



**INTEGRATED  
REPORT  
30 JUNE 2024**

**MINING WITH PURPOSE**

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## Quick reference and navigation

Icons in this report aid navigation and connectivity and include:

### The capitals we use and affect

- HC** Human capital
- FC** Financial capital
- MC** Manufactured capital
- IC** Intellectual capital
- NC** Natural capital
- SRC** Social and relationship capital

### Our strategic pillars

- Responsible stewardship
- Operational excellence
- Cash certainty
- Effective capital allocation

### Navigation

This report is best viewed in Adobe Acrobat for desktop, mobile or tablet.

**Hyperlinks** to different sections within this report and to other reports are used throughout the report. Reference to sections in other reports are in **bold**.

Further information is available online at [www.harmony.co.za](http://www.harmony.co.za) or alternatively our full suite of annual reports are available at [www.harmony.co.za/invest/annual-reports](http://www.harmony.co.za/invest/annual-reports).

## Currency

Our reporting currency is South African rand. However, we provide US dollar (US\$) equivalents of significant financial metrics and percentage movements to aid sector and peer comparisons. Amounts incurred or reported on a specific date are converted at the relevant spot rate on that date, and the rate used will be appropriately disclosed. Transactions taking place throughout the financial year are converted at an average exchange rate. Balances at year-end are converted at the spot rate (closing rate). These rates are as follows:

R/US\$	FY24	FY23
Average	18.70	17.76
Spot	18.19	18.83

## Metrics

The key metrics used in this report include:

- PGK – kina, the currency of Papua New Guinea
- Moz – million ounces
- Kt – thousand tonnes
- Mt – million tonnes
- Mlb – million pounds

All production volumes are in metric tonnes (t), unless specifically stated as imperial tons.

Refer to our online **Glossary** for all term and abbreviation explanations.

**Note:** Percentages are calculated based on underlying data which may result in computational variances when using rounded figures as displayed in this report.

## Feedback

We welcome your feedback on these reports. If you have any comments or suggestions, contact our reporting team at [IARreports@harmony.co.za](mailto:IARreports@harmony.co.za)

# ABOUT THIS REPORT

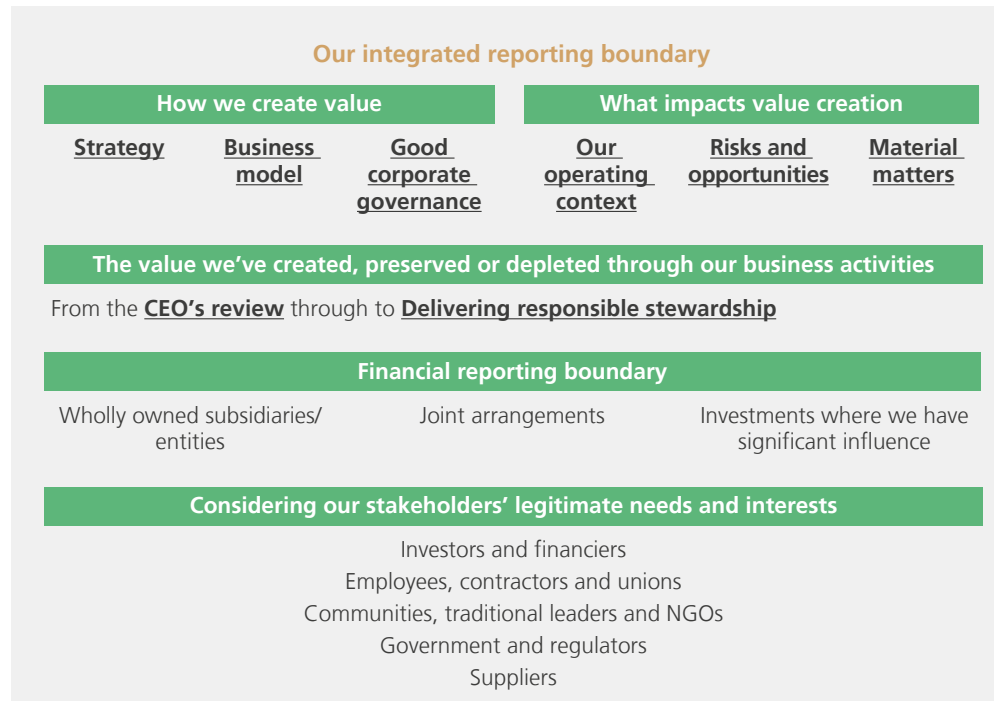
Harmony's integrated report provides a balanced and concise view of how we leverage and affect the resources and relationships on which we rely to execute our strategy and business model. The report articulates how we create and preserve value for Harmony and our stakeholders, while mitigating its depletion, over the short, medium and long term.

Information in this report further aims to demonstrate how we are embedding integrated thinking in our business by recognising the inherent trade-offs in the strategic decisions we make and deepening our understanding of the connectivity between the resources on which we rely.

The report primarily considers the information needs of our investors, financiers and other providers of financial capital, but is accessible to all our stakeholders. Our overarching governance framework, using an integrated risk-based approach, guides all our decisions and is critical in ensuring and protecting value creation and delivery of our strategic objectives. The short term is considered 12 months or less, medium, one to three years, and long term, four years or more.

## Scope and boundary

This report includes financial and non-financial information about our operations and activities in South Africa and Australasia (comprising Papua New Guinea and Australia) for the financial year ended 30 June 2024 (FY24). We include significant events between year end and the date of approving this report.



## Materiality

While our strategy and its execution in the context of our operating environment informs our material matters, we conduct an annual materiality review for reporting purposes. A double materiality lens is applied, ie how a material matter impacts communities, society and the environment (impact materiality), and how it impacts our ability to create and preserve value over time (financial materiality). We consider these matters critical to our performance now and in future, and therefore our ability to deliver on our strategy.

**Stakeholder engagement** forms part of determining materiality, ensuring we consider their legitimate needs and interests in how we manage **Material matters**, and **Risks and opportunities**.

## Reporting golden thread

At Harmony, our purpose encapsulates the significance we attach to making a difference, now and for years to come. By instilling a sense of belonging in our employees, we continue to play a significant role in the countries in which we operate.

**Mining with purpose** ensures that the decisions we make today will have lasting benefits for our key stakeholders, and that we safeguard the natural ecosystems impacted by our mining activities.

We care for, protect and empower our employees. We are stewards of the environment; and mine with social conscience, taking our host communities with us, contributing to the economic development of our host countries. In delivering on our purpose, we mine ethically while building corporate trust thus making us stronger and more resilient. In our pursuit of positive impact and shared value we are always guided by our values and our purpose, enabling us to navigate our complex operating environment.

## About this report continued

### Reporting frameworks, guidelines and standards

In compiling our reporting suite, we are guided by:

	IR	ESG	FR	MRMR
Integrated Reporting Framework	✓	✓		
Companies Act 71 2008, as amended (Companies Act)	✓	✓	✓	
JSE Listings Requirements	✓	✓	✓	✓
King IV Report on Corporate Governance™ for South Africa, 2016 (King IV)*	✓	✓	✓	
International Financial Reporting Standards (IFRS)	✓	✓	✓	
CDP Water (available on our website)	✓	✓		
Task Force on Climate-related Financial Disclosures (TCFD) (Note 1)	✓	✓		
United Nations (UN) Sustainable Development Goals (SDGs)	✓	✓		
World Gold Council Responsible Mining Principles	✓	✓		
South African Code for the Reporting of Exploration Results, Mineral Resources and Mineral Reserves (SAMREC)	✓			✓
South African Mineral Asset Valuation Code (SAMVAL)	✓			✓
Global Reporting Initiative (GRI) Standards for sustainability reporting	✓	✓		
International Council on Mining and Metals – 10 principles	✓	✓		
United Nations Global Compact (UNGC)	✓	✓		
Voluntary Principles on Security and Human Rights	✓	✓		

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#### Reports:

<b>IR</b> Integrated	<b>ESG</b> Environment, social and governance	<b>FR</b> Financial	<b>MRMR</b> Mineral Resources and Mineral Reserves
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**Note 1:** Harmony has historically reported on climate change through the TCFD report. In January 2024, an official announcement made by the Financial Stability Board and IFRS confirmed that the TCFD has been disbanded. The baton for climate-related financial reporting was handed over to the International Sustainability Standards Board (ISSB) from 2024 onwards. As such, Harmony is in the process of transitioning its climate-related disclosures to align with the new standards introduced by the ISSB. The alignment process will move us closer to eventual compliance.

We have also considered the Principles for Responsible Investment, a UN-supported international network of investors, which reflect the increasing prominence of ESG issues to investors.

### Combined assurance

We ensure the integrity of our financial and non-financial information in our reporting through our combined assurance model:

External assurance	Internal assurance
<p><b>Ernst &amp; Young Inc</b> Audited our consolidated annual financial statements and subsequently gave an unmodified opinion thereon.</p> <p><b>Financial report</b></p>	<p><b>Audit and risk committee</b> Provides assurance to the board and reports annually via an audit and risk committee report, in line with the combined assurance plan.</p> <p><b>Financial report</b></p>
<p><b>RSM South Africa Inc</b> Undertook an assurance engagement on selected elements of our environmental, social and governance (ESG) key performance indicators (KPIs), which include our scope 1 and 2 greenhouse gas (GHG) emissions.</p> <p><b>ESG report</b></p>	<p><b>Internal audit function</b> Assesses financial, operating, compliance and risk management controls. The audit and risk committee oversees the assessment.</p> <p><b>Financial report</b></p>
<p><b>The Mineral Corporation Consultancy</b> Our Mineral Resources and Mineral Reserves have been independently audited while we have also applied oversight internally via our competent person. The combination of independent audit and internal reviews applied endorse our FY24 Mineral Resources and Mineral Reserves.</p> <p><b>Mineral Resources and Mineral Reserves report</b></p>	

**EXTERNAL RECOGNITION**

Ranked **tenth** in the **2024 EY Excellence in Integrated Reporting Awards**.

**QUICK LINKS**

[Chairman's review](#)  
[Chief executive officer's review](#)  
[Financial director's report](#)  
[Remuneration report](#)

## About this report continued

### Our 2024 reporting suite

This report is supplemented by and should be read with our full reporting suite, comprising Harmony's:

**Mineral Resources and Mineral Reserves** report, produced in accordance with SAMREC and section 12.13 of the JSE Listings Requirements (as updated from time to time).

**Environment, social and governance (ESG) report**, which provides insight into our ESG performance for 2024 and over the past five years, along with our aspirations. It is intended as a useful guide to support analysis and provides information about our shared value.

**Financial report**, which includes the consolidated and separate parent company annual financial statements.

**Remuneration report** provides clear and comprehensive information on our remuneration policies and practices with the goal of aligning director pay and remuneration in general, with company performance and good governance.

**Notice to shareholders** provides valuable information to shareholders who wish to participate in Harmony's upcoming annual general meeting (AGM), inclusive of the proxy form.

Annual **Form 20-F** report filed with the United States Securities and Exchange Commission, in compliance with the listing requirements of the New York Stock Exchange.

**Operational report**, a supplementary report, which includes technical and operational information about our operations.

**Climate action and impact report** (previously the TCFD report), a supplementary report, which discloses our climate-related governance, risk management, strategy, metrics and targets.

### Directors' responsibility

The Harmony board of directors has ultimate accountability for the integrity and accuracy of this integrated report. The board believes this report has been prepared in accordance with the Integrated Reporting Framework.

Based on the recommendations of the audit and risk committee and the social and ethics committee, the board has reviewed the report and confirms it addresses the most material issues currently facing Harmony and presents a balanced, accurate and representative view of the company and its strategy, performance in the past financial year, and future ability to create and preserve value.

The remuneration report was reviewed and approved by the remuneration committee.

The board approved this report on 25 October 2024.

#### Dr Patrice Motsepe

*Non-executive chairman*

#### Dr Mavuso Msimang

*Lead independent non-executive director*

#### Karabo Nondumo

*Chairperson: social and ethics committee*

#### John Wetton

*Chairperson: audit and risk committee*

#### Vishnu Pillay

*Chairperson: remuneration committee*

#### Peter Steenkamp

*Group chief executive officer*

#### Boipelo Lekubo

*Financial director*



These reports and supporting documents are available at [www.harmony.co.za](http://www.harmony.co.za).



Scan the **QR code** to download the 2024 reporting suite.

# CHAIRMAN'S REVIEW

## Dear shareholders and stakeholders

Harmony continues to build on its legacy of excellence with a diverse portfolio of high-quality assets located in South Africa, Papua New Guinea, and Australia.

Our company's strong balance sheet and commitment to operational efficiencies have led to outstanding results in both financial and operational performance this year.

FY24 has been a year of remarkable achievement for Harmony with record-high gold prices, which averaged R1 201 653/kg (US\$1 999/oz). We have managed to effectively implement our strategies and to benefit from the opportunities that we have pursued. This has resulted in exceptional profitability and growth, despite a challenging global economic landscape.

While the gold price received continues to provide sustained tailwinds, the real value driver has been Harmony's investment in operational excellence and quality ounces alongside its demonstrated capabilities in the countries in which we operate.

Sustainability and good governance are the cornerstones of our business principles. These principles are fundamental to our long-term vision and integral to every decision we make. We believe that the actions we take today will shape a lasting legacy for future generations, which is why sustainability and good governance are deeply woven into our strategy.

### Performance and progress

This year, our teams worked diligently to ensure that our operations are efficient and robust. Our focus on each aspect of our strategic pillars has allowed us to deliver solid results, meeting the expectations of our shareholders and fulfilling our commitment to the long-term sustainability of Harmony.

Our operational achievements for FY24 are discussed in detail by our CEO in the [Chief executive officer's review](#).

Following a strong financial performance, the board declared an interim dividend of 147 SA cents (7.61 US cents) per share and a final dividend of 94 SA cents (5.27 US cents) per share for the 2024 financial year. This represents an increase from the final dividend declared for FY23 of 75 SA cents (4.03 US cents), underscoring our continued commitment of delivering value to our shareholders.

Harmony is embarking on an exciting expansion into copper through our key projects in Australia and Papua New Guinea. We were pleased to note the Queensland Government's declaration of the Eva Copper Project in late March 2024 as a prescribed project in recognition of its social and economic significance. As we continue updating the feasibility study, we have significantly de-risked this project and enhanced the confidence levels of the resource estimates.

Regarding the Wafi-Golpu Project, negotiations continue with our joint venture partner, Newmont Corporation and the Papua New Guinean government, to secure a special mining lease and agree the terms of a Mining Development Contract. Harmony remains committed to permitting this Tier 1 copper-gold asset. We believe that it will significantly reduce the overall all-in sustaining cost of the company and result in increased cash flows.

### Safety

Ensuring the safety of our workforce, preventing illness, and promoting mental wellbeing are fundamental to our long-term success, sustainability, and competitiveness. We recognise that a safe, healthy, and supportive environment is not only vital for achieving operational excellence but also for sustaining our future growth and upholding our

responsibilities to our employees, communities, and stakeholders.

We are committed to zero loss of life, while pursuing accountability, visible felt leadership, effective risk management, as well as continuous operational safety improvement. However, each significant unwanted event recorded during the year is a stark reminder that we must do more to maintain a safe and healthy work environment, as well as reinforce personal ownership of safety.

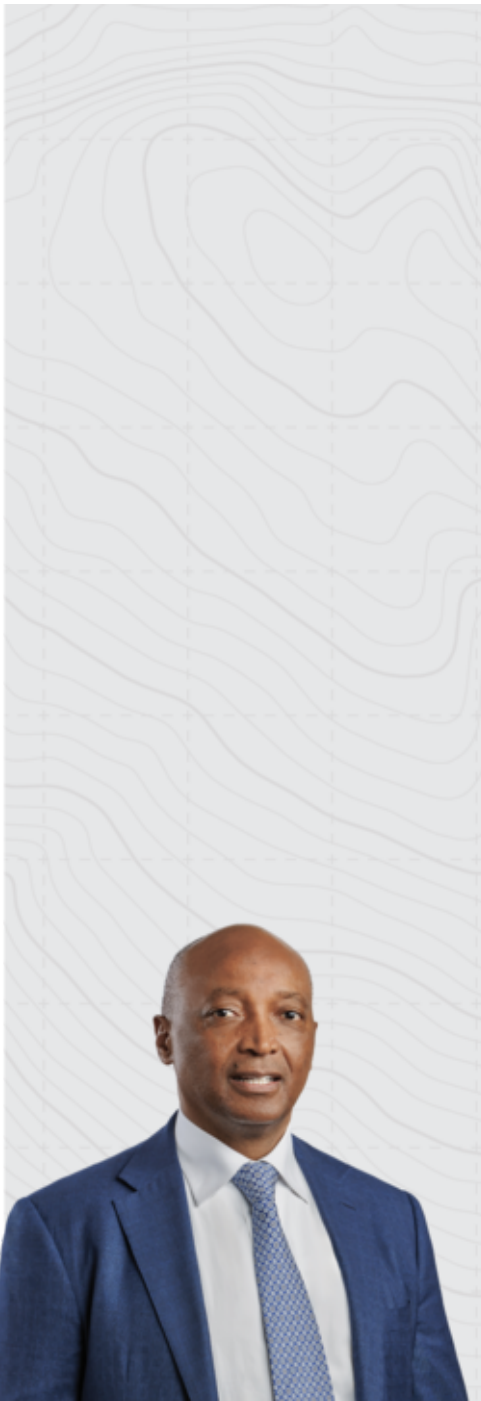
We are deeply saddened that seven of our colleagues lost their lives in mine-related incidents during the financial year. Our heartfelt condolences to their families and loved ones.

A dedicated team is actively leading business improvement initiatives across the group and are focusing on research and development of new technologies and processes. These efforts are aimed at enhancing both safety and production efficiency and also to ensure that we not only meet but exceed industry standards. By continuously investing in innovation, we are reinforcing our commitment to a safer working environment and sustainable operational excellence across all our mining operations.

Our board and management remain fully committed to achieving zero harm through the implementation of safe production programmes, as outlined in detail in the [ESG report](#).

### Decarbonisation plans

Harmony has made steady progress against our decarbonisation plans by shifting a portion of our energy requirements to cleaner and renewable sources, such as solar and wind, in a rapidly evolving energy landscape. We are aiming to be net carbon zero by 2045. We have expanded our renewable energy programme to 583 Megawatt (MW) from 363MW due to various life-of-mine extensions and the Climate Change Bill promulgated after 30 June 2024.



## Chairman's review continued

As part of phase 1 of our renewable energy and efficiency rollout plan, three 10MW solar photovoltaic plants generated 64GWh of energy for the Free State's Tshepong North and Tshepong South operations.

We expect to break ground on phase 2a during FY25. This phase includes the construction of a 100MW solar PV plant at Moab Khotsong.

Read more about Harmony's decarbonisation journey and environmental stewardship in the **Climate change, energy and GHG emissions management** section of the [ESG report](#).

### Responsible stewardship

Our continued success is based on the good relationships that we have built over the years with our key stakeholders. We contribute meaningfully to the socio-economic development of the countries in which we operate and to improving the living conditions of the communities neighbouring our mining operations.

Some of the economic value we have created includes:

- » R3.6 billion (US\$191 million) paid in taxes and royalties to the South African government, R235 million (US\$12.5 million) paid in taxes and royalties in the State of Papua New Guinea
- » R18.6 billion (US\$994 million) paid in salaries in South Africa and Australasia
- » R14.7 billion (US\$786 million) spent on local and preferential procurement in South Africa, with R2.7 billion (US\$145 million) in Papua New Guinea.

Through our corporate social investment initiatives in South Africa and Papua New Guinea, we have positively impacted the lives of more than 730,000 community members. We have also invested R197 million (US\$11 million) in community development projects in South Africa and Papua New Guinea, including refurbishing schools, constructing sports facilities, and upskilling local business owners and youth.

Our unions are part of the Harmony family. Their pro-active involvement and support of the company's plans, has enabled us to conclude a landmark five-year wage agreement. This agreement enables stability and continued certainty of our fixed labour costs for the next five years. It is the first in Harmony's 74-year history and a testament to the strength of our labour relations.

In addition, at Harmony's extraordinary general meeting of shareholders held on 31 January 2024, two BBBEE transactions were approved: the issuance of ESOP Trust and Harmony Community Trust shares. These transactions are part of our commitment to generate long-term value for our stakeholders and exercising responsible stewardship.

Read more about Harmony's social stewardship in that section of the [ESG report](#).

### Governance and global best practice

Harmony's business is rooted in a strong ethical foundation, supported by core values that define our organisational culture.

We remain committed to upholding the highest standards of corporate governance. Our overarching governance framework has been central to guiding our decisions and ensuring that we continue to preserve and enhance the value we create for all our stakeholders.

The board, in collaboration with its various sub-committees, has fulfilled its legal, regulatory, and other responsibilities throughout the past financial year. We have diligently overseen compliance with all applicable laws and regulations, ensuring our operations meet the rigorous standards expected in the mining industry.

We continue to evaluate the composition of our board to ensure that it comprises the requisite skills and experience and that its activities adequately support a robust and effective decision-making process.

### Looking ahead

I am confident that Harmony is well-positioned to continue creating value for its shareholders and stakeholders. The global mining landscape is ever-changing, and we will continue to adapt and evolve to ensure that we remain at the forefront of the industry.

Our commitment to responsible and sustainable mining, along with our focus on innovation and operational efficiency, will continue to drive our success.

We have delivered solid financial and operational results and will continue to drive efficiencies through various business improvement initiatives.

Harmony remains conservative in its planning assumptions, focusing on consistency through operational excellence.

The extended, diversified production profile sets us apart from many of our peers. Our significant gold-copper Resource base presents excellent Reserve conversion potential for years to come.

We are positive about delivering near-term copper through our Eva Copper Project in Australia as we permit the Tier 1 Wafi-Golpu Project in Papua New Guinea.

I am optimistic that by diligently managing costs, strategically allocating capital, and capitalising on favourable gold prices, we will successfully pursue our growth aspirations while delivering continued positive shareholder returns and creating long-term financial and social value for our stakeholders.

### Acknowledgments

I would like to extend my heartfelt gratitude to Harmony's CEO, Peter Steenkamp, our executives, management teams and all employees for their relentless dedication and commitment towards achieving our goals. Peter's outstanding leadership has been instrumental in the growth and success of Harmony.

I would also like to thank our unions for their continued support and constructive engagement, which has enabled us to maintain productive and harmonious relationships across our operations.

I remain deeply grateful to our board of directors for their counsel and advice in formulating Harmony's strategy and future.

I thank our shareholders and stakeholders for their confidence in Harmony's future. Your trust has empowered us to continue positioning the company as a leader in gold production while expanding our copper portfolio, which promises new growth opportunities in the years to come.

**Dr Patrice Motsepe**  
*Chairman*

25 October 2024



# OUR **BUSINESS**

**OUR PURPOSE IS TO BE A PROFITABLE, RESPONSIBLE AND IMPACTFUL ORGANISATION, COMMITTED TO BUILDING A STRONG AND RESILIENT BUSINESS FOR THE FUTURE WHILE ENSURING THAT WE LEAVE A LASTING POSITIVE LEGACY WHERE WE OPERATE.**

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- 12 Our operations



# MINING WITH PURPOSE

## What mining with purpose means

We are a responsible global gold producer committed to sustainable development and creating shared value for all our stakeholders while leaving a lasting positive legacy.

We care for, protect and empower our employees. We are stewards of the environment and mine with social conscience, sharing value with our host communities and contributing to the economic development of our host countries.

We adopt a stakeholder-inclusive approach in our pursuit of delivering on our strategy while carefully managing the resources on which we rely to enhance our positive impacts and reduce our negative impacts.

### We achieve this by:

#### Creating a sustainable, profitable company

Through mining with purpose, we contribute to the economic and social development of the countries in which we operate. We do this by purposefully allocating capital to organic growth and value-accretive acquisitions while considering sustainability. In turn, this enables our continuous growth, adding higher-quality ounces and improving our margins while lowering our overall risk profile. We are therefore able to continue operating profitably, and create shared value for years to come. As a world-class specialist gold producer with a growing copper footprint, we have 74 years' experience operating in South Africa and over two decades in Australasia.

For details on how we are creating a sustainable, profitable company, read [Our strategy](#) and [Business model](#).

#### Protecting value

Meaningful stakeholder engagement is a key enabler of protecting the value we create. To continue mining with purpose, we foster trust, build long-term partnerships and collaborate with our key stakeholders – delivering on our strategic pillars and ESG commitments while balancing their needs with those of the business.

The opportunities we create from a finite resource enables us to create and preserve value for our stakeholders and our business.

We unpack the value created for our stakeholders in the [Stakeholder engagement](#) section. Our approach to stakeholder engagement is detailed in the [ESG report](#).

#### The value we strive to create for Harmony and our stakeholders

##### Investors and financiers

Our investors and financiers provide financial capital. Their investment in us secures our continued growth. In turn, we maintain balance sheet flexibility, deliver shareholder returns, generate positive earnings and share price growth.

##### Employees, contractors and unions

As our most valuable asset, we have a duty to care for, protect and develop our employees. Their skills, knowledge and experience, and the roles they play in our host communities, are critical to the success of our business. We invest in their wellbeing, development and empowerment – all of which lead to a safe, healthy and productive working environment.

##### Communities, traditional authorities and NGOs

To maintain our social licence to operate, we co-create solutions to challenges facing our host communities, contributing to the sustainable socio-economic development of the regions in which we operate.

##### Governments and regulators

Our mining activities are governed by regulations specific to our host countries – enabling us to mine responsibly and ethically. The royalties and taxes we pay contribute to the economic development of our host countries.

##### Suppliers

Our upstream value chain provides the products and services we need to conduct our business. We provide procurement, employment and enterprise development opportunities – investing in our suppliers' capabilities while facilitating meaningful transformation in our host communities and the broader economy.

#### Delivering on our sustainable development and ESG commitments

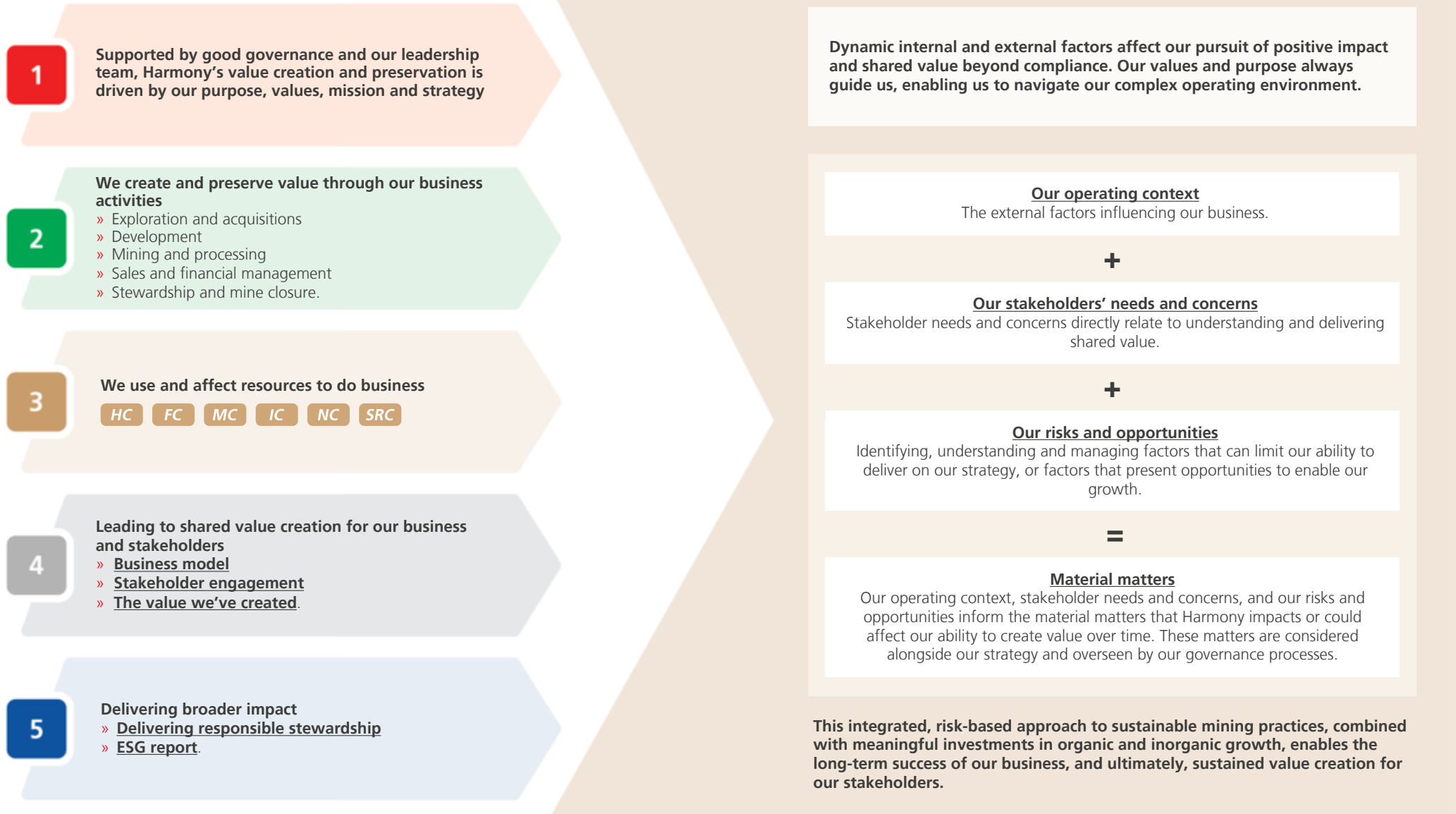
Mining with purpose underscores the inextricable link between profitability and sustainability. As such, we take an integrated approach to sustainable development – ESG commitments form part of our strategic decision making. By conducting responsible, ethical and transparent mining practices, we aim to have a net positive impact on the environment, communities and broader society while balancing the various trade-offs between the resources we use and affect.

Mining with purpose is at the core of our sustainable development framework. It holds us accountable for our actions and enables us to create a sustainable business while contributing to the UN SDGs, now and into the future. To track our progress, we measure our performance using medium- and long-term KPIs.

Our [ESG report](#) includes detailed information about our sustainable development and ESG commitments.

## Mining with purpose continued

### Delivered through a purpose-driven, sustainable value creation model



# ABOUT HARMONY

Harmony is a gold mining specialist with a growing international copper footprint. We have embedded sustainable mining practices throughout our operations to ensure we produce safe, profitable ounces and improve our margins through operational excellence and value-accretive acquisitions. Our higher-quality ounces, Eva Copper Project and Tier 1 Wafi-Golpu Project position us well to become a significant gold-copper producer. Through our secondary mining operations, we are the largest producer of gold globally through the retreatment of old tailings dams across South Africa.

Headquartered in Randfontein, South Africa, Harmony has a primary listing on Johannesburg's stock exchange, the JSE Limited (HAR) and an American depository receipt programme listed on the New York Stock Exchange (HMY). Our shareholder base is geographically diverse and includes some of the largest fund managers globally. The largest shareholder base is in South Africa (45%), followed by the United States (38%).

Refer to [Shareholder information](#) in this report.

## What we do



### Exploration and acquisitions

Exploring for and evaluating economically viable gold-bearing orebodies and/or value-accretive acquisitions in gold and copper.



### Development

Evaluating development options to de-risk projects before major capital outlays, the design of efficient and sustainable operations and then the building of the necessary infrastructure, facilities and systems to enable mining operations.



