# Operations at a glance

















# South Africa

### Underground operations

Bambanani		
Production <sup>(1)</sup>	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		US\$792/oz
Operating profit	R145 million	US\$19 million
Capital expenditure	R88 million	US\$10 million
Mineral resources at year-end	4.8Moz	03\$1011111011
Mineral reserves at year-end	0.5Moz	
No of employees (including contractors)	1 470	
Kusasalethu 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	00007 11111011
Mineral reserves at year-end	7.5Moz	
No of employees (including contractors)	5 685	
Masimong	1.940kg	155 (0007
Production Cash operating cost	4 840kg 	155 609oz US\$602/oz
Operating profit	R575 million	US\$602/02 US\$75 million
Capital expenditure	R177 million	US\$23 million
Mineral resources at year-end	19.2Moz	03923 111111011
Mineral resources at year-end	1.2Moz	
No of employees (including contractors)	3 205	
	0 200	
Phakisa	4 074	44.070
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 <sup>(2)</sup>	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	















Cash operating cost   R164 938/kg   US\$677/0z     Operating profit   R676 million   US\$90 million     Capital expenditure   R261 million   US\$35 million     Mineral resources at year-end   12.4Moz   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\$24 million     Capital expenditure   R180 million   US\$24 million     Mineral reserves at year-end   0.6Moz   No of employees (including contractors)     Mineral reserves at year-end   0.6Moz   No of employees (including contractors)     No of employees (including contractors)   4 036   Surface operations     Kalgold   Production   1 526kg   49 063oz     Cash operating profit   R116 million   US\$15 million     Capital expenditure   R116 million   US\$15 million     No of employees (including contractors)   4 036   US\$16 0302     Cash operating profit   R126/kg   US\$1748/oz     Operating profit   R116 million   US\$15 million     Mi	Tshepong		
Operating profitR676 millionUS\$90 millionCapital expenditureR261 millionUS\$35 millionMineral resources at year-end12.4MozNo of employees (including contractors)5 097VirginiaProduction5 288kg170 013ozCash operating costR252 537/kgUS\$1 036/ozOperating profitR75 millionUS\$10 millionCapital expenditureR180 millionUS\$24 millionMineral resources at year-end0.6Moz0.6MozNo of employees (including contractors)4 0364 036Surface operationsKalgoldProduction1 526kg49 063ozCapital expenditureNo of employees (including contractors)4 036Surface operationsKalgoldProduction1 526kg49 063ozCash operating costR182 215/kgUS\$748/ozOperating profitR116 millionUS\$1 millionCapital expenditureR11 millionUS\$1 millionMineral resources at year-end0.8Moz0.8MozNo of employees (including contractors)480PhoenixPhoenixProduction647kg20 801ozCash operating costR185 762/kgUS\$762/ozOperating profitR52 millionUS\$7 millionCash operating costR185 762/kgUS\$762/ozOperating profitR52 millionUS\$7 millionCash operating costR185 762/kgUS\$762/oz	Production	6 749kg	216 9860z
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No of employees (including contractors)   4 036     Surface operations     Kalgold     Production   1 526kg   49 0630z     Cash operating cost   R182 215/kg   US\$748/0z     Operating profit   R116 million   US\$15 million     Capital expenditure   R11 million   US\$11 million     Mineral resources at year-end   0.8Moz     No of employees (including contractors)   480     Phoenix   Production   647kg   20 8010z     Cash operating cost   R185 762/kg   US\$762/oz     Operating profit   R52 million   US\$1 million     Capital expenditure   R5 million   US\$1 million     Mineral resources at year-end   0.9Moz   0.9Moz	Mineral resources at year-end	12.7Moz	
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\$11 million     Mineral resources at year-end   0.8Moz     No of employees (including contractors)   480     Phoenix   Production   647kg   20 801oz     Cash operating profit   R185 762/kg   US\$762/oz     Operating profit   R52 million   US\$1 million     Mineral resources at year-end   0.9Moz   Mineral resources at year-end	Mineral reserves at year-end	0.6Moz	
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Capital expenditureR11 millionUS\$1 millionMineral resources at year-end3.7MozMineral reserves at year-end0.8MozNo of employees (including contractors)480PhoenixProduction647kgCash operating costR185 762/kgOperating profitR52 millionUS\$7 millionUS\$7 millionCapital expenditureR5 millionMineral resources at year-end0.9Moz	Operating profit		US\$15 million
Mineral reserves at year-end0.8MozNo of employees (including contractors)480PhoenixProduction647kg20 801ozCash operating costR185 762/kgUS\$762/ozOperating profitR52 millionUS\$7 millionCapital expenditureR5 millionUS\$1 millionMineral resources at year-end0.9Moz0.9Moz		R11 million	US\$1 million
Mineral reserves at year-end0.8MozNo of employees (including contractors)480PhoenixProduction647kg20 801ozCash operating costR185 762/kgUS\$762/ozOperating profitR52 millionUS\$7 millionCapital expenditureR5 millionUS\$1 millionMineral resources at year-end0.9Moz0.9Moz	Mineral resources at year-end	3.7Moz	
Phoenix   Production 647kg 20 801oz   Cash operating cost R185 762/kg U\$\$762/oz   Operating profit R52 million U\$\$7 million   Capital expenditure R5 million U\$\$1 million   Mineral resources at year-end 0.9Moz		0.8Moz	
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Cash operating costR185 762/kgUS\$762/ozOperating profitR52 millionUS\$7 millionCapital expenditureR5 millionUS\$1 millionMineral resources at year-end0.9Moz0.9Moz	Phoenix		
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	Production	647kg	20 801oz
Capital expenditure R5 million US\$1 million   Mineral resources at year-end 0.9Moz   Mineral reserves at year-end 0.9Moz	Cash operating cost	R185 762/kg	US\$762/oz
Capital expenditureR5 millionUS\$1 millionMineral resources at year-end0.9MozMineral reserves at year-end0.9Moz	Operating profit	R52 million	US\$7 million
Mineral resources at year-end 0.9Moz   Mineral reserves at year-end 0.9Moz	Capital expenditure	R5 million	US\$1 million
Mineral reserves at year-end 0.9Moz		0.9Moz	
,		0.9Moz	
	No of employees (including contractors)	1 193	

#### Other Pr

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 <sup>(3)</sup>	1 903kg	61 173oz
Silver – Production <sup>(3)</sup>	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.