



Stakeholder engagement 2013





# Stakeholder engagement

## SCOPE OF SUPPLEMENTAL INFORMATION

The supplemental information on our website supplements the integrated annual report and covers the financial year from 1 July 2012 to 30 June 2013 (FY13). It follows a standalone but similarly comprehensive report for FY12. In line with its commitment to the principle of integrated reporting, Harmony Gold Mining Company Limited (Harmony) has again incorporated its broader social, environmental and economic performance throughout this report in line with the requirements of the King Report on Governance for South Africa (King III).

The aim of this information is to give all our stakeholders – shareholders, investors, employees, suppliers, regulatory authorities and governments around the world – an informative description of Harmony's business and operations, their impacts and the sustainable value we create.

The integrated annual report and supplemental information cover all Harmony's wholly owned operations in South Africa as well as its joint venture in Papua New Guinea (PNG). They exclude discontinued operations, unless otherwise stated.

This data has been compiled in accordance with the G3 guidelines of the Global Reporting Initiative (GRI) and King III. All information covers FY13 with comparative annual data provided for information. Financial data is aligned with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board, the South African Companies Act, No 71 of 2008 (the act) and the Listings Requirements of the JSE Limited (JSE).

Any material restatements and changes are fully described in the relevant sections or at the beginning of the integrated annual report if their impact is company-wide.

Group material issues are disclosed in the integrated annual report, while discipline-specific issues precede each section in the supplemental information.

Harmony is committed to accurate, meaningful reporting. Acknowledging that this is a process of continual improvement, key sustainability indicators are externally assured each year, while preparatory work is completed on other indicators to ensure we steadily expand the scope of assurance. The report of our external assurers is on page 86 of the integrated annual report.

Detailed disclosure on Harmony, including regulatory filings, press releases, stock exchange announcements and quarterly reports, is available on our website at [www.harmony.co.za](http://www.harmony.co.za).



### FEEDBACK

We welcome your feedback to ensure we report on issues that matter to you. Go to [www.harmony.co.za](http://www.harmony.co.za) for the feedback form.

Specific comments and suggestions can also be directed to:

**Riana Bisschoff**

Company secretary

[riana.bisschoff@harmony.co.za](mailto:riana.bisschoff@harmony.co.za)

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Throughout this report, unless otherwise stated:

- \$ or dollar refers to US dollars
- K refers to the currency of Papua New Guinea (kina)
- All production volumes are in metric tonnes (t)

For a full glossary of terms and acronyms please see our supplemental information suite at

[www.harmony.co.za/investors](http://www.harmony.co.za/investors)

# Stakeholder engagement



## SHAREHOLDERS

**Shareholder expectations:** Consistent returns on investment, growth of investment, the ability of management to address challenges, meaningful disclosure on performance and expectations.

**Shareholder engagement:** Regular, transparent, accurate and relevant communication is fundamental to high levels of shareholder engagement.

How we engage	How often
<ul style="list-style-type: none"> <li>Information and compliance releases via the Stock Exchange News Service (SENS) of the Johannesburg Securities Exchange (JSE) and via EDGAR (the Electronic Data-Gathering, Analysis and Retrieval system ) of the U.S. Securities and Exchange Commission (SEC)</li> </ul>	<ul style="list-style-type: none"> <li>As required and ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Through the Harmony website (<a href="http://www.harmony.co.za">www.harmony.co.za</a>)</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Releases and information sent to the shareholder database</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Results presentations</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
<ul style="list-style-type: none"> <li>Ad hoc presentations on specific issues</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>
<ul style="list-style-type: none"> <li>Conferences</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the year, the CEO or senior executives present at key investor conferences globally</li> </ul>
<ul style="list-style-type: none"> <li>Investor roadshows</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the year, in South Africa and internationally</li> </ul>
<ul style="list-style-type: none"> <li>Documents and correspondence sent via post and e-mail</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly and as required</li> </ul>
<ul style="list-style-type: none"> <li>Conference calls</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>One-on-one meetings</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

# Stakeholder engagement

## PROVIDERS OF CAPITAL

**Providers' expectations:** Debt investors expect to be rewarded with interest, while equity investors expect to be rewarded with dividends and capital growth.

