms of employment legislation in South Africa).

SHORT TERM INCENTIVES – DETAILS OF THE EXECUTIVE DIRECTORS' AND SENIOR OFFICIALS' BONUS SCHEME

Committee approved formula	Achievement (excess or shortfall of actual over target), rated in terms of achievement factors (i.e. below 90% achievement = zero achievement factor and above 110% = 125% achievement factor) by (x) weighting of key performance area (scoring) x BRP x weighting of the two mines (on production) – this is calculated half yearly and per annum – all annualised = bonus of executive directors and senior management. See table below.
Payment frequency	Bonuses are paid twice annually based on the actual results achieved for each of six months ending December and June. 75% of the calculated bonus is paid for each six-month period with the final 25% being calculated on the results for the full year.
Performance conditions	Set during the financial year by the committee and the board. Corporate office bonuses are paid on a weighted basis based on the two mines' Zondereinde and Booysendal's performance. Performance criteria and weightings for F2015 and F2016 – see table below.
Minimum and maximum possible bonus opportunity	Minimum can be zero and maximum 125% of BRP.
Proposed changes for 2016	Only on the Booysendal weighting of targets as indicated in the table below. This change in certain targets reflects the anticipated steady-state production levels in F2016.
Remuneration committee discretion	In consultation with chief executive, the committee may vary both the formula, targets and or the amounts payable.

REPORT OF THE SOCIAL, ETHICS AND HUMAN RESOURCES COMMITTEE

(INCORPORATING THE REMUNERATION REPORT) CONTINUED

EXECUTIVE DIRECTORS' AND SENIOR OFFICIALS' BONUS SCHEME – ELEMENTS OF BONUS – PAYABLE FOR YEAR END JUNE 2015:

Key performance area	Unit	Weighting %	Achievement actual vs target %	Achievement factors applied %	Score by applying weighting %
Safety	TIIR	30	115.1	125.0	37.5
Linear metres	m	10	88.0	0.0	0.0
Square metres	m^2	10	92.0	20.0	2.0
Total tonnes milled	tonnes	10	87.0	0.0	0.0
Recoverable metals	kg	15	88.0	0.0	0.0
Total cash cost	R000s	15	106.5	120.0	18.0
Personal performance	Rating	10	0.0	0.0	0.0
Net weighting of BRP for period and for mine/unit					57.5

Applicable formula: see table above.

The table below indicate the performance targets or criteria set for the F2015 and F2016 bonuses:

		Weighting % Zondereinde		Weighting % Booysendal	
Performance criteria	**Unit**	**F2015**	**F2016**	**F2015**	**F2016***
Safety (LTIIR/RIIR or TIIR)	TIIR	30	30	20	25
Linear metres/capital development decline metres	m	10	10	30	20
Square metres	m^2	10	10	10	10
Total tonnes milled	tonnes	10	10	5	10
Sweeping and vamping	tonnes	–	–	5	5
Total recoverable metals	kg	15	15	5	5
Total cash cost	R000s	15	15	15	15
Personal performance	rating	10	10	10	10
		100	100	100	100

* *Changes in the Booysendal mine criteria reflect anticipated steady state levels in F2016.*

The group has a variety of bonus schemes for employees.

Based on the cost to company, being the basic remuneration package plus pension contribution, the average group bonus paid under this scheme was 50.4% of group cost to company remuneration in F2015.

From F2015, executive directors and corporate office staff bonuses have been paid on a weighted basis based on the two mines' Zondereinde and Booysendal's performance.

Short term incentives: Retention bonus scheme – including executive directors

The bonus is designed to retain skills within the company. Accordingly, any employee who is discharged or resigns before such bonus becomes payable forfeits the total amount accumulated.

An amount equal to 20% of the annual BRP is accumulated monthly over 24 months and paid after two years' service in terms of this scheme. On retirement or retrenchment all accumulated bonuses are payable to employees. Employees taking early retirement will receive this bonus on a proportional basis in line with the same percentages as the Share Incentive Plan rules.

All officials within the D3 Patterson grading and higher, including executive directors, are eligible to participate in the scheme. In F2015 the average group retention bonus paid was 10.5% of the group cost to company remuneration.

