

SASOL – AN INTEGRATED COMPANY’S VIEW ON INTEGRATED THINKING & SUSTAINABILITY

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sasol



A proudly South African company



Sasol is an international integrated energy and chemicals company that leverages the talent and expertise of 30 900 people working in 33 countries, one of the world's largest producers of synthetic fuels, is a pioneer in gas-to-liquids (GTL), coal-to-liquids (CTL) and related technologies with over 60 years' experience

OUR
VISION

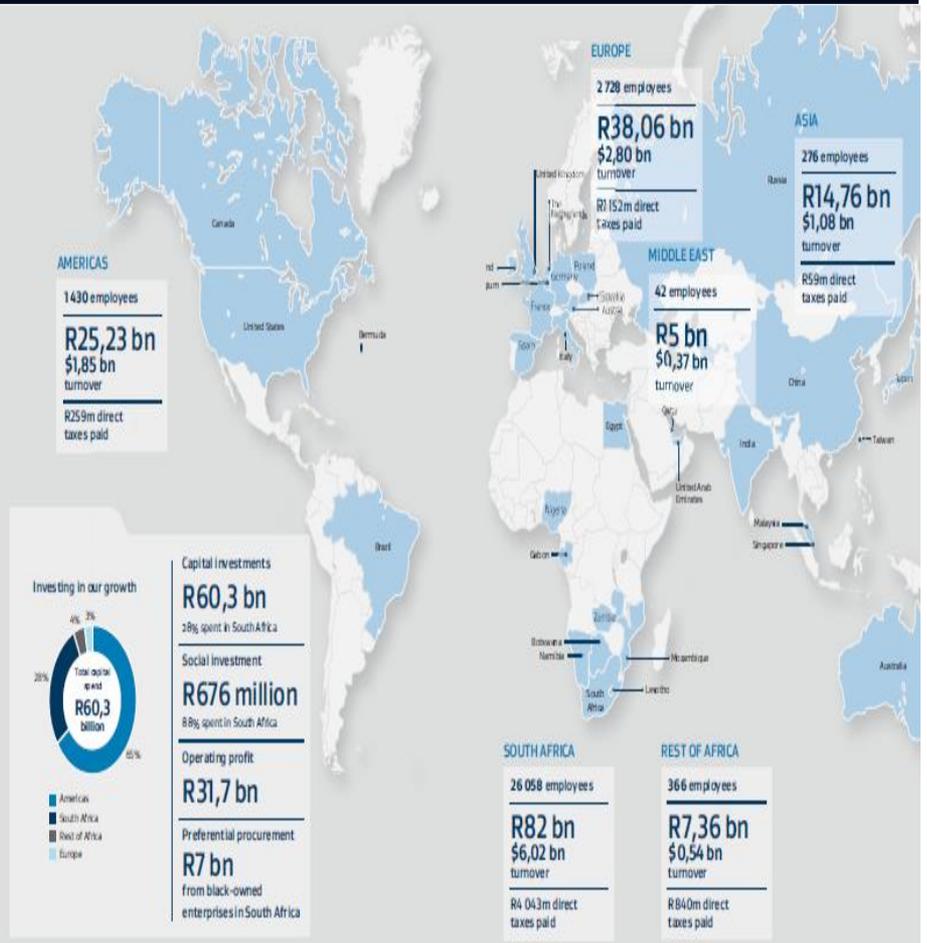
To be a leading integrated global chemical and energy company, proudly rooted in our South African heritage, delivering superior value to our stakeholders.

OUR
PURPOSE

To create superior value for our customers, shareholders and other stakeholders. Through our talented people, we use selected technologies to safely and sustainably source, produce and market chemical and energy products competitively.