**Providers' engagement:** Regular, consistent and open communication is fundamental to high levels of engagement.

How we engage	How often
<ul style="list-style-type: none"> <li>Financial reporting</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
<ul style="list-style-type: none"> <li>Presentations, press releases and SENS</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>
<ul style="list-style-type: none"> <li>Meetings and discussions</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>

## EMPLOYEES AND UNIONS

**Employee expectations:** A safe, stimulating and rewarding work environment that offers opportunities for personal and career development.

**Employee engagement:** Regular, consistent and open communication is fundamental to high levels of employee engagement.

How we engage	How often
<ul style="list-style-type: none"> <li>Employee engagement surveys</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> </ul>
<ul style="list-style-type: none"> <li>Regular meetings with organised labour</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>
<ul style="list-style-type: none"> <li>Conferences</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
<ul style="list-style-type: none"> <li>Future forums</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Workshops</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>
<ul style="list-style-type: none"> <li>Newsletters</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly and breaking news</li> </ul>
<ul style="list-style-type: none"> <li>Social media</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

**Union expectations:** Mutually beneficial relationships founded on equal opportunity and integrity.

**Union engagement:** Regular, consistent and open communication is fundamental to high levels of union engagement.

How we engage	How often
<ul style="list-style-type: none"> <li>Negotiations</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> </ul>
<ul style="list-style-type: none"> <li>Presentations</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
<ul style="list-style-type: none"> <li>Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

## GOVERNMENT AND REGULATORS

**Regulators' expectations:** Compliance to the letter and spirit of the law, cooperation and continual improvement.

**Regulators' engagement:** Regular, consistent and open communication is fundamental to high levels of regulatory engagement.

How we engage	How often
<ul style="list-style-type: none"> <li>Industry bodies</li> </ul>	<ul style="list-style-type: none"> <li>As an active member of the Chamber of Mines, Harmony contributes to policy formulation</li> </ul>
<ul style="list-style-type: none"> <li>Personal interaction</li> </ul>	<ul style="list-style-type: none"> <li>Dedicated senior executive responsible for government relations</li> </ul>

## INDUSTRY BODIES

**Industry expectations:** Mutually beneficial relationships founded on integrity, constructive engagement and full disclosure.

**Industry engagement:** Regular, consistent and open communication is fundamental to high levels of industry engagement.

How we engage	How often
<ul style="list-style-type: none"><li>• Conferences</li></ul>	<ul style="list-style-type: none"><li>• Quarterly</li></ul>
<ul style="list-style-type: none"><li>• Presentations</li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>
<ul style="list-style-type: none"><li>• Workshops</li></ul>	<ul style="list-style-type: none"><li>• As required</li></ul>

## PARTNERS, CUSTOMERS AND SUPPLIERS

**Supplier expectations:** Mutually beneficial relationships founded on equal opportunity and integrity.

**Supplier engagement:** Regular, consistent and open communication is fundamental to high levels of supplier engagement.

How we engage	How often
<ul style="list-style-type: none"><li>• Supplier engagement surveys</li></ul>	<ul style="list-style-type: none"><li>• Annual</li></ul>
<ul style="list-style-type: none"><li>• Conferences</li></ul>	<ul style="list-style-type: none"><li>• Quarterly</li></ul>
<ul style="list-style-type: none"><li>• Presentations</li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>
<ul style="list-style-type: none"><li>• Workshops</li></ul>	<ul style="list-style-type: none"><li>• As required</li></ul>

## HOST COMMUNITIES AND NEIGHBOURS

**Community expectations:** Mutually beneficial relationships founded on shared goals, constructive engagement and long-term commitment.

**Community engagement:** Regular, consistent and open communication is fundamental to high levels of community engagement.