### Mining and processing

Establishing, developing and operating mines, reclamation sites and related processing infrastructure. Ore mined is milled and processed by our gold plants to produce gold doré bar.



### Sales and financial management

Generating revenue through the sale of gold, silver and uranium produced and optimising efficiencies to maximise financial returns.



### Stewardship and responsible mine closure

Empowering communities and employees throughout and beyond the life of our mines. Being responsible to our environment during operations. Restoring mining-impacted land for alternative economic use post-mining and approving mine closure commitments.

**70+ years'** gold mining experience in South Africa and almost two decades operating in Papua New Guinea.

**1.56Moz** produced (2023: 1.47Moz) with 12.2% (190 233oz) being from reclamation activities.

Market capitalisation of **R106.3 billion** (US\$5.8 billion) at 30 June 2024 (2023: R49.0 billion (US\$2.6 billion)).

**40.26Moz** gold and gold equivalent Mineral Reserves (2023: 39.34Moz).

## How we do it

### Mining with purpose

Our purpose is to be a global, sustainable gold and copper producer, creating shared value for all stakeholders while leaving a lasting positive legacy through:

- » Committing to safe, ethical, social and ecologically responsible mining
- » Creating longevity, profitability and sustainability
- » Positioning our business to contribute to a low-carbon future.

### Our mission

To create value by operating safely and sustainably, and to grow our margins.

### Our values



No matter the circumstances, safety is our main priority



Achievement is core to our success



We are all accountable for delivering on our commitments



We are all connected as one team



We uphold honesty in all our business dealings and communicate openly with stakeholders

## Delivering impact

We recognise that our activities negatively and positively impact the natural resources on which we rely. Guided by our sustainable development framework, we aim to reduce risk, maximise opportunities and leave a lasting positive impact while creating and protecting value.

We expand on our approach, including how we are contributing to the UN SDGs, in

### Delivering responsible stewardship.

## About Harmony continued

### What differentiates us

What sets us apart from our peers is our ability to create a sustainable, profitable business enabled by the collective skills, resources and experience we have harnessed over the past seven decades.



#### Lower risk profile

- » Safety – a core value that always precedes production
- » Embedded ESG through a clear and sustainable development strategy
- » Governance – a leadership team with the right skills, knowledge and wealth of mining experience for strategic decision making
- » Decarbonisation – greener energy mix, focusing on renewables.



#### Improving operational metrics

- » Quality ounces and cost reduction aimed at lowering all-in sustaining costs (AISC)
- » Operational excellence and good momentum at each mine
- » Better efficiencies through various business improvement initiatives
- » Project execution discipline
- » Geared exposure to the rand/kg gold price.



#### Long, diversified production profile

- » Significant copper exposure through two international projects
- » Excellent Resource to Reserve conversion potential
- » Identifying growth opportunities that lower risk and increase margins
- » Near-term copper production
- » Tier 1 copper-gold porphyry.



#### Strong and flexible balance sheet

- » Strengthened balance sheet supports future growth alongside shareholder capital returns
- » Net cash position with excellent liquidity
- » Able to fund capital and approved projects internally (cash and available facilities) at current gold prices
- » Clear hedging strategy.



#### Clear capital allocation framework

- » Balancing growth aspirations with shareholder returns
- » Consistent dividends in line with policy.



■ Kareerand extension, Mine Waste Solutions

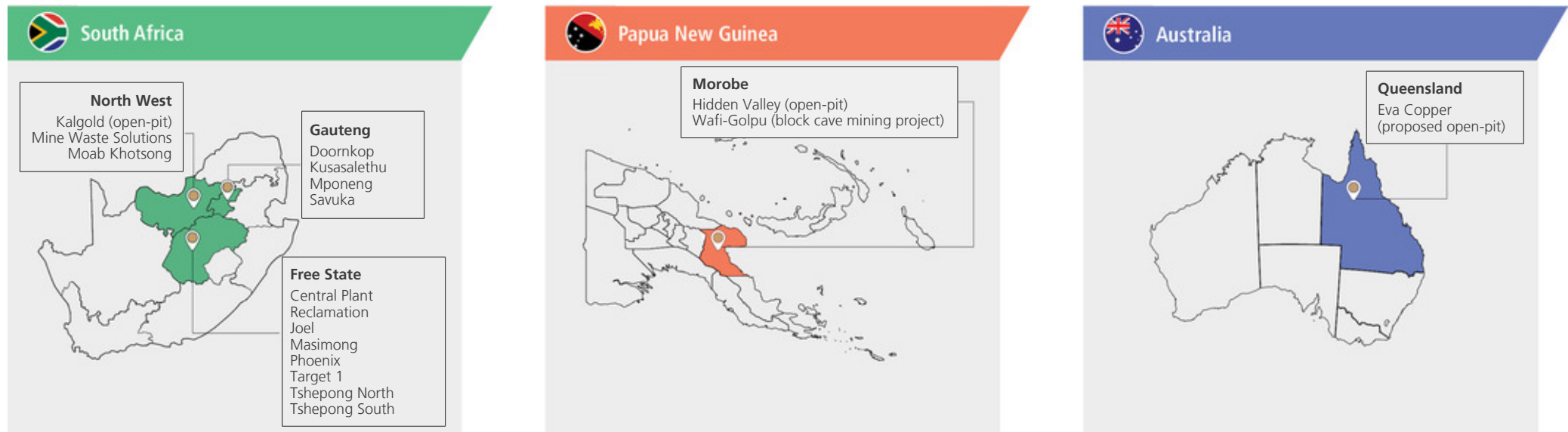
# OUR OPERATIONS

Harmony operates in South Africa and Australasia, and has an abundance of opportunities to deploy capital across the world. We carefully determine which projects will deliver optimal return on capital on the basis of where we operate, how we manage risk and what skills we can leverage.

Having organised our operations into four strategic business areas (see the **Our strategy** section for more details), we have actively pursued opportunities to extend the life of some of our larger and higher-grade assets, adding lower-risk, higher-margin ounces to our portfolio. This enables optimal value creation and free cash flow generation through assets already in our portfolio.

The Eva Copper Project positions Harmony as a positive contributor to a carbon-neutral future and augments our existing copper exposure afforded by the Wafi-Golpu Project in Papua New Guinea.

A summary of our operations is presented below and detailed information can be found in our **Operational report**.



Grouping of our assets based on grade and life-of-mine (LoM) as per our equity strategy (four strategic business areas) looks as follows:

- » South African (SA) high-grade underground operations: Moab Khotsong and Mponeng
- » SA underground optimised operations with a focus on free cash generation: Tshepong North, Tshepong South, Doornkop, Joel, Target 1, Kusalethu and Masimong
- » SA high-margin surface assets: Mine Waste Solutions, Phoenix, Central Plant reclamation and dumps
- » International assets: Hidden Valley, Wafi-Golpu copper-gold Project (Papua New Guinea) and Eva Copper Project (Australia).

Major capital allocation for our underground assets is determined by grade and returns.

## Our operations continued

### South Africa

**Location:** Witwatersrand Basin and Kraaipan Greenstone Belt

**Production:** 1.40Moz (89.5% of group) (FY23: 1.33Moz (90.4% of group))

**Total workforce:** 43 667

**Assets:**

- » Eight underground operations
- » One open-pit mine
- » Several surface source operations.

At 30 June 2024, our South African operations accounted for 66.3% of group Mineral Resources and 55.9% of group Mineral Reserves, both inclusive of gold and gold equivalent ounces.

**Workforce\***

**Production for FY24**

**LoM per FY25 plan**

	North West		West Rand <sup>1</sup>		Free State	
<b>Underground</b>	<b>Moab Khotsong</b>	<b>6 499</b> 212 162oz 8.03g/t grade <b>20 years</b> 9.3Moz Resources 3.5Moz Reserves	<b>Mponeng</b>	<b>5 490</b> 281 350oz 9.94g/t grade <b>20 years</b> 24.6Moz Resources 4.5Moz Reserves	<b>Doornkop</b>	<b>4 152</b> 111 562oz 4.26g/t grade <b>18 years</b> 7.5Moz Resources 1.9Moz Reserves
			<b>Kusasaletu</b>	<b>3 968</b> 123 523oz 6.58g/t grade <b>3 years</b> 3.1Moz Resources 0.4Moz Reserves		
			<b>Tshepong North</b>	<b>3 774</b> 104 426oz 4.47g/t grade <b>7 years</b> 10.2Moz Resources 0.8Moz Reserves	<b>Tshepong South</b>	<b>3 490</b> 100 599oz 6.73g/t grade <b>6 years</b> 14.5Moz Resources 0.7Moz Reserves
			<b>Target 1</b>	<b>2 005</b> 59 769oz 4.02g/t grade <b>5 years</b> 3.4Moz Resources 0.5Moz Reserves	<b>Joel</b>	<b>1 927</b> 55 718oz 4.32g/t grade <b>6 years</b> 1.8Moz Resources 0.4Moz Reserves
			<b>Masimong</b>	<b>2 093</b> 57 229oz 3.76g/t grade <b>2 years</b> 0.9Moz Resources 0.1Moz Reserves		
<b>Surface</b>	<b>North West</b>		<b>Waste rock dumps</b>			
	<b>Kalgold</b>	<b>741</b> 45 815oz 0.96g/t grade <b>12 years</b> 2.0Moz Resources 0.6Moz Reserves	<b>Free State</b>	<b>850**</b> 35 141oz 0.48g/t grade <b>±1 year</b> 0.16Moz Resources	<b>North West</b>	<b>692**</b> 4 565oz 0.41g/t grade <b>±1 year</b> 0.04Moz Resources
					<b>West Rand<sup>1</sup></b>	<b>865**</b> 15 722oz 0.32g/t grade <b>±1 year</b> 0.002Moz Resources
<b>Tailings</b>	<b>North West</b>		<b>West Rand</b>		<b>Free State</b>	
	<b>Mine Waste Solutions (MWS)</b>	<b>2 396</b> 121 207oz 0.17g/t grade <b>15 years</b> 1.7Moz Resources 1.4Moz Reserves	<b>Savuka</b>	<b>240</b> 19 579oz 0.15g/t grade <b>3 years</b> 0.4Moz Resources 0.1Moz Reserves	<b>Phoenix</b>	<b>347</b> 29 674oz 0.15g/t grade <b>4 years</b> 0.4Moz Resources 0.2Moz Reserves
					<b>Central Plant Reclamation (CPR)</b>	<b>250</b> 19 773oz 0.16g/t grade <b>11 years</b> 0.4Moz Resources 0.4Moz Reserves

<sup>1</sup> Western side of Gauteng that borders North West.

\* Includes permanent employees and contractors at 30 June 2024.

\*\* Some of this material is treated along with reef, while some is treated at dedicated waste rock treatment plants. The numbers for the Free State, North West and West Rand facilities above exclude MWS, Phoenix, CPR and Kalgold.

## Our operations continued

### Papua New Guinea

**Location:** New Guinea Mobile Belt in Morobe  
**Production:** 0.16Moz (10.5% of group) (FY23: 0.14Moz (9.6% of group))  
**Total workforce:** 2 264

- Assets:**
- » Hidden Valley (open-pit gold and silver mine)
  - » Wafi-Golpu Project (significant copper-gold portfolio)
  - » Multiple exploration areas.

At 30 June 2024, our Papua New Guinea operation accounted for 28.0% of group Mineral Resources and 44.1% of group Mineral Reserves, both inclusive of gold and gold-equivalent ounces.

\* Based on the 2018 feasibility study update

	Hidden Valley	Wafi-Golpu
<b>Surface</b>	<b>2 083</b>	<b>61</b>
	164 000oz 1.52g/t grade	<b>26 years*</b> 35.13Moz Resources 16.69Moz Reserves
	<b>5 years</b> 2.55Moz Resources 1.04Moz Reserves	
<b>Project</b>		

### Australia

**Location:** Mt Isa Inlier, Queensland, Australia  
**Production:** Project feasibility stage and exploration  
**Total workforce:** 129\*\*

- Assets:**
- » Eva Copper Project
  - » Rosby exploration tenements.

We are making good progress with the feasibility study update for the Eva Copper Project in Queensland, Australia. On 25 March 2024, the Queensland government declared the Eva Copper Project as a "Prescribed Project" due to the strategic importance for the region. In addition, we have received conditional grant funding of A\$20.7 million to further help accelerate the development of this project.

We have drilled 82 000 metres, growing the copper and gold Mineral Resource base. Harmony's current declared mineral resources is 366Mt at 0.4% copper for 1 472Kt of copper and 196Mt at 0.07g/t gold for 440Koz of gold. We anticipate the average annual copper production to be between 50 000 and 60 000 tonnes, subject to finalisation of the feasibility study.

Eva accounts for 5.7% of group Mineral Resources at 30 June 2024.

\*\* Includes Australia head office; includes both permanent employees and contractors at 30 June 2024.

	Eva Copper
<b>Project</b>	<b>25</b>
	<b>15 years</b> 7.76Moz Resources



■ Eva Copper



Workforce



Production for FY24



LoM per FY25 plan



# HOW WE **CREATE VALUE**

**MINING WITH PURPOSE IS ESSENTIAL TO ENSURE OUR LONG-TERM SUCCESS. EFFECTIVE ALLOCATION OF RESOURCES IS VITAL FOR EXECUTION OF OUR STRATEGY IN ORDER TO CREATE VALUE IN THE SHORT, MEDIUM AND LONG TERM FOR ALL STAKEHOLDERS.**

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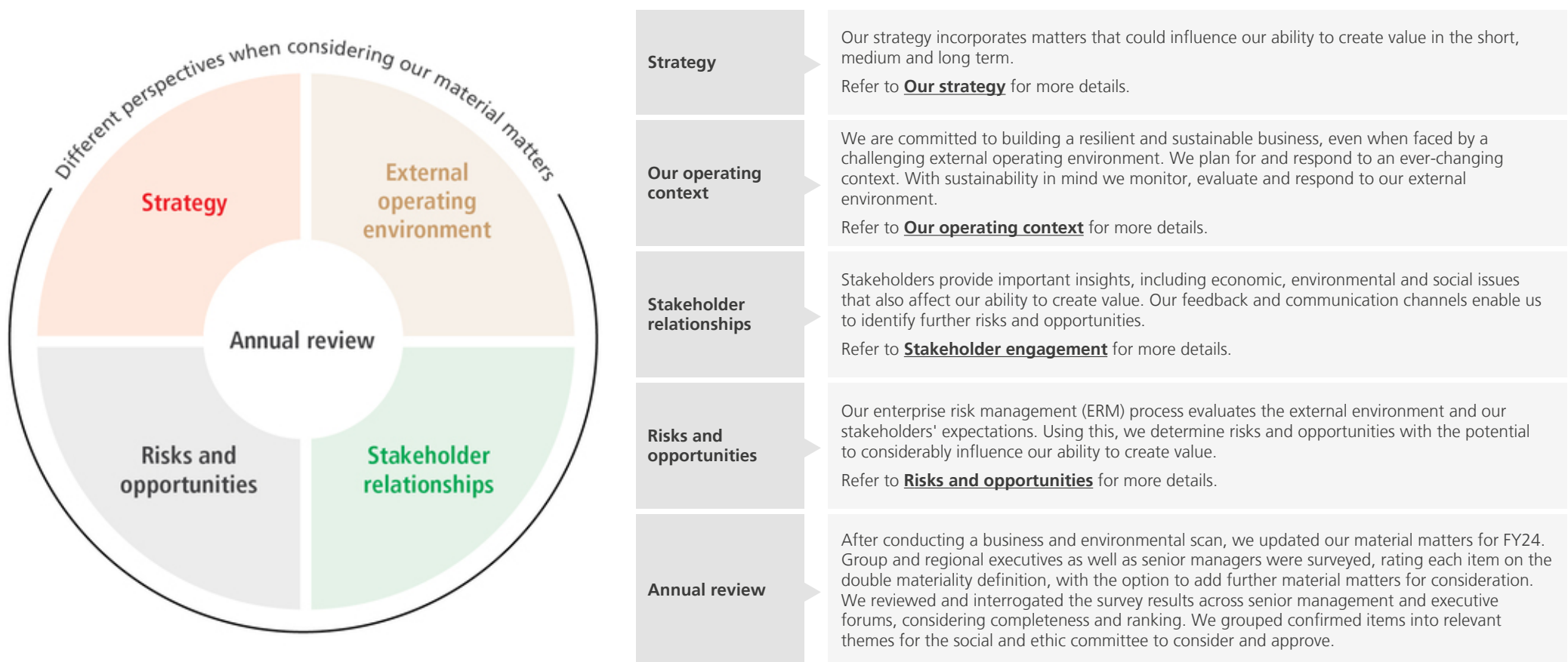


# MATERIAL MATTERS

Material matters influence Harmony's ability to create value for itself and others in the short, medium and long term. We embed integrated thinking into our approach to identifying our material matters. We apply judgement from different perspectives, considering our strategy, external operating environment, internal and external stakeholders, and risks and opportunities.

We conduct a formal review of our material matters annually. Our robust materiality determination process employs a double materiality lens, which considers how our actions impact people and the planet (impact materiality), and how sustainability issues affect our development, performance and financial position (financial materiality). Our strategy and its execution inform our materiality assessment process. This process accounts for the impact of our external operating environment, the management of key risks and opportunities and how this impacts our ability to create value for our stakeholders.

Materiality determination process



## Material matters continued

### Materiality matrix

Materiality is dynamic. Our annual survey provides the opportunity to formally review our material matters to ensure we continue to disclose information about matters that substantively affect our ability to create value for all stakeholders. Our materiality determination process ranks our material matters using quantitative and qualitative information.

The survey confirmed that prior year themes were still relevant with an additional theme – managing a changing context. Our themes are reflected in the matrix, indicating the impact on the economy, society and environment as well as financial impact on our business. Note that in all instances our themes are rated high to very high on both axes.

Our top 10 material matters are as follows:

Material matter	Theme
1 Employee safety	Employee health and safety
2 Sound labour relations	Supporting our people
3 Commodity price and exchange rate fluctuations	Managing a changing context
4 Energy transition and security of supply	Environment
5 Ethics and governance	Governance
6 Tailings storage facility (TSF) management	Environment
7 Water management	Environment
8 Legal and regulatory compliance	Governance
9 Operational resilience	Governance
10 Employee health and mental wellbeing	Employee health and safety

Five of our seven themes are represented in the top 10, while all seven themes are represented in the top 15. There were no significant year-on-year movements in the theme scores, apart from the new theme, managing a changing context.

These themes inform our ESG and integrated reports.



## Material matters continued

### Our material themes and matters

Harmony's material matters did not change from the prior year except for two additional matters:

- » Execution of multiple, significant projects
- » Impact of socio-economic challenges.

Our 29 material matters are highlighted below, grouped into seven themes. Each matter is linked to our strategic risks and opportunities, the six capitals and our strategic pillars. By linking material matters to strategic risks and opportunities, we ensure that our strategic objectives are aligned with the issues that matter most to our stakeholders. Material matters are referenced throughout our ESG report and inform the content of this report.

For an explanation of each material matter, please refer to the **Material matters** section of our [ESG report](#).

Material matters	Strategic risks and opportunities	Capitals	Strategic pillars
<b>Employee health and safety</b>			
<ul style="list-style-type: none"> <li>» Employee safety</li> <li>» Employee health and mental wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>» Safety and health</li> <li>» Illegal mining, attacks on plants, theft and possible legalisation of artisanal mining.</li> </ul>	<p>HC   IC   SRC</p>	
<b>Managing a changing context</b>			
<ul style="list-style-type: none"> <li>» Commodity price and exchange rate fluctuations</li> <li>» Impact of socio-economic challenges (new).</li> </ul>	<ul style="list-style-type: none"> <li>» Gold price and forex fluctuations (varying from planned levels)</li> <li>» Copper exposures reflected in our share price</li> <li>» Political tensions (geo-political and local)</li> <li>» Illegal mining, attacks on plants, theft and possible legalisation of artisanal mining</li> <li>» Systemic failure of public infrastructure (water)</li> <li>» Exploring value-accretive merger and acquisition and divestment opportunities</li> <li>» Reducing our reliance on Eskom and the potential impact of carbon taxes by exploring alternative ways to generate power</li> <li>» Lock in additional revenue from the sharp increase in the gold price.</li> </ul>	<p>HC   FC   MC IC   SRC</p>	
<b>Supporting our people</b>			
<ul style="list-style-type: none"> <li>» Sound labour relations</li> <li>» Diversity, equity and inclusion</li> <li>» Attract and retain key skills and experience.</li> </ul>	<ul style="list-style-type: none"> <li>» Not achieving operational objectives at critical operations</li> <li>» Retaining key skills and experience</li> <li>» Political tensions (geo-political and local).</li> </ul>	<p>HC   SRC</p>	
<b>Environment</b>			
<ul style="list-style-type: none"> <li>» Energy transition and security of supply</li> <li>» Climate change and extreme weather susceptibility</li> <li>» Water management</li> <li>» Circular economy</li> <li>» TSF management</li> <li>» Biodiversity and post-closure sustainability</li> <li>» Renewable alternatives for net zero carbon emissions</li> <li>» Pollution management.</li> </ul>	<ul style="list-style-type: none"> <li>» Safety and health</li> <li>» Security of electricity/power supply and the impact of higher electricity costs</li> <li>» Impact of climate change</li> <li>» Supply chain disruptions (including supply of goods, increasing costs and availability)</li> <li>» Systemic failure of public infrastructure (water)</li> <li>» Reducing our reliance on Eskom and the potential impact of carbon taxes by exploring alternative ways to generate power</li> <li>» Exploring Harmony's water resources and supply to surrounding communities.</li> </ul>	<p>HC   FC   MC IC   NC   SRC</p>	

## Material matters continued

Material matters	Strategic risks and opportunities	Capitals	Strategic pillars
<b>Governance</b>			
<ul style="list-style-type: none"> <li>» Operational resilience</li> <li>» Fair and responsible remuneration</li> <li>» Responsible procurement that safeguards human rights</li> <li>» Legal and regulatory compliance</li> <li>» Cybersecurity</li> <li>» Ethics and governance.</li> </ul>	<ul style="list-style-type: none"> <li>» Cyber attacks/cyber criminality</li> <li>» Regulatory changes and/or compliance with regulatory requirements</li> <li>» Retaining skills and experience</li> <li>» Illegal mining, attacks on plants, theft and possible legalisation of artisanal mining.</li> </ul>	<p>HC   FC   IC</p> <p>SRC</p>	
<b>Business growth and resilience</b>			
<ul style="list-style-type: none"> <li>» Capital access and allocation</li> <li>» Higher-quality asset investment (organic and acquisitive)</li> <li>» Diversified portfolio growth (geographical and commodity)</li> <li>» Innovation, technology and digitalisation</li> <li>» Execution of multiple, significant projects (new).</li> </ul>	<ul style="list-style-type: none"> <li>» Gold price and forex fluctuations (varying from planned levels)</li> <li>» Depleting the ore reserve base</li> <li>» Not achieving operational objectives at critical operations</li> <li>» Unsuccessful project execution and funding ability</li> <li>» Supply chain disruptions (including supply of goods and increasing costs and availability)</li> <li>» Cyber attacks/cyber criminality</li> <li>» Retaining skills and experience</li> <li>» Illegal mining, attacks on plants, theft and possible legalisation of artisanal mining (IT, drones)</li> <li>» Security of electricity/power supply and the impact of higher electricity costs</li> <li>» Organic growth opportunities to increase the quality of our ounces and drive down costs</li> <li>» Productivity improvement projects</li> <li>» Explore the installation of dynaCERT's HydraGEN technology at the Hidden Valley Mine</li> <li>» Copper exposure reflected in our share price</li> <li>» Exploring value-accretive mergers, acquisitions and divestment opportunities</li> <li>» Lock in additional revenue from the sharp increase in the gold price.</li> </ul>	<p>HC   FC   MC</p> <p>IC   NC   SRC</p>	
<b>Social licence to operate</b>			
<ul style="list-style-type: none"> <li>» Sustainable community partnerships</li> <li>» Supply chain transformation and preferential procurement<sup>1</sup></li> <li>» Cultural heritage.</li> </ul>	<ul style="list-style-type: none"> <li>» Supply chain disruptions (including supply of goods and increasing costs and availability)</li> <li>» Systemic failure of public infrastructure (water)</li> <li>» Illegal mining, attacks on plants, theft and possible legalisation of artisanal mining</li> <li>» Political tensions (geo-political and local)</li> <li>» Exploring Harmony's water resources and supply to surrounding communities.</li> </ul>	<p>HC   MC   NC</p> <p>SRC</p>	

<sup>1</sup> In South Africa we refer to "preferential procurement" while in Australasia it is termed "local procurement".

Refer to the **Risks and opportunities** section for more details on our strategic risks and opportunities. Material matters are also referenced across the sections that make up **The value we've created** as we highlight the economic, environmental and social value we have created for all our stakeholders.

# OUR STRATEGY

Producing safe, profitable ounces and improving margins through operational excellence and value-accretive acquisitions is Harmony's strategy, translating our purpose into action. To create a sustainable, profitable business, our strategy remains responsive and adaptive to the risks we face, our complex operating environment and the material matters we impact, or that impact our business.

## Our strategic pillars and four business areas



## A solid investment case and compelling gold-copper story

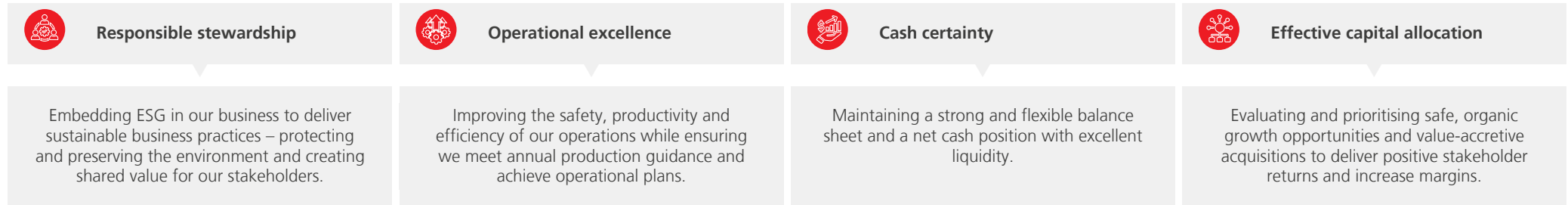
<p><b>Lower risk profile</b></p>	<ul style="list-style-type: none"> <li>» Prioritising safety</li> <li>» Embedding ESG through a sustainable development framework</li> <li>» Continuous skills development</li> <li>» Experienced management</li> <li>» Strong succession pipeline.</li> </ul>	
<p><b>Improving operational metrics</b></p>	<ul style="list-style-type: none"> <li>» Operational excellence and good momentum at each mine</li> <li>» Better efficiencies through various business improvement initiatives</li> <li>» Project execution discipline</li> <li>» Geared exposure to the rand/kg gold price.</li> </ul>	
<p><b>Long, diversified production profile</b></p>	<ul style="list-style-type: none"> <li>» Significant gold-copper Resource base</li> <li>» Excellent Resource and Reserve conversion potential</li> <li>» Identifying growth opportunities that lower risk and increase margins</li> <li>» Near-term copper production</li> <li>» Tier 1 copper-gold porphyry.</li> </ul>	
<p><b>Strong and flexible balance sheet</b></p>	<ul style="list-style-type: none"> <li>» Net cash position with excellent liquidity</li> <li>» Ability to fund capital and approved projects internally (cash and available facilities) at current gold price</li> <li>» Clear hedging strategy.</li> </ul>	
<p><b>Clear capital allocation framework</b></p>	<ul style="list-style-type: none"> <li>» Balancing growth aspirations with shareholder returns</li> <li>» Paying consistent dividends in line with our policy.</li> </ul>	

## Our strategy continued

### Unpacking our strategy

**Strategic pillars that enable the consistent and effective execution of our strategy**

Refer to the **Resource allocation, key trade-offs and future focus** section for more details.



Through effective capital allocation, we leverage the substantial opportunities presented by our existing asset portfolio. We are investing major capital in organic and value-accretive growth and portfolio diversification while derisking the business and generating cash to fund our growth aspirations.

Effective capital allocation also enables and enhances the achievement of responsible stewardship, operational excellence and cash certainty. In this way, each mine or project contributes to the shared value we create for our business and stakeholders.



■ Iron oxide copper gold sample, Eva Copper

## Our strategy continued

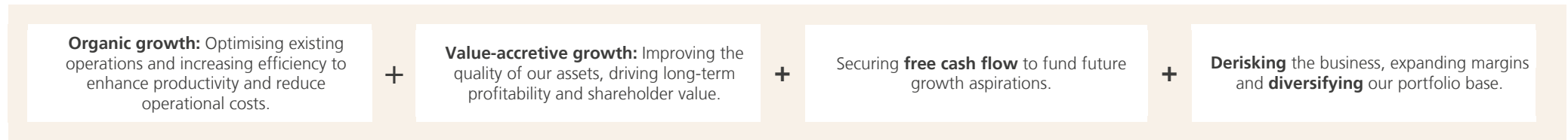
### Unpacking our strategy continued

#### Four business areas that enable our ability to create value in the long term

Refer to [Our operations](#) for further information on these assets.

South African underground optimised assets	South African underground high-grade assets	South African surface assets	International assets
<ul style="list-style-type: none"> <li>» Doornkop</li> <li>» Kusasalethu</li> <li>» Joel</li> <li>» Target 1</li> <li>» Tshepong North</li> <li>» Tshepong South</li> <li>» Masimong.</li> </ul>	<ul style="list-style-type: none"> <li>» Moab Khotsong</li> <li>» Mponeng.</li> </ul>	<ul style="list-style-type: none"> <li>» Kalgold</li> <li>» Mine Waste Solutions (MWS)</li> <li>» Phoenix</li> <li>» Savuka Tailings</li> <li>» Central Plant Reclamation (CPR)</li> <li>» Rock dumps.</li> </ul>	<p><b>Papua New Guinea</b></p> <ul style="list-style-type: none"> <li>» Hidden Valley</li> <li>» Wafi-Golpu.</li> </ul> <p><b>Australia</b></p> <ul style="list-style-type: none"> <li>» Eva Copper.</li> </ul>
<p>These assets:</p> <ul style="list-style-type: none"> <li>» Generate roughly 39% of group production</li> <li>» Can be highly profitable due to their operating leverage</li> <li>» Play a critical role in funding our growth aspirations and securing our social licence to operate, particularly in Welkom where we contribute significantly to the socio-economic development of local communities.</li> </ul>	<ul style="list-style-type: none"> <li>» These assets produce over 30% of group production</li> <li>» Mponeng extension was approved</li> <li>» Moab Khotsong's LoM is 20 years</li> <li>» Mponeng is the world's deepest gold mine, and the quality of ounces present significant upside potential with a LoM of 20 years from the extension project.</li> </ul>	<ul style="list-style-type: none"> <li>» The legacy streaming agreement with Franco-Nevada at MWS ends in FY25 which will result in more than R900 million increase in cash flow going forward</li> <li>» The Kareerand TSF extension will allow us to extend the LoM of MWS by over 14 years</li> <li>» Feasibility studies are being conducted to determine if we can extract 5.7Moz in Mineral Resources from old Free State tailings dams.</li> </ul>	<ul style="list-style-type: none"> <li>» Future-facing metals such as copper offer counter-cyclical diversification to our existing gold portfolio</li> <li>» Opportunities exist to further extend Hidden Valley's LoM beyond FY28</li> <li>» Eva Copper will add over 50Kt to 60Kt of copper and approximately 14koz of gold annually, over a 15-year LoM*.</li> </ul>

Each of the four business areas generates multiple benefits for our business and enhances the overall advantages realised across all business areas:



**Operational excellence underpins our success: a safe mine is a profitable mine.**

\* Figures subject to feasibility study update.