OUR
VALUES

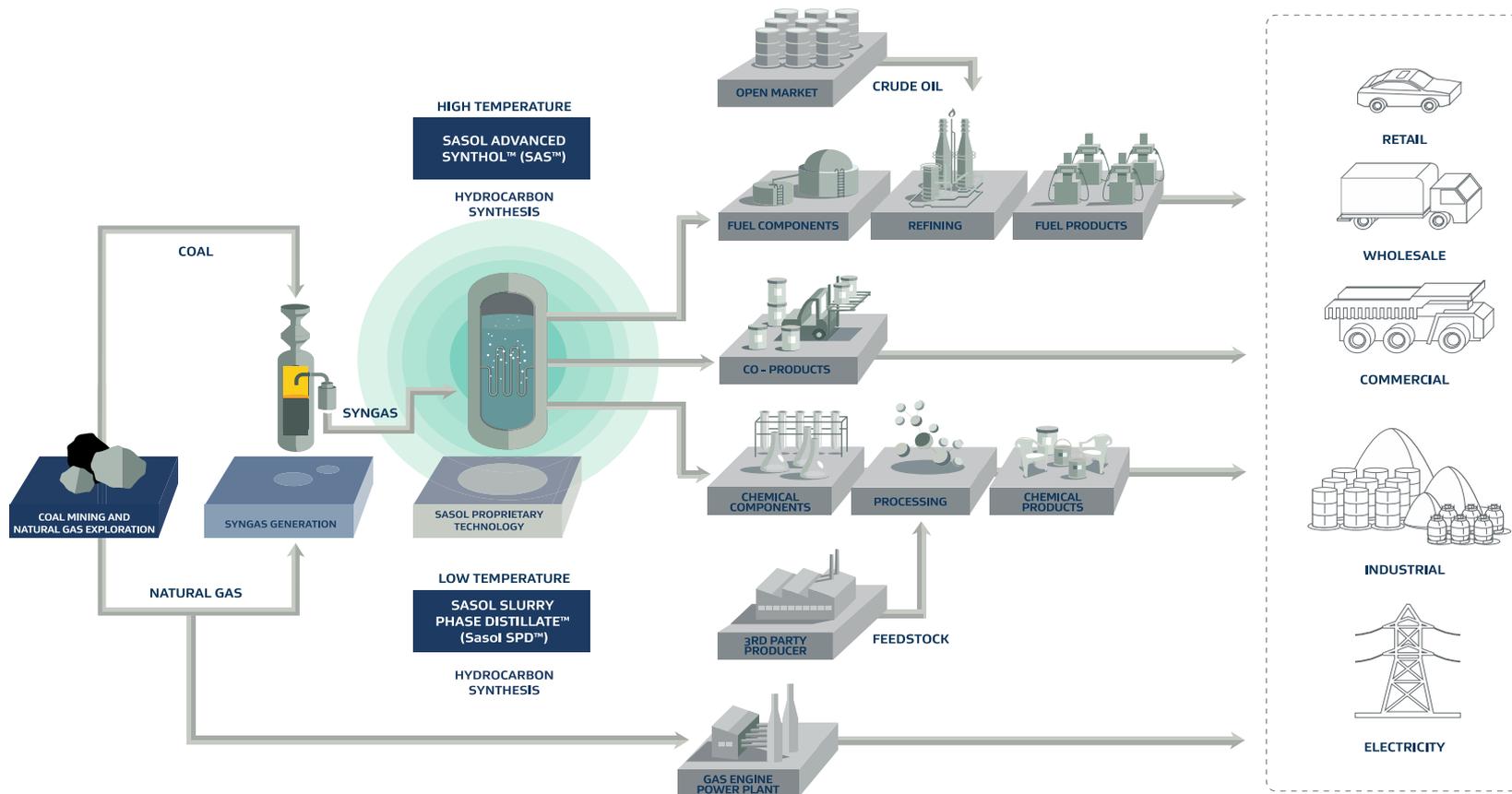
- We ensure that **SAFETY, HEALTH AND ENVIRONMENT** is a top priority
- We care for **OUR PEOPLE** and support their development
- We value and promote **DIVERSITY AND INCLUSION**
- We act with **RESPECT AND INTEGRITY** at all times
- We **COMPLY** with all applicable legal requirements
- We take **OWNERSHIP AND ACCOUNTABILITY** for our individual and team performance
- We deliver what we promise to our **CUSTOMERS, SHAREHOLDERS AND OTHER STAKEHOLDERS**