LONG TERM INCENTIVE: SHARE INCENTIVE PLAN AND SHARE OPTION PLAN FOR EXECUTIVE DIRECTORS AND SENIOR MANAGEMENT

The group currently operates the Northam Share Incentive Plan (SIP). The Northam Share Option Scheme has been discontinued owing to its dilutive nature. The share options issued before its discontinuance will be allowed to run their course until 2017. Details of the options issued under the Scheme are more fully disclosed in Annexure 5 on page 196.

Remuneration of executive directors in terms of both basic pay and the Northam SIP shares are disclosed on page 124 and page 200 of this report.

The SIP was introduced in 2011 in order to attract, incentivise and retain skilled senior managers. The target group for the SIP includes all senior officials and executives in job grades D1 and above. The committee approves the annual allocation of shares based on an approved formula, as well as any changes to the SIP rules.

LONG TERM INCENTIVE – DETAILS OF THE SHARE INCENTIVE PLAN

Instruments used	• Conditional shares with a three-year vesting period
	  • retention shares (without performance conditions) – no more than 20% of the total award; and
	  • conditional shares with performance conditions – at least 80% of the total award
	• Forfeitable shares
	
	Participants do not have to pay for any awards received under the SIP.

Eligibility levels	Executive directors and all senior officials in Patterson D grade and above
Performance conditions and performance measurement	See table below for typical combination of performance conditions, each factor weighted accordingly. From F2015 onwards include a rate of return performance target/factors with a weighting of at least 30%.
Vesting period	Three years for all shares
Company and individual limits	Total company limit of approximately 19.9 million shares and approximately 2.0 million shares per cycle for individuals
Minimum and maximum possible share payout	Minimum is the value of retention shares (as they have no performance conditions attached) and maximum largely depends on operational performance of the company when targets are measured against actual performance for conditional shares. This determines the shares eventually allocated, (which are normally lower than those awarded because of the performance conditions test) as well as the share price when shares vest. On measurement of the achievement of these targets/factors, each factor's achievement rank depends on the extent of achievement for each factor over the three-year period, ranging from: • a ranking of 1 (which represents a 90 to 100% achievement of target). This could mean, for example, a 100% award of conditional shares, • this rises up to a ranking of 4, which, for example might be an achievement of over 105%, which may equate to a share number allocation of up to 135% of the original award.

REPORT OF THE SOCIAL, ETHICS AND HUMAN RESOURCES COMMITTEE

(INCORPORATING THE REMUNERATION REPORT) CONTINUED

Executive directors and senior management – November 2011 allocation – vesting November 2014

Factor and weighting and year		Safety 30%	Recoverable Metals 40%	Unit cash cost 30%	Total
F2012	Score achievement – actual vs target	42%	97%	104%	
F2013	Score achievement – actual vs target	113%	96%	100%	
F2014	Score achievement – actual vs target	74%	79%	93%	
Total	Score achievement – actual vs target	74%	91%	100%	
Achievement per factor		0.0%	100%	100%	
Weighted		0.0%	40%	30%	70%
Percentage shares to be paid					70%
Executive directors – number of shares	59 000#				41 300*

** Final numbers of shares vested paid out in December 2014.*

 # The initial/original number of shares awarded or granted to directors. The initial award is largely based on the share price at the time of grant.

The first three-year cycle post the launch of the SIP in 2011 was completed in November 2014. The performance conditions were measured with the result determining the allocations of shares that vested and which determined the payout. The retention awards of F2011 however vested in 2013. For Zondereinde mine and corporate office (including executive directors) 70% of the awards were allocated and paid. For Booysendal this amounted to 78%.

The awarding of shares is determined by means of a share option formula, approved by the committee, which was provided to Northam by external experts after a review of industry share schemes in 2011. The formula takes into account factors such as the share price on award or grant date and the vesting period of the shares to be awarded. Both retention shares (without performance conditions) and performance shares (with performance conditions) are awarded. However retention shares are limited to a maximum of 20% of the total number of awarded shares for all grades of staff including executive directors. Usually the awarded shares are not the shares that eventually vest, but the allocated shares (that is, the awarded shares after measurement against the performance conditions, three years later) that vest.