## Our strategy continued

### Unpacking our strategy continued

#### How we allocate capital

To effectively allocate capital, our investment decisions are informed by a capital allocation framework that outlines how we prioritise capital allocation in a sequenced manner and according to investment criteria. The framework also creates synergy between the benefits realised through our four strategic businesses areas. Our growth pipeline ensures that we integrate investment and resource allocation decisions with strategic growth aspirations, enabling us to deliver sustainable long-term value creation.

CAPITAL ALLOCATION FRAMEWORK	INVESTMENT CRITERIA	
<b>Safety and production optimisation</b> Aiming for zero loss of life	<b>Lower-risk profile</b> » All ESG factors considered especially safety and impact of climate change.	<b>Affordability</b> » Capital intensity versus cash flows to be manageable.
<b>Organic growth and investment</b> Focus on increasing grade and margins	<b>Improving margins</b> » Preference for larger, higher-margin assets to improve quality of the portfolio » All-in sustaining cost (AISC) of less than US\$1 500/oz.	<b>Generating returns</b> » Acquisitions and projects that deliver a return exceeding our cost of capital, while compensating for risk.
<b>Debt repayment</b> <1x net debt/earnings before interest, tax, depreciation and amortisation (EBITDA)	<b>Improve production profile</b> » Permitted, near-term production preferred, if not already operational » 10-year LoM or longer at >100 000oz per annum in regions where we operate » 10-year LoM or longer at >150 000oz per annum in new areas outside of operating hubs.	
<b>Inorganic growth</b> Value-accretive mergers and acquisitions		
<b>Shareholder returns</b> Paying a dividend consistent with our policy and overall growth strategy		

To enhance our ability to deliver shareholder value in the long term, we are allocating capital to our transformational assets and projects in the short- and medium-term split as follows:

Higher-grade, higher-quality and lower-risk assets (securing short- and long-term cash flow):		International gold and copper assets (diversifying our portfolio and derisking Harmony):	
Projects in execution	Value realised	Projects	Value to be realised
<b>Moab Khotsoeng extension</b>	» The LoM has been extended to at least 20 years » The asset adds 2.70Moz to Mineral Reserves » Recovered grade is sustained at ~9g/t » We can maintain an annual steady state production of >200 000oz.	<b>Eva Copper feasibility update*</b>	» We have received conditional grant funding of A\$20.7 million from the Queensland government » We expect to produce 50Kt to 60Kt of copper and ~14koz of gold annually » AISC will be in the middle of the global cost curve » We have targeted first copper production in FY28.
<b>Mponeng extension</b>	» The LoM has been extended to at least 20 years » The asset adds 2.34Moz to Mineral Reserves » Recovered grade is sustained at ~9g/t » We can maintain an annual steady state production of ~250 000oz.	<b>Wafi-Golpu permitting</b>	» We expect to convert the signed framework memorandum of understanding into a mining development contract, followed by supporting agreements for a special mining lease » The feasibility study update will start once the special mining lease has been granted » We expect an average annual production of 180Kt** copper and 250 000oz** gold » Gold grade: 0.86g/t » Copper: 1.2%.
<b>Mine Waste Solutions expansion</b>	» The LoM has been extended to over 14 years » Once streaming contract ends, we expect a ~20% increase in gold price received » We can maintain an annual production of 100 000oz+ over the LoM.		

\* Figures subject to feasibility study update.  
 \*\* Based on the 2018 feasibility study update and 100% attributable.



## Our strategy continued

### Resource allocation, key trade-offs and future focus

Actions to achieve Harmony's strategic pillars	Key trade-offs	Future focus
<div data-bbox="107 363 443 416"> <b>Responsible stewardship</b> </div> <ul style="list-style-type: none"> <li>» Embedding a proactive safety culture and risk management in everything we do</li> <li>» Executing our decarbonisation strategy to reduce our GHG emissions, consumption and reliance on grid-supplied electricity while diversifying our energy mix and improving our resilience and adaptation to the impacts of climate change</li> <li>» Adhering to sound corporate governance principles while prioritising environmental and social stewardship guided by our sustainable development framework</li> <li>» Contributing to the SDGs, directly or indirectly</li> <li>» Proactively and meaningfully engaging with our stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>» Prioritising the safety and wellbeing of employees, contractors and host communities above the profitability and productivity of operations</li> <li>» Balancing:               <ul style="list-style-type: none"> <li>– Short-term financial returns with investments in long-term responsible and sustainable business practices</li> <li>– Business requirements with regulatory compliance and stakeholders' legitimate needs and expectations</li> <li>– The long-term protection and preservation of the natural resources on which we rely with short-term operational requirements.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Shifting our safety focus to organisational sustainability, accountability and integration to ensure risk management is embedded as part of our company culture. Our Thibakotsi journey remains on track, with 80% completion to date</li> <li>» Progressing against meeting targets to reduce absolute scope 1 and 2 emissions by 63% by FY36 through commencing the construction of phase 2 of our renewable energy and efficiency rollout plan</li> <li>» Launching the Harmony employee value proposition to help achieve our diversity and inclusivity target of 30% women in leadership by 2027</li> <li>» Continue progressing against our board representation transitional plan to strengthen Harmony's commitment to the four key pillars of King IV for good corporate governance</li> <li>» Continue meaningful engagement, partnering and collaborating with key stakeholders.</li> </ul>
<div data-bbox="107 866 421 919"> <b>Operational excellence</b> </div> <ul style="list-style-type: none"> <li>» Proactively identifying, monitoring and addressing safety incidents through real-time monitoring, critical control management, culture transformation and stakeholder engagement</li> <li>» Implementing project execution discipline and effective project management to deliver consistent, predictable production</li> <li>» Conducting disciplined, proactive engineering and mining practices</li> <li>» Digitalising our operations and improving infrastructure reliability through technology and innovation</li> <li>» Implementing strict cost-control measures to maintain a stable and predictable cost structure, including predictable labour cost escalations for five years as part of the wage agreement and investments in renewable energy sources to mitigate tariff increases</li> <li>» Managing mined grades and reducing group AISC by focusing on quality ounces</li> <li>» Maintaining a significant gold-copper resource base with excellent reserve conversion potential by prioritising higher-quality reserves and resources</li> <li>» Replacing ounces through greenfield and brownfield expansion projects</li> <li>» Remaining a partner of choice for our stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>» Prioritising safe and responsible mining practices while improving productivity</li> <li>» Balancing the investments in maintaining and upgrading physical infrastructure and technology while reducing operational costs.</li> </ul>	<ul style="list-style-type: none"> <li>» Maintaining our track record of operational excellence – we have met our production guidance for nine consecutive years</li> <li>» Further integrating risk management across the business and continue business improvement initiatives focused on safety and productivity</li> <li>» Remaining conservative in our planning assumptions with production guidance for FY25 largely unchanged from FY24</li> <li>» Mining through high-grade areas on both the eastern and western blocks on the 123 and 126 levels at Mponeng</li> <li>» The Mponeng LoM extension project commenced in the first quarter of FY25</li> <li>» Continuing the Moab Khotsoeng LoM extension and Kareerand TSF expansion projects</li> <li>» Completing the Eva Copper feasibility study and design phase</li> <li>» Continue negotiations to secure the special mining lease for Wafi-Golpu.</li> </ul>

## Our strategy continued

Actions to achieve Harmony's strategic pillars	Key trade-offs	Future focus
<p><b>Cash certainty</b></p> <ul style="list-style-type: none"> <li>» Executing our hedging strategy to protect the group against adverse commodity and currency market fluctuations, reducing our market risk and supporting our capital and growth commitments</li> <li>» Implementing our derivative programme to secure pricing at favourable rates</li> <li>» Maintaining a net debt:EBITDA ratio at less than 1x</li> <li>» Consistently achieving operational excellence.</li> </ul>	<ul style="list-style-type: none"> <li>» Balancing: <ul style="list-style-type: none"> <li>– Profitability with the investments needed to achieve responsible stewardship, operational excellence and effective capital allocation</li> <li>– Funding of organic and value-accretive growth with short-term shareholder returns.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Continue to deliver a return on investment from Mponeng and Moab, our higher-grade asset portfolio and related underground assets</li> <li>» Driving higher returns by developing high-margin low-cost surface assets</li> <li>» Maintaining a flexible balance sheet to support our growth pipeline.</li> </ul>
<p><b>Effective capital allocation</b></p> <ul style="list-style-type: none"> <li>» Directing significant capital towards high-quality assets and surface retreatment opportunities</li> <li>» Adhering to investment criteria as outlined in our capital allocation framework</li> <li>» Delivering shareholder returns in line with our dividend policy.</li> </ul>	<ul style="list-style-type: none"> <li>» Balancing our long-term growth aspirations with short- and medium-term shareholder returns while derisking the business</li> <li>» Allocating capital to projects that yield immediate returns while investing in projects that will secure future profitability.</li> </ul>	<ul style="list-style-type: none"> <li>» Allocating major capital to Mine Waste Solutions in FY25 to complete the Kareerand TSF expansion project (phase 2)</li> <li>» Capital expenditure is expected to increase given our investment in major high-grade and surface retreatment projects which have improved the longevity of LoMs.</li> </ul>

Detailed information on our approach and performance is included within the sections that make up **The value we've created**. For information on the risks associated with each strategic pillar, refer to **Risks and opportunities**.

### The resources we plan to allocate towards consistently executing on our strategy

HC Human capital	FC Financial capital	MC Manufactured capital	IC Intellectual capital	NC Natural capital	SRC Social and relationship capital
<ul style="list-style-type: none"> <li>» A proactive safety culture supported by effective risk and critical controls management</li> <li>» A diversified, inclusive and equitable workforce</li> <li>» Ongoing employee skills development, training and education.</li> </ul>	<p>Investing in:</p> <ul style="list-style-type: none"> <li>» High-grade, high-quality and low-risk assets</li> <li>» Innovation and technology</li> <li>» Maintenance and infrastructure upgrades</li> <li>» Renewable energy sources, conservation and other environmental stewardship initiatives</li> <li>» Employee and community development</li> <li>» Paying royalties, benefits and taxes.</li> </ul>	<ul style="list-style-type: none"> <li>» Future retreatment of TSFs</li> <li>» Eva Copper and Wafi-Golpu project realisation</li> <li>» Optimisation and exploration of current asset portfolio.</li> </ul>	<ul style="list-style-type: none"> <li>» Continuously improving and implementing innovative systems and processes across multiple business functions</li> <li>» Ongoing research and development</li> <li>» Compliance with regulatory requirements</li> <li>» Implementing strategies to reduce our consumption and negative impacts on natural resources</li> <li>» Implementing sound corporate governance principles.</li> </ul>	<ul style="list-style-type: none"> <li>» Ore Resources and Reserves</li> <li>» Renewable energy and other sources of electricity</li> <li>» Potable and recycled water</li> <li>» Vegetation and other nature-based solutions.</li> </ul>	<ul style="list-style-type: none"> <li>» Building strong relationships with key stakeholders.</li> </ul>

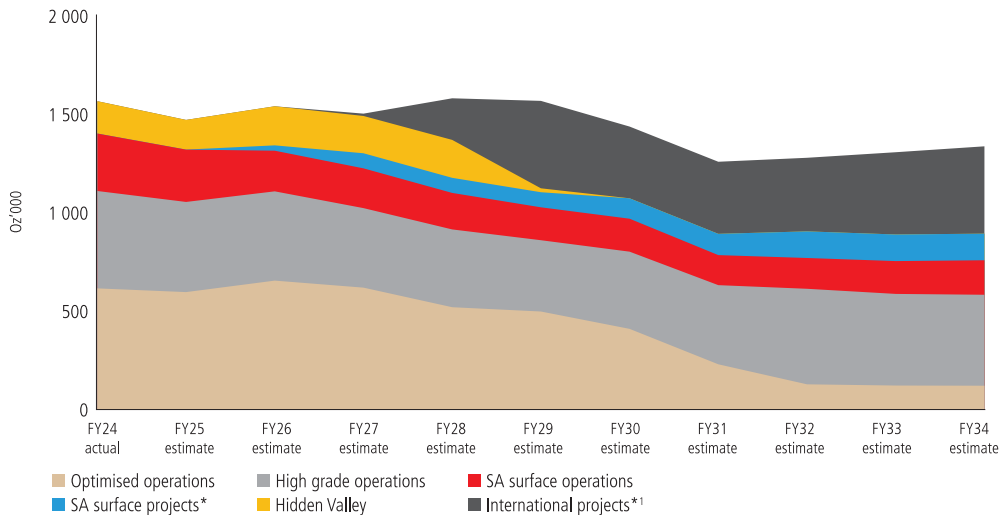
## Our strategy continued

### Securing our ability to create value in the long term

Continuous investment across all our operations will ensure we not only improve our margins, but remain a sustainable 1.4 million ounce producer, for decades to come. The production profile below illustrates what is currently owned by Harmony and how our production mix is set to evolve. Refer to the two pie charts that provide a breakdown as to how Harmony will look within 10 years.

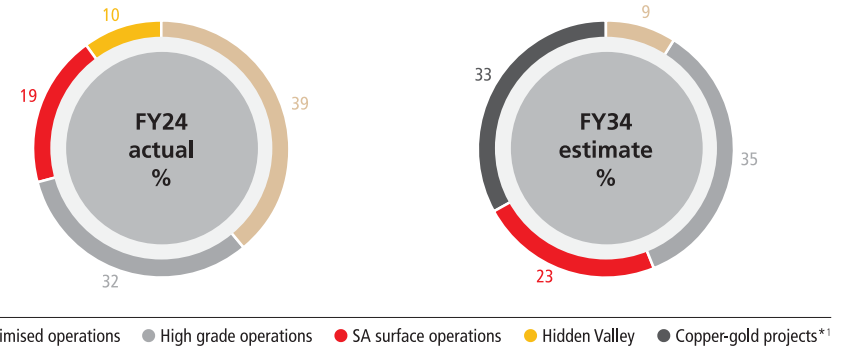
Assumptions include the Papua New Guinea government exercising their 30% participation right on Wafi-Golpu, a theoretical start date post-permitting and the granting of a special mining lease. Outcomes are also dependent on feasibility studies, permitting and approvals for Eva Copper and South African surface projects.

### Estimated 10-year LoM production profile



\* Potential projects, not yet approved.  
 1 Includes estimates for Eva Copper, Wafi-Golpu and Kerimenge.

### 10-year LoM production view



Note: Diagrams are for illustrative purposes only and includes forward-looking assumptions, subject to the safe harbour statement.

### Measuring sustained value creation

We measure sustained value creation through our KPIs and remuneration-linked business scorecard.

#### Remuneration-linked performance drivers

Harmony's reward strategy is designed to enhance the achievement of our business strategy, which guides us in creating value for our business and our stakeholders. Our total incentive plan is linked to a balanced scorecard result, which includes key short- and long-term performance measures, rewarding our leadership team for value creation.

More details about our approach and how we measure performance drivers can be found under [Managing performance through remuneration](#).

#### ESG-related KPIs

We have set five-year targets for all our material sustainability-related KPIs. These KPIs address four of the six material environmental sustainability issues in the metals and mining industry (GHG emissions, air quality, energy management, water and wastewater management, waste and hazardous materials management, and ecological impacts), according to the Sustainability Accounting Standards Board materiality map.

Our material KPIs are independently assured every year, subject to reasonable or limited assurance. Three targets were approved by the Science Based Targets initiative (SBTi). These targets are also aligned with our sustainability-linked bonds to fund projects as part of our decarbonisation strategy.

More details about our approach and how we measure ESG-related KPIs can be found in our [ESG report](#).

# BUSINESS MODEL

Underpinned by mining with purpose, our business model is the process through which we aim to create and preserve value, or prevent its erosion, over time. By effectively managing our capital inputs, we deliver on our strategy, manage risks and leverage opportunities while navigating a complex operating environment and delivering sustainable business practices.

HC Human capital	FC Financial capital	MC Manufactured capital	IC Intellectual capital	NC Natural capital	SRC Social and relationship capital
Our employees and contractors who enable the delivery of our business activities through their collective knowledge, capabilities and experience.	Funds from investors, financing or internally generated, and invested in higher-quality assets and projects that enable Harmony's continued growth.	The physical, material and technological equipment or infrastructure we own, lease or manage that enable us to conduct our business activities and produce gold, silver, uranium and copper.	The intangible value of our collective knowledge, skills, relationships and innovations that not only results in operational excellence, but also drives our competitive advantage as a specialist gold mining company.	The natural resources we need to conduct our business activities, including water, land, minerals and energy.	The relationships and partnerships essential for creating shared value and support our licence to operate.
<ul style="list-style-type: none"> <li>» <b>Permanent and contract employees:</b> 46 078 (FY23: 45 546)</li> <li>» <b>Women in leadership:</b> 22% (against a target of 30%)</li> <li>» <b>Management by designated groups:</b> 70% (against a target of 60%).</li> </ul>	<ul style="list-style-type: none"> <li>» <b>Market capitalisation:</b> R106.3 billion (US\$5.8 billion) (FY23: R49.0 billion (US\$2.6 billion))</li> <li>» <b>Total equity:</b> R40.9 billion (US\$2.3 billion) (FY23: R34.9 billion (US\$1.9 billion))</li> <li>» <b>Available cash and undrawn facilities:</b> R12.6 billion (US\$695 million)</li> <li>» <b>Net cash:</b> R2.9 billion (US\$159 million) (FY23 net debt: R2.8 billion (US\$150 million)).</li> </ul>	<ul style="list-style-type: none"> <li>» <b>Gold mines:</b> 11</li> <li>» <b>Copper assets:</b> 2</li> <li>» <b>Surface treatment operations:</b> 4</li> <li>» <b>Solar photovoltaic (PV) projects:</b> five solar PV plants</li> <li>» <b>Applications:</b> 31 business applications considered strategic or tactical and therefore of critical importance.</li> </ul>	<ul style="list-style-type: none"> <li>» Proactive safety culture, risk and critical controls management</li> <li>» Business improvement programme</li> <li>» Embedded ESG practices guided by our sustainable development framework</li> <li>» Mining rights and leases for each operation.</li> </ul>	<ul style="list-style-type: none"> <li>» <b>Mineral Reserves:</b> 40.26Moz gold and gold equivalents (FY23: 39.34Moz)</li> <li>» <b>Mineral Resources:</b> 136.53Moz gold and gold equivalents (FY23: 137.85Moz)</li> <li>» <b>Total land we manage:</b> 88 157ha (FY23: 88 157ha), of which 13 583ha is impacted by our mining-related infrastructure, services and activities.</li> </ul>	<ul style="list-style-type: none"> <li>» Our key stakeholders, outlined in <b>Stakeholder engagement</b></li> <li>» Values and code of ethics guiding engagement.</li> </ul>
<ul style="list-style-type: none"> <li>» Our employees' safety, health and wellbeing remain a top priority and requires a significant investment of social, relationship and financial capital into manufactured and intellectual capital</li> <li>» Sound employee relations are critical for us to succeed as a business</li> <li>» General and specialised skills in the mining sector need to be developed continuously to adapt to changing business requirements</li> <li>» Diversifying our employee profile remains challenging due to the mining industry being male dominated with under-representation of women at some levels.</li> </ul>	<ul style="list-style-type: none"> <li>» We invest a significant amount of financial capital into human, manufactured, intellectual, natural, social and relationship capital to secure the long-term success of our business</li> <li>» Gold and copper remain attractive commodities for investors</li> <li>» Our financial capital is impacted by factors beyond our control, including gold price fluctuations, inflation and rising electricity tariffs.</li> </ul>	<ul style="list-style-type: none"> <li>» The availability and quality of manufactured capital depends on a significant investment of financial, intellectual and natural capital</li> <li>» Maintaining and modernising our operations is necessary for us to operate safely, efficiently and profitably.</li> </ul>	<ul style="list-style-type: none"> <li>» Culture transformation to achieve zero harm takes time, and requires human, financial, manufactured, social and relationship capital</li> <li>» Securing mining rights and leases can be challenging in the face of an ever-changing political, social and environmental landscape</li> <li>» Leveraging technology and innovation to improve our systems and processes can be costly, and difficult to manage in a hybrid working environment.</li> </ul>	<ul style="list-style-type: none"> <li>» Preserving and protecting the natural resources on which we rely depends on the availability of financial capital and the quality of manufactured capital, and could affect our human, social and relationship capital</li> <li>» Mining is an inherently dangerous industry and has significant potential to impact the biophysical environment</li> <li>» Our operations heavily rely on water, which is a scarce natural resource</li> <li>» Limited LoMs and depleting ore reserves could jeopardise our ability to create and preserve value</li> <li>» We rely on fossil fuel-based electricity, which negatively impacts our environmental footprint and increases operational costs.</li> </ul>	<ul style="list-style-type: none"> <li>» Protecting our reputation as a responsible miner is inextricably linked to how we manage the resources on which we rely, requiring significant financial, intellectual and human capital investments</li> <li>» Building trust and credibility in the multi-cultural and diverse regions where we operate is critical to maintain our social licence to operate</li> <li>» Collaborating and partnering with our key stakeholders is a business and moral imperative.</li> </ul>

\* As at 30 June 2024.

Business model continued

**Business activities**

Guided by **Our strategy**, our business activities are underpinned by an operational competency developed over the previous 74 years. Ongoing improvement of our key operational metrics translates into better efficiencies and good momentum at all our mines. For more details on our competitive advantage, go to **What differentiates us**.

Business activities also include the consideration of value-accretive acquisitions, evaluation of economically viable gold-bearing orebodies and the development, via effective project execution of those opportunities that meet our investment criteria. For optimal shareholder returns, we evaluate projects considering where we operate, how we manage risk and what skills we can leverage. This discipline is critical considering our significant pipeline. Go to **Our operations** for further details on our operations.

Significant factors, both internally and externally, inclusive of the legitimate needs and interests of key stakeholders, influence our strategy and business model. For further details please refer to our **Material matters**, **Our operating context** and **Stakeholder engagement** that contextualise our approach to creating shared value.

These business activities translate into our outputs (below) and outcomes (overleaf). For further details on our performance, please refer to **The value we've created**.



Our primary product is the gold we produce and sell to the market. Our activities also result in by-products and waste, that we aim to reduce and mitigate:

■ **Products**

**Gold produced 1.56Moz**

(FY23: 1.47Moz)

**Silver produced 3.67Moz**

(FY23: 2.64Moz)

**Uranium produced 590.10Klb**

(FY23: 523.46Klb)

■ **Products**

**Renewable energy generated**

**65.4GWh**

■ **By-products**

**Waste rock milled 51.32Mt**

(FY23: 52.14Mt)

■ **Waste**

**Hazardous waste to landfill 1 261t**

(FY23: 1 501t)

■ **Waste**

**Total CO<sub>2</sub> emissions 5 255 534t**

(FY23: 5 455 621t)

## Business model continued

Key + Value created (net increase in capitals)   = Value preserved   - Value eroded (net decrease in capitals)

	<b>HC</b> Human capital	<b>FC</b> Financial capital	<b>MC</b> Manufactured capital	<b>IC</b> Intellectual capital	<b>NC</b> Natural capital	<b>SRC</b> Social and relationship capital
<span style="color: green;">+</span>	<ul style="list-style-type: none"> <li>» Trained 42 291 employees (91.8% of the workforce) (FY23: 42 744; 93.8%)</li> <li>» Invested R839 million (US\$44.9 million) in skills development and training (FY23: R817 million (US\$46.0 million))</li> <li>» Paid R18.6 billion (US\$1.0 billion) in wages and salaries (FY23: R17.5 billion (US\$1.0 billion)).</li> </ul>	<ul style="list-style-type: none"> <li>» Net cash position of R2.9 billion (US\$159 million) compared to net debt of R2.8 billion (US\$150 million) in FY23</li> <li>» Increased cash generated by operating activities to R15.7 billion (US\$836 million) (FY23: R9.9 billion (US\$560 million))</li> <li>» Declaration of interim and final dividend of 147 SA cents (7.61 US cents) and 94 SA cents (5.27 US cents) per share respectively (FY23: total dividend for the year of 75 SA cents (4.03 US cents)).</li> </ul>	<ul style="list-style-type: none"> <li>» Invested R8.3 billion (US\$445 million) in various projects in the group</li> <li>» Spent R1.0 billion (US\$56 million) on exploration projects (FY23: R506 million (US\$28.0 million))</li> <li>» Earmarked R2.1 billion to be invested in phase 2a of our renewable energy rollout plan.</li> </ul>	<ul style="list-style-type: none"> <li>» Critical control management: since the inception of our safety digitisation and critical control monitoring, we have gathered 181 million data points (FY23: 148 million)</li> <li>» Increased our ability to adapt to change, business resilience, informed decision making and proactive, data-driven risk management by adopting up-to-date technology and innovation.</li> </ul>	<ul style="list-style-type: none"> <li>» Increased underground recovered grades by 5.7% to 6.11g/t (FY23: 5.78g/t)</li> <li>» Recycled 98 051 332m<sup>3</sup> of water (FY23: 99 932 356m<sup>3</sup>)</li> <li>» Reduced our energy consumption by a cumulative 1.9TWh</li> <li>» Spent R572 million (US\$30.6 million) on rehabilitating 84.0ha of land (FY23: R491 million (US\$27.6 million); 72.17ha).</li> </ul>	<ul style="list-style-type: none"> <li>» Spent R19.9 billion (US\$918 million) on community development (FY23: R16.3 billion (US\$901 million))</li> <li>» Spent R39 million (US\$2.1 million) on corporate social investment (CSI) initiatives (FY23: R27 million (US\$1.5 million))</li> <li>» Paid R3.7 billion (US\$195 million) in income taxes and royalties (FY23: R1.1 billion (US\$60 million))</li> <li>» Over 730 000 people benefited from our CSI projects, including women and youth.</li> </ul>
<span style="color: grey;">=</span>	<ul style="list-style-type: none"> <li>» Achieved most of our employment equity and historically disadvantaged persons (HDP) targets</li> <li>» No strike action in FY24 displaying a strong and mature relationship with unions</li> <li>» Five-year wage agreement entered during FY24, effective 1 July 2024.</li> </ul>	<ul style="list-style-type: none"> <li>» New gold hedging limit of 30%, 20%, 10% of production in a 12-, 24- and 36-month period (previously 20% over a 24-month period).</li> </ul>	<ul style="list-style-type: none"> <li>» Met our revised production guidance for the past nine years.</li> </ul>	<ul style="list-style-type: none"> <li>» Cultivated talent and developed the skills required for the future, driven by strong, experienced management teams</li> <li>» Maintained a FTSE Russell score of 5 out of 5 for governance over the past three years</li> <li>» Included in the FTSE4Good Index for the seventh consecutive year and in the top 5% of the sub-sector.</li> </ul>	<ul style="list-style-type: none"> <li>» Implemented over 200 energy efficiency initiatives at our operations since 2016, cumulatively saving over R2.2 billion (US\$143 million) in energy costs, equating to around 2.1Mt of CO<sub>2</sub> saved</li> <li>» Maintained a CDP score of "A" for our best practice water management strategy.</li> </ul>	<ul style="list-style-type: none"> <li>» Sustained the value created for communities through our optimised South African mining assets</li> <li>» No strike action for the past two years.</li> </ul>
<span style="color: red;">-</span>	<ul style="list-style-type: none"> <li>» Seven lives were tragically lost at our South African operations (FY23: six)</li> <li>» Although improved by 3%, we did not achieve our junior management target of 30% female representation.</li> </ul>	<ul style="list-style-type: none"> <li>» Production costs increased to R38.9 billion (US\$2.1 billion) (FY23: R34.9 billion (US\$2.0 billion))</li> <li>» Group AISC increased by 1.3% to R901 550/kg (US\$1 500/oz)</li> <li>» Increased capital expenditure to R8.3 billion (US\$445 million) (FY23: R7.6 billion (US\$428 million)).</li> </ul>	<ul style="list-style-type: none"> <li>» Gold production increased by 6.4% to 48 578kg (1 561 815oz) (2023: 45 651kg (1 467 715oz))</li> <li>» Silver production increased by 39.2% to 114 240kg (3 672 899oz) (FY23: 82 093kg (2 639 344oz)).</li> </ul>		<ul style="list-style-type: none"> <li>» Recorded five level 3 reportable incidents (FY23: five)</li> <li>» Consumed 34 813 340m<sup>3</sup> of water for primary activities (FY23: 29 349 686m<sup>3</sup>)</li> <li>» Consumed 4 840 009MWh of energy (FY23: 4 862 011MWh)</li> <li>» Consumed 4 175 865MWh of electricity (FY23: 4 110 910MWh)</li> <li>» Consumed 600 966MWh of diesel (FY23: 686 854MWh).</li> </ul>	<ul style="list-style-type: none"> <li>» We worked to resolve 78 (FY23: 97) concerns, complaints and grievances received from our host communities.</li> </ul>

\* As at 30 June 2024.

# OUR OPERATING CONTEXT

Globally and locally, significant economic, technological, political and ESG factors directly and indirectly affect our dynamic operating context. While many of these factors pose challenges to our business, they also present a multitude of opportunities for us to leverage as we continue to pursue the sustainable development of our business and shared value creation.

## ESG factors and sustainable business practices

### Social impact

Globally, many companies recognise that maintaining a social licence to operate is a moral and business imperative. Society continues to place increased pressure on mining companies to go beyond legal and regulatory compliance to positively contribute to societies and conduct their business activities in a sustainable, responsible and transparent manner.

Additionally, businesses must navigate complex social, economic and political dynamics over time while maintaining healthy relationships with stakeholders.

### South Africa

Issues such as poor service delivery, poverty and inequality, high unemployment, and unprecedented political corruption necessitates private and public organisations to play their part in contributing to South Africa's social upliftment.

Poverty in the country leads to an unskilled and unemployed population, and in turn, a shrinking talent pool.

### Papua New Guinea

Although endowed with abundant natural resources, the country has experienced sporadic growth and development since its independence in 1975. A large proportion of the population faces poverty, high unemployment, limited access to services, and social issues like crime, gender-based violence and inequality. Inspired by similar resource-rich nations, PNG aspires to become a prosperous, middle-income country.

### Australia

Australia has high levels of literacy, numeracy, employment, income and wealth in global terms. Key socio-economic challenges for the country include rising inequality, cost of living including housing, discrimination, and domestic and gender-based violence.

Societal expectations are to see the gaps closed on these challenges.

### Impact on Harmony

Addressing systemic issues requires a collaborative effort between Harmony and government, along with civil society and other stakeholders. A profitable business can positively contribute to the lives of employees and host communities by understanding their needs and concerns, and responding appropriately by implementing initiatives that contribute to a thriving society.

Failing to meaningfully contribute to society could lead to, among others, financial, reputational and operational challenges, including legal and strike action, decreased investment in our business, and a disengaged and disempowered workforce.

### Our response

### Stakeholder engagement and Delivering responsible stewardship

Our social stewardship initiatives are critical to the success and sustainability of our business.

