

Operations at a glance

South Africa

Underground operations



Bambanani

Production ⁽¹⁾	4 137kg	133 007oz
Cash operating cost	R176 253/kg	US\$723/oz
Operating profit	R369 million	US\$49 million
Capital expenditure	R207 million	US\$28 million
Mineral resources at year-end	7.4Moz	
Mineral reserves at year-end	1.4Moz	
No of employees (including contractors)	3 887	



Doornkop

Production	1 950kg	62 694oz
Cash operating cost	R200 324/kg	US\$822/oz
Operating profit	R107 million	US\$14 million
Capital expenditure	R342 million	US\$45 million
Mineral resources at year-end	21.6Moz	
Mineral reserves at year-end	0.4Moz	
No of employees (including contractors)	2 649	



Evander

Production	3 475kg	111 724oz
Cash operating cost	R248 190/kg	US\$1 018/oz
Operating profit	R51 million	US\$7 million
Capital expenditure	R175 million	US\$23 million
Mineral resources at year-end	35.1Moz	
Mineral reserves at year-end	12.8Moz	
No of employees (including contractors)	3 331	



Joel

Production	2 006kg	64 495oz
Cash operating cost	R193 019/kg	US\$792/oz
Operating profit	R145 million	US\$19 million
Capital expenditure	R88 million	US\$10 million
Mineral resources at year-end	4.8Moz	
Mineral reserves at year-end	0.5Moz	
No of employees (including contractors)	1 470	



Kusasaletu

Production	5 444kg	175 029 oz
Cash operating cost	R208 864/kg	US\$857/oz
Operating profit	R301 million	US\$40 million
Capital expenditure	R430 million	US\$57 million
Mineral resources at year-end	11.6Moz	
Mineral reserves at year-end	7.5Moz	
No of employees (including contractors)	5 685	



Masimong

Production	4 840kg	155 609oz
Cash operating cost	R146 674/kg	US\$602/oz
Operating profit	R575 million	US\$75 million
Capital expenditure	R177 million	US\$23 million
Mineral resources at year-end	19.2Moz	
Mineral reserves at year-end	1.2Moz	
No of employees (including contractors)	3 205	



Phakisa

Production	1 371 kg	44 079oz
Cash operating cost	R232 190/kg	US\$953/oz
Operating profit	R49 million	US\$6 million
Capital expenditure	R486 million	US\$64 million
Mineral resources at year-end	23Moz	
Mineral reserves at year-end	5.2Moz	
No of employees (including contractors)	3 034	



Target

Production ⁽²⁾	3 539 kg	113 781oz
Cash operating cost	R190 720/kg	US\$783/oz
Operating profit	R214 million	US\$28 million
Capital expenditure	R382 million	US\$51 million
Mineral resources at year-end	12.5Moz	
Mineral reserves at year-end	2.8Moz	
No of employees (including contractors)	3 078	



Tshepong

Production	6 749kg	216 986oz
Cash operating cost	R164 938/kg	US\$677/oz
Operating profit	R676 million	US\$90 million
Capital expenditure	R261 million	US\$35 million
Mineral resources at year-end	12.4Moz	
Mineral reserves at year-end	3.9Moz	
No of employees (including contractors)	5 097	



Virginia

Production	5 288kg	170 013oz
Cash operating cost	R252 537/kg	US\$1 036/oz
Operating profit	R75 million	US\$10 million
Capital expenditure	R180 million	US\$24 million
Mineral resources at year-end	12.7Moz	
Mineral reserves at year-end	0.6Moz	
No of employees (including contractors)	4 036	

Surface operations



Kalgold

Production	1 526kg	49 063oz
Cash operating cost	R182 215/kg	US\$748/oz
Operating profit	R116 million	US\$15 million
Capital expenditure	R11 million	US\$1 million
Mineral resources at year-end	3.7Moz	
Mineral reserves at year-end	0.8Moz	
No of employees (including contractors)	480	



Phoenix

Production	647kg	20 801oz
Cash operating cost	R185 762/kg	US\$762/oz
Operating profit	R52 million	US\$7 million
Capital expenditure	R5 million	US\$1 million
Mineral resources at year-end	0.9Moz	
Mineral reserves at year-end	0.9Moz	
No of employees (including contractors)	1 193	



Other

Production	1 558kg	50 090oz
Cash operating cost	R140 965/kg	US\$622/oz
Operating profit	R183 million	US\$24 million
Capital expenditure	R69 million	US\$9 million
Mineral resources at year-end	8.1Moz	
Mineral reserves at year-end	6.3Moz	
No of employees (including contractors)		

Papua New Guinea

Open pit operation



Hidden Valley (50% attributable)

Gold – Production ⁽¹⁾	1 903kg	61 173oz
Silver – Production ⁽²⁾	6 927kg	222 717oz
Cash operating cost	R244 544/kg	US\$1 003/oz
Operating profit	R16 million	US\$2 million
Capital expenditure	R541 million	US\$71 million
Gold – Mineral resources at year-end	2.5Moz	
Mineral reserves at year-end	1.6Moz	
Silver – Mineral resources at year-end	51.2Moz	
Mineral reserves at year-end	32.0Moz	
No of employees (including contractors)	2 476	

Resources and reserves attributable (50%) to Harmony (Hamata, Wafi, Golpu and Nambonga)

Gold – Mineral resources at year-end	8.3Moz
Gold – Mineral reserves at year-end	0.9Moz



- (1) Bambanani includes Steyn 2 which has not yet reached commercial levels of production. Consequently 33kg (1 061oz) of Bambanani's production was capitalised.
- (2) Target includes Target 3 which has not yet reached commercial levels of production. Consequently 117kg (3 762oz) of Target's production was capitalised.
- (3) Includes production for first 10 months while commercial production has not yet been reached. 1 438kg (46 234oz) of gold and 4 504kg (144 821oz) of silver were capitalised.