Consultations with shareholders on long term incentives

The committee, with the assistance of management, has consulted with shareholders and experts on the changes to the SIP rules. As a result, the following changes were approved by shareholders:

No	Area of change	AGM Date	Description of change
1	Choice for employees	Nov 2013	Employees given the choice to receive cash or shares. If shares are chosen, then these are to be bought in the market and not issued, to avoid dilution
2	Maximum number of shares available for award	Nov 2014	Limited to the then 5% of issued share capital, which equals 19.9 million shares
3	Limit of retention shares	Nov 2014	Retention shares (shares without performance conditions) limited to no more than 20% of award.
4	Maximum award for single employee	Nov 2014	Limited to 0.5% of issued shares per cycle, which is approximately 2 million shares
5	No dilution	Nov 2014	Shares to be offered to employees to be bought in the open market not issued
6	Vesting period for retention shares	Nov 2014	Period extended to three years from two years
7	Measurement of performance conditions period	Nov 2014	Measurement to be done for each three-year period, not for each year over three years
8	Change in performance criteria	Nov 2014	Added a rate of return target to the criteria with a weighting of at least 30% for F2015 going forward

F2015 three-year award performance targets/factors set in November 2014 as follows:

- an improvement of 10% over the previous financial year's safety record, with a weighting of 25%;
- estimated recoverable metals meeting production volumes, weighted at 25%;
- unit cash costs – achieving the budgeted unit costs for the current year or less with a weighting of 20%;
- a rate of return measure;
  - absolute total shareholder return (group) in excess of 15% (cost of capital +2%); and
  - relative total shareholder return (group) – Northam share price performance exceeding the platinum index return on the JSE (each with a weighting of 15%) with the sum of the weightings totalling 100%.

An achievement of less than 90% of target results in no shares being allocated at all. Every year the committee, with the assistance of management, assesses the allocation of both retention and conditional performance shares per employee.

For quantum of shares awarded to executive directors in November 2014 (for F2015) see Annexure 5 on page 200.

EMPLOYEE PARTICIPATION SCHEMES

Toro Employee Empowerment Trust

The group operates an employee profit share scheme for eligible employees at the Zondereinde mine in terms of which 4% of after-tax profits are contributed to a registered trust fund (The Toro Employee Empowerment Fund). Eligible employees receive payment at the end of each five year cycle, with the first payments having been made in F2013. Consideration is being given to extending the scheme to the Booysendal mine employees.

BEE shareholding in Northam

Employees and communities are participants in the recently approved BEE transaction in terms of which communities hold 5% of Northam shares and employees 3% of Northam (this is an addition to the 4% share of profits by employees through the Toro Trust).

Ms TE Kgosi

Chairperson

25 September 2015

MANAGING MATERIAL RISKS AND OPPORTUNITIES

The board is responsible for establishing and maintaining an effective system of internal control to guard against any loss of group assets. Internal and external auditors, as well as management, continuously provide assurance on the effectiveness of internal controls.

The risk assessment and management function covers any material routine transactional or occasional risks that a mining group of the nature and size of Northam, is subjected to in the ordinary course of business. Risk assessment is an executive management function and is overseen by the audit and risk committee on behalf of the board.

In terms of the group's risk management framework, which incorporates an ongoing risk review process, the major risks of the group that may materially affect its ability to create value from business opportunities are identified, and ranked on the basis of their materiality. Inherent risk and mitigating steps are identified, so as to ensure that the level of residual risk is acceptable to management. Assessing risk includes testing the extent of compliance with applicable legislation, and is performed by completing the regulatory compliance scorecard.

The board of directors appreciates that sustainability is an ethical and economic imperative for business in the 21st century – both in terms of risk management and the opportunities it presents. The relationship between good governance, good leadership and excellent financial performance is evident, and entails defining strategy, providing direction and establishing the ethics and values that will influence and guide practices and conduct with regard to sustainability performance.