The community development initiatives we implement are guided by regulations, allowing us to partner and collaborate with government departments in delivering shared benefits and value to our host communities, suppliers and landowners. This is supported by CSI initiatives, enterprise and supplier development, and procurement practices that enable us to create job opportunities, contribute to social development and economic empowerment with the SDGs in mind.

As part of ERM, multiple organisational strategies enable us to care for, protect and empower our employees, fostering a conducive, safe and inclusive workplace while contributing to improved livelihoods.

## Our operating context continued

### Environmental impact



South Africa



Papua New Guinea



Australia

#### Urgent action to combat climate change and its impacts

The prevailing and increasing effects of climate change, including extreme weather events, continue to impact businesses, people and the natural world.

Additionally, balancing the need for green energy solutions while reducing carbon footprints remains a significant challenge for mining companies globally.

South Africa frequently experiences drought and floods, with the most significant impact on its environment, economy, infrastructure and people.

In FY24, severe storms in KwaZulu-Natal, Free State and Western Cape caused significant damage, leaving many people homeless.

Papua New Guinea is vulnerable to floods, droughts, earthquakes, volcanic activity, tsunamis, and sea-level rise, among others. Some of these are expected to increase in frequency, magnitude, and intensity due to climate change. The El Nino Southern Oscillation phenomenon has already been observed to have an increasingly negative effect on PNG's climate, triggering more intense drought and flood events.

In May 2024, many lives were lost after heavy rainfall caused massive landslides in the highlands.

Climate change is an increasing risk in Australia and is impacting communities, ecosystems and industry. It is resulting in hotter temperatures, increased bushfires, more droughts and floods, higher sea levels and drier winter and spring months.

#### Responsible tailings management

TSF failure could cause significant economic, environmental and societal damage, which heightens the importance of effectively managing risks associated with TSFs. Mining companies are also exploring innovative solutions to better manage these facilities.

Mining is a key economic sector in the country. As such, the high number of tailings dams pose a significant safety risk.

After a tailings dam failure in 2023, which caused significant damage to the environment and Free State local community, the government has bolstered efforts to enforce stricter regulations.

The risk of dam failure remains high due to the country's heavy rainfall and seismic activity, which can compromise the integrity of tailings dams. Our TSF in PNG are designed and operated in accordance with the Australian National Committee of Large Dams (ANCOLD) guidelines.

The Mineral Resources Authority monitors compliance with environmental and safety standards for tailings dams.

Australia has a high number of tailings dams, since mining is a key economic sector in the country.

The ANCOLD guidelines play a key role in setting standards for effective TSF design and management.

#### Natural resource crisis (including biodiversity loss and ecosystem collapse)

The mismanagement and overexploitation of critical natural resources such as food, minerals and water lead to severe commodity and natural resource supply shortages globally.

Overwhelming development needs, and society's dependence on natural resources and ecosystems to survive exacerbates South Africa's water scarcity and natural resource depletion.

Expansion of agriculture including cash crops, authorised and unauthorised logging, artisanal mining and expansion of settlements, cause deforestation and forest degradation in PNG's forests, which pose a threat to the country's significant natural resources and heritage.

Australia's natural resources are increasingly impacted by climate change, agriculture and industrial and urban development. These impacts are resulting in the decline of biodiversity of terrestrial and aquatic ecosystems.



## Our operating context continued

### Impact on Harmony

Harmony is susceptible to the physical and transitional impacts of climate change. Extreme weather events such as flooding could damage equipment and infrastructure, while water shortages and heatwaves pose a significant safety and health risk to our employees. Additionally, regulatory changes, market and technology shifts are influencing the way we conduct our business. While climate change poses significant risks to our business, it also presents significant opportunities for us to leverage, such as diversifying our energy mix.

TSF failure has the potential to impact the environment and communities surrounding our operations. Some of the challenges we could face include environmental fines due to non-compliance, rehabilitation and operational costs, decreased market value and reputational damage.

Resource depletion could increase operational costs, affect our stakeholder relationships and investor sentiment. Conversely, the protection of natural resources drives sustainable mining practices across the business.

### Our response

### Delivering responsible stewardship

Leaving a lasting positive legacy is the fundamental principle supporting our environmental stewardship initiatives. We manage, mitigate and offset environmental risks associated with our activities by:

- » Incorporating environmental risks, including TSF management, as part of our ERM process
- » Decarbonising Harmony's energy profile through an orderly yet urgent transition to a low-carbon future (or economy)
- » Efficiently and effectively using natural resources while managing and protecting the quality and quantity of water resources, and the health of the watershed ecosystem
- » Minimising our impacted footprint by consolidating our mining footprints, especially minerals waste, to manage the physical and chemical stability of our landforms
- » Protecting and restoring biodiversity and ecosystems wherever we operate to deliver associated services.

## Governance impact

### Growing regulatory and stakeholder scrutiny

Increasingly complex regulatory requirements and dynamic stakeholder expectations around ESG and sustainable business practices continue to put pressure on companies to reposition or accelerate their business strategies, take action to address a multitude of ESG issues, and report transparently on their progress against commitments. Additionally, ethical business practices, regulatory compliance and best practice alignment continue to drive sound corporate governance practices, with increased scrutiny being placed on respecting and upholding human rights, preventing fraud and corruption, and maintaining data integrity through robust assurance processes.

### Impact on Harmony

Non-compliance with regulatory and reporting requirements, failing to meet targets or address material stakeholder concerns, could impact our market capitalisation, reputation and credibility.

Delivering responsible and sustainable business practices is fundamental to our ability to protect the shared value we create, and prevent value erosion. Critical to this is partnering and collaborating meaningfully with our key stakeholders, maintaining their trust and preserving our social licence to operate.

### Our response

Our sustainable development framework enables us to respond strategically to the ESG issues facing our business and host communities. The framework outlines the actions we take to further embed responsible stewardship (a strategic pillar) in our business.

We measure and track our progress against group-wide KPIs, and adopt regulatory and voluntary reporting frameworks and guidelines. To facilitate the integrity of our reporting, we conduct internal and external assurance on our reporting suite.

All our employees, contractors and suppliers must adhere to our human rights policy and code of conduct. Our formal corporate governance and compliance policy and framework outlines the principles of good corporate governance for the board and employees at all operational levels.

### About this report and Governing with purpose

## Our operating context continued

### Cyber criminality

The digitalisation of critical national and mining infrastructure increases the risk of cyberattacks. A successful cyberattack can have severe consequences, including safety and economic consequences. Cyberattacks are becoming more frequent and severe, with the human and financial impact of attacks rising in line with increasing infrastructure digitalisation.

Impact on Harmony	Our response	Risks and opportunities
<p>Cybersecurity is a top strategic risk to our business. Digitalisation of technology exposes our systems and processes to information security compromises, which could lead to the accidental or unlawful use, destruction, loss, alteration or disclosure of data.</p>	<p>We continue enhancing our cybersecurity abilities by implementing state-of-the-art technologies and processes to identify threats, protect our environment and respond to cyber incidents. We have also introduced cybersecurity training interventions and regular communications to raise cybersecurity awareness across Harmony.</p>	

### Third-party risks

Many organisations do business with third parties, such as suppliers, to enable the successful delivery of products and services. This increases the potential for supply disruptions, safety incidents, cyberattacks, non-compliance with regulations and project delays. Additionally, third parties contribute to an organisation's scope 3 emissions, which could hamper progress against decarbonisation goals.

Impact on Harmony	Our response	Stakeholder engagement and Risks and opportunities
<p>Financial difficulties faced by third-party contractors or suppliers can affect their ability to fulfil contracts, leading to project delays and increased costs. Further, should a supplier or contractor fail to adhere to safety and health protocols while on site at our operations, this could lead to serious injuries and hamper our goal to achieve zero harm.</p> <p>Additionally, our value chain accounts for 19% of our emissions profile, which we aim to address as part of our transition pathway focus areas.</p>	<p>All Harmony's suppliers must adhere to our code of conduct, human rights policy, environmental management policies and standards, and observe laws and regulations of the countries in which we operate.</p> <p>Supplier days help us understand our suppliers' needs and how we can improve our transactions for mutual benefit.</p>	

## Our operating context continued

### Macro-economic environment

#### Economic and geo-political factors

Geo-political uncertainty and trade tensions cause disruptions to supply chains, affecting economic growth and the availability and affordability of materials and equipment.



South Africa faces multiple economic and geo-political challenges, including high interest rates, policy uncertainty, infrastructural constraints, and high borrowing costs that limit investment and economic growth.



Political instability, regulatory uncertainty, access to foreign exchange and rising inflation continue to impact the region's macro-environment.



Australia's economy is resilient, and the political environment remains stable. However, the country is impacted by the volatile international context – including increased inflation and the slowdown in China.

#### Impact on Harmony

Commodity price volatility is one of our top strategic risks due to the significant impact on our revenue. This could affect our profitability, the sustainability of our operations. Borrowing costs and economic growth were also affected by increased interest rates.

#### Our response

Our derivative and hedging strategies, and capital allocation framework, remain responsive to persistent macro-economic instability, enabling us to analyse and manage potential positive and negative impacts on our business proactively and appropriately. Our derisked and diversified portfolio continues to perform well.

#### Our strategy

### Sovereign credit ratings



South Africa's credit rating outlook was affirmed as stable with long-term foreign and local currency sovereign credit ratings of BB-.



Papua New Guinea's credit rating outlook remains stable with long-term foreign (B-) and local currency (B) sovereign credit ratings.



Australia's credit rating outlook was affirmed as stable with long-term foreign and local currency sovereign credit ratings of AAA.

#### Impact on Harmony

Adverse credit ratings deter some investors, threatening our ability to create and protect value in the long term, and affecting our market capitalisation.

#### Our response

By regularly engaging with investors and financiers (a key stakeholder), we provide a realistic understanding of our potential operating and financial performance. We also invest our funds in financial institutions that meet the group's policy requirements for credit quality.

#### Financial director's report and Stakeholder engagement

## Our operating context continued

### Market volatility

Global inflationary pressure and a volatile macro-environment lead to currency volatility and commodity price fluctuations. Despite these negative outcomes, gold remains a valuable commodity in a diversified asset portfolio, while copper is a key commodity in creating green energy solutions. These factors drive the continued demand for and investment in gold and copper.

The gold price achieved record highs during the second half of FY24. Prices peaked at US\$2 425/oz on 20 May 2024, significantly higher than the US\$1 921/oz at the beginning of FY24, decreasing to US\$2 326/oz at year end.

Supply disruptions and an ever-increasing demand contributed to a surge in the copper price. Prices peaked at US\$10 959/t on 20 May 2024, significantly higher than the US\$8 380/t at the beginning of FY24, and decreasing to US\$9 685/t at year end. Based on trends in the market, our internal planning processes have determined a future copper price of US\$8 826/t, which is in line with long-term market consensus.

### Impact on Harmony

Gold price and forex fluctuations (varying from planned levels) can positively or negatively impact our business. The increase in commodity prices enables us to generate additional revenue, however, this is offset by increasing operational costs due to inflation.

The average level of the rand depreciated against the US dollar in FY24, with an average exchange rate of R18.70/US\$1 (FY23: R17.76/US\$1). The depreciation of the rand, combined with the increase in the US\$ gold price, positively impacted on revenue for the year as sales are US dollar-denominated and the weaker exchange rate positively impacts on the translation of sales.

A foreign exchange translation gain of R97 million (US\$5.2 million) was reported for the year compared to a loss of R634 million (US\$35.7 million) in FY23. This was predominantly as a result of the strengthening of the rand to a closing rate of R18.19/US\$1 at 30 June 2024 compared to R18.83/US\$1 in the previous reporting period. This had a positive impact on the rand equivalent of US dollar loan balances.

Additionally, supply chain disruptions (including supply of goods, increasing costs and availability) can impact our ability to maintain and procure equipment and execute capital projects.

### Our response

In our business planning processes we use conservative price assumptions to maintain a reasonable margin and strong cash flows. Even at the relatively lower exchange rate, our South African operations are generating a positive margin and cash flows. Guided by our derivative and hedging strategies, we aim to achieve a minimum margin of 25% above AISC and inflation. An additional minimum margin of 30% above AISC and inflation was introduced for the last third of the volume hedged.

Our derivative strategy is to only lock in pricing at favourable rates. We are monitoring the market for further opportunities to cover up to 25% of our foreign exchange revenue exposure.

In response to high gold prices during the year, we increased the size and duration of our gold hedging programme to lock in more of the higher gold prices supporting our future cash flows and ability to fund projects.

### Risks and opportunities

## Our operating context continued

### Energy and electricity challenges

#### Electricity supply, reliability and costs



The country mainly relies on coal-based electricity, and due to ageing infrastructure and increased demand during peak seasons, load shedding and curtailments are implemented, which results in intermittent and unreliable supply. The country's power supply company, Eskom, implements above-inflation tariff increases which contribute to increasing operating costs, and the rising cost of living.



Three main electricity grids deliver power to the country. Grid power for Hidden Valley Mine is sourced from the Ramu grid (approximately 60% hydroelectricity), which supplies Morobe Province. Given the country's complex topography, access to electricity and reliability of supply remain a challenge, hampering social and economic development.



In Queensland, most of the electricity generated is fed into the interconnected grid servicing most of eastern and southern Australia, managed through the National Electricity Market (NEM) by the Australian Energy Market Operator (AEMO). Some areas in Queensland, including the North West, rely on generators within isolated networks that are not connected to the NEM. The Queensland government backed CopperString 2032 project proposes to link the North West minerals province to the NEM, on the east coast of Australia and increased sources of renewable power.

#### Impact on Harmony

Our South African assets are predominantly deep underground mining operations, which are more energy intensive than surface mines, and accounted for 75% of the group's total electricity consumption.

Therefore, we incur additional operating costs due to rising electricity prices and having to use diesel to prevent operational interruptions. The use of fossil fuel-based electricity negatively impacts our goal to achieve net zero by 2045.

#### Our response

Our decarbonisation includes a renewable energy and energy efficiency rollout plan, enabling us to systematically reduce our reliance on grid-supplied electricity while improving energy efficiency and diversifying our energy mix. From 2023 to 2026, planned energy reduction of 43GWh and estimated savings of R83 million per annum are anticipated.

We continue lobbying regulators to contain electricity tariff increases. We also help electricity suppliers secure power through load curtailment and provide available land for renewable energy plants.

We are pursuing opportunities to isolate Hidden Valley from the Ramu grid and receive power directly from the nearby PNG Forest Products hydropower stations on account of broader provincial and community energy needs.

We are revisiting our power source and energy mix as part of our detailed review and optimisation study for the Eva Copper Project.

#### Delivering responsible stewardship

#### Energy security

As an increasing concern across the world, energy security is driven largely by regulatory changes, climate change, cybersecurity threats on digitised infrastructure and regional conflict. The availability, accessibility and affordability of energy resources affect the economic development of many countries.

Additionally, the global race to secure minerals for clean energy is causing governments to offer incentives and impose restrictions. While this creates new opportunities for mining companies, it also means dealing with increased government control, higher taxes and stricter regulations.

#### Impact on Harmony

Regulatory changes have financial implications for our business. We estimate the impact of the carbon tax to our South African operations to be between R500 million (US\$27.5 million) and R800 million (US\$44.0 million) by 2030 based on government's intent to increase the price of carbon and reduce allowances.

Although we have acquired two copper assets, securing future capital to invest in alternative energy solutions could potentially increase our debt.

#### Our response

The recent acceleration of our decarbonisation is in direct response to regulatory changes in South Africa. Harmony will also need to set budgets for scope 1 GHG emissions to comply with the South African Climate Change Bill.

Having secured funding for alternative energy sources as part of our renewable energy rollout plan in South Africa, we are also assessing alternative energy sources to secure green energy or alternative sources for all our operations.

#### Risks and opportunities

# STAKEHOLDER ENGAGEMENT

Through proactive stakeholder engagement, we can better understand our stakeholders’ aspirations, concerns, needs and expectations while building trust, creating shared value and fostering sustainable partnerships. The geographically fixed nature of mineral deposits can pose unique socio-economic, environmental and political challenges. As such, we have regional and jurisdictional stakeholder engagement plans, which are supported by the group’s communication strategy and its implementation at regional and asset level.

## Our approach

Our proactive stakeholder engagement approach aims to build and maintain trust through sustainable relationships and partnerships with our stakeholders, and manage potential risks and opportunities to enhance our social purpose. Our stakeholder management policy guides a proactive and collaborative approach in managing internal and external stakeholders, including a process of managing stakeholders’ concerns, complaints and grievances.

Harmony’s stakeholder engagement framework affirms our commitment to responsible stewardship (one of our four strategic pillars). When engaging with our stakeholders, we are guided by our values and strategic intent to:

- » Develop and maintain relationships founded on integrity, transparency and trust
- » Co-create with government and communities through collaborative partnerships
- » Balance and align our goals and stakeholder expectations
- » Establish accountability
- » Manage stakeholders’ concerns, complaints and grievances
- » Support shared value creation and awareness of broader economic and ESG issues.

We have tailored and adopted a tripartite engagement approach that enables us to stay connected and attuned to, and have broad-based engagements with our key stakeholders. A cross-functional stakeholder relations committee provides oversight and guidance on key stakeholder relations matters.

Our stakeholder engagement processes are informed by relevant legislation and industry standards on stakeholder engagement. They consider King IV (in South Africa) and related recommendations on inclusive stakeholder engagement and the importance of addressing legitimate stakeholder concerns.

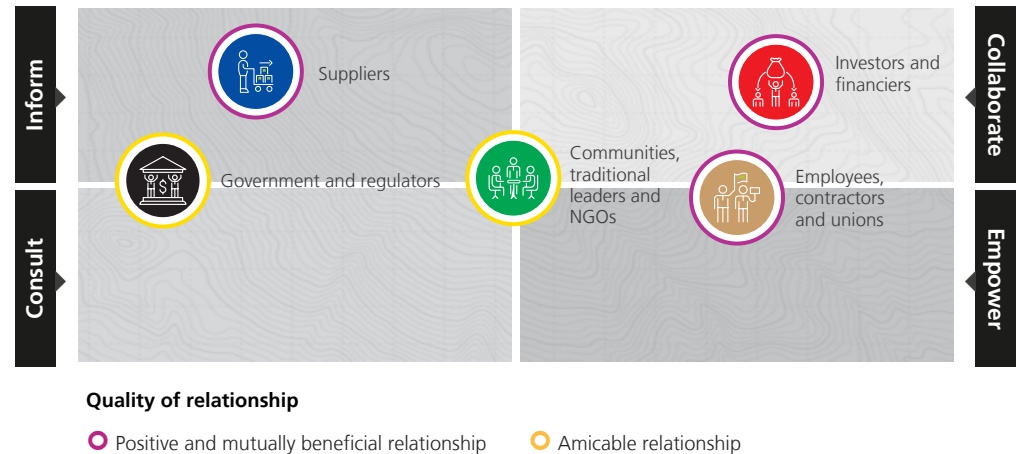
The social and ethics committee is responsible for governance and oversight of stakeholder relations and the board has ultimate accountability.

Refer to the [ESG report](#) for detailed information on our approach.

## Managing stakeholder relationships

The quality of relationships with stakeholders and how well these are managed affect our ability to deliver on our strategy. Building long-term, stable, mutually beneficial relationships enhances our social purpose and creates shared value for all our stakeholders.

### Levels of engagement and quality of relationship



## Our key stakeholders

Harmony has a broad stakeholder network. For the purpose of this report, we identify the most material stakeholders – those with whom we engage more frequently – based on their role in:

- » Delivering our strategic goals
- » Contributing to our social performance
- » Addressing risks, for example, highlighting issues that could lead to significant project or business risk.

This includes stakeholders whose lives our business impacts and with whom we have mutual dependencies.

Details of our key stakeholders’ material needs and expectations, and the value we have created are presented on the following pages.

## Stakeholder engagement continued



### Investors and financiers

Engaging with investors and financiers enables us to sustain our business and growth as we can continue generating positive earnings and share price growth. In turn, these stakeholders expect meaningful returns on their investments and responsible business practices. This stakeholder group includes capital providers, current and future shareholders and, indirectly, investment analysts and financial media.

#### Capitals impacted

**FC** **MC** **SRC** **NC**

#### How we create value

- » A responsible and clear capital allocation framework: ensures we create value and generate returns exceeding our cost of capital while compensating for risk
- » Rewarding our shareholders alongside our growth aspirations: paying a dividend in line with our dividend policy and through share price appreciation
- » Excellent Resources to Reserves conversion: higher-quality Reserves will improve margins and cash flows as we take our project pipeline up the value curve
- » Operational excellence: experienced management and skills development, excellent cost controls, good mining discipline and flexibility leads to delivery on production guidance
- » Maintaining balance sheet flexibility
- » Embedding ESG in the business via our responsible stewardship strategic pillar.

#### Value created

#### Chief Executive Officer's review and Financial director's report

- » **Dividends paid to shareholders:** R1.4 billion (US\$79 million) (FY23: R154 million (US\$9.0 million))
- » **Future value creation and stay-in-business (total capital and exploration expenditure):** R9.4 billion (US\$505 million) (FY23: R8.1 billion (US\$459 million))\*.

\* For the purposes of economic value created, capital and exploration expenditure is included as part of employee and supplier spending.



### Employees, contractors and unions

Across South Africa, Papua New Guinea and Australia we have 34 715 employees and 11 363 contractors who are directly and indirectly involved in mining operations and support functions. Job security, a safe and healthy working environment, fair remuneration, skills development and a diversified, equal and inclusive workforce would meet their needs and expectations.

Harmony, in South Africa, recognises five unions (National Union of Mineworkers, Association of Mineworkers and Construction Union, National Union of Metalworkers of South Africa, Solidarity and United Association of South Africa), and by virtue of their representativity, unions participate in negotiations for wages and conditions of employment. At the core of union concerns is the protection of the rights of all Harmony employees and contractors.

#### Capitals impacted

**HC** **IC** **SRC** **FC**

#### How we create value


- » Providing a positive, safe working environment
- » Empowering employees by investing in training and development
- » Employing people from host communities
- » Promoting transformation and female representation
- » Attracting and retaining the skills and expertise required
- » Motivating and rewarding employees for value-added performance
- » Promoting harmonious, cooperative relations with employees and unions in relevant jurisdictions (in South Africa, we concluded a five-year wage negotiation in April 2024 with effect from 1 July 2024)
- » Making impactful social and environmental contributions that our workforce can be proud of.

#### Value created

#### Delivering responsible stewardship

- » **Wages and salaries paid:** R18.6 billion (US\$994 million) to 46 078 employees (FY23: R17.5 billion (US\$1.0 billion) to 45 546 employees)
- » **Skills development and training investment:** R839 million (US\$44.9 million) (FY23: R817 million (US\$46.0 million))
- » **Employee share option scheme (ESOP):** On 4 April 2024 a total of 12 651 525 shares were issued to the Harmony ESOP Trust. These shares will be used to facilitate the beneficial interest and ownership by non-managerial employees in South Africa. The shares will vest after five years and employees will be entitled to dividends as they are paid by Harmony.

## Stakeholder engagement continued



### Communities, traditional leaders and NGOs

We operate in eight local municipalities in South Africa, the Morobe Province in Papua New Guinea and Queensland in Australia. Our CSI programmes and agreement-based commitments are tailored to meet the varying needs of community members in our host countries.

Changes in the political landscape and economic conditions in the jurisdictions where we operate continue to put pressure on Harmony and the mining industry to be a significant contributor to the economy. We work closely with our host governments through various structures to identify opportunities to support and contribute to resilient communities in alignment with broader development goals.

#### Capitals impacted

**HC**   **SRC**   **FC**


#### How we create value

- » Maintaining constructive relationships with communities, landowners and landholders
- » Understanding, managing and addressing stakeholder expectations and concerns
- » Investing in local economic development and CSI initiatives that contribute to socio-economic development
- » Promoting self-sustaining activities to contribute to community resilience, create jobs and alleviate poverty
- » Embracing safe and sustainable mining to make a positive socio-economic contribution.

#### Value created

- » **Investments in CSI and socio-economic development initiatives:** R266 million (US\$14.2 million) (FY23: R254 million (US\$14.3 million)).

#### Delivering responsible stewardship



### Government and regulators

Our operations are governed by regulations specific to our host countries. To maintain our licence to operate, we meet or exceed regulatory requirements, maintain our government and regulatory stakeholders' confidence and build a competitive advantage as a partner of choice for government. This stakeholder group includes national, provincial and local governments. Responsible, compliant and transparent business practices, job creation and contribution to socio-economic development are some of their key expectations.

#### Capitals impacted

**FC**   **SRC**   **NC**

#### How we create value

- » Aligning with leading practices and proactively monitoring regulatory changes
- » Contributing royalties, taxes, charges and fees as prescribed under law in each jurisdiction
- » Maintaining constructive relationships with governments and regulators
- » Maintaining our mining and related permits and licences in good standing
- » Targeting net zero emissions by 2045 to support decarbonisation goals.

#### Value created

- » **Taxes and royalties paid:** R3.8 billion (US\$203 million) (FY23: R1.0 billion (US\$57 million))
- » **Personal income tax on employee salaries and wages paid:** R3.6 billion (US\$193 million) (FY23: R3.3 billion (US\$185 million)).

#### Delivering responsible stewardship



## Stakeholder engagement continued



### Suppliers

Suppliers, including small-, medium- and micro-enterprises (SMMEs) and vendors, enable us to support the broader economy by procuring goods and services to operate our business. Suppliers seek opportunities for, among others, tenders, community involvement and ownership, business development, increased economic involvement and fair procurement processes.

### Capitals impacted

FC MC NC SRC

### How we create value

- » Creating direct and indirect employment through our ongoing operations and growth projects
- » Continued connecting with potential suppliers to encourage participation in tender processes
- » Fostered partnerships between original equipment manufacturers and local SMMEs for downstream opportunities to enhance participation of local SMMEs in our supply chain
- » Continued progress towards our targets and advancing interventions for women-owned and youth-owned companies
- » Enabling local economic growth by prioritising local suppliers to stimulate regional economic development
- » Engagement campaign across North West Queensland, Australia, to introduce Harmony, the Eva Copper Project and related supply opportunities.

### Economic value created

### Delivering responsible stewardship

#### South Africa

Total procurement spend: R33.5 billion (US\$1.8 billion) (FY23: R29.1 billion (US\$1.6 billion)).

83.6% (R14.7 billion (US\$786 million)) of discretionary spend was preferential procurement with BEE\* entities (FY23: 85.1% or R14.0 billion (US\$788 million)).

#### Papua New Guinea<sup>1</sup>

R2.7 billion (US\$145 million) (FY23: R2.1 billion (US\$117 million)).

#### Australia<sup>1</sup>

R2.3 billion (US\$121 million).

\* Refers to >25% + 1 vote HDP-owned and controlled companies.

<sup>1</sup> Refers to in-country spend.

## Distributing economic value created

FY24 total economic value distributed* to our stakeholders	%	R billion	US\$ million
Dividends	3.0	1.4	79
Sustaining the business	20.2	9.4	505
Employees and unions	39.9	18.6	994
Communities, traditional leaders and NGOs	0.6	0.3	14
Governments and regulators	8.2	3.8	203
Suppliers	28.1	13.1	701
	100	46.6	2 496
FY23 total economic value distributed* to our stakeholders		37.6	2 116

\* Includes financial and economic value distributed to our employee, investor, supplier, community and government stakeholders.



■ Agricultural project, Mponeng

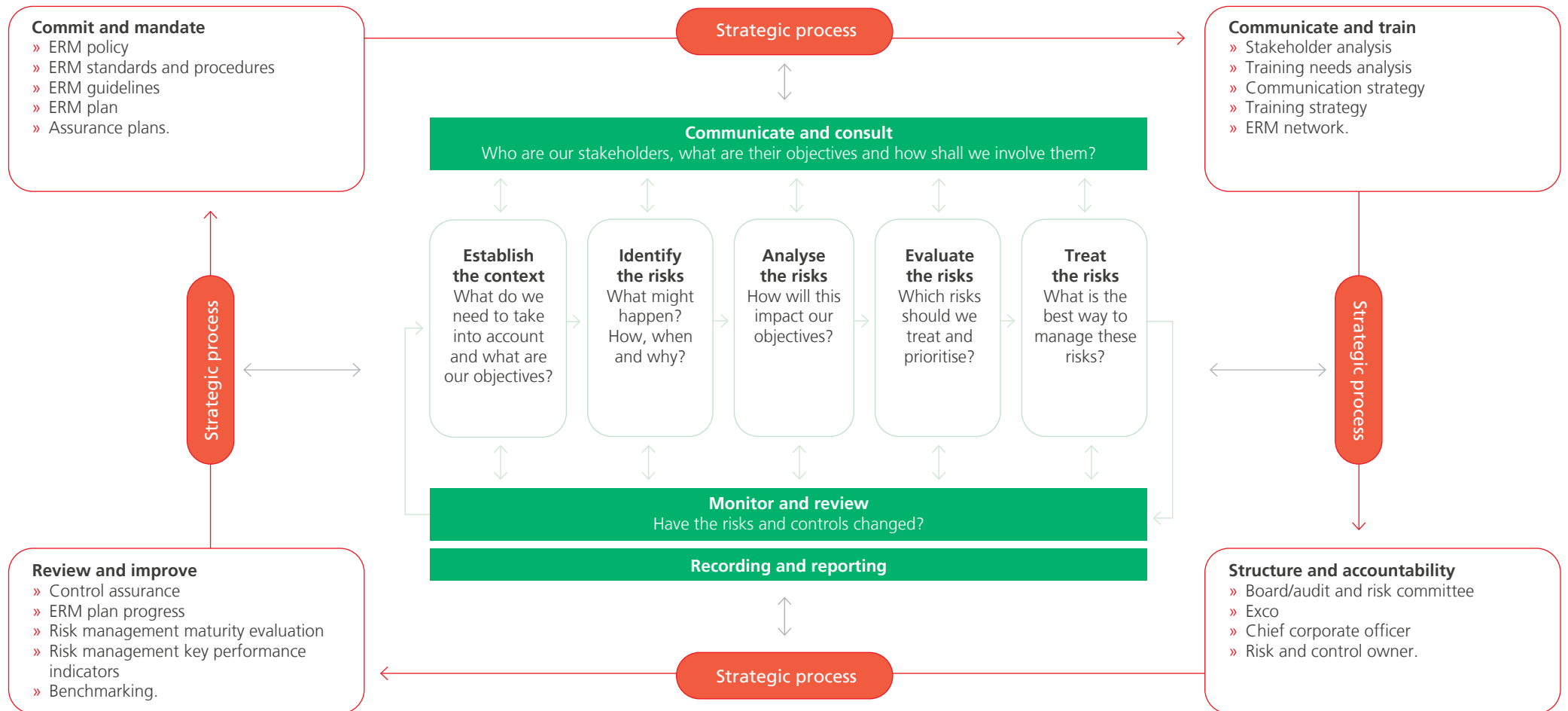
# RISKS AND OPPORTUNITIES

**Our ERM process enables us to analyse, identify and understand the material risks and opportunities, and their interrelated dynamics, which impact the successful delivery of our strategy, growth prospects and ultimately sustained value creation.**

Our risk management systems and processes, supported by effective governance and active management teams, facilitate the proactive evaluation, management and mitigation of risks. The expertise we have built over seven decades operating in emerging environments has further enabled us to effectively manage socio-political challenges and navigate stakeholder challenges, especially at our deep-level, labour-intensive and unionised gold mines in South Africa.