Sasol's integrated value chain



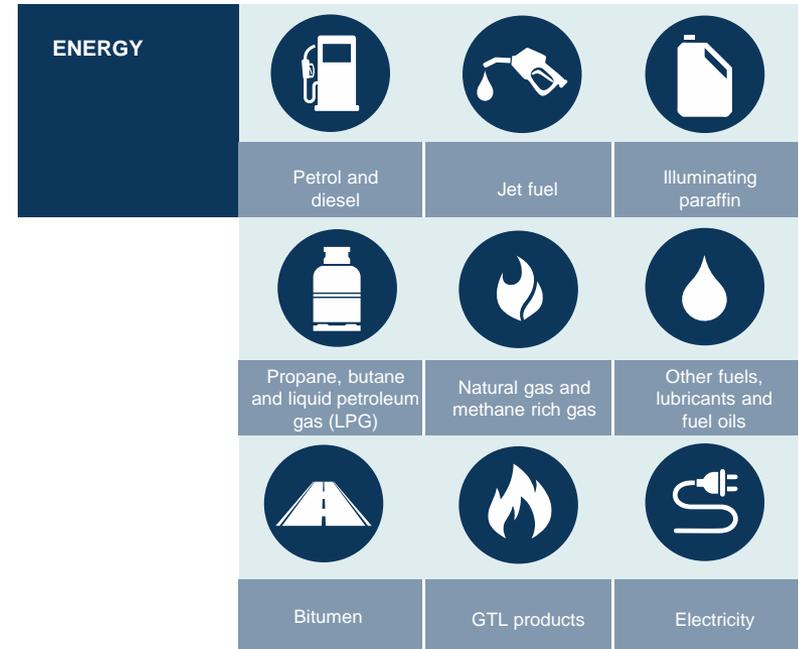
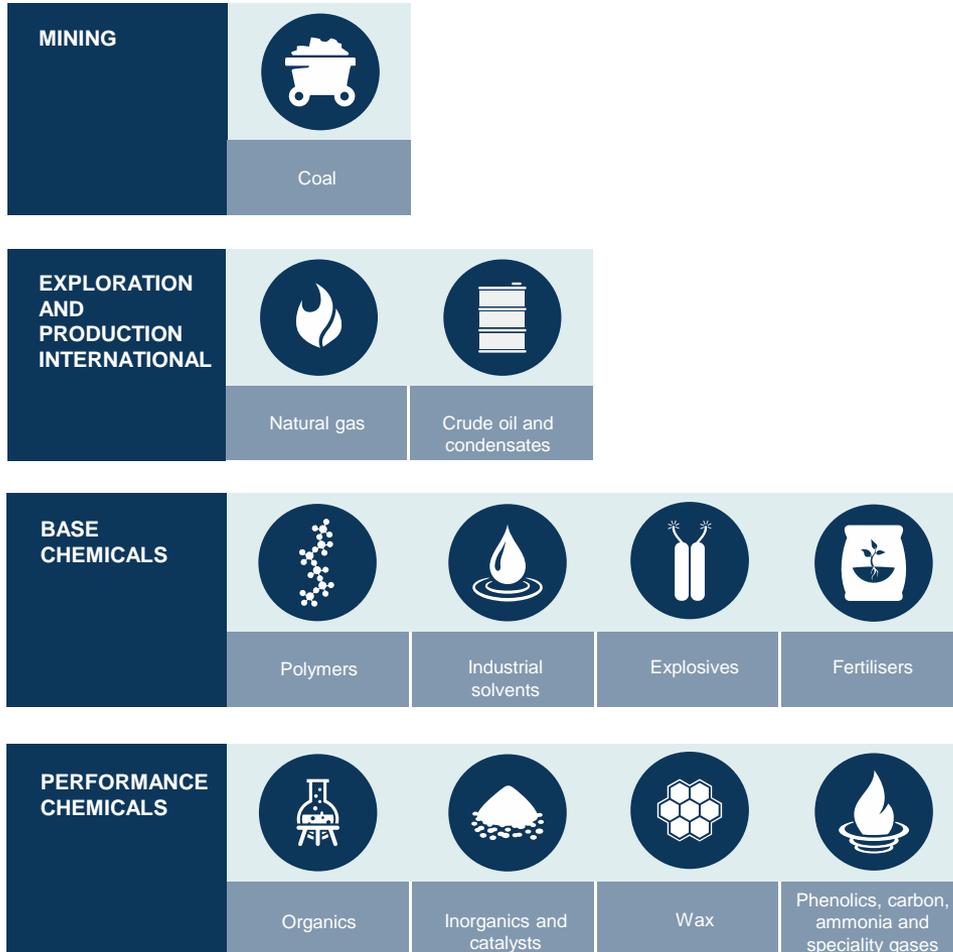
► Our integrated value chain is at the heart of our differentiated value proposition