RISKS IDENTIFIED (as at April 2015)	MANAGEMENT RESPONSE
National regulatory risk	
• The South African mining environment is governed by legislation to redress some of the social and economic imbalances resulting from the discriminatory policies and practices of the past. The MPRDA and the Mining Charter (revised in 2011) create a framework for transformation of the mining industry. A key aspect of this legislation is promoting more equitable ownership of South Africa's mineral resources, by requiring a 26% BEE interest in the equity of mining companies by April 2014.	• HDSA ownership levels in the company are pegged at 35.4% following the conclusion of the R6.6 billion BEE transaction referred to on page 4 of this report.
• There are also risks related to changing regulation, such as the government audit on Mining Charter compliance and the outcome of the interpretation of BEE ownership.	• Management is focusing on housing, BEE and affirmative action in order to comply with the key objectives of mining legislation.
Geological and ore resource risk	
Mining the Merensky Reef at Zondereinde is complex and challenging, which impacts on its availability.	Merensky reef remains difficult to mine in the short term. Management is pursuing the deepening project at Zondereinde mine in order to open more face for Merensky ore. A higher proportion of UG2 ore is to be mined as it is more readily available, with the UG2 to Merensky proportion changing from 1:1 to 65:35. Management intends to construct a new 20MW furnace which is designed to take increased volumes of UG2 production. Booysendal mine provides geographic diversification and access to a less complex, shallower ore body that can be mined mechanically.

RISKS IDENTIFIED (as at April 2015)	MANAGEMENT RESPONSE
Labour and socio-political risk Several events and factors have resulted in a volatile and uncertain climate in the South African mining industry, especially in the Rustenburg platinum belt. These include the tragic events at Marikana in 2012; inter-union rivalry and militancy, especially between the NUM and AMCU; and strike action called by AMCU which saw a five-month strike in 2014 – the longest strike in our country's labour relations history – affecting Anglo American Platinum, Impala Platinum and Lonmin.	In recognition of employees' freedom of association, Northam's policy is to grant organisational rights to any union with representation of 15% or more of a relevant category of employees. Management maintains open channels of communication with its labour force, both directly with, for example, employees of influence and with representative union structures. For bargaining rights, a union is required to prove 33.3% representation of its relevant constituency. In addition, management consults with any legitimate worker representatives or committees to resolve any concerns which may arise. At Zondereinde, interdicts through the Labour Court were used when necessary, such as during the one week unprotected strike in January 2015. Stakeholder liaison with the local SAPS is in place in the event of possible industrial action. Our negotiations with unions for F2016 began at the end of F2015. Post financial year end, a wage settlement was reached which was a good outcome for both employees and the company. At Booysendal, mining and plant contractors signed two-year agreements in July 2013 and no major labour difficulties are expected on the eastern limb. We also engage proactively over socio-economic issues with employee communities, and have initiated our Accommodation Strategy 2020 to improve employee housing and related infrastructure. Please go to page 96 for the latest on this Strategy. Employee empowerment, including the expansion of a bigger and better Toro Trust, is also part of our approach. Northam fully participates in any meetings or forums set up by the DMR, local municipalities and other mining companies in the areas where its mines are located. Soon after year-end there were disturbances in the communities around Booysendal mine. Northam fully participated in the ministerial efforts to calm the area. The current leadership model is being reviewed to determine what aspects can be adjusted to accommodate the changing labour climate, with an emphasis on succession and communication.
Skills shortage risk Global competition for expertise and skills in the technical field as well as the distance of the operations from major urban centres, have put pressure on the group to attract and retain appropriate technical skills.	The group has developed appropriate remuneration policies and practices to retain its technical skills competitive edge in the industry and aims to keep abreast of developments in this area. There is a management drive to attract affirmative action (AA) senior level appointments in the next one to two years. In-house training and mentoring have been improved to promote skills enhancement, with external recruitment being applied where necessary. Our executive: human resources is focusing on succession planning, in collaboration with heads of departments who identify qualified and appropriate candidates. More recently this risk is transforming into an opportunity for Northam as more skilled and trained employees come on to the market, given the turbulent times in the resource sector.
Fraud and corruption risk Fraud is South Africa's number one economic crime and is an activity particularly prevalent during an economic downturn. The company strongly condemns bribery, fraud and corruption in accordance with its code of ethics.	Internal and external audits and control reviews are continuously conducted. We recently increased awareness of our whistle-blowing and ethics hotline via pamphlets at both operations. We have a security sub-department which reports to finance.