We implement and maintain an integrated risk and resilience management framework, methodology and system. These enable us to apply an integrated risk-based approach to our strategy, business planning and management, ensuring sustainability and resilience.

Our ERM process aligns with the ISO 31000:2018 risk management guidelines. The following visual depicts the group's strategic process for risk-based decision making based on these guidelines.



Source: ISO 31000: 2018

## Risks and opportunities continued

### Summary of the ERM process



### Our journey to becoming a risk-intelligent organisation

Harmony remains steadfast in its commitment to evolving into a risk-intelligent organisation. Our journey began in 2020 with a comprehensive maturity project, guided by the Institute of Risk Management South Africa (IRMSA). Over the course of four years, this project focused on enhancing our risk management capabilities, culminating in its successful completion at the end of 2023.

In recognition of our efforts, Harmony was honoured by IRMSA as the leading risk management programme in the mining industry for the second consecutive year in November 2023. This accolade indicates our dedication to excellence in risk management and reinforces our position as a leader in the industry.

Our ERM journey focuses on safety and creating risk awareness throughout the group.

## Risks and opportunities continued

### Risk management strategy

The risk management strategy, informed by Harmony’s strategy, outlines the actions needed to achieve safe, profitable production at all our operations. The strategy is realised through active leadership and a proactive culture to prevent significant unwanted events. We focus on instilling a culture of risk awareness and risk treatment – from operators to executive management – to ensure we operate safely and productively. Technology and innovation across the group is vital to rolling out this strategy effectively.

Our risk management strategy is supported by a four-layered risk management approach that identifies, assesses and controls all hazards and risks that could impact our ability to achieve safe and profitable production.

### Layers

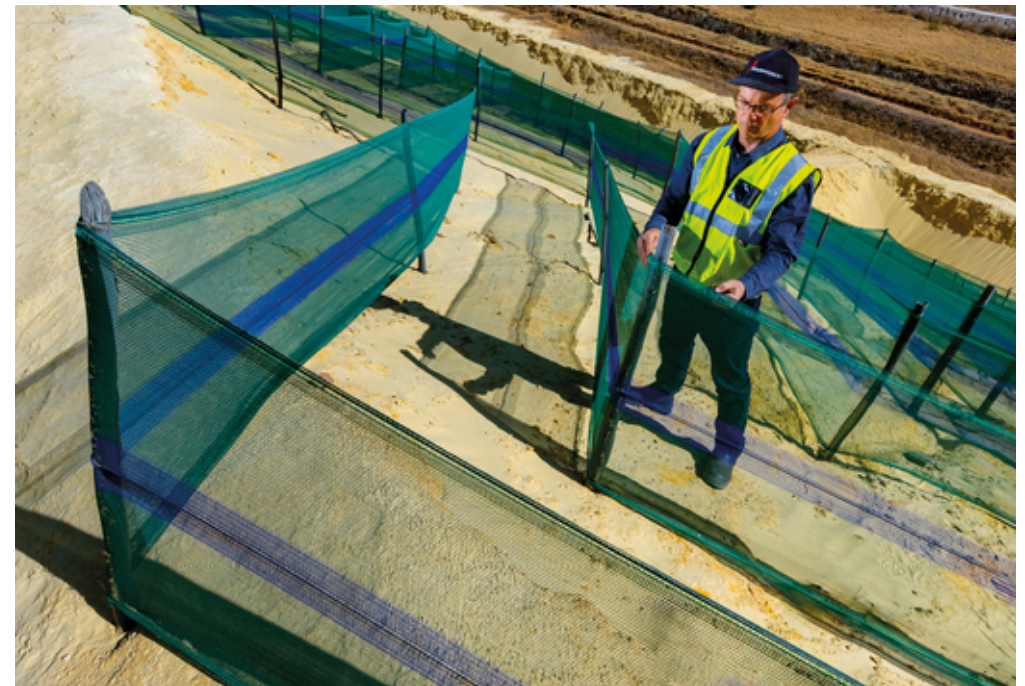
<b>Layer 1</b> Baseline risk assessment	Identify risks that lead to significant unwanted events.
<b>Layer 2</b> Bowtie analysis	Analyse circumstances surrounding potential significant unwanted events to identify the golden controls with associated monitoring actions that prevent the event.
<b>Layer 3</b> Task-based assessment	Assess the risk associated with a task and identify the mitigating controls.
<b>Layer 4</b> Continuous risk assessment	Continuously monitor the effectiveness of controls and escalate inefficiencies for action.
Continuous improvement	Identify and define improvements to our risk management initiatives by regularly analysing events and control efficiencies and reporting these to management.

### Determining our most significant risks and opportunities

The board, executive steering committee, senior management and ERM team assessed global and in-country risks to which Harmony is exposed. We confirm that the risks in Harmony’s risk landscape are valid, accurate and complete, and were evaluated. Risks should not be viewed in isolation. Designing and implementing risk response strategies to address these interacting risks will require trade-offs that address some risks and exacerbate other, while at the same time identifying opportunities.

#### Group risk exposure

- » Our business is gold, with a copper footprint – an often high-risk/high-reward business
- » We operate across the gold mining value chain – from exploration to feasibility studies, building and buying mines, operating mines and closing mines, followed by rehabilitation
- » We are exposed to gold price and exchange rate volatility – we mitigate some of this exposure through derivative programmes
- » We operate well in emerging economies and manage associated socio-political impacts
- » We continue investing in exploration – one of the most effective ways to grow an orebody and create value
- » We have an appetite for change and continuous improvement – we continuously look for innovative ways to improve our existing mines and acquire assets that we can improve operationally.



■ Tailings storage facility, Moab Khotsong

## Risks and opportunities continued

### Risk appetite and tolerance

The risk appetite and tolerance framework (RATF) aims to define the boundaries of risk that Harmony accepts when setting targets and making business decisions. It ensures that we meet strategic objectives and that the company remains resilient and sustainable. We revised the RATF in FY23 and it was approved in August 2023.

The RATF aligns with Harmony's strategic pillars to allow risk-based decision making to achieve Harmony's strategic objectives. Each strategic pillar is supported by:

- » An overarching risk statement
- » Supporting risk categories, appetite and tolerance levels
- » Targets (measures to track company performance aligned with our strategy, risk appetite and tolerance levels).

### Risk statements in support of each strategic pillar

<b>Responsible stewardship</b>	<b>Operational excellence</b>	<b>Cash certainty</b>	<b>Effective capital allocation</b>
<p>Zero harm to employees and partnering with all stakeholders to create sustainable value.</p>	<p>Meeting approved operational, project and infrastructure plans in a safe and timely manner.</p>	<p>Operational and services budgets based on approved annual planning parameters to be met.</p>	<p>Invest in projects and new investments aimed at improving the quality of Harmony's asset portfolio and meeting Harmony's minimum requirements of safety, sustainability, and AISC below the annual plan and delivering a return exceeding our weighted average cost of capital, while compensating for risk; balance sheet to remain robust with a net debt:EBITDA ratio of below 1x, after funding of growth and considering Harmony's dividend policy.</p>



■ Safety meeting, Mponeng

## Risks and opportunities continued

### Our top strategic risks and opportunities

At Harmony, we are committed to thoroughly assess and report on both risks and opportunities. Our approach to risk management involves carefully evaluating the potential impact and urgency of each risk within our defined risk appetite. Based on this assessment, we determine the most appropriate risk treatment options, which may include mitigating the risk, transferring it, tolerating it, terminating it, or even increasing our exposure where strategically beneficial.

Furthermore, we ensure that all strategic risks are managed with the necessary controls in place, aligning our actions with our overall strategic objectives.

Harmony will continue to monitor the risk landscape and ensure that appropriate response strategies and risk control measures are in place to modify the risk. The ERM team is supported by the governance and risk committee, which includes most department heads, and serves as a platform to self-assess controls for key strategic risks.

Our strategic risks and opportunities are based on our assessment of the residual rankings in order of priority.

Golden controls are the main controls identified to mitigate or treat a specific risk.

#### Top risks

The list below includes the risks reported to the audit and risk committee in the fourth quarter of FY24. The risks highlighted in red are the top strategic risks that fall outside our risk appetite and tolerance levels. We effectively treat and monitor these.

a	Safety and health	h	Gold price and forex fluctuations (varying from planned levels)
b	Security of electricity/power supply and the impact of higher electricity costs	i	Retaining skills and experience
c	Cybersecurity	j	Regulatory changes and/or compliance with regulatory requirements
d	Unsuccessful project execution and funding ability	k	The systemic failure of public infrastructure (water)
e	Not achieving operational plans at our critical operations	l	Illegal mining, attacks on plants, theft and possible legalisation of artisanal mining
f	Supply chain disruptions (including supply of goods and increasing costs and availability)	m	Depleting ore reserve base
g	The impact of climate change	n	Political tensions (geo-political and local)

#### Risk response options

##### Terminate

We terminate a risk when exposure is outside our appetite and tolerance and risk response strategies cannot reduce the impact to within these parameters.

Harmony makes an informed decision to withdraw from or not to be involved in an activity to avoid exposure to these risks.

##### Treat

We treat risks to modify and remedy them. Treating a risk involves selecting and executing actions and making decisions to reduce the risk exposure and align the risk with appetite and tolerance levels.

##### Tolerate

We tolerate a level of risk when we are willing to accept the potential benefit of gain or burden of loss from the risk.

*Note: We often need to tolerate certain risks outside of our appetite and tolerance parameters, as implementing the risk response strategies to align the risk with appetite and tolerance levels is time consuming.*

##### Transfer

Risk transfer and sharing are forms of risk treatment involving the agreed-upon distribution of risk with other parties. This involves either a complete transfer, such as insurance, or an agreement to share the risk exposure, such as partnerships, cooperative agreements, and mergers and acquisitions.

##### Take

Harmony makes an informed decision to take on certain risks, primarily those associated with upside risk or benefit.

## Risks and opportunities continued

### a. Safety and health

Safety is our top value, and we believe that a safe mine is a profitable mine. Safety risks are inherent in deep-level mining and could result in loss of life and other safety incidents. Our safety performance directly impacts our ability to deliver safe, profitable ounces and attract capital. Our aim is zero harm.

#### Cause

- » Inherent high-risk mining environment resulting in incidents
- » Fall-of-ground from hanging wall causing injury or loss of life
- » Uncontrolled contact with machinery, attachments and rigging installations cause injury or loss of life
- » Lack of compliance with internal safety procedures
- » Structural failures.

#### Risk treatment actions

- Incorporating safety into everything we do:
- » Driving the group's safety culture through the systemic and humanistic transformation programme called Thibakotsi, through which we monitor lost-time injury frequency rate (LTIFR), S300 and absenteeism
  - » Conducting regular reviews and specific updates on compliance protocols after an event occurs
  - » Following Mining Occupational Safety and Health and leading practices
  - » Implementing a rock engineering support strategy, seismic management and approved standards and monitoring procedures
  - » Incorporating safety emergency management and incidents in our business continuity management covers
  - » Upgrading software to enable prompt, automated risk and hazard identification, and golden control monitoring
  - » Improving processes through visible felt leadership sessions
  - » Executive management regularly review safety risks
  - » Continuous monitoring of golden controls.

#### Potential impacts

- » Investors exiting Harmony
- » Loss of production and production stoppages
- » Difficulty in attracting new capital
- » Increase insurance premiums or fewer underwriters prepared to take on Harmony's risk exposure
- » Increased exposure to litigation
- » Loss of licence to operate
- » Reputational and relationship damage.

#### Strategic safety priorities

- » Passionate and active leadership
- » Safety strategy embedded in Harmony at all operations, focusing on the humanistic component
- » Industry-leading safety practices
- » Effective risk and critical control management
- » Effective safety management systems
- » Ongoing organisational learning
- » Proactive culture and engaged workforce
- » Modernised safety systems
- » Enhanced second-level safety audits by a multidisciplinary team
- » Loss-of-life risk management programme
- » Dedicated operational safety days when production is suspended, with all employees participating in safety-focused discussions.

Oversight	Responsibility	Movement in risk exposure	Overall risk exposure	Risk response strategy	Strategic pillars	Capitals impacted
<ul style="list-style-type: none"> <li>» Technical committee</li> <li>» Board.</li> </ul>	<ul style="list-style-type: none"> <li>» CEO</li> <li>» Group COO</li> <li>» Safety executives.</li> </ul>	<ul style="list-style-type: none"> <li>» Remained unchanged.</li> </ul>	<ul style="list-style-type: none"> <li>» Above risk appetite.</li> </ul>	<ul style="list-style-type: none"> <li>» Treat.</li> </ul>		<span style="border: 1px solid black; padding: 2px;">HC</span> <span style="border: 1px solid black; padding: 2px;">FC</span> <span style="border: 1px solid black; padding: 2px;">MC</span> <span style="border: 1px solid black; padding: 2px;">SRC</span>

## Risks and opportunities continued

### b. Security of electricity/power supply and the impact of higher electricity costs

Electricity supply has been constrained over the past decade with multiple power disruptions. While supply has stabilised, rising electricity costs continue to pressure marginal operations in South Africa, impacting safe, profitable production and business sustainability. Additionally, growing pressure from climate activists, investors and legislation continues to drive decarbonisation efforts and companies to acknowledge, disclose and reduce carbon emissions.

#### Cause

- » Reliance on coal-fired power generated by Eskom, which contribute to increased GHG emissions
- » Insufficient plant maintenance and pressure on outdated infrastructure
- » Implementation of the carbon tax
- » The worldwide uptake of reducing carbon emissions and achieving net zero emissions
- » Increasing pressure from investors and shareholder activism holding companies accountable to their ESG targets and timelines
- » Adoption or implementation of business strategies to mitigate their negative impact.

#### Potential impacts

##### Interrupted power supply and increasing electricity costs

- » Increase in costs, project budgets and ultimately our margins
- » Shorter LoMs
- » Carbon pricing
- » Failing to meet production targets.

##### Reducing the use of fossil fuel-based electricity

- » Reduction in operating costs and our exposure to risk
- » Supports the long-term objective of leaving a positive post-mining legacy
- » Hampers progress against our decarbonisation strategy.

#### Risk treatment actions

- » Improving efficiencies through our decarbonisation strategy
  - Using 64GWh of solar energy generated by the Free State solar PV plant phase 1
  - Constructing phase 2 solar PV plants
- » Reducing our reliance on Eskom through a renewable energy programme
- » Influencing and lobbying at industry level to address power cost increases and assist Eskom in securing power supply (through load curtailment if required) and providing available land for renewable energy plants
- » Influencing and lobbying regulators on regulatory reform and supporting interventions in the industry
- » Management reviewing all cost and energy indicators and controls, which are assured by RSM South Africa Inc
- » Conducted a national grid failure risk assessment
- » Using diesel generators to supply Hidden Valley operations with sufficient power, and 100% hydro-backup energy.

Oversight	Responsibility	Movement in risk exposure	Overall risk exposure	Risk response strategy	Strategic pillars	Capitals impacted
<ul style="list-style-type: none"> <li>» Social and ethics committee</li> <li>» Technical committee.</li> </ul>	<ul style="list-style-type: none"> <li>» Group COO</li> <li>» Chief sustainability officer.</li> </ul>	<ul style="list-style-type: none"> <li>» Remained unchanged.</li> </ul>	<ul style="list-style-type: none"> <li>» Above risk appetite.</li> </ul>	<ul style="list-style-type: none"> <li>» Treat.</li> </ul>		<div style="display: flex; gap: 10px;"> <div style="border: 1px solid black; padding: 2px 5px; background-color: #f0f0f0;">FC</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #f0f0f0;">MC</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #f0f0f0;">NC</div> </div>



## Risks and opportunities continued

### c. Cybersecurity

Cyber, malware and ransomware attacks contribute to business interruptions, and pose the second most significant threat to all South African and global businesses. Phishing scams and compromised IT network access also pose severe and significant threats to businesses, big and small. IT and operational technology convergence remains critical for Harmony to ring-fence network access through zero-trust network strategies and increased full-time security surveillance.

#### Cause

- » Significant increase in cyber incidents due to more acquisitions, new technologies and growing IT and operational technology convergence
- » Vulnerability due to lack of awareness and increased reliance on technology
- » Increasing data breaches due to the sophistication of cybercriminals and success of cybercrime syndicates that demand excessive ransoms in cryptocurrencies.

#### Potential impacts

- » Due to the design of our enterprise network, if one mine is impacted, our enterprise network is exposed
- » Business interruption
- » Damage to critical IT infrastructure
- » Data theft.

#### Risk treatment actions

- » Implementing strict user access management policies based on the least privilege principle for IT and operational technology, enforcing robust authentication mechanisms, including multi-factor authentication
- » Adopting network design and security technologies that restrict malicious perpetrators from accessing, navigating and traversing beyond the point of compromise
- » Conducting regular security monitoring, audits and assessments to identify vulnerabilities and weaknesses in our systems and processes
- » Regularly updating and improving security measures and systems based on the findings
- » Conducting regular cybersecurity awareness training and email campaigns
- » Protecting data from unauthorised access through encryption
- » Monitoring and controlling the movement of sensitive information using data loss prevention tools
- » Implementing redundant systems to distribute and handle traffic more effectively, which requires investment and upgrade of network switches and routers.

Oversight	Responsibility	Movement in risk exposure	Overall risk exposure	Risk response strategy	Strategic pillars	Capitals impacted
» Audit and risk committee.	» Chief technology and information officer.	» Increased.	» Above risk appetite.	» Tolerate » Treat.		<span style="background-color: #c08040; padding: 2px;">FC</span> <span style="background-color: #c08040; padding: 2px;">MC</span> <span style="background-color: #c08040; padding: 2px;">IC</span>

For more information on Harmony's risk factors and potential impacts, see the [Form 20-F](#), as filed with the United States Securities Exchange Commission.

### Emerging risks

We identify emerging risks through external environment scanning, scenario planning, media tracking and specific events. This type of risk intelligence gathering aims to identify potential threats and opportunities that may impact our strategy as soon as they become known.

Monitoring credible global and industry intelligence platforms forms part of our emerging risk monitoring and reporting process.

## Risks and opportunities continued

### Top opportunities

Opportunities are important for our future growth and sustainability aspirations, and complement our strategic risks. The table below includes eight grouped opportunities reported to the audit and risk committee in the fourth quarter of FY24.

- a. Organic growth opportunities to increase the quality of our ounces and drive down costs
- b. Increased copper exposure in the Harmony portfolio
- c. Productivity improvement projects
- d. Exploring value-accretive merger and acquisition and divestment opportunities
- e. Reducing our reliance on Eskom and the potential impact of carbon taxes by exploring alternative ways to generate power
- f. Exploring Harmony's water resources and supply to surrounding communities
- g. Explore the installation of dynaCERT's HydraGEN technology at Hidden Valley Mine
- h. Lock-in additional revenue from the sharp increase in the gold price.



■ **Kalgold**



# GOVERNING WITH **PURPOSE**

**MINING WITH PURPOSE DRIVES OUR COMMITMENT TO BEST PRACTICE, CORPORATE GOVERNANCE PRINCIPLES, UPHOLDING ETHICAL LEADERSHIP AND RESPONSIBLE CORPORATE CITIZENSHIP.**

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# ETHICAL LEADERSHIP AND GOOD CORPORATE GOVERNANCE

Harmony is led by a unitary board of directors that subscribes to the principles of good corporate governance. Our duty to be a responsible corporate citizen is fully supported by our directors and their commitment to ethical leadership.

The group executive management team, led by the chief executive officer, is responsible for executing our board-approved strategy, policy and operational planning.

## Board of directors

The board exercises its leadership role over the group by:

- » Steering its strategic direction
- » Approving policy and planning that gives effect to the strategy
- » Overseeing and monitoring implementation and execution by management
- » Ensuring accountability for performance through reporting and disclosure.

## Board committees

The board has delegated particular roles and responsibilities to standing committees, but remains ultimately accountable.

Audit and risk	Social and ethics	Remuneration	Nomination	Investment	Technical
<ul style="list-style-type: none"> <li>» Operating an adequate system of internal control and control processes</li> <li>» Accurate and appropriate reporting of financial statements</li> <li>» Governance of IT</li> <li>» Risk management and overall risk governance.</li> </ul>	<ul style="list-style-type: none"> <li>» Occupational health and employee wellbeing, environmental management, corporate social responsibility, human resources, public safety and ethics management</li> <li>» Compliance with relevant regulations</li> <li>» Sustainability-related KPIs and levels of assurance, including ESG.</li> </ul>	<ul style="list-style-type: none"> <li>» Fair reward of directors and executive management for their contribution to Harmony's performance</li> <li>» Harmony's compensation policies and practices; administration of its share incentive schemes</li> <li>» Group remuneration policy.</li> </ul>	<ul style="list-style-type: none"> <li>» Formal and transparent procedures on board appointments</li> <li>» Succession planning for directors and members of executive management</li> <li>» Board self-assessment process.</li> </ul>	<ul style="list-style-type: none"> <li>» Potential projects, acquisitions and disposals in line with Harmony's strategy; ensures due diligence procedures are followed.</li> </ul>	<ul style="list-style-type: none"> <li>» Safety, strategy and operational performance</li> <li>» Review of strategic plans</li> <li>» Technical guidance and support to management.</li> </ul>

## Group executive committee

Led by the chief executive officer, in charge of executing board-approved strategy as well as the day-to-day management of all operations.

For more detail on governance, see **Corporate governance** in our [ESG report](#).

# OUR LEADERSHIP

## BOARD OF DIRECTORS

### Board leadership



**Non-executive chairman**  
*BA, LLB, Doctor of Commerce (Honoris Causa), Doctor of Management and Commerce (Honoris Causa)*  
 Appointed non-independent non-executive chairman on 23 September 2003  
 Member: ■

**Dr Patrice Motsepe (62)**



**Independent non-executive deputy chairperson**  
*BAcc, HDip (ACC), CA(SA)*  
 Appointed 3 May 2013  
 Chairperson: ■  
 Member: ■■ ■

**Karabo Nondumo (46)**



**Lead independent non-executive director**  
*MBA (Project Management), BSc*  
 Appointed 26 March 2011  
 Chairperson: ■  
 Member: ■

**Dr Mavuso Msimang (83)**

### Executive directors



**Chief executive officer**  
*BEng (Mining), Mine Manager's Certificates Metal Mines, Mine Manager's Certificates Fiery Mines, CPIR, MDP, BLDP)*  
 Appointed chief executive officer on 1 January 2016

**Peter Steenkamp (64)**



**Financial director**  
*BCom (Hons), CA(SA)*  
 Joined Harmony in June 2017 and appointed financial director on 3 March 2020

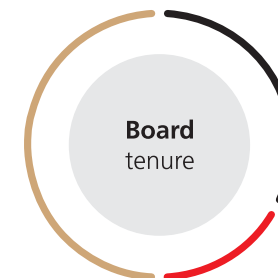
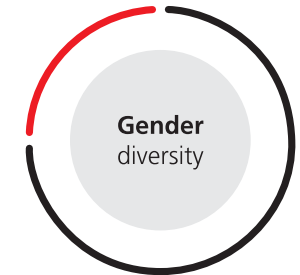
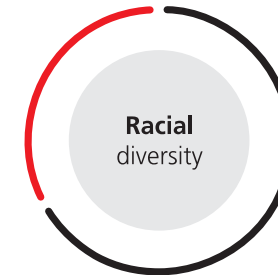
**Boipelo Lekubo (41)**



**Executive director**  
*BA (Education), BA (Hons) (Human Resources Management), Joint Management Development Programme, Global Executive Development Programme*  
 Joined Harmony in 2005 and appointed executive director on 24 February 2010

**Dr Mashego Mashego (60)**

## OUR DIRECTORS AT A GLANCE



### Committee

- Audit and risk
- Remuneration
- Investment
- Social and ethics
- Nomination
- Technical

Detailed résumés of Harmony's board members are available at [www.harmony.co.za/who-we-are/board](http://www.harmony.co.za/who-we-are/board).

## Our leadership continued

### Independent non-executive directors



*BAcc (Hons), FCA, MBA*  
Appointed 18 May 2022  
Chairperson: ■  
Member: ■■

**Bongani Nqwababa (58)**



*BSc (Hons), MSc*  
Appointed 8 May 2013  
Chairperson: ■  
Member: ■■■

**Vishnu Pillay (67)**



*CA(SA)*  
Appointed 18 May 2022  
Member: ■■■

**Martin Prinsloo (55)**



*BCom, BAcc, CA(SA)*  
Appointed 13 May 2019  
Member: ■■

**Given Sibiya (56)**



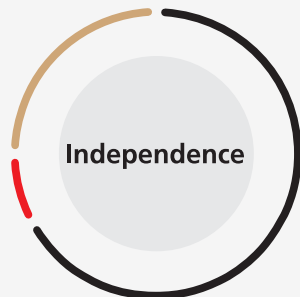
*NHD Mechanical Engineering,  
Mine Manager's Certificates  
Metalliferous Mines,  
Mechanical Engineers  
Certificate Metalliferous Mines,  
CPIR, MDP, EDP*  
Appointed 19 February 2021  
Chairperson: ■  
Member: ■

**Peter Turner (67)**



*CA(SA), FCA*  
Appointed 1 July 2011  
Chairperson: ■  
Member: ■■■

**John Wetton (75)**



<b>67%</b>	Independent non-executives
<b>8%</b>	Non-executives
<b>25%</b>	Executives

### Committee

- Audit and risk
- Remuneration
- Investment
- Social and ethics
- Nomination
- Technical

## Our leadership continued

### EXECUTIVE MANAGEMENT

Harmony's executive management team comprises the chief executive officer, financial director and an executive director (see [page 52](#)). Together with five prescribed officers, they serve as the group executive committee. This committee is supported by six corporate executives, who make up the group chief executive's office and report to either the chief executive officer or financial director.

There are also regional executive committees for South Africa and South-east Asia (Papua New Guinea and Australia).

Detailed résumés of members of Harmony's executive management are available at [www.harmony.co.za/who-we-are/executive](http://www.harmony.co.za/who-we-are/executive).

#### Senior group executives

#### Corporate executives: Reporting to the group chief executive's office



**Group chief operating officer**

*BEng (Mining Engineering), MBA (cum Laude), DPMM, BLDP, CPBPM, Pr.Eng, Mine Manager's Certificate of Competency*

**Beyers Nel (47)**



**Chief development officer**

*BCompt (Hons), CA(SA)*

**Johannes van Heerden (52)**



**Chief audit executive**

*BCompt (Hons), CTA, CIA, CCSA*

**Besky Maluleka-Ngunjiri (48)**



**Executive operating officer: South Africa operations**

*BEng (Mining Engineering), MBA, Post Graduate Diploma in Management Practice, MDP, Mine Manager's Certificate of Competency*

**Floyd Masemula (44)**



**Chief corporate officer**

*MBA (Oxford) (cum Laude), BCom (Law), LLB, Higher Diploma in Tax, Diplomas in Corporate Governance and Insolvency Law, Certificate in Business Leadership and Investor Relations (UK)*

**Marian van der Walt (51)**



**Chief people officer**

*National Diploma (Human Resource Management), Btech (Labour Relations Management), Advanced Diploma in Labour Law, Certificate in Business Leadership*

**Anton Buthelezi (60)**



**Executive: Chief financial officer**

*BCom (Hons), CA(SA)*

**Herman Perry (52)**



**Executive: Chief technology and information officer**

*MBA, BCom Commercial Computer Science*

**Hendrik Kotze (59)**



**Acting Chief sustainability officer (acting November 2023 - 30 September 2024)**

*BSc (Hons), M Med Sc, Diploma in Management Development*

**Jozua Ellis (54)**



**Chief sustainability officer (appointed 1 October 2024)**

*PhD Business Leadership, Master's in Business Leadership (cum Laude) and Chemistry*

**Dr Urishanie Govender (54)**



**Executive operating officer: Australasia operations**

*BSc (Hons), MSc, MBA, Certification in Business Leadership, Pr.Sci.Nat*

**Jaco Boshoff (55)**



**Executive: Group company secretary**

*MBA, FCG (CGISA), BAdmin IR, PGDip Corporate Law, PMD, Cert.Dir®*

**Shela Mohatla (39)**

# MANAGING PERFORMANCE THROUGH REMUNERATION

**We remunerate our executives fairly and hold them accountable for the success of the business in the interests of all stakeholders.**

Harmony’s reward strategy underpins our business strategy of safely producing profitable ounces, increasing our margins and expanding our Reserves and Resources through organic growth and acquisitions.

To sustain this growth, we rely on experienced, skilled teams who live our values and maintain stakeholder relationships to grow profits safely and support a sustainable company.

Our remuneration policy has been designed with our business strategy in mind – to attract and retain these experienced, skilled teams, and to motivate them to achieve our key business goals. To ensure this happens, we need to be certain that all elements of our remuneration and wider reward offerings are aligned, fair and competitive. In determining remuneration, the remuneration committee considers shareholders’ interests as well as the financial health and future of the company.

### Gender and race equality

Harmony’s remuneration policy is to remunerate based on an individual’s ability, skills and knowledge. Men and women, irrespective of their race or any other arbitrary factor, are paid equally for equivalent roles.

### Fair and responsible pay

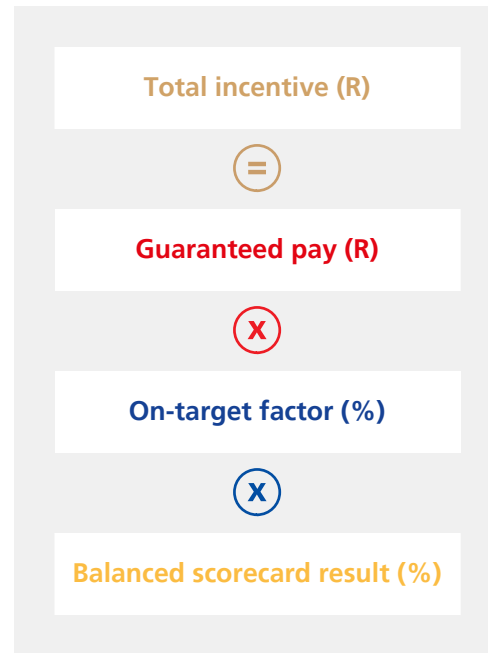
Harmony is committed to the concept of a living wage, which is based on the philosophy of fair

and responsible pay. It embodies our initiatives to enhance the lives and well-being of our employees by enabling them to improve their living conditions, and to have better access to social services, healthcare, education and training.

For more information, refer to **Caring for our employees** in our [ESG report](#).

### Total incentive plan

The total incentive is determined every year on the following basis:



The formula above has been updated so that the outcome is based on the “On-target” factor (%), rather than the maximum Participation Factor, where the On-target factor is equal to 60% of the maximum Participation Factor, and the Balanced Scorecard outcome is recalibrated to 100% for On-target performance, 67% for Threshold performance and to 167% for Stretch performance. This has no mathematical impact on the outcomes of the total incentive awards but enables more realistic communication of expected outcomes. The maximum Participation outcome is unlikely due the low probability of reaching stretch performance for all measures simultaneously, whereas the On-target factor correctly expresses the appropriate reward for target performance.

In FY24 a moderate increase in the On-target total incentive factors has been implemented, with the CEO’s total On-target factor increasing from 150% to 180% of Guaranteed package (72% in cash and 108% in deferred shares) and the total On-target factor for the Financial director, other executive directors and prescribed officers increasing from 138% to 150% of Guaranteed package (60% in cash and 90% in deferred shares).