How we engage	How often
<ul style="list-style-type: none"><li>• Conferences</li></ul>	<ul style="list-style-type: none"><li>• Quarterly</li></ul>
<ul style="list-style-type: none"><li>• Presentations</li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>
<ul style="list-style-type: none"><li>• Workshops</li></ul>	<ul style="list-style-type: none"><li>• As required</li></ul>

## MEDIA AND ANALYSTS

**Media and analysts' expectations:** Mutually beneficial relationships founded on integrity, constructive engagement and full disclosure.

**Media and analysts' engagement:** Regular, consistent and open communication is fundamental to high levels of engagement.

How we engage	How often
<ul style="list-style-type: none"><li>• Information and compliance releases via SENS for the JSE and EDGAR for the SEC</li></ul>	<ul style="list-style-type: none"><li>• Ongoing and as required</li></ul>
<ul style="list-style-type: none"><li>• Company website (<a href="http://www.harmony.co.za">www.harmony.co.za</a>)</li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>
<ul style="list-style-type: none"><li>• Presentations</li></ul>	<ul style="list-style-type: none"><li>• Quarterly and as required</li></ul>
<ul style="list-style-type: none"><li>• Conference calls</li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>
<ul style="list-style-type: none"><li>• One-on-one meetings</li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>
<ul style="list-style-type: none"><li>• E-mail</li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>

## HARMONY GOLD MINING COMPANY LIMITED

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## DIRECTORS

PT Motsepe\* (chairman)  
M Motloba\*^ (deputy chairman)  
GP Briggs (chief executive officer)  
F Abbott (financial director)  
HE Mashego (executive director)  
FFT De Buck\*^ (lead independent director)  
JA Chissano\*1^  
KV Dicks\*^  
Dr DS Lushaba\*^  
KT Nondumo\*^  
VP Pillay\*^  
C Markus\*^  
M Msimang\*^  
J Wetton\*^  
AJ Wilkens\*

\* Non-executive

^ Independent

1 Mozambican

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## TRADING SYMBOLS

JSE Limited: HAR  
New York Stock Exchange, Inc: HMY  
Euronext, Brussels: HMY  
Berlin Stock Exchange: HAM1  
Registration number: 1950/038232/06  
Incorporated in the Republic of South Africa  
ISIN: ZAE 000015228

## FORWARD-LOOKING STATEMENTS

### Private Securities Litigation Reform Act

#### Safe Harbour Statement

This report contains "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and 21E of the Securities Exchange Act of 1934, as amended, that are intended to be covered by the safe harbour created by such sections. These statements may be identified by words such as "expects", "looks forward to", "anticipates", "intends", "believes", "seeks", "estimates", "will", "project" or words of similar meaning. All statements other than those of historical facts included in this report are forward-looking statements, including, without limitation, (i) estimates of future earnings, and the sensitivity of earnings to the gold and other metals prices; (ii) estimates of future gold and other metals production and sales, (iii) estimates of future cash costs; (iv) estimates of future cash flows, and the sensitivity of cash flows to the gold and other metals prices; (v) statements regarding future debt repayments; (vi) estimates of future capital expenditures; and (vii) estimates of reserves, and statements regarding future exploration results and the replacement of reserves. Where the Company expresses or implies an expectation or belief as to future events or results, such expectation or belief is expressed in good faith and believed to have a reasonable basis. However, forward-looking statements are subject to risks, uncertainties and other factors, which could cause actual results to differ materially from future results expressed, projected or implied by such forward-looking statements. Such risks include, but are not limited to, gold and other metals price volatility, currency fluctuations, increased production costs and variances in ore grade or recovery rates from those assumed in mining plans, project cost overruns, as well as political, economic and operational risks in the countries in which we operate and governmental regulation and judicial outcomes. For a more detailed discussion of such risks and other factors (such as availability of credit or other sources of financing), see the Company's latest Annual Report on Form 20-F which is on file with the Securities and Exchange Commission, as well as the Company's other SEC filings. The Company does not undertake any obligation to release publicly any revisions to any "forward-looking statement" to reflect events or circumstances after the date of this report, or to reflect the occurrence of unanticipated events, except as may be required under applicable securities laws.



[www.harmony.co.za](http://www.harmony.co.za)