Our product streams



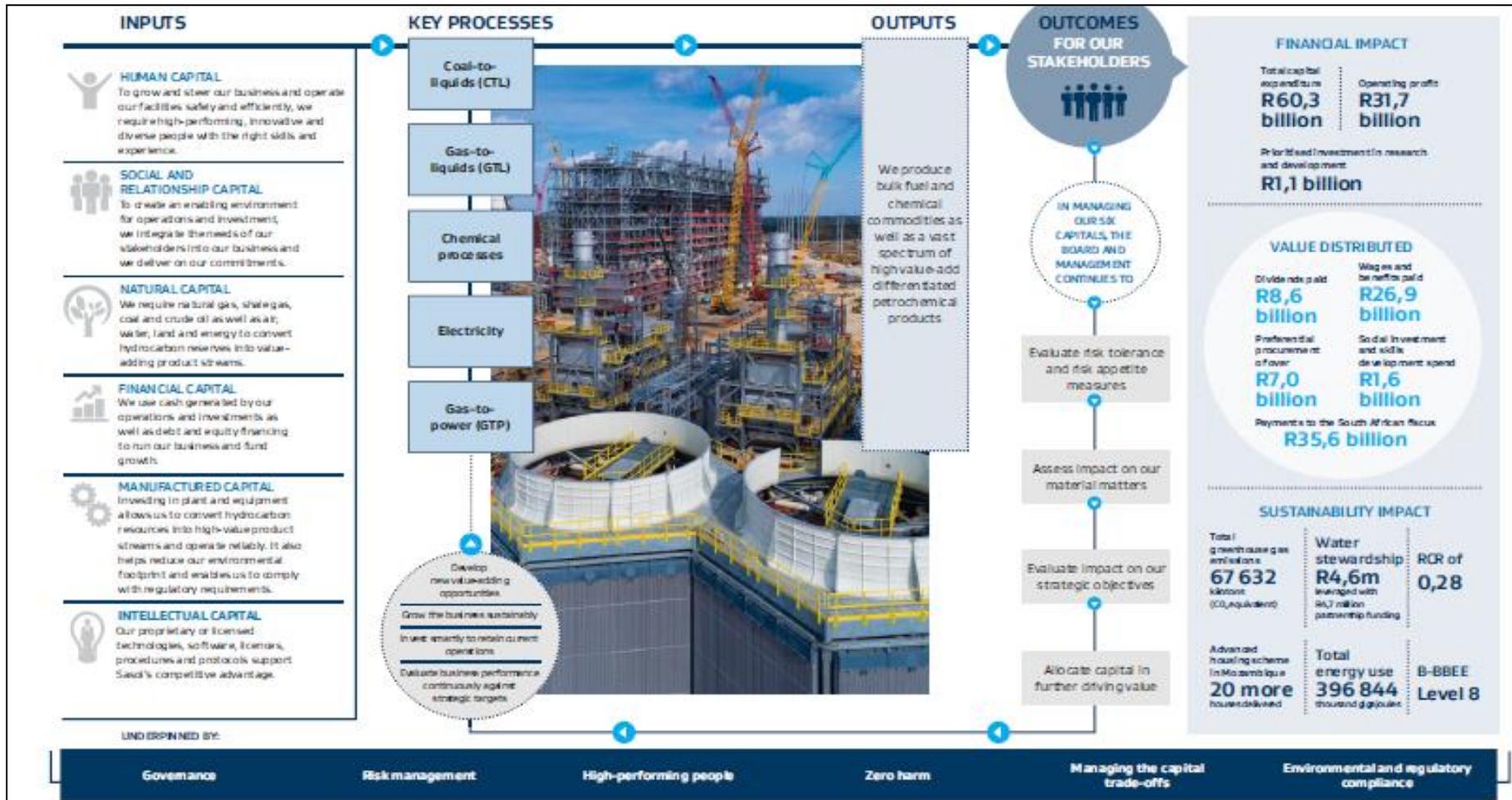
Our value-chain based operating model delivers a diverse set of products



An integrated thinking approach using the Six Capitals to deliver value



- An integrated value chain with unique product offering and a set of critical environmental, social and governance issues



For Sasol, Sustainability reflects the business strategy through a societal lens, to also present the company's societal value proposition



OUR STRATEGY
Guided by our vision and purpose, our strategic focus areas are based on Upstream, Energy and Chemicals. Our **Upstream pillar** is geared to grow our oil and integrated gas business. Through our **Energy pillar**, we will expand our liquid fuels marketing and gas-to-power in Southern Africa, while growing selective gas-to-liquid globally.