The balanced scorecard result includes a number of key short- and long-term company performance measures (to be measured over trailing three- and one-year periods). The measures are reviewed and defined annually with appropriate weightings. The scorecard for FY24 is detailed in the [Remuneration report](#).

A portion of the total incentive is paid immediately in cash and the balance is settled

by means of deferred shares, which will vest at a rate of 20% per annum over the next five years for executive directors and prescribed officers, and 33.3% per annum over the next three years for management.

In the event of fault termination of employment, including resignation and termination for disciplinary reasons, all unvested deferred shares are forfeited.

A provision for no fault terminations has been approved. This means that the awards of executives and management employees who leave the company in good standing, do not vest early (on a time-prorated basis) on termination of employment but will continue in force to vest on the original vesting dates.



## Managing performance through remuneration continued

### Incentive payments attributable to FY24

#### Total incentive plan

Actual performance outcomes based on the FY24 balanced scorecard for the period 1 July 2023 to 30 June 2024 scores on the basis of achievement out of the maximum score is as follows:

#### FY24 scorecard result for the group

Performance drivers	Description	Target	Actual	% Achieved	Qlfy	Weighting	Scorecard line result	Final outcome
<b>Shareholder value</b>	Total shareholder return (TSR)							
	– TSR absolute	56%	71%	70.8%	YES	8.34%	100.0%	8.34%
	– TSR versus JSE-listed Gold Comparators	10%	101%	100.8%	YES	8.33%	100.0%	8.33%
	– TSR versus FTSE Gold Mines	10%	116%	116.4%	YES	8.33%	100.0%	8.33%
<b>Operational and financial</b>	Kilograms total Harmony	46 803	48 578	103.8%	YES	20.00%	90.3%	18.07%
	Total production cost (SA)(Rm)	39 933	40 079	99.6%	YES	12.00%	58.5%	7.03%
	Total production cost (SEA) (US\$/m)	263	204	122.6%	YES	3.00%	100.0%	3.00%
	Net free cash flow	6 885	12 321	178.9%	YES	10.00%	100.0%	10.00%
<b>Growth</b>	Reserve addition (Moz)	2.000	5.359		YES	10.00%	100.0%	10.00%
<b>Sustainability</b>	LTIFR total SA Ops	5.69	5.79	98.2%	YES	15.00%	53.0%	7.95%
	ESG				YES	5.00%	100.0%	5.00%
						100.00%		86.05%

	FY21	FY22	FY23	Three-year average	FY24	% variation	% of LTIFR awarded
Loss of life incidents versus actual*	10	9	6	8	7	16%	100.00%
							<b>Final LTIFR %</b>
							<b>7.95%</b>
							<b>Final scorecard result</b>
							<b>86.05%</b>
							<b>Final scorecard result as a % of target</b>
							<b>143.42%</b>

\* Final LTIFR % after any adjustment for loss of life incidents as more fully described below.

\*\* Note that the scorecard outcome will be expressed as a percentage of target, so the equivalent score is  $86.05/60 = 143.42\%$ .

#### Discretion to be applied based on the number of loss-of-life incidents in the financial year

The LTIFR award percentage was be adjusted as follows:

- » The actual number of fatalities compared to the average fatalities over the previous three years:
  - Equal to or better than the average – full LTIFR award
  - Up to 20% above the average – 60% of LTIFR award
  - Between 20% and 40% above the average – 40% of LTIFR award
  - More than 40% above the average – 0% of LTIFR award.

For more detail, see our [Remuneration report](#).



# THE VALUE WE'VE **CREATED**

**MINING WITH PURPOSE IS CREATING VALUE FOR ALL OUR STAKEHOLDERS. IT IS NOT ONLY ABOUT ECONOMIC VALUE, BUT ALSO ABOUT ENVIRONMENTAL AND SOCIAL VALUE.**

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# GROUP IMPACT

Across regional, operational, environmental, social and governance domains we have taken significant strides forward while learning important lessons along the way. Find the details and the story behind the numbers in the pages that follow.

## Safety: lost-time injury frequency rate



## Tragic loss of life

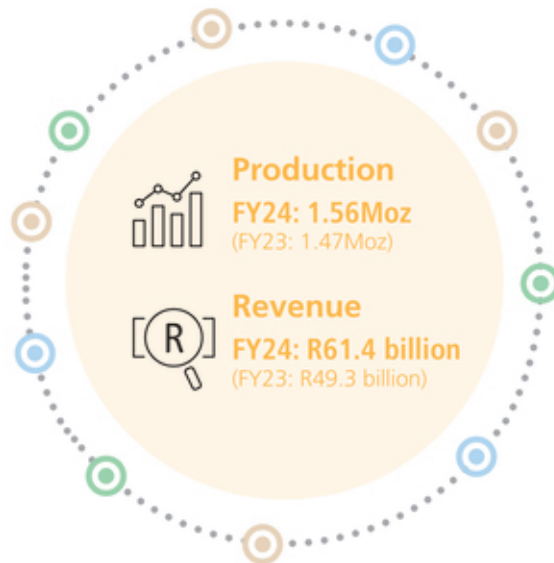
FY24: 7  
(FY23: 6)

## Exploration expenditure

FY24: R1.0 billion  
(FY23: R506 million)

## Contribution to GDP

FY24: R47.9 billion  
(FY23: R44.7 billion)



## Total carbon emissions

FY24: 5 255 534 CO<sub>2</sub>e tonnes  
(FY23: 5 455 621 CO<sub>2</sub>e tonnes)

## Capital expenditure

FY24: R8.3 billion (FY23: R7.6 billion)



## Taxes

### Income tax

FY24: R2.4 billion  
(FY23: R518 million)

### Personal income taxes from employees



## Royalties paid to governments



## Absolute potable water

FY24: 19 305 000m<sup>3</sup>  
(FY23: 20 029 000m<sup>3</sup>)

## Preferential and local procurement spend



# CHIEF EXECUTIVE OFFICER'S REVIEW

**Operational excellence, combined with well-established sustainable mining and ESG practices, have resulted in an overall lowered risk profile and increased margins.**

Safety is our first priority, and we are encouraged that the group's LTIFR remained below 6 per million hours worked for the third consecutive year – a significant achievement for the business.

Harmony's exemplary performance was driven by our demonstrated capabilities to operate in our host countries and our investments in higher-quality gold ounces.

We have grouped our operations into four clear business areas, namely:

- » South African underground optimised
- » South African underground high-grade
- » South African surface
- » International gold and copper.

Each of these business areas has a vital role in our future success, and we have a clear capital allocation strategy to ensure we deliver the best possible returns from these assets.

Good mining discipline and excellent cost controls allowed us to exceed our operational targets for the year.

Total underground recovered grades increased by 6% to 6.11g/t while total production increased by 6% to 48 578kg (1.56Moz) for FY24. This was mainly due to the outperformance at Mponeng, Hidden Valley and Mine Waste Solutions.

Costs remained under control, with our AISC being well below guidance at R901 550/kg (US\$1 500/oz) for the financial year.

Total capital expenditure was R8.3 billion (US\$ 445 million), marginally below the guided R8.6 billion (US\$473 million), as we allocate capital towards growing our South African high-grade underground and high-margin surface retreatment operations and taking our copper projects up the value curve.

Higher grades combined with a 16% increase in the average gold price to R1 201 653/kg (US\$1 999/oz) resulted in a 23% increase in gold revenue and a 132% increase in headline earnings per share.

**Improved safety performance**

- » Group LTIFR<sup>1</sup> at 5.53 from 5.49 in FY23 and 7.21 from FY17.

**Total gold produced**

- » 48 578kg (1.56Moz)
- » Exceeded our FY24 production guidance, following its upward revision.

**Underground recovered grades**

- » +6% to 6.11g/t
- » Exceeded the upper end of our upward revised guidance of 6g/t.

**AISC<sup>2</sup>**

- » R901 550/kg (US\$1 500/oz)
- » Costs contained.

**Growth capital spent**

- » R8.3 billion (US\$445 million) allocated towards projects.

**Operating free cash flow**

- » +111% to R12.7 billion (US\$681 million)
- » 22% margin.

**Strong balance sheet**

- » Net debt: EBITDA<sup>3</sup> ratio of <1x.

**Final dividend**

- » 94 SA cents
- » 5 US cents<sup>4</sup>.

<sup>1</sup> LTIFR: lost-time injury frequency rate.

<sup>2</sup> AISC: All-in sustaining cost.

<sup>3</sup> EBITDA: earnings before interest, taxes, depreciation and amortisation.

<sup>4</sup> Illustrative equivalent based on the closing exchange rate of R17.82/US\$1 as at 30 August 2024.



## Chief executive officer's review continued

We maintain our control over costs despite a challenging inflationary environment. This disciplined approach, combined with higher production and improved grades, led to a 111% increase in operating free cash flow – the highest operating free cash flow ever generated at Harmony.

Harmony's capital allocation framework ensured that we maintained a healthy balance sheet. We ended the year with a net cash position, providing us the flexibility to pursue future growth opportunities while continuing to reward our shareholders.

Basic earnings per share increased by 78% to 1 386 SA cents (FY23: 780 SA cents), and headline earnings per share surged by 132% to 1 852 SA cents per share (FY23: 800 SA cents).

To achieve our growth objectives and ensure each mine or project delivers safe, profitable ounces and increased margins, our strategic decision making is guided and informed by four interlinked pillars:

<p><b>Responsible stewardship</b></p>	<p><b>Cash certainty</b></p>
<p><b>Operational excellence</b></p>	<p><b>Effective capital allocation</b></p>

### Responsible stewardship

Our sustainable development framework outlines how we aim to reduce risk, maximise opportunities, and leave a lasting positive impact while creating shared value. Our strategic direction and decision making are guided by clear, measurable goals while keeping our stakeholders' needs and interests in mind. As such, responsible stewardship is embedded in our operating model.

In recognition of our ESG practices, we were included in the FTSE4Good Index for the seventh consecutive year, ranking in the top 5% of the sub-sector. We were also included in the Bloomberg Gender-Equality Index for five consecutive years, demonstrating our commitment to embracing gender diversity and inclusivity and treating our employees fairly, without bias or prejudice.

### Safety is more than a strategic priority; it is a core value that underpins every aspect of what we do.

Having all our stakeholders involved in every aspect of safety demonstrates a unified commitment to preventing accidents through our ongoing humanistic culture transformation journey, now in its eighth year and 80% complete.

As a company, we have embraced a learning culture and strive for continuous improvement. We focus on effective risk management, strong leadership and employee engagement, comprehensive safety training programmes, and adopting new technologies to improve the monitoring and management of safety risks.

While we have implemented comprehensive systems and controls, our responsibility as Harmonites ultimately remains to work safely at all times. We take personal ownership of our own safety and that of our fellow Harmonites.

We have adopted a proactive approach to safety using leading indicators. We have a centralised operational risk management team supporting all our operations in using leading indicators to help drive further safety improvements. Through digitisation and modernisation, we have real-time dashboards to monitor and continuously improve these leading indicators. We are currently tracking over nine million golden control data points. This ensures we prevent significant unwanted events before they occur. We conduct regular visible felt leadership engagements and other safety awareness initiatives across our operations.

Our teams are equipped through ongoing leadership development and training programmes.

Our employees' unwavering commitment to safety has resulted in noteworthy milestones:

- » Joel (2 287 days), Moab Khotsong (687 days) and Masimong (2 416 days) each achieved over three million loss-of-life free shifts
- » Target 1 (1 243 days) achieved over one million loss-of-life free shifts
- » 23 million loss-of-life free shifts achieved at our South African surface operations, and eight consecutive years without a loss of life achieved at our Hidden Valley operation in Papua New Guinea.

Despite these achievements and our continued efforts to improve, we are deeply saddened by the loss of seven of our colleagues during FY24. We extend our sincerest and heartfelt condolences to the families, friends and colleagues of the Harmonites who lost their lives.

These incidents are a stark reminder that more needs to be done to ensure zero harm, and we remain dedicated to continuous improvement in our safety practices. Reinforcing our proactive safety culture and driving personal accountability across the business remain critical focus areas.

I am confident we have the correct safety strategy and firmly believe that zero loss of life is possible.

In memoriam	
Amahle Nodangala	Kusasaletu Mine – contractor
Luvuyo Sangeni	Kusasaletu Mine – contractor
Mlandelwa Zide	Tshepong Mine – scraper winch operator
Santos Ernesto Uenzane	Mponeng Mine – mine overseer
Thabiso Gladwin Makunye	Mponeng Mine – development team member
Sekono Jonase Moeketsi	Doornkop Mine – rock drill operator
Kaya Ernest Nkala	Phakisa Mine – miners' assistant

### Harmony effectively navigates the challenges and opportunities presented by the global shift to a low-carbon economy by decarbonising the business.

We are systematically reducing our energy consumption and reliance on grid-supplied electricity, diversifying our energy mix, and enhancing our resilience and adaptation to climate change.

Since 2016, we have reduced our energy consumption by a cumulative 1.9TWh, translating into energy savings of R2.2 billion (US\$143 million) or 2.1MtCO<sub>2e</sub>.

## Chief executive officer's review continued

We are expanding our renewable energy programme in response to various LoM extensions. We are aiming for 583MW of capacity by 2028, with the potential for an additional 200MW through short-term power purchase agreements. The next phase of this programme will commence in FY25 with the construction of a 100MW solar photovoltaic (PV) plant at Moab Khotsong.

We remain committed to reducing our absolute scope 1 and 2 emissions by 63% by FY36, and I am pleased with our progress as we ramp up our renewable energy programme.

**We contribute to the resilience and prosperity of our host communities, making us a partner of choice in the regions where we operate.**

Our firm commitment to our communities is evident in this year's investment of R381 million (US\$20 million) in community development projects. Through our corporate social investment (CSI) initiatives, we have positively impacted the lives of over 731 000 community members.

### Operational excellence

Through our ongoing investment and commitment to operational excellence and improved operational flexibility, we met our production, cost and grade guidance as we continued to manage factors within our control.

At Harmony, everything begins with safety, with a strong safety and operational culture. A safe mine is a profitable mine. We have worked hard to transform our safety culture, which has helped deliver consistent and predictable production as we maintain momentum at our mines. We have a track record of delivery, achieving adjusted guidance for the ninth consecutive year.

Planning is essential, and our investments in operational flexibility and good mining discipline paid off. Part of the turnaround plan implemented in 2016 was to improve

infrastructure reliability and avoid unnecessary stoppages. Our business improvement initiatives also help with further safety and productivity enhancements.

Our portfolio quality has improved significantly, as evidenced by our higher recovered grades. Quality Mineral Reserves deliver improved free cash flows. Through good grade controls, we will continue to maximise value and reduce risk across our operations.

Maintaining strong cost controls remains a core focus for Harmony, particularly in the face of rising labour costs and electricity tariffs. Our costs remain predictable and stable, with over 90% of our operating costs in South African rand.

This has provided further benefits due to the rand's depreciation against the US dollar.

Additionally, labour costs, representing 50% of our operating expenses, remain predictable due to the five-year wage agreement concluded in April 2024. Renewable energy is further mitigating escalating electricity tariffs in South Africa.

Against this backdrop, we managed to achieve a standout cost performance.

### South African underground high-grade operations

Mponeng and Moab Khotsong delivered a combined 15% improvement in underground recovered grades to 9.02g/t (FY23: 7.83g/t), and production increased by 9% to 15 350kg (493 512oz) (FY23: 14 117kg (453 871oz)).

Although AISC remained essentially flat year on year, increasing by 1%, operating free cash flow increased by 73% to R6.0 billion (US\$320 million) (FY23: R3.4 billion (US\$194 million)), mainly due to the higher recovered grades and the higher average gold price received.

The Mponeng life-of-mine (LoM) extension commenced in the first quarter of FY25. The extension to 20 years will access high-grade orebodies while avoiding lower-grade areas, adding 2.34Moz to our Mineral Reserves and securing a steady stream of high-quality ounces at a competitive cost.

Similarly, Moab Khotsong continued to perform exceptionally well, further validating our strategy of investing in high-grade, high-margin assets. Notably, uranium production at Moab Khotsong increased by 13%, reflecting our ability to maximise the value of by-products and further diversify our revenue streams.

### South African underground optimised operations

These assets generate meaningful returns at current gold prices and deliver significant socio-economic benefits.

Average underground recovered grades remained largely flat at 4.86g/t from 4.87g/t in FY23. Production decreased by 3% year on year at 19 061kg (612 826oz) (FY23: 19 641kg (631 474oz)).

Despite higher AISC, which was driven by inflation and lower production, operating free cash flow from these operations increased by 78% to R2.0 billion (US\$106 million) (FY23: R1.1 billion (US\$63 million)).

### South African surface operations

Surface operations delivered vastly improved operational metrics overall. Harmony continues to explore and capitalise on opportunities in tailings retreatment. This business area presents significant potential due to its lower-risk profile and high margins. With extensive resources in old gold tailings dams across the South African gold belt, we are conducting feasibility studies to convert 5.7Moz of Mineral Resources to Mineral Reserves in the Free State region. This initiative exemplifies our ability to allocate capital effectively, delivering commercial and ESG benefits.

AISC decreased by 8% due to a 17% increase in recovered grades to 0.21g/t (FY23: 0.18g/t).

Operating free cash flows generated by these operations increased by 210% to R2.6 billion (US\$138 million) (FY23: R835 million (US\$47 million)).

### International

Our Hidden Valley operation in Papua New Guinea had a standout year, with significant gold and silver production gains. Gold production increased by 17% to 5 101kg (164 000oz), while silver production rose by 41% to 110 195kg (3 542 852oz).



■ Hidden Valley, PNG

This strong performance was underpinned by a 33% increase in recovered grades that resulted from mining the higher grade areas of Kaveroi and Big Red, targeted investments in mining equipment and enhanced mining discipline.

In Australia, the Eva Copper feasibility study update is well underway.

## Chief executive officer's review continued

On 25 March 2024, the Queensland government declared the Eva Copper Project a prescribed project due to its strategic importance to the region. This designation underscores the project's significance, and we have received conditional grant funding of AU\$20.7 million to accelerate its development. This grant is contingent upon Harmony reaching a favourable final investment decision by January 2026 and is earmarked for preparatory works at the project site. Since acquiring the project, we have drilled over 90 000 metres to grow the resource base, significantly derisking the project and enhancing confidence in resource estimates.

Negotiations are ongoing to secure the necessary mining lease for Wafi-Golpu. Securing the mining development contract and moving forward with this project will be a significant milestone in our strategy to expand our international footprint and transform into a global gold-copper producer.

### Cash certainty

Harmony maintained a meaningful net cash position with excellent liquidity, positioning the company well to fund our growth pipeline.

We ended the year with R12.6 billion (US\$695 million) in available headroom through cash and undrawn facilities and repaid US\$200 million (R3.7 billion) on a US\$400 million facility during the financial year. Our balance sheet remains robust and flexible, with a net cash position of R2.9 billion (US\$159 million). We aim to keep our net debt:EBITDA below 1x.

This financial strength will enable us to transform into a global gold-copper producer and pursue strategic investments that meet our strict investment criteria.

Harmony generated the highest operating free cash flow in the company's history in FY24. Operating free cash flow increased by 111% to R12.7 billion (US\$681 million) as operating free

cash flow margins rose to 22% from 13% in FY23. We believe these improved margins are sustainable due to higher recovered grades and the increased contribution from our high-margin surface source operations (under current gold price assumptions). We expect margins to increase further once our international copper-gold projects are in production.

As of 30 June 2024, Harmony hedged 638 000oz (19 844kg) at an average forward price of R1.37 million/kg. Our hedging strategy, which protects the group against adverse commodity and currency market fluctuations, reduces our market risk, and supports our capital and growth commitments, was expanded during FY24 to include gold collar hedging.

### Effective capital allocation

Group capital expenditure for FY24 increased by 10% to R8.3 billion (US\$445 million), driven primarily by the Mine Waste Solutions expansion project and major capital investments in Moab Khotson, Mponeng and Eva Copper.

Harmony's capital allocation framework is designed to balance growth aspirations with shareholder returns and is carefully sequenced to balance the extension of mine lives, optimisation of assets to maximise cash generation over the LoM and development of our international assets. We are allocating our capital strategically across our four business areas:

- » Our South African underground high-grade assets are highly profitable and have a LoM of 20 years due to the approved extension projects. These mines have transformed the portfolio due to their high-quality ounces and resulting positive free cash flow generation
- » Investing in our South African optimised operations plays an important role in maintaining our social licence to operate and in generating the internal capital needed to fund our high-grade projects
- » Our surface operations present substantial opportunities to maximise our contribution

to the circular economy. By reprocessing old tailings facilities we are able to not only move the tailings to an area that better accommodates our local communities but also build a much more secure structure. Creating a new asset with a finite mine life, we make use of processed and underground fissure water

- » Lastly, international assets reduce our overall risk profile and secure funding for future growth initiatives while providing us with the diversification and scale needed to thrive in an increasingly competitive market and transform Harmony into a global gold-copper producer.

This disciplined approach to capital allocation ensures that we continue to enhance the quality of our assets while maintaining operational reliability and financial flexibility.

A final dividend of 94 SA cents (5 US cents) per share was declared, bringing the total cash returned to shareholders for this financial year to R1.4 billion (US\$77 million).

### Looking ahead

Our focus remains on creating sustainable value for our shareholders and stakeholders while maintaining the highest standards of safety, environmental stewardship and community engagement.

Although this year was marked by an excellent operational and financial performance, we remain conservative in our planning assumptions.

The group's year-on-year production guidance remains between 1.4Moz and 1.5Moz at an AISC of between R1 020 000/kg and R1 100 000/kg. Underground recovered grade for FY25 is guided at above 5.8g/t.

We anticipate capital expenditure to increase to R10.8 billion (US\$592 million) in FY25, driven by investments in major high-grade and surface retreatment projects and an increase in sustaining capital across our operations.

Our strategic priorities for 2025 and beyond include expanding our production in gold and copper, with a clear focus on delivering safe, profitable ounces.

As we look to the future, Harmony is well positioned to build on the past year's successes by focusing on critical projects and strategic initiatives that will drive long-term growth and value creation.

### In appreciation

Over the past nine years, we have navigated numerous challenges and achieved remarkable successes, transforming Harmony into a leading gold mining company with a growing copper footprint.

I am immensely proud of our progress in safety, sustainability and operational performance. These achievements result from the hard work and dedication of every member of the Harmony team. As I reflect on the past year, I am filled with pride and gratitude, and I am confident that we will continue to build on our strong foundation.

I sincerely thank our board, employees, unions, shareholders and stakeholders for their unwavering support and trust. A special thanks must go to our chairman for his direction and guidance throughout the year. It is an honour to lead Harmony, and I am excited to see the company continue to thrive in the years to come.

**Peter Steenkamp**

CEO

25 October 2024

# HOW WE PERFORMED

## FIVE-YEAR SUMMARY

	Unit	FY24	FY23	FY22	FY21 <sup>2</sup>	FY20
<b>Operating performance</b>						
Ore milled	000t	<b>51 319</b>	52 135	53 801	49 253	25 429
Gold produced	kg	<b>48 578</b>	45 651	46 236	47 755	37 863
	000oz	<b>1 562</b>	1 468	1 487	1 535	1 217
Operating costs	R/kg	<b>758 736</b>	735 634	701 024	600 592	553 513
	US\$/oz	<b>1 262</b>	1 288	1 434	1 213	1 099
All-in sustaining costs	R/kg	<b>901 550</b>	889 766	835 891	723 054	651 356
	US\$/oz	<b>1 500</b>	1 558	1 709	1 460	1 293
Underground grade	g/t	<b>6.11</b>	5.78	5.37	5.51	5.45
<b>Financial performance</b>						
Revenue	Rm	<b>61 379</b>	49 275	42 645	41 733	29 245
Production costs	Rm	<b>38 923</b>	34 866	33 099	29 774	22 048
Production profit	Rm	<b>22 456</b>	14 409	9 546	11 959	7 197
Operating margin	%	<b>36.6</b>	29.2	22.4	28.7	24.6
Net profit/(loss) for the year	Rm	<b>8 688</b>	4 883	(1 012)	5 124	(850)
Total headline earnings/(loss) per share	SA cents	<b>1 852</b>	800	499	987	(154)
Capital expenditure	Rm	<b>8 398</b>	7 640	6 214	5 142	3 610
Exploration spend <sup>1</sup>	Rm	<b>1 047</b>	506	214	177	205
Dividend paid	Rm	<b>1 394</b>	136	414	677	—
Net cash/(debt)	Rm	<b>2 899</b>	(2 828)	(757)	(542)	(1 361)

<sup>1</sup> As per income statement.

<sup>2</sup> On 1 October 2020, Harmony acquired AngloGold Ashanti Limited's remaining South African operations (Mponeng operations and related assets). FY21 therefore only contains nine months of metrics and is not directly comparable to FY22 or FY20.



## How we performed continued

	Unit	FY24	FY23	FY22	FY21 <sup>2</sup>	FY20
<b>Market performance</b>						
Average gold price received	R/kg	<b>1 201 653</b>	1 032 646	894 218	851 045	735 569
	US\$/oz	<b>1 999</b>	1 808	1 829	1 719	1 461
Total market capitalisation	Rbn	<b>106.3</b>	49.0	32.0	32.5	43.3
	US\$bn	<b>5.8</b>	2.6	2.0	2.3	2.5
Average exchange rate	R/US\$	<b>18.70</b>	17.76	15.21	15.40	15.66
<b>Reserves</b>						
Gold and gold equivalents	Moz	<b>40.3</b>	39.3	39.8	42.5	36.5
Geographical distribution						
– South Africa	%	<b>55.9</b>	51.3	54.2	58.3	47.7
– Papua New Guinea	%	<b>44.1</b>	48.7	45.8	41.7	52.3
<b>Safety</b>						
Number of loss-of-life incidents		<b>7</b>	6	13	11	6
Group FIFR – fatal injury frequency rate	per million hours worked	<b>0.07</b>	0.06	0.13	0.11	0.08
Group LTIFR – lost-time injury frequency rate <sup>3</sup>	per million hours worked	<b>5.53</b>	5.49	5.65	6.18	6.33
<b>Health (South Africa)</b>						
Shifts lost due to injury		<b>25 087</b>	25 058	26 761	28 943	25 205
Silicosis cases certified <sup>4</sup>		<b>45</b>	62	184	54	67

<sup>2</sup> On 1 October 2020, Harmony acquired AngloGold Ashanti Limited's remaining South African operations (Mponeng operations and related assets). FY21 therefore only contains nine months of metrics and is not directly comparable to FY22 or FY20.

<sup>3</sup> FY24 assured by independent assurance providers. Please refer to the assurance report and to the glossary of terms on the website at [www.harmony.co.za](http://www.harmony.co.za). The assured indicators include the results of Mponeng for the period 1 October 2020 to 30 June 2021. The Mponeng results were not assured in FY21.

<sup>4</sup> The number of cases of pure silicosis confirmed by South Africa's Medical Bureau of Occupational Diseases.

## How we performed continued

	Unit	FY24	FY23	FY22	FY21 <sup>2</sup>	FY20
<b>People</b>						
Total employees and contractors		<b>46 078</b>	45 546	47 345	48 112	39 582
South Africa: Employees		<b>33 123</b>	33 341	35 989	36 873	31 502
South Africa: Contractors		<b>10 544</b>	9 834	9 013	8 860	5 841
Papua New Guinea: Employees		<b>1 465</b>	1 472	1 527	1 536	1 434
Papua New Guinea: Contractors		<b>799</b>	795	751	778	748
Australia: Employees		<b>127</b>	100	65	63	54
Australia: Contractors		<b>2</b>	4	—	2	3
Employment equity (historically disadvantaged South Africans in management) <sup>3</sup>	%	<b>70</b>	68	67	65	64
Number of people in single rooms <sup>3, 5</sup>		<b>7 457</b>	7 662	8 057	8 547	8 008
Number of people sharing accommodation <sup>3</sup>		<b>—</b>	—	—	—	—
Number attending critical skills training <sup>3</sup>		<b>182</b>	163	96	83	81
<b>Community</b>						
South Africa – mine community development	Rm	<b>151</b>	179	138	102	150
Papua New Guinea – socio-economic investment	Rm	<b>115</b>	75	55	63	64
Total group community spend	Rm	<b>266</b>	254	193	165	214
<b>South Africa</b>						
Total discretionary spend	Rm	<b>17 576</b>	16 454	14 265	10 667	7 682
Preferential procurement (BEE-compliant spend) <sup>3</sup>	Rm	<b>14 659</b>	13 995	11 213	7 938	5 695
Preferential procurement spend	%	<b>83.4</b>	85.1	78.6	74.4	74.1
<b>Papua New Guinea</b>						
Total procurement spend	Rm	<b>2 714</b>	2 078	2 324	2 148	2 233
Procurement expenditure in rest of PNG	Rm	<b>862</b>	849	1 133	851	877
Procurement expenditure in Morobe Province	Rm	<b>1 242</b>	611	583	672	749
Procurement expenditure with landowner companies	Rm	<b>610</b>	618	608	625	607
<b>Environment</b>						
Mineral waste (volume disposed) <sup>3</sup>	000t	<b>82 142</b>	78 985	76 989	71 000	52 100
Total electricity use (purchased) <sup>3</sup>	000MWh	<b>4 176</b>	4 111	4 254	4 123	3 171
<b>CO<sub>2</sub> emissions</b>						
Scope 1 <sup>3</sup>	000t CO <sub>2</sub> e	<b>179</b>	200	180	136	126
Scope 2 <sup>3</sup>	000t CO <sub>2</sub> e	<b>4 086</b>	4 252	4 568	4 251	3 316
Scope 3 <sup>3</sup>	000t CO <sub>2</sub> e	<b>990</b>	1 003	1 065	871	570
Water used for primary activities <sup>3</sup>	000m <sup>3</sup>	<b>34 813</b>	29 350	33 417	30 306	19 692
Funding/guarantees for rehabilitation and closure	Rm	<b>8 388</b>	7 581	7 126	6 865	4 416

<sup>2</sup> On 1 October 2020, Harmony acquired AngloGold Ashanti Limited's remaining South African operations (Mponeng operations and related assets). FY21 therefore only contains nine months of metrics and is not directly comparable to FY22 or FY20.

<sup>3</sup> FY24 assured by independent assurance providers. Please refer to the assurance report and to the glossary of terms on the website at [www.harmony.co.za](http://www.harmony.co.za). The assured indicators include the results of Mponeng for the period 1 October 2020 to 30 June 2021. The Mponeng results were not assured in FY21.

<sup>5</sup> The number of single rooms only represent hostels which are 100% converted.

# FINANCIAL DIRECTOR'S REPORT

**25%** increase in revenue to **R61.4 billion** (US\$3.3 billion) due to a higher average gold price received increasing from R1 032 646/kg to R1 201 653/kg and gold sold increasing from 48 222kg to 45 690kg in FY24.

Production profit of **R21.9 billion** (US\$1.2 billion), a 57% increase from the prior year's R14.0 billion (US\$787 million).

Operating free cash flow increased **111%** from R6.0 billion (US\$340 million) to R12.7 billion (US\$681 million).

**132%** increase in headline earnings per share from 800 SA cents (45 US cents) in the prior year to 1 852 SA cents (99 US cents) in the current year.

