

What to aim for Corporate Strategy *'ambition and constraints'*



- Vision
 - Purpose
 - Mission
 - Strategic Priorities
 - Financial Ambition
- +
- Constraints
 - Risk Appetite



Performance Monitoring



Where to play Business Model *'outside in'*



- Brands
- Value proposition
- Customers
- Markets
- Channels



- Deliver financial objectives
Unlock sources of revenue and profit
- Drive growth targets and enhance revenue
- Develop and commercialise new products or services
- Understand market dynamics to enable expansion

How to win Operating Model *'inside out'*



- Technology, Operating model, Governance & risk
- Support services
- People & skills
- Business processes
- Organisational structure



- Effectively enabling the business model
- Drive efficiency and effectiveness
- Maximise and leverage economies of scale
- Increase EBIDTA performance through sustainable cost savings

Potential Cost reduction impact

Areas	Impacted area	Identified improvement opportunity	Opportunity benefit (% of cost base)
Equipment Utilisation	<ul style="list-style-type: none"> - Non-Productive equipment 	<ul style="list-style-type: none"> - Lack of monitoring tools 	10% - 20%
Asset Management	<ul style="list-style-type: none"> - Maintenance schedules: - Asset Management System 	<ul style="list-style-type: none"> - Repair vs. Replacement - No Asset Management Strategy 	12% - 20%
Inventory Management	<ul style="list-style-type: none"> - Decisions made in isolation - Critical spares 	<ul style="list-style-type: none"> - Stock levels 	5% - 18%
Staff Productivity	<ul style="list-style-type: none"> - Lost time - Shift Structure 	<ul style="list-style-type: none"> - Overtime - Poor staff planning 	10% - 25%
Quality / Yield Management	<ul style="list-style-type: none"> - Beneficiation process control 	<ul style="list-style-type: none"> - Blending Controls 	8% - 12%
Energy Management	<ul style="list-style-type: none"> - Production and maintenance plans 	<ul style="list-style-type: none"> - Wasted Fuel & suboptimal energy usage 	4% - 8%
Capital Projects	<ul style="list-style-type: none"> - Insufficient front end loading - Poor Project Controls 	<ul style="list-style-type: none"> - Cash constraints - Overruns compared to plan 	7% - 12%
Working Capital	<ul style="list-style-type: none"> - Payment inefficiencies 		7% - 15%
Support Services	<ul style="list-style-type: none"> - Role duplication - Spans of control in management functions 	<ul style="list-style-type: none"> - Reporting and monitoring systems alignment - Mismatch in skills and job profile 	15% - 25%