MANAGING MATERIAL RISKS AND OPPORTUNITIES CONTINUED

RISKS IDENTIFIED (as at April 2015)	MANAGEMENT RESPONSE
Market and financial risk	
• The risks of metal price fluctuations and exchange rates are inextricably linked with our business. As a PGM producer, the group is a price taker and has no control over the commodity prices, which are denominated in US dollars.	• Management has raised funding that should carry the development and operations of the group in the short to medium term. A pricing committee has been established to deal with price forecasts and hedging, if necessary. Due to low PGM prices, supplier costs reviews, general cost cutting and deferment of cash outflows are continuously in progress, especially in procurement. Our new growth strategy focuses on synergies, lower costs and shallow ore bodies where it is possible to mechanise.
• Meeting production targets is key to the sustainability of the business; the biggest risks to meeting targets are work stoppages and section 54s.	• Management ensures as far as practically possible compliance with standards. Human resources maintains good relations with union leadership to mitigate the risk of work stoppages. Management communicates directly with employees and not just through their unions. Northam participates in the Chamber of Mines' efforts to maintain good relations with all union structures and employees. Our Accommodation Strategy 2020 (see page 96) and employee empowerment are also important aspects of our approach.
Operational risk	
• The group currently operates a single stream process of smelting, base metal removal and refining. The existing furnace has become an operational risk. Due to company growth, it has reached its nameplate capacity and the predominance of UG2 orebody production has made it less efficient, designed as it was for Merensky ore. The furnace has suffered two failures in the last three years and there is a chance that it may deteriorate beyond repair. Were this to happen and the ore needed to be moved to a third party furnace, this would incur delays and impact on our cash flow.	• The board has approved capital expenditure for the installation of a new 20MW furnace as part of the smelter expansion and de-risking programme. Initially, a sum of R10.0 million has been committed for design and drawing work for the new furnace. The project estimated at R750.0 million is expected to be completed over the next three years. The additional capacity will add significant mining flexibility allowing for higher volumes of UG2 to be mined and treated.
• There was a concern that Booysendal mine's UG2 ore's high chrome content would adversely affect Zondereinde's processing capabilities.	• Booysendal plant has a chrome circuit which splits the chrome from other concentrates and it is sold separately per contract.

The board has approved capital expenditure for the installation of a new 20MW furnace as part of the Zondereinde smelter expansion and de-risking programme.