Net debt:EBITDA decreased from **0.2x to -0.2x** at 30 June 2024 as a result of lower debt and an increase in net cash due to improved operating results and a higher gold price.

Declaration of interim and final dividend of **147 SA cents** (7.61 US cents) and **94 SA cents** (5.27 US cents) per share respectively (FY23: total dividend for the year of 75 SA cents (4.03 US cents)).

## Delivering on strategy

In FY24, Harmony achieved excellent operating results which drove our improved profitability. Our strong balance sheet provides flexibility to invest in our large capital projects and allocate more capital towards sustaining our current operations as we continue to produce safe, profitable ounces. Harmony continues to grow its Mineral Reserves through the execution of projects, including the extension projects at Moab Khotsong, Mine Waste Solutions, Hidden Valley and the most recently approved Mponeng extension. Harmony's commitment to transition to a low-cost gold-copper producer is underway, with the Eva Copper feasibility planned to be completed during FY25.

Our CEO, Peter, delves deeper into these strategic decisions in the [Chief executive officer's review](#).

## Financial performance against strategic objectives

The key features of our financial performance in FY24 are unpacked below in terms of our four strategic pillars.

### Responsible stewardship

We continue to deliver on our social compact through the support of our host communities, the circular economy which is directly linked to our Kareerand extension project and our continued focus on safety as a first priority. Harmony's robust and flexible balance sheet puts us in a strong position to deliver on our capital projects as well as to identify value-accretive acquisitions. These projects extend the life of various mines to around 20 years, ensuring we continue to provide opportunities for employees, host communities and the South African economy for years to come.

To align with our decarbonisation strategy and support our various LoM extensions, we had to expand our renewable programme. Our revised plan includes 500 MW (previously 363MW) in installed capacity from renewable energy sources by FY26, plus an opportunity for an additional 200MW through purchase power agreements by FY28. Phase 1 of our renewables projects was commissioned in FY23 and we expect to commence construction of the 100MW solar photovoltaic plant at Moab Khotsong in FY25.

Read more about **Climate change, energy and GHG emissions management** in the [ESG report](#).



## Financial director's report continued

### Operational excellence

During FY24, we achieved outstanding combined operating results across our operations. The group's gold production and gold sales increased to 48 578kg (1 561 815oz) and 48 222kg (1 550 373oz) from 45 651kg (1 467 715oz) and 45 690kg (1 468 966oz) respectively.

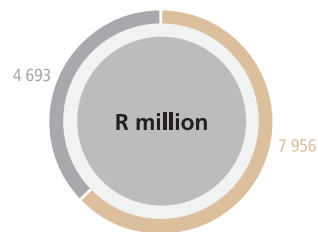
Harmony has done an exceptional job of curtailing costs during FY24 with the group's all in sustaining cost (AISC) increasing only 1% to R901 550/kg (US\$1 558/oz) from R889 766/kg (US\$1 558/oz). This is well below inflation figures seen during FY24 as well as our guidance of R920 000/kg. Our focus on higher-quality ounces will continue to reduce our AISC in the future and combined with our hedging strategy will drive our projects up the value curve. These costs will further be controlled by the five-year wage agreement concluded in April 2024, giving future certainty of labour costs, the largest component together with electricity.

Our tailings retreatment continue to produce excellent results. With the LoM extension project at Mine Waste Solutions, we will be in a good position to take advantage of the strong gold prices combined with the lower cost associated with these types of operations. Further, with the streaming contract at Mine Waste Solutions that concluded on 23 October 2024, we expect to see improved revenue from the operation.

### Cash certainty

Harmony achieved record operating free cash flow, increasing to R12.7 billion (US\$681 million) from R6.0 billion (US\$339 million), a 111% increase, mainly as a result of increased underground recovered grades and the higher gold price received. This drove a 64% increase in cash and cash equivalents from R2.9 billion (US\$258 million) in the prior year to R4.7 billion (US\$152 million) in the current year.

### Net headroom



● Available facilities   ● Cash

We maintained a healthy headroom of R12.6 billion (US\$695 million) at year end in the form of cash and undrawn facilities. All revolving credit facilities were repaid during the year ensuring access to future funds to deliver on our project pipeline.

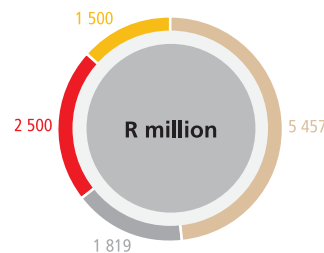
Earnings before interest, taxes, depreciation and amortisation (EBITDA) increased by 56% from R12.2 billion (US\$646 million) in FY23 to R18.9 billion (US\$1.0 billion) in FY24. Our total net debt:EBITDA decreased from 0.2x to negative 0.2x at 30 June 2024 as a result of our positive cash position at the end of FY24.

The following significant drawdowns and repayments were made during the year:

- » Drawdown and subsequent repayment of R300 million (US\$16 million) of the R2.5 billion sustainability-linked facility
- » Repayment of R3.7 billion (US\$200 million) of the US\$400 million sustainability-linked facility.

Debt covenant tests were performed for the loan facilities for FY24 and FY23 and no breaches were noted. Management believes that it is very likely that the covenant requirements will be met in the foreseeable future given the current earnings and interest levels, as well as the net cash position.

### Total loan facilities\*



- US\$ sustainability-linked revolving credit facility (RCF) (US\$300 million)
- ZAR sustainability-linked RCF (US\$137 million)
- US\$ sustainability-linked term loan (US\$100 million)
- ZAR green loan (US\$82 million)

\* Total includes undrawn facilities

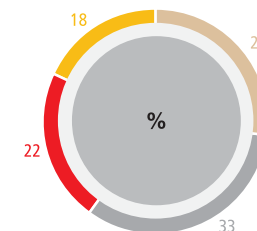
### Effective capital allocation

We continue allocating significant capital to our major projects as well as sustaining capital at our current operations to fund future capital requirements. Our capital spend increased to R8.3 billion (US\$445 million) from R7.6 billion (US\$428 million) in FY23, primarily due to the Mine Waste Solutions tailings storage facility (TSF) expansion project which is nearing first deposition. While we are in a period of high-capital expenditure, with R10.8 billion (US\$592 million) planned for FY25, our robust balance sheet ensures capital commitments are affordable. With the growing number of projects, we have established a central projects team to ensure we deliver our projects on time, within budget and at the highest possible standards.

We continue to spend on exploration focusing on projects that we can drive up the value curve, being mainly brownfield exploration close to existing infrastructure. Our exploration expenditure increased >100% (R1.0 billion (US\$56 million)) from R506 million (US\$28 million) during FY24. This was mainly due to the update of the feasibility, drilling and early works at the Eva Copper Project. We continue to allocate funds to exploration to drive short- to medium-term organic ore reserve replacement and growth to increase quality ounces and mitigate ore reserve base depletion.

We consider our growth aspirations and how to balance this with investor expectations for returns. Our dividend policy is set at 20% of net free cash subject to future major capital expenditure and meeting solvency and liquidity requirements as well as current banking covenants. Following a strong performance, our board of directors declared an interim dividend of 147 SA cents (7.6 US cents) and a final dividend of 94 SA cents (5.27 US cents) per share for FY24, an increase from the final dividend of 75 SA cents (4.03 US cents) in FY23.

### Capital expenditure (FY24 actual)



- High-grade underground assets
- High-margin SA surface business
- Underground assets optimised for cash generation
- International business currently in PNG

## Financial director's report continued

### Derivatives and hedging

During FY24, our hedging policy was expanded and a new gold hedging limit was set as 30%, 20% and 10% of production in a 12-, 24- and 36-month period (previously 20% over a 24-month period). The limit for silver remained at 50% over a 24-month period. We further introduced gold-collar hedging to our hedging programme. Harmony may execute on the hedging strategy when we achieve a minimum margin of 25% above all-in sustaining cost (AISC) and inflation. An additional minimum margin of 30% above AISC and inflation was introduced for the last third of the volume hedged.

In FY24, Harmony's derivative programme remained in a net liability position of R1.1 billion (US\$60 million) decreasing from a liability of R1.2 billion (US\$61 million) at 30 June 2023. The net liability position is mainly attributable to the spot rand gold forward prices exceeding locked-in prices, resulting in the negative valuation of all outstanding commodity contracts held at 30 June 2024.

Revenue includes a realised hedging loss of R1.3 billion (US\$68 million) compared to a loss of R184 million (US\$10 million) in FY23, relating to the realised effective portion of hedge-accounted gold derivatives.

### Key drivers of financial performance

		FY24	FY23	% Change
Gold produced	kg	<b>48 578</b>	45 651	6
	oz	<b>1 561 815</b>	1 467 715	6
Underground grade	g/t	<b>6.11</b>	5.78	6
Gold price received	R/kg	<b>1 201 653</b>	1 032 646	16
	US\$/oz	<b>1 999</b>	1 808	11
All-in sustaining costs	R/kg	<b>901 550</b>	889 766	(1)
	US\$/oz	<b>1 500</b>	1 558	4
Production profit	R million	<b>21 880</b>	13 977	57
	US\$ million	<b>1 170</b>	787	49
Net (debt)/cash	R million	<b>2 899</b>	(2 828)	>100
	US\$ million	<b>159</b>	(150)	>100
Net debt to EBITDA ratio <sup>1</sup>	times	<b>(0.2)</b>	0.2	
Average exchange rate	R:US\$	<b>18.70</b>	17.76	5

<sup>1</sup> The calculation of EBITDA is based on definitions included in our debt facility agreements, which exclude certain exceptional items such as impairments, translation differences and gains/losses on derivatives.

### Revenue

Revenue increased by R12.1 billion or 25% to R61.4 billion, mainly due to an increase in the gold sold to 48 222kg (FY23: 45 690kg) and an increased average gold price received in FY24 of R1 201 653/kg (FY23: R1 032 646/kg). In US dollar terms, revenue increased by US\$508 million or 18% to US\$3.3 billion. The average US\$ gold price received increased by 11% to US\$1 999/oz (FY23: US\$1 808/oz).

### Production costs

Production costs increased by 12% or R4.1 billion to R38.9 billion during FY24, mainly due to above-inflation increases on labour, including the impact of production-related bonuses, and electricity costs. Contributing further was a decrease in the credit from stripping activities at Hidden Valley as well as higher royalty taxes on revenue due to increased profitability. In US dollar terms, production costs increased by US\$118 million or 6% to US\$2.1 billion.

### Amortisation and depreciation

Amortisation and depreciation increased by R1.2 billion or 34%, which was driven by higher gold production at the Hidden Valley and Kalgold operations, and additional assets brought into use. A decrease in the reserve tonnes base on which depreciation is calculated further drove the depreciation up. In US dollar terms, amortisation and depreciation increased by US\$54 million to US\$248 million.

### Impairment of assets

In FY24, an impairment loss of R2.8 billion (US\$154 million) was recognised on undeveloped property attributable to the Target North property. The preliminary results of the exploration programme conducted at Target North indicated a decrease in the Mineral Resource estimate used to determine its recoverable amount, resulting in the impairment. No impairment or reversal thereof was recognised for FY23.

Refer overleaf for further details regarding accounting considerations for material transactions.

### Gains/losses and expenses included in operating profit

The change of the foreign exchange translation loss of R634 million (US\$36 million) to a gain of R97 million (US\$5 million) in FY24 was caused by the strengthening of the rand/US\$ exchange rate (FY24: R18.19 versus FY23: R18.83). This had a positive impact on the translation of the US dollar loan balances.

Included in operating profit is the gain on derivatives of R453 million (US\$24 million), compared to a loss of R194 million (US\$11 million) in FY23. Exploration expenditure increased by R541 million (US\$29 million), mainly due to Eva Copper. Other operating expenses increased by R411 million (US\$22 million) year on year as a result of the remeasurement of the contingent consideration relating to the Mponeng extension.

### Taxation

The group's taxation expense increased from R1.7 billion (US\$97 million) to R3.1 billion (US\$165 million) in FY24. This was predominantly due to an increased current tax expense as a result of higher taxable income resulting from higher gold sales combined with increased gold prices realised. The deferred tax expense decreased mainly due to a decrease in the deferred tax rate applied to assets and liabilities recognised in Mponeng following the annual revision of rates.

### Net profit/(loss)

Harmony's financial performance reflects growth of 78% in FY24 with profit increasing to R8.7 billion (US\$465 million) from R4.9 billion (US\$275 million) in the previous year. Headline earnings increased by 132% to 1 852 SA cents per share (99 US cents) from a headline earnings of 800 SA cents (45 US cents) per share in FY23.

## Financial director's report continued

### Outlook

Through a clear capital allocation framework and our future outlook of transforming into a global low-cost, gold-copper mining company, we continue to allocate sustaining capital to our major high-grade and surface retreatment projects as well as focusing on current extension projects and exploration opportunities. This will ensure the future of Harmony through Mineral Reserve replacement as well as organic growth opportunities.

By containing costs, deliberate allocation of capital, and leveraging the high gold prices to fund and grow our operations, we endeavour to maintain a balance between capital expenditure and providing returns to our shareholders in line with our policy during this period of high-capital expenditure.

### Boipelo Lekubo

*Financial director*

25 October 2024

### Accounting considerations for material transactions

#### The impairment assessment of property, plant and equipment

For the year ended 30 June 2024, management performed an assessment of the property, plant and equipment with the audit and risk committee considering the following:

- » Assessed whether an indicator of potential impairment existed at the reporting date
- » Assessed whether an indicator of reversal of previously recognised impairment existed at the reporting date
- » Assessed recoverable amounts of the assets determined by using discounted estimated after-tax future cash flows as well as resource values
- » Considered the excess of recoverable amount over the carrying value for each cash-generated unit.

Following the above, an impairment of R2.8 billion (US\$154 million) was recognised on the Target North property. Management concluded that no reversal of previously recognised impairment was required to be recognised.



■ Noligwa Plant, Moab Khotsong

# OPERATIONAL PERFORMANCE

Operational excellence is one of Harmony’s four strategic pillars and is vital to delivering on our strategy – producing safe, profitable ounces and improving margins through operational excellence and value-accretive acquisitions. In striving to maintain operational excellence, we prioritise safety, ensure strict cost control and management of grades mined and encourage disciplined mining to improve productivity and efficiencies.

## Our approach

Our approach to improved operational performance is driven by our commitment to operational excellence and ensuring safe, consistent, predictable and profitable production. We aim to create an enabling and safe environment to achieve our operational plans, reduce unit costs and improve productivity. This will maximise the generation of free cash flow, which is centred on operational excellence.

### Key focus areas of our operational excellence programme:



## Operational performance continued

### Safety and operational risk management

**Managing safety risks:** Safety is a material risk for Harmony. As such, it is imperative to ensure safe production, prevent loss-of-life incidents and embed a proactive safety culture across all our operations. We have adopted global best practice safety standards via a four-layered approach. The approach is based on risk management, implemented modernised safety systems, an intensified focus on leadership development and training to address behaviour to achieve our goal of ensuring that each employee safely returns home every day.

See the **Safety** section in our **ESG report** for details on our safety performance and management.

**Managing operational risks:** Operational risk management is an integral part of our business and operating strategy. It entails managing risks effectively while working productively. Our risk-based approach helps ensure that all supporting systems are functioning efficiently. Safety hazards and operational business risks are identified and dealt with continuously at each of our operations.

Harmony's top operational risks are:

- » Loss of life/safety
- » Security of electricity power supply and the impact of higher electricity costs
- » Unsuccessful project execution
- » Not achieving operational objectives at our critical operations
- » Supply chain disruptions (including supply of goods, increasing costs and availability).

Refer to **risks and opportunities** for more details

### Scope

For additional information on our operations, refer to the following individual reports:

- » **Operational report**
- » **Mineral Resources and Mineral Reserves report**
- » **ESG report**
- » **Financial report.**

### Our performance

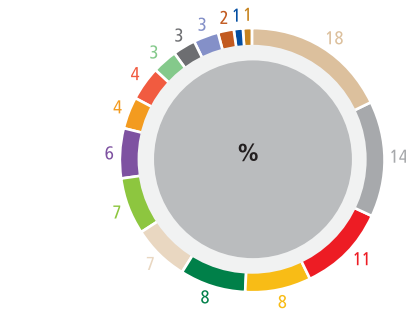
The safety and health of our employees and their families remain our top priority. In FY24, we continued our safety journey to embed a proactive safety culture throughout the company and remain committed to improving all safety aspects. Group lost-time injury frequency rate (per million hours worked) (LTIFR) for FY24 remained almost flat, with a marginal increase to 5.53 per million hours worked (FY23: 5.49 per million hours worked).

FY24 was an excellent year for Harmony. We recorded an increase in gold production, contained unit costs to below inflation and, supported by higher gold prices, achieved record operational free cash flows. Group production for FY24 increased by 6.4% to 48 578kg (1.56Moz) from 45 651kg (1.47Moz) in FY23. This performance was on the back of higher grades from Mponeng, Moab Khotsong, Mine Waste Solutions and Hidden Valley and exceeding the guidance of 1.55Moz. The average underground recovered grade increased by 5.7% to 6.11g/t from 5.78g/t in FY23.

Gold revenue increased 22.6% for FY24 to R58.3 billion (FY23: R47.5 billion), driven by higher gold prices and production. The average gold price received increased 16.4% to R1 201 653/kg (FY23: R1 032 646/kg) for the financial year, mainly due to an 10.6% increase in the US dollar price to US\$1 999/oz (FY23: US\$1 808/oz). Group all-in sustaining cost remained almost flat, increasing by only 1.3% to R901 550/kg in FY24 (FY23: R889 766/kg). The increase in gold production and a stable cost base ensured all-in sustaining cost came in below the guided R920 000/kg. Production profit increased by 56.5% to R21.9 billion from R14.0 billion in FY23.

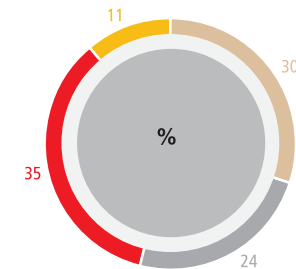
Our continued commitment to organic growth was a main contributor to the increase in group capital expenditure for FY24, which increased by 9.7% to R8.3 billion from R7.6 billion in FY23. Major capital expenditure rose by R926 million to R3.0 billion in FY24, a 44.8% increase from the R2.1 billion spent in FY23, mainly on the Zaaipplaats and Kareerand projects.

### Contribution to group production by operation – gold produced



- Mponeng
- Hidden Valley
- Mine Waste Solutions
- Tshepong North
- Masimong
- Surface dumps
- Kalgold
- Savuka tailings
- Moab Khotsong
- Kusasaletu
- Doornkop
- Tshepong South
- Target 1
- Joel
- Phoenix
- Central plant reclamation

### Contribution to group production by region – gold produced



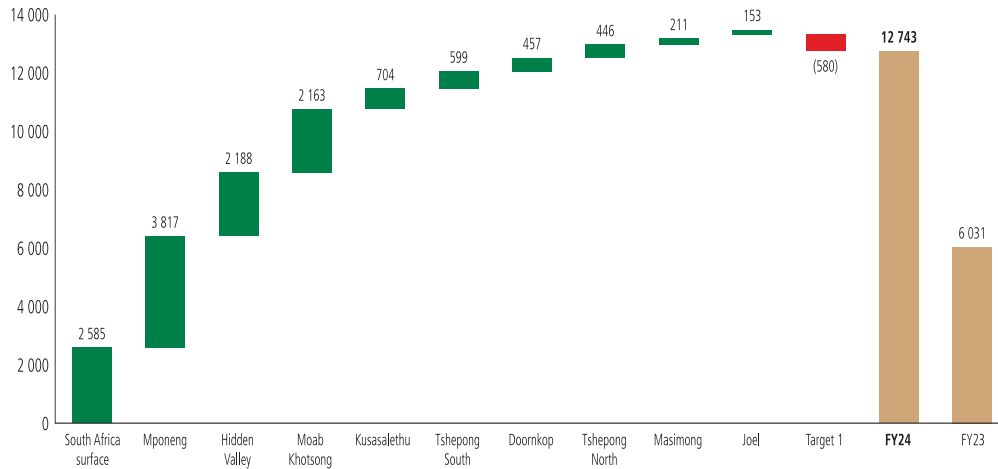
- Free State
- West Rand
- North West
- Hidden Valley (PNG)



## Operational performance continued

Group operating free cash flow increased by 111.3% to a record high of R12.7 billion in FY24 from R6.0 billion in FY23. Operating cash flows were driven by a higher gold price and higher production due to improved recovered grades at Mponeng, Moab Khotsonq, Mine Waste Solutions and Hidden Valley. Mponeng and Moab Khotsonq contributed 46.9% towards group operating free cash flow.

### FY24 operating free cash flows\* (R million)



\* Operating free cash flow = revenue – cash operating cost - capital expenditure – Franco-Nevada non-cash adjustment +/- impact of run-of-mine (ROM) costs as per operating results.

FY24 focus areas and actions	How we performed
Continue embedding a proactive safety culture.	Following improvements in recent years, the South African LTIFR deteriorated marginally to 5.53 per million hours from 5.49 in FY23.
Ensure we meet our operational plans and generate free cash flow.	We exceeded all revised guidance metrics and achieved record high operational free cash flow generated for FY24 at R12.7 billion.
Pursue organic brownfields growth strategy.	We pursued brownfield exploration at Hidden Valley and Kalgold to optimise existing open-pit operations, with brownfield exploration at our underground operations in South Africa.
Ensure major project execution and capital spend align to plan.	Zaaiplaats and Kareerand are progressing well, with a total spend marginally above guidance at R2.8 billion.
Continue to drive down unit costs by improving our safety performance, delivering on our production plans and increasing the productivity of our mining teams.	Group all-in sustaining cost remains well managed and increased by only 1.3% year on year to R901 550/kg.

## Operational performance continued

### Key operational metrics FY24 – year-on-year (YoY) comparison

	Unit	YoY move	YoY %	FY24	FY23	
Gold price	(R/kg)	↑	16.4	<b>1 201 653</b>	1 032 646	Higher average gold price received YoY reflected in higher gold revenue
Underground yield	(g/t)	↑	5.7	<b>6.11</b>	5.78	Mainly driven by significantly higher grades at Mponeng, Target 1 and Moab Khotsong
Margin	(%)	↑	69.2	<b>22</b>	13	Margin increased YoY mainly due to the higher gold price and production with exceptional performances from Mponeng, Hidden Valley and Moab Khotsong
Gold produced	(kg)	↑	6.4	<b>48 578</b>	45 651	Higher recovered grades resulted in increased production as tonnes were marginally lower
– SA high-grade underground operations	(kg)	↑	8.7	<b>15 350</b>	14 117	Mainly due to higher recovered grades at Mponeng, up 17.9% to 9.94g/t
– SA optimised underground operations	(kg)	↓	-3.0	<b>19 061</b>	19 641	Steady performance, lower production mainly at Doornkop and Tshepong South
– SA surface operations	(kg)	↑	20.5	<b>9 066</b>	7 523	Excellent all-round performance, mainly driven by higher grades, with Mine Waste Solutions standing out
– Papua New Guinea	(kg)	↑	16.7	<b>5 101</b>	4 370	Grade increased 33.3% YoY mainly driven by higher grades from Kaveroi and Big Red areas
All-in sustaining cost	(R/kg)	↑	1.3	<b>901 550</b>	889 766	Well controlled as higher production partially offset annual salary and electricity tariff increases

### FY25 outlook

In the next financial year, gold production is estimated to be between 1.4Moz and 1.5Moz at an all-in sustaining cost of between R1 020 000/kg to R1 100 000/kg. Underground recovered grade is expected to be higher than 5.80g/t.

We are looking forward to some exciting growth opportunities:

- » The Kareerand extension is underway and progressing well
- » The Zaaiplaats project will continue to be a focus area for Moab Khotsong with steady progress
- » Mponeng will commence the life-of-mine extension project with the project and funding approved for FY25.

Harmony has numerous exploration drilling programmes running in South Africa that will continue into FY25. More detail on these programmes can be found in the **Exploration and projects** section in this report.

Key focus areas and actions in FY25:

- » Continue to embed a proactive safety culture
- » Ensure we meet our operational plans and generate free cash flow
- » Continue to pursue organic brownfields growth strategy
- » Continue to ensure major project execution and capital spend are aligned to plan
- » Continue to drive down unit costs by improving our safety performance, delivering on our production plans and increasing the productivity of our mining teams.

See overleaf for graphs illustrating forecast group growth capital expenditure to FY27 and capital expenditure by operation for FY25.



■ Joel

## Operational performance continued

### FY25 production and capital guidance

Operation	Production (oz)	Capital expenditure <sup>1</sup> (Rm)	Life-of-mine (years)
Moab Khotsong	188 900 – 203 300	1 469	20
Mponeng	255 700 – 264 100	2 148	20
Tshepong North	92 100 – 99 100	724	7
Tshepong South	87 100 – 93 700	565	6
Doornkop	81 000 – 88 100	916	18
Joel	56 400 – 64 100	308	6
Target 1	63 700 – 73 200	594	5
Kusasaletu	117 300 – 130 300	384	3
Masimong	53 500 – 58 800	114	2
<b>Underground operations – total<sup>2</sup></b>		<b>7 222</b>	
South African surface operations (tailings and waste rock dumps)	106 900 – 109 300	293	11+
Mine Waste Solutions (MWS)	115 300 – 117 900	1 352	15
Kalgold	40 500 – 44 100	61	12
Hidden Valley <sup>3</sup>	141 600 – 154 000	1 853	5
Other international		33	
<b>Total</b>	<b>1.4 – 1.5Moz</b>	<b>10 814</b>	

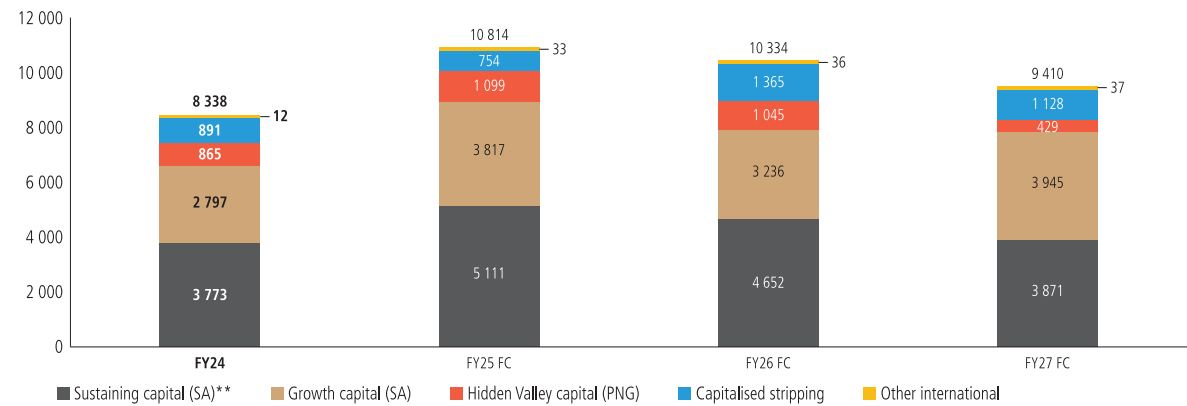
<sup>1</sup> Excludes renewables, Eva Copper and Wafi-Golpu.

<sup>2</sup> At an underground recovered grade of >5.80g/t.

<sup>3</sup> Includes capitalised stripping costs.

### Forecast(FC) capital expenditure to FY27 and capital expenditure by operation for FY25

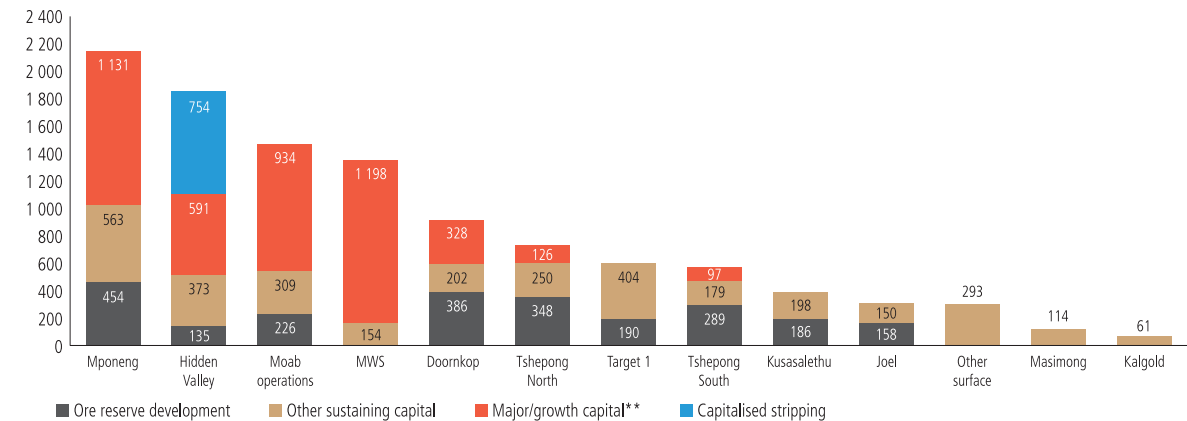
#### Capital guidance\* (R million)



\* Excludes renewables, Eva Copper and Wafi-Golpu.

\*\* Includes ongoing capital development, shaft capital and plant capital.

#### FY25 capital guidance per operation\* (R million)

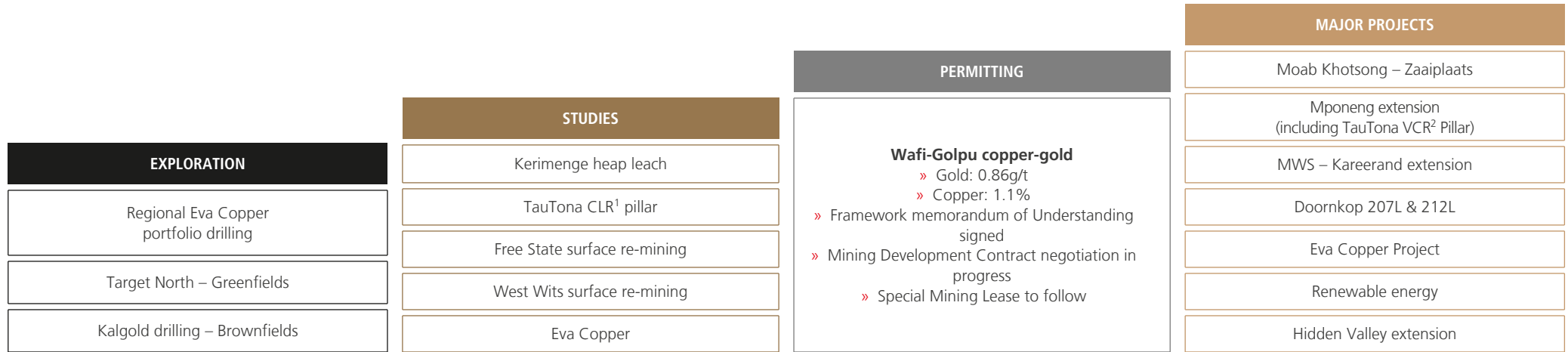


\* Excluding renewables, other international, Eva Copper and Wafi-Golpu.

\*\* Excluded from all-in sustaining cost.

# EXPLORATION AND PROJECTS

## Optimal long term value creation



<sup>1</sup> Carbon Leader Reef.  
<sup>2</sup> Ventersdorp Contact Reef.