STRATEGIC OBJECTIVES

UPSTREAM	<ul style="list-style-type: none"> Deliver low-cost feedstocks in Southern Africa Grow economically attractive upstream resources in Southern Africa
OPERATIONS	<ul style="list-style-type: none"> Continuously improve existing asset base and maintain technological lead Drive world-class safe operations to support growth
ENERGY	<ul style="list-style-type: none"> Optimise liquid fuels marketing channels Deliver selective GTL opportunities and grow lower-carbon power generation
CHEMICALS	<ul style="list-style-type: none"> Drive value chain optimisation Drive selective growth based on feedstock, market and/or technology advantage

ROBUST FOUNDATION

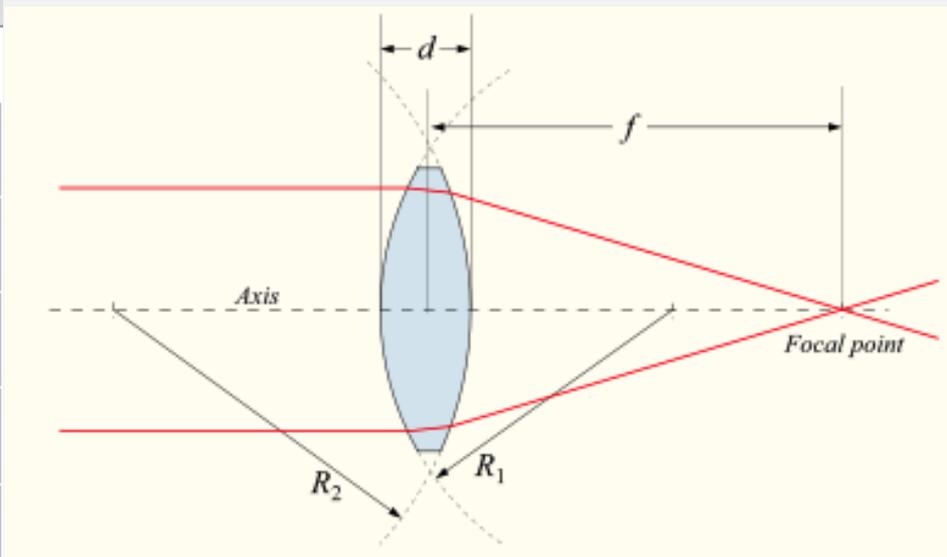
- Protect our competitive advantage by ensuring that we can proactively respond to market and regulatory changes
- Proactively manage financial risks and protect the balance sheet
- Improve efficiency and effectiveness of our operations; use digital; to reduce our cost base

ENABLED BY
Effective allocation of capital
Values-driven, diverse and high-performing organisation

KPIs TO MEASURE PERFORMANCE

- Return on invested capital (ROIC)**
Target: Capital portfolio to deliver return on capital invested of 18.3%
- Quality-based earnings growth**
Target: 8% US dollar EBIT growth on a three-year moving average
- Net debt-to-EBITDA**
Target: Maintain a net debt-to-EBITDA ratio of 0.7 times
- Gearing**
Target: Achieve a gearing level of 20% – 40% (temporarily lifted to 44% until the end of 2018)
- Safety**
Target: ROR of less than 0.3 by 2020
- Greenhouse gas emissions**
Target: To maintain direct GHG emissions from our South African operations within 302mt of CO₂e over calendar years 2016 – 2020
- Broad-Based Black Economic Empowerment**
Target: At least level 4 by 2020

REMUNERATION POLICY AND PROCESS
Sasol's remuneration policy is designed to enable the delivery of the Group's strategy in a safe, reliable and sustainable manner.



Societal concerns

We are acutely aware that the external operating environment is rapidly changing with ESG now mainstream

1. Investing and lending is being influenced by the principle of Sustainable Development – key to have the framework approved and implemented
2. King III and IV Report, which was updated to align with the Companies Act, reiterates an holistic approach to business strategy which requires business decision-makers to consider, and where possible, to address economic, social and environmental issues
3. The UN Global Compact, which is a strategy policy initiative for business, outlines the need for companies to have, amongst other things, a strategy for the delivery of long-term value in the areas of finance, social aspects, the environment and ethics.
4. 2008 Companies Act requires public companies which scored above 500 points in terms of its calculated public interest score (in any two of the past 5 calendar years] to establish a Social & Ethics Committee.
5. MARS is a key project in considering the behaviour required of Sasol for the protection of others against unreasonable harm