RISKS IDENTIFIED (as at April 2015)	MANAGEMENT RESPONSE
Health and safety risk The occupational illnesses associated with underground mining operations are those caused *inter alia*, by excessive exposure to heat, dust, noise, radiation and gases. Consequently, the mining industry is subject to stringent health and safety laws and regulations. In certain cases, amendments to health and safety legislation could result in the group incurring additional costs in order to comply with new laws and regulations. In addition, the industry as a whole is experiencing the negative effects of medical pandemics such as HIV/Aids and TB. These medical conditions adversely affect productivity and costs.	Underground mining is inherently hazardous and requires full compliance with health and safety regulations, compulsory safety training and the use of personal protective equipment. Non-compliance with safety standards may lead to costly mine stoppages. Our established health and safety department has implemented health and safety codes of practice and standard operating procedures are in place. The Chamber of Mines' safety system is to be implemented. A Standard Process and Advisory Group has been established whereby policies and procedures are reviewed on an *ad hoc* basis. Management performs *ad hoc* underground visits to verify adherence to safety standards. The group's proposed growth strategy which involves acquiring and/or developing shallow mechanised mines or reserves and thus growing "down the cost curve" is also a mitigant against the safety risk as the mechanised mining method is far safer and employs far fewer workers underground. The group has adopted a zero tolerance policy towards safety infringements. All infringements are investigated, and employees may face disciplinary hearings, which may lead to suspension or dismissal. In addition, the group undertakes continuous training campaigns for its employees. Mining safety standards are meticulously and constantly revised in order to facilitate compliance. Where possible mechanisation is favoured and implemented as a mining method given its improved safety record. At Zondereinde, the use of hydropower itself largely eliminates the presence of dust in the workings. HIV/Aids and TB have been aggressively targeted with a strong focus on prevention, through education initiatives and community involvement, as well as the implementation of a monitored employee wellness programme which includes the provision of anti-retroviral treatment (ART) for those affected.
Infrastructural service supply risk The group is dependent on the reliable supply of power in order to conduct its operations. South Africa's national electricity utility, Eskom, currently has very little surplus generating capacity and is struggling to provide a reliable service to the industry. Eskom has sought to limit power consumption by large users such as mines during peak hours, by up to 10%.	The group has engaged with Eskom so that it is given advance warning of any possible outages in order to secure employees' safety and protect its assets. It is not always possible to determine the cost of power disruptions, which are likely to persist in the medium term. The group has instituted a number of measures in order to reduce its maximum demand as well as to lower its total power consumption. These include diesel-powered machinery, an electricity management programme to assist Eskom and automated emergency generators to allow co-generation. Booysendal mine, being a mechanised mine, is relatively less reliant on Eskom power. In addition, the mine has been designed in such a way that it can continue operating for several hours with reduced electricity supply.
Growth strategy execution risk Too aggressive an expansion increases risk. Funds, skills and patience are all necessary ingredients for successful growth. Added pressure has been placed on the company by the tough targets set for the success of the BEE transaction. The management and operating of new mines requires good assets, good people, efficiency and finding synergies.	Management intends to grow the group through both internal and external opportunities identified on a continual basis. These opportunities need to be value accretive for Northam's shareholders not least in order to meet and exceed the Zambezi Platinum preference dividends yield threshold of prime interest rate + 350 basis points compounded over 10 years. Management has built the corporate office team in line with the human resource and project execution needs of an expanding company.

MANAGING MATERIAL RISKS AND OPPORTUNITIES CONTINUED

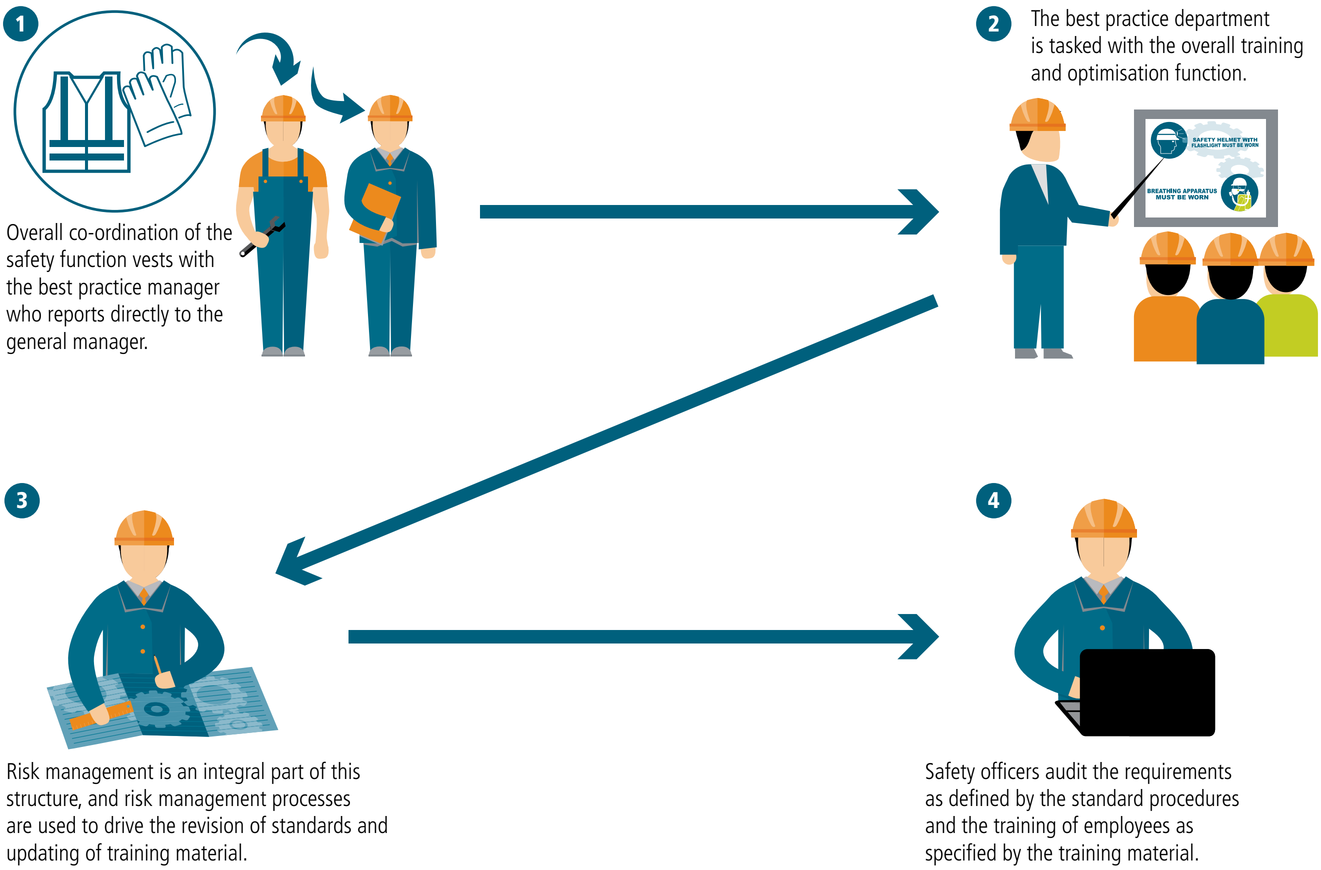
RISK FINANCING

Risk financing is an integral part of the group's risk management philosophy. In this regard, the group ensures that it has adequate insurance cover to safeguard it against major losses which could affect future earnings. Insurance cover is arranged in respect of material damage and business interruption, and is split between the South African and international insurance markets.

HEALTH AND SAFETY

The board-appointed health, safety and environmental committee is ultimately responsible for ensuring compliance with legislation and monitoring performance with regard to health and safety. The committee, comprising three non-executive directors, meets on a quarterly basis.

SAFETY CO-ORDINATION



SAFETY STRUCTURES AT OUR TWO OPERATIONS

Zondereinde mine	Booysendal mine
Type of operation • deep-level conventional mining operation	• mechanised mining operation • inherently less risky
Safety personnel • mining services manager • safety co-ordinator • two senior safety officers • six safety officers • safety and training coaches/instructors who cross-audit working areas to identify hazards • risk and standards co-ordinator • risk officer	• one SHEQ manager • one risk coordinator • one risk officer • one standards officer • three safety officers • one SHE administrator • one systems developer
Safety record • discernible downward trend in total injury incidence rate	• excellent safety record to date

INTEGRATED REPORTING AND DISCLOSURE

Policies, practices and performance relating to sustainable development form an integral part of the management of the group. Responsibility for these matters lies with the board. The audit and risk committee assists the board in approving the disclosure of sustainability issues in the annual integrated report. This document provides extensive discussion on the operational and financial performance of the group and the material environmental, social and governance (ESG) issues that underpin the group's business performance. This comprehensive disclosure enables stakeholders to make an informed assessment of the economic viability of the group and the sustainability of its business.

COMBINED ASSURANCE

The audit and risk committee assisted by management ensures that a combined assurance model is applied to provide a co-ordinated approach to all assurance activities. The committee makes sure that the assurance received addresses all significant risks facing the company, and also monitors the relationship between the external assurance providers of the company.

Our annual integrated report enables stakeholders to make an informed assessment of the economic viability of the group and the sustainability of its business.

STAKEHOLDER ENGAGEMENT

OUR APPROACH

Developing and maintaining solid, mutually beneficial relationships with our stakeholders is critical for our business. We define our stakeholders as those individuals, groups and entities directly affected, both positively and negatively, by our business activities.

Our stakeholder engagement policy was reviewed by the board in April 2015.

External stakeholder engagement is the responsibility of Northam's chief executive and chief financial officer, while internal stakeholder engagement is undertaken by the general managers at each operating division, together with the executive: human resources.

The company's major impacts are felt at operational level. For this reason, operational management is empowered to deal with concerns raised by stakeholders. Management is committed to reacting timeously to stakeholder concerns, and engages both formally and informally. External stakeholder concerns may be escalated to the chief financial and chief executive officers, and to the relevant board sub-committee.

The company conducts a sustained programme of communication directed at its stakeholders, including shareholders and their advisors, employees, unions, communities, government and regulators and non-governmental organisations (NGOs).

Northam is a member of the Chamber of Mines and actively participates in the Chamber's industry initiatives.

ENGAGING WITH OUR STAKEHOLDERS

Shareholders (providers of capital), research analysts and fund managers

Northam provides information on operating, financial and other performance in a timely manner and using clear and plain English. Channels of communication include:

- regulatory channels such as the JSE Stock Exchange News Service (SENS)
- website postings
- electronic web-based communiques to a database of registered stakeholders including the investment community and the media

Shareholders are encouraged to participate in the AGM of the company and to raise issues of concern or interest directly. The notice of meeting is a regulated issue and shareholders are notified accordingly.

Employees and unions

Relations with employees and organised labour are governed by recognition agreements and conditions of employment by legislation.

Northam supports the rights of all employees to freedom of association and acts in accordance with the South African Constitution, prescribed legislation, industry compacts and recognition agreements with unions.

The company encourages open communication and employees are encouraged to raise issues of concern and interest via the formal and informal structures in place, including through the human resources discipline, line management and union structures.

Communities

Northam engages on a formal and regular basis with local authorities, including the Moses Kotane and Thabazimbi municipalities in respect of Zondereinde, and the Greater Tubatse and Thaba Chweu municipalities in respect of Booysendal. Community forums are in place to address community concerns, in particular issues such as local employment, training, and development and procurement.

Community development is undertaken according to the commitments made in the company's SLPs. In line with the requirements of the Mining Charter, Northam ensures that its community development policies and practices are aligned with those of the local municipalities' integrated development plans (IDPs) as far as reasonably possible.

Customers

Northam has long-standing relationships with its customer base. The company's marketing department maintains regular weekly contact with its domestic and international customers, and hosts customer meetings and visits customer facilities. Customer representatives, in turn, visit Northam's mining and metallurgical operations.

Any issues relating to customer satisfaction are directly taken up with the marketing department.

STAKEHOLDER ENGAGEMENT SUMMARY

Key stakeholders	Topics and concerns	Communication channels
Shareholders and investors	Operating and financial performance Share price performance and dividends Issues related to the sustainability of the company: • risk mitigation • legislation • safety • labour relations	Announcements on SENS Website Interim and preliminary and or annual results presentations One-on-one investor meetings Investor site visits Roadshows AGMs and special shareholder meetings Annual integrated reports CDP submissions CDP water submissions
Employees	Wage negotiations Job security Training and development Health and safety Company performance	Company policies Collective bargaining practices Team briefings Two-way manager-employee communication Let's Talk campaigns: • recruitment • HIV/AIDS • education • performance
Customers	Continued availability of supply Quality of supply Impact of any industrial action on supply	Announcements on SENS Company reports Website Formal presentations Roadshows Site visits CDP submissions CDP water submissions
Suppliers and contractors	Sustainability of the company Financial performance Employment practices Local procurement practices Preferential procurement practices Quality control Impact of any industrial action on suppliers	Announcements on SENS Company practices and policies Preferential procurement policies Open days Dialogue
Media	Operating and financial performance Corporate activity Environmental issues Community-related topics Impact of any industrial action on the company, employees, the industry and the South African economy	Announcements on SENS Website Online presentations Media site visits Company reports Interviews
Communities and NGOs	Local economic development Corporate social investment Job opportunities and employment Skills development Health related issues Environmental impact Impact of any industrial action on local business	Community forums Stakeholder forums Industry partnerships Community engagement programmes Wellness campaigns Dialogue
Government and regulatory authorities	Labour relations Licence to operate Employment Education and training Environmental impact and rehabilitation BBE empowerment and ownership	Formal processes Participation in industry associations Social and labour plans Dialogue Company reports Site visits