## EXPLORATION

Our exploration strategy is to predominantly pursue brownfields exploration targets close to existing infrastructure. This will drive short- to medium-term organic Mineral Reserve replacement and growth to support our current strategy of increasing quality ounces and to mitigate the risk of a depleting Mineral Reserve base.

Key work streams underpinning the FY24 exploration programme include:

- » Exploration at Eva Copper
- » Brownfield exploration at Hidden Valley, Kerimenge and Kalgold to optimise existing open-pit operations and extend mine life
- » Brownfield exploration at our underground operations in South Africa
- » Greenfield exploration at Target North
- » Reviewing exploration opportunities as part of our new business strategy.

### Eva Copper drilling

Since acquiring the project in December 2022, drilling has comprised 227 holes for 82 000m. The work programme forms part of a major drill programme designed to validate or test various study elements including Resource definition, infrastructure sterilisation, metallurgical, geotechnical aspects, construction material characterisation, water borefield exploration and high-grade satellite ore feed targets for prospect development/drill testing continues.

### Target North

- » The exploration drilling programme from surface advanced with a total of 304.38 metres drilled
- » MAL23 third long directional deflection drill hole was completed and produced three additional reef intersections
- » All drilling at Target North was completed in September 2023
- » A resource estimate for the Target North project commenced in FY24 and should be completed in the first half of FY25.

### Kalgold drilling

Exploration is aimed at improving understanding of the potential to develop the Kraaipan Greenstone Belt into a new mineralised province with multiple mining centres.

## Exploration and projects continued

### MAJOR PROJECTS

We have identified substantial opportunities in our existing portfolio through exploration and brownfield projects which will extend the life of some of our larger and higher-grade assets, adding lower-risk, higher-margin ounces to Harmony's portfolio. Each project brings multiple benefits to Harmony and exceeds all our minimum criteria for allocating capital. We will continue to focus on ensuring all our mines operate safely and optimally and will continue to invest across all our operations to ensure optimal production.

The salient features of our key projects are:

#### South Africa

##### Moab Khotsong – Zaaiplaats project

The Zaaiplaats project was approved by the board for implementation in October 2021. The project scope is to mine the Zaaiplaats orebody situated below the current Moab Khotsong middle mine area from 101 level to 114 level. Three new declines and associated infrastructure must be developed, equipped and commissioned below 101 level to allow the safe and economic mining of the Zaaiplaats orebody.

##### Mponeng extension (including TauTona VCR Pillar)

The project will extend the Mponeng LoM by exploiting the VCR and the CLR orebodies below current infrastructure. Mining of the VCR reef below infrastructure requires the extension of existing infrastructure from 126 level, both on the Eastern and on the Western side of the orebody. Mining of the CLR reef requires the extension of the existing infrastructure from 120 level.

##### MWS – Kareerand expansion

Mine Waste Solutions (MWS) is a reclamation operation in the Stilfontein/Orkney area treating 2.2 million tonnes per month from historical tailings facilities through the MWS plant. The residue is deposited on the existing Kareerand tailings storage facility (TSF) by cycloning. The Kareerand TSF has a 560ha footprint and was sized to receive the reprocessed tailings from the MWS sources. The inclusion of additional sources into the MWS business in 2012 required additional deposition facilities. The authorisation of the Kareerand extension project increases the current footprint by 340ha and allows the combined complex to be operated to a height of 100 metres.

##### Doornkop 207L & 212L

The project extends the mining of the orebody at depth on 207 and 212 level. Both levels need to be developed, while the shaft infrastructure needs to be completed in order for each level to be able to handle the planned production. An ore handling system below the 212 level infrastructure needs to be developed. In order to provide adequate ventilation and cooling over the LoM, the DK1a Shaft will be converted into an intake shaft in conjunction with setting up a refrigeration plant.

##### Renewable energy

In order to achieve the renewable energy targets as set out in the Harmony Energy Efficiency and Climate Change Strategy document, it became necessary to implement a number of renewable energy technologies, including self-built PV plants, wheeling of wind and solar renewable energy, as well as small scale solar photovoltaic (PV) plants. Phase 2 construction, with a capacity of 137MW has begun in FY25.

#### Papua New Guinea

##### Hidden Valley brownfield exploration

**Kerimenge prospect** – The Kerimenge prospect is located approximately 8km to the east of the Hidden Valley Mine. Drilling to support a prefeasibility study was completed during the year. Review of existing drill data commenced with the aim of developing a new Mineral Resource estimate. Kerimenge is a historic gold deposit outlined by previous explorers that contains components of refractory and free milling oxide gold mineralisation.

##### Hidden Valley life-of-mine extension

The Hidden Valley life-of-mine (LoM) extension project concept study/prefeasibility study considers the potential to convert both the 0.6Moz Au Kerimenge Mineral Resource and the 1.6Moz Au remaining in the Hidden Valley Mineral Resource outside the current LoM convert to a viable, low risk, high-margin mining operation. The project will assess the application of conventional carbon-in-leach and heap leach technologies for the Mineral Resources and investigate technologies to increase the tailings storage capacity, which is the current mine life constraint at Hidden Valley.

An extension of the mining lease and the amendment to the environmental permit will be required to continue operations beyond 2030.

#### Australia

##### Eva Copper Project

The Eva Copper Project is in a feasibility update phase. The project is located 75km north east of Cloncurry in the highly prospective Mt Isa inlier region and will involve mining native copper and copper sulphide ore from six open pits and processing it through a copper concentrator. The projected mine life is predicted to extend beyond 15 years, providing a stable platform for continued growth.

# MINERAL RESOURCES AND MINERAL RESERVES SUMMARY

This statement of Harmony's Mineral Resources and Mineral Reserves (South Africa, Papua New Guinea and Australia) as at 30 June 2024 is produced in accordance with the South African Code for the Reporting of Exploration Results, Mineral Resources and Mineral Reserves (SAMREC), section 12.13 of the JSE Listings Requirements (as updated from time to time) and the requirements of the United States Securities and Exchange Commission (SEC) regulation S-K Subpart 1300.

In our Form 20-F the Mineral Resources are reported exclusive of Reserves. United States investors are urged to consider the disclosure in this regard in our Form 20-F which will be available on our website at [www.harmony.co.za/invest/annual-reports](http://www.harmony.co.za/invest/annual-reports) on 31 October 2024.

## Independent review

Individual mines are independently reviewed on a three-year rotational basis. This year, the Mineral Resources and Mineral Reserves at Mponeng, Doornkop and Joel as well as the group SAMREC statement were independently reviewed by The Mineral Corporation for compliance with SAMREC.

## Legal entitlement to minerals reported

Harmony's South African operations operate under new order mining rights in terms of the Mineral and Petroleum Resources Development Act (MPRDA) 28 of 2002.

In Papua New Guinea, Harmony operates under the Independent State of Papua New Guinea Mining Act 20 of 1992. All required operating permits have been obtained and are in good standing.

In Australia, Harmony operates under the Mineral Resources Act 1989 of the State of Queensland. All required mining tenures have been obtained and are in good standing.

The legal tenure of each operation and project has been verified to the satisfaction of the accountable competent person.

## Environmental management and funding

Harmony's environmental strategy aims to optimise our environmental performance by managing our environmental impacts, focusing on effective risk controls, reducing environmental liabilities, ensuring responsible stewardship of our products within our scope of influence, and complying with environmental legislation and regulations.

For further information regarding Harmony's approach to sustainability and environmental performance refer to the [ESG report](#).

Details relating to the provision for environmental rehabilitation and funding for the group can be found in Harmony's audited annual financial statements that are presented in the [Financial report](#).

## ASSUMPTIONS

In converting Mineral Resources to Mineral Reserves, the following commodity prices and exchange rates were applied:

- » A gold price of US\$1 772/oz
- » An exchange rate of R18.26/US\$
- » The above parameters resulted in a Rand/kg gold price of R1 040 000/kg for the South African assets
- » The Hidden Valley Mine used commodity prices of US\$1 772/oz Au, US\$23.00/oz Ag and US\$4.00/lb Cu at an exchange rate of AUD1.42 per US\$
- » The Wafi-Golpu joint venture used commodity prices of US\$1 200/oz and US\$3.00/lb Cu
- » Gold equivalent ounces are calculated assuming US\$1 772/oz Au, US\$4.00/lb Cu and US\$23.00/oz Ag, and assuming a 100% recovery for all metals.

## Mineral Resources and Mineral Reserves

The company's attributable gold and gold equivalent Mineral Resources are declared as 136.5Moz as at 30 June 2024, a 1% decrease year on year from the 137.8Moz declared as at 30 June 2023. The total gold contained in the Mineral Resources at the South African operations represents 66% of the company total, with the Papua New Guinea operations representing 28% and Australian operations 6% of Harmony's total gold and gold equivalent Mineral Resources as at 30 June 2024.

Harmony's attributable gold and gold equivalent Mineral Reserves amount to 40.3Moz, a 2% increase from the 39.3Moz declared at 30 June 2023. The gold reserve ounces in South Africa represent 56%, while the Papua New Guinea gold and gold equivalent ounces represent 44% of Harmony's total Mineral Reserves as at 30 June 2024. The Australian gold and gold equivalent ounces will be declared once the feasibility study is concluded.

## Mineral Resources and Mineral Reserves summary continued

### South Africa

#### Underground operations

The company's Mineral Resources at the South African underground operations as at 30 June 2024 are 76.8Moz (240.2Mt at 9.94g/t), an increase of 0.5% year on year from the 76.4Moz (237.4Mt at 10.01g/t) declared as at 30 June 2023. This increase is mainly due to an increase in Mineral Resources at the Tshepong North, Mponeng and Doornkop operations as result of geological model changes.

The company's Mineral Reserves at the South African underground operations as at 30 June 2024 are 12.9Moz (59.6Mt at 6.72g/t), an increase of 23% year on year from the 10.4Moz (50.0Mt at 6.50g/t) declared as at 30 June 2023. The increase in ounces is mainly as a result of the Mponeng extension project.

#### Surface operations (including Kalgold)

The company's Mineral Resources at the South African surface operations as at 30 June 2024 are 13.8Moz (1 544.4Mt at 0.28g/t), a decrease of 2% mainly due to normal depletion that was partially offset by the increase of Mineral Resources at the Kalgold operation.

The company's Mineral Reserves at the South African surface operations as at 30 June 2024 are 9.6Moz (1 143.2Mt at 0.26g/t), a decrease of 1% mainly due to normal depletion that was partially offset by the increase of Mineral Reserves at the Kalgold operation as a result of the change in the life-of-mine strategy.

### Papua New Guinea

#### Operations

The company's attributable gold and gold equivalent Mineral Resources at the Papua New Guinea operations as at 30 June 2024 are 38.2Moz, a decrease of 3% year on year from the 39.3Moz declared as at 30 June 2023. This decrease is mainly due to normal depletion and a decrease in gold equivalents due to commodity price changes.

The company's gold and gold equivalent Mineral Reserves at the Papua New Guinea operations as at 30 June 2024 are 17.7Moz, a decrease of 8% year on year from the 19.2Moz declared as at 30 June 2023. The decrease is mainly due to normal depletion, geological model changes and a decrease in gold equivalents due to commodity price changes.

### Australia

#### Operations

The company's Mineral Resource at the Australian operations as at 30 June 2024 are 1 472Mt copper and 440Koz gold.

Expressed as gold and gold equivalent Mineral Resources, is 7.8Moz, a decrease of 4% year on year from the 8.1Moz declared as at 30 June 2023. The decrease is mainly due to geological model changes and a decrease in gold equivalents due to commodity price changes. The company's gold and gold equivalent Mineral Reserves at the Australian operations will be declared once the feasibility study is concluded.

## Mineral Resources and Mineral Reserves summary continued

### Mineral Resource

As at 30 June 2024, attributable gold and gold equivalent Mineral Resources were 136.5Moz, down from 137.8Moz.

#### Mineral Resource reconciliation – gold and gold equivalents

	kg (000)	Moz
June 2023 – Gold and gold equivalents	4 290	137.8
<b>Changes during FY24:</b>		
Mined	(74)	(2.3)
Net of depletion variance excluding gold equivalents	70	2.2
Gold equivalents	(39)	(1.2)
<b>June 2024 – Gold and gold equivalents</b>	<b>4 247</b>	<b>136.5</b>

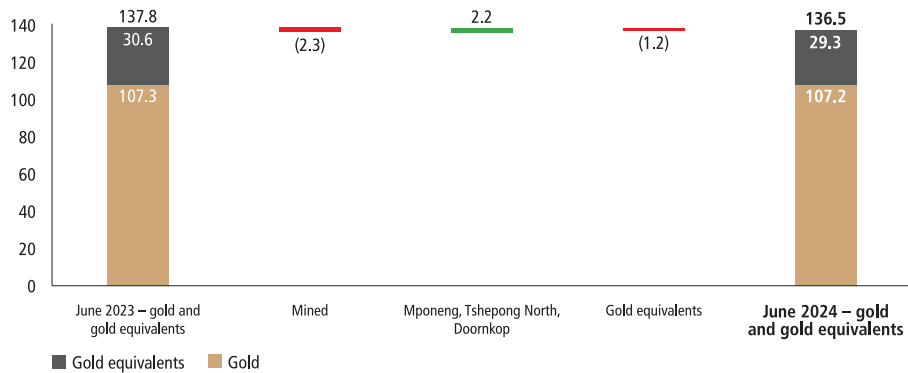
### Mineral Reserve

As at 30 June 2024, Harmony's attributable gold and gold equivalent Mineral Reserves were 40.3Moz, up from 39.3Moz.

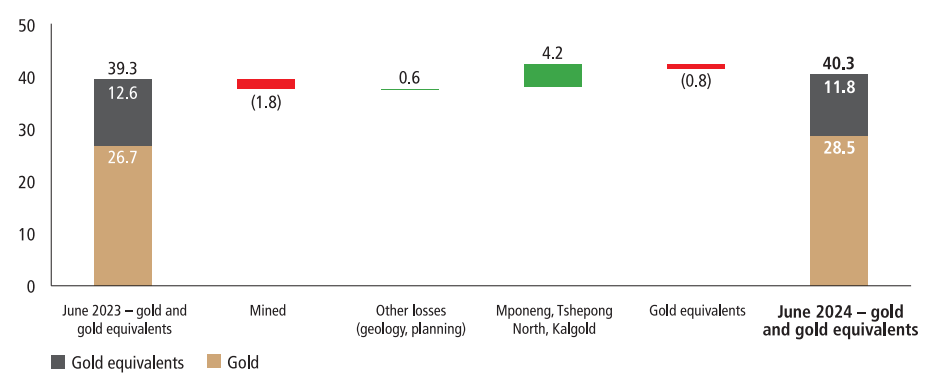
#### Mineral Reserve reconciliation – gold and gold equivalents

	kg (000)	Moz
June 2023 – Gold and gold equivalents	1 224	39.3
<b>Changes during FY24:</b>		
Mined	(57)	(1.8)
Net of depletion variance excluding gold equivalents	111	3.6
Gold equivalents	(26)	(0.8)
<b>June 2024 – Gold and gold equivalents</b>	<b>1 252</b>	<b>40.3</b>

**Mineral Resources reconciliation – June 2023 versus June 2024 (Moz)**



**Mineral Reserves reconciliation – June 2023 versus June 2024 (Moz)**



For further details please refer to the [Mineral Resources and Mineral Reserves](#) report.



# DELIVERING RESPONSIBLE STEWARDSHIP

The value we aim to create and preserve for Harmony and our stakeholders is fundamentally linked to conducting our business activities in a sustainable and responsible manner. This underscores our approach to mining with purpose, which we achieve by delivering on our strategic pillar of responsible stewardship – embedding sustainable development in our strategic decision making.

The resources and relationships we rely on and impact to deliver responsible stewardship

- HC
- FC
- MC
- IC
- NC
- SRC

Our sustainable development framework informs our approach, outlining imperatives and priorities that will maximise our positive impact and effectively manage potential challenges, as we strive to leave a lasting positive legacy wherever we operate.

## Imperatives

**Governance**

**Environmental stewardship**

**Social stewardship**

**Business and operational excellence**

### Priorities

- » **Transparent and ethical mining:** Drive ethical business practices, meet or exceed regulatory requirements, and partner with key stakeholders
- » **Ethical and accountable leadership:** Internalise our commitment and accountability to Harmony's responsible corporate citizenship, ethical leadership and robust governance standards
- » **Governance excellence:** Follow a proactive, strategic approach to governance, building on existing strengths to ensure best-in-class governance approaches and embed ESG into our core strategy.

For more details go to [Governing with purpose](#).

### Priorities

- » **Climate action:** Decarbonise the business through energy efficiency and Harmony's renewable energy programme
- » **Climate resilience:** Ensure Harmony and its infrastructure, sites and operations are adapted to withstand and mitigate the effects of climate change
- » **Biodiversity:** Mitigate impacts on biodiversity and work towards offsetting through the rehabilitation of land disturbed by our operations
- » **Water:** Prioritise security of supply, protection of resources and responsible utilisation and recycling of water resources.

Key environmental material matters are discussed on the pages that follow.

### Priorities

- » **Health, safety and wellbeing:** Prioritise a strong safety culture, ensuring employee health, safety, wellbeing and zero loss of life
- » **Supporting our people:** Providing and promoting strong leadership and an enabling culture that ensures we attract and retain an engaged, empowered, diverse and inclusive workforce; maintaining sound labour relations; and providing workforce training and education
- » **Partnering for thriving, sustainable communities and our social licence to operate:** Strengthen stakeholder engagement and partner for sustainable communities while driving responsible procurement and supply chain transformation.

Key social material matters are discussed on the pages that follow.

### Priorities

- » **Managing business resilience:** Anticipate, identify and understand external influences and risks that affect our business, and develop appropriate responses to improve our economic impact and performance
- » **Pursuing technology and innovation for environmental, operational and safety improvements:** Advance innovation capabilities to unlock and improve our sustainability
- » **Managing capital access and allocation for safe profitable ounces:** Capital allocation is aimed at producing safe, profitable ounces and increasing margins through meeting approved capital allocation parameters.

For more details refer to [Risks and opportunities](#) and [How we allocate capital](#).

## Delivering responsible stewardship continued

Our sustainable development framework is further supported by:

### Determining sustainability-related risks and opportunities

We identify our ESG priorities as part of our ERM process. This enables us to focus our efforts where they are most needed to deliver sustainable operations and products, and ensures a balanced and strategic response to sustainability challenges. This also allows us to address both local and global ESG drivers effectively.

### Measuring our performance

We measure our performance internally through group-wide KPI and SBTi-approved targets, and externally through global ratings agencies such as Sustainalytics, FTSE4Good and the Bloomberg Gender-Equality Index. Additionally, an independent service provider conducts assurance on 21 material indicators, of which six are subject to reasonable assurance and 15 to limited assurance.

Transparent reporting and disclosure are important components of our framework. Harmony's reporting largely aligns with global leading practice. We consider feedback received from investors and ratings agencies to improve the consistency, transparency and granularity of our disclosure.

### Following best practice recommendations, guidelines and frameworks

- » Adopting the principles of the International Council on Mining and Metals (ICMM), UNGC and UN Voluntary Principles on Security and Human Rights in various sustainable development policies and position statements (Harmony is not a member or signatory to these organisations)
- » Considering the Organisation for Economic Co-operation and Development's guidelines for responsible investment
- » Adopting tailings management best practice for compliance with local and international guidelines
- » Conforming to the World Gold Council's Responsible Gold Mining Principles (RGMPs), which was independently assured by RSM South Africa Inc as per the **Assurance report** in our **ESG report**
- » Transitioning our climate-related disclosures to align with the new standards imposed by the ISSB. Historically, we have aligned our reporting on our climate change strategies and actions to TCFD recommendations, which has informed our approach to repositioning our business as a climate-resilient operation
- » Submitting an annual performance report to CDP Water to help us manage the unique water-related risks and opportunities we face in the countries where we operate
- » Subscribing to the Minerals Council South Africa's membership compact, a mandatory code of ethical business conduct, and its guiding principles
- » Integrating the SDGs into our sustainable development framework, having identified specific indicators to which we believe our efforts contribute.

### Contributing to the SDGs

The 17 SDGs are a global effort to create a better world for humanity and the natural world. We are contributing to the achievement of the SDGs by delivering on our sustainable development and ESG priorities. We are equally committed to supporting the governments in South Africa, Papua New Guinea and Australia in achieving the SDGs. By contributing to the progress of these goals, we demonstrate our commitment to mining with purpose and delivering positive, lasting impact while fostering stakeholder trust.



Detailed disclosure about our sustainable development framework can be found in our **ESG report**.

## Environmental and social material matters and related performance

Key environmental and social stewardship-related material matters are considered as follows:

- |   |  |   |
|---|--|---|
| <ul style="list-style-type: none"> <li>» Employee safety</li> <li>» Sound labour relations</li> <li>» Energy transition and security of supply</li> <li>» TSF management</li> </ul> | <ul style="list-style-type: none"> <li>» Water management</li> <li>» Employee health and mental wellbeing</li> <li>» Attract and retain key skills and experience</li> <li>» Sustainable community partnerships</li> </ul> | <ul style="list-style-type: none"> <li>» Supply chain transformation and preferential procurement*</li> <li>» Renewable alternatives for net zero carbon emissions</li> <li>» Climate change and extreme weather susceptibility.</li> </ul> |
|---|--|---|

\* In South Africa we refer to "preferential procurement" while in Australasia it is termed "local procurement".

Refer overleaf for performance details. For a complete list of all material matters, grouped by theme, see **Our material themes and matters** section.

## Delivering responsible stewardship continued

### Our performance

Outcomes + Value created (net increase in capitals)   = Value preserved   - Value eroded (net decrease in capitals)

#### Employee safety

HC   IC

Our priorities				
<b>Achieving zero harm</b> <span style="color: red;">-</span>	We tragically lost seven colleagues (FY23: six). 23 million rail-bound equipment loss-of-life free shifts recorded.	Eight years without a loss of life (FY23: seven years without a loss of life).	No loss of life.	<p>The main contributors to loss of life are seismic or gravity-induced fall of ground, heat, machinery or explosions.</p> <p>To improve our performance, we have increased our focus on personal accountability and proactive risk management, as guided by our safety strategy. Employee engagement is a critical success factor in executing on our strategy, as creating awareness and instilling personal ownership to question processes and protocols empower our workforce to embed safety practices in work routines. We have also implemented training programmes and provided resources for frontline workers and management to proactively address risks, implement mitigating controls and decrease the probability of an incident, accident or injury.</p> <p>We recorded a slight increase in the LTIFR for South Africa due to an increased number of slip-and-fall incidents. For Papua New Guinea, our FY24 rate accounts for Hidden Valley, Wafi-Golpu and exploration, while prior years reported Hidden Valley only. We also started recording the LTIFR for Australia this year.</p> <p>This year's performance was driven by our efforts to curb illegal mining through proper mine closure and investments in security. Our security strategy and partnerships with private security companies, law enforcement, government departments and community members continue to significantly reduce illegal mining incidents at our South African operations, and assist to manage trespassing at Hidden Valley in Papua New Guinea.</p>
<b>Improving LTIFR</b> <span style="color: brown;">=</span>	5.79 per million hours worked (FY23: 5.74).	0.46 per million hours worked (FY23: 0.34).	2.75 per million hours worked.	
<b>Empowering employees</b> <span style="color: green;">+</span>	34 000 employees and contractors completed safety refresher training. 2 000 employees and contractors received hazard identification training.	We conducted visible felt safety leadership, field critical control checks and other general and targeted training.	We identified critical risks in the Australian project environment and implemented measures to address these, while working to embed our safety culture and safety leadership from project outset.	
<b>Combating illegal mining</b> <span style="color: brown;">=</span>	R647 million was invested in addressing illegal mining (FY23: R606 million). Since 2016, illegal mining has decreased by 93.5%.	R3 million was invested in asset protection measures (FY23: R3 million).	Illegal mining is not expected to pose material risks to our activities in Australia.	

#### Looking ahead, zero harm remains our top priority




To achieve our group targets of no loss of life and an LTIFR of 5.13, we will continue to embed our proactive safety culture, supported by integrated risk management and bolstering personal accountability of safety among employees and contractors.

## Delivering responsible stewardship continued

### Our performance continued

#### Sound labour relations

SRC

Our priorities 		
<b>Maintaining sound employee relations</b> 	<p>We signed a five-year wage agreement concluding on 30 June 2029 – a landmark agreement in the gold sector and the first of its kind at Harmony.</p> <p>No work stoppages or labour-related interruptions occurred.</p> <p>Nominated trade union leaders attended the Harmony leadership development programme.</p>	<p>Acknowledging our employees’ right to freedom of association and fair labour practice promotes business improvements and builds trust between Harmony, our employees and unions. Aligned with the International Labour Organization guidelines, our employment policies and practices comply with labour legislation.</p>
<b>Providing access to housing and decent living conditions</b> 	<p>Of 291 empty stands, 199 (FY23: 180) were sold to employees.</p> <p>We provide accommodation for 7 457 (FY23: 7 662) employees.</p> <p>Employees purchased 521 (FY23: 467) company properties at below market value and registered 467 (FY23: 409) at the deeds office.</p>	<p>As part of the five-year wage agreement and in compliance with Mining Charter III, we promote home ownership through our housing and living conditions strategy. This reduces our running costs and associated liabilities while improving stakeholders’ access to adequate, affordable housing and commercial properties. Harmony also sells empty stands in proclaimed municipal areas, sells land and non-residential properties to black-owned companies at preferential rates, and donates unused land to the government.</p>

#### Looking ahead

To maintain sound labour relations in South Africa, we will continue meaningful engagements, pre-emptive issue identification and dialogue, facilitating operational stability and preventing industrial strike action.

Additionally, we continue to implement wage review obligations related to shift systems, employee empowerment, housing and accommodation. For the next five years, Harmony will have greater certainty and predictability pertaining to labour and associated costs.

## Delivering responsible stewardship continued

### Our performance continued

#### Energy transition and security of supply; renewable alternatives for net zero carbon emissions; climate change and extreme weather susceptibility

NC MC

Our priorities			
<b>Reducing GHG emissions</b> 	<p>10.6% decrease in scope 1 emissions to 179 182CO<sub>2</sub>et (FY23: 200 353CO<sub>2</sub>et).</p> <p>3.9% decrease in scope 2 emissions to 4 086 062CO<sub>2</sub>et (FY23: 4 252 161CO<sub>2</sub>et).</p> <p>1.3% decrease in scope 3 emissions to 990 291CO<sub>2</sub>et (FY23: 1 003 107CO<sub>2</sub>et).</p>	<p>Our scope 1 and scope 2 carbon emissions decreased to 4.27Mt CO<sub>2</sub>e (FY23: 4.48Mt CO<sub>2</sub>e) due to:</p> <ul style="list-style-type: none"> <li>» Implementing over 200 energy efficiency initiatives at our operations since 2016 to reduce our energy consumption</li> <li>» A 3.8% reduction in South Africa’s coal-powered grid emission factor (CO<sub>2</sub>) per unit of electricity supplied</li> <li>» Using less diesel for self-generated power at Hidden Valley, as grid power supply improved.</li> </ul>	
<b>Reducing energy consumption of carbon-intensive sources</b> 	<p>Total energy consumption increased marginally to 4 294GWh (FY23: 4 255GWh).</p> <p>Total electricity from the grid decreased marginally to 4 035GWh (FY23: 4 053GWh).</p> <p>Self-generated electricity increased to 65GWh (FY23: 3GWh).</p>	<p>Total energy consumption decreased to 546GWh (FY23: 607GWh).</p> <p>Total electricity from the grid increased to 76GWh (FY23: 55GWh).</p> <p>Self-generated diesel electricity decreased to 53GWh (FY23: 83GWh).</p>	<p>Due to the increased energy use required for the development of the Zaaiplaats project, our energy consumption slightly increased in the year. However, the contribution from our renewable projects and energy efficiency programme was banked, and we were able to keep our energy consumption intensity the same as last year.</p>
<b>Increasing renewable energy generation and usage</b> 	<p>Self-generated electricity increased to 65GWh (FY23: 3GWh).</p>	<p>76GWh grid sourced electricity (predominately hydropower) improved (FY23: 55GWh).</p> <p>Completed studies to incorporate renewables and battery storage into the power solution for Eva Copper.</p>	<p>By installing small-scale solar PV plants in phase 1 of our renewable energy rollout plan, our South African renewable energy generation increased to 1.6% (FY23: 0.1%). In Papua New Guinea, we were able to reduce our reliance on self-generated diesel electricity this year due to the increased availability of grid power.</p>

#### Looking ahead

We are seeking to systematically decarbonise our business over time and reduce our GHG emissions to net zero by 2045. Our transition pathway is supported by a renewable energy and efficiency rollout plan to:

- » Implement energy mix and portfolio re-engineering initiatives to reduce GHG emissions (including carbon removal, agriculture and water beneficiation)
- » Roll out solar PV, wheeling wind energy and hydropower, and energy efficiency projects in phases.

We have received environmental and board approvals for the construction of 137MW of solar PV plants at Joel, Central and Target operations as part of phase 2A. We are further exploring short-term power purchase agreements, wind energy and phases 3 and 4 PV projects simultaneously.

Other small-scale rooftop solar projects are also in the pipeline for installation.

In response to regulatory changes in South Africa, we have updated our renewable energy and efficiency rollout plan to increase the originally planned 363MW of energy sourced to over 500MW being procured.

Details can be found in the [Climate action and impact report](#).

We are also undertaking a climate resilience assessment to help us understand the impact of climate change on our business. We aim to develop an operational readiness plan based on the results of the assessment expected in FY25.

## Delivering responsible stewardship continued

### Our performance continued

#### TSF management

NC MC SRC

Our priorities			
<b>Responsibly managing tailings</b> 	Harmony manages 84 TSFs in South Africa and one in Papua New Guinea (with a second TSF under construction), all of which comply with codes of best practice.		All new TSFs in South Africa are being designed following applicable waste management legislation to incorporate an appropriate barrier system, which will ensure we continue to retrieve as much mine-affected water as possible from our operations. We apply ANCOLD standards to the design, construction and operation of TSFs in Australasia.
	The reclamation of 11 TSFs is underway, with one feasibility assessment completed and one in progress. We have successfully implemented our rehabilitation project for Doornkop TSF.	The construction of Hidden Valley TSF2 has started.	
<b>Minimising our impacted footprint</b> 	Hazardous waste decreased to 1 221 tonnes (FY23: 1 500 tonnes). Recycled waste decreased to 2 463kt (FY23: 3 527kt).	Hazardous waste increased to 39 tonnes (FY23: – tonne). Recycled waste increased to 3 603kt (FY23: 3 090kt).	Our waste management initiatives include generation, handling, storage and transport as well as recycling, retreatment and/or disposal. Total recycled waste rock volumes at some South African operations decreased due to plant modifications. At Hidden Valley, we increased our usage of waste rock for TSF construction purposes.

#### Looking ahead

Through our tailings reclamation programme, we continue to explore opportunities that allow us to contribute to the circular economy while maintaining best practice TSF management. This includes early closure planning, which affords significant opportunity to assimilate closure principles from planning to design, construction and deposition.

#### Water management

NC MC

Our priorities			
<b>Implementing water conservation and demand management</b> 	Water intensity declined by 21% kl/tonnes treated (FY23: 9.7% improvement). 74% of total water used was recycled (FY23: 77%).		Our water management strategy enables us to prioritise security of supply while protecting and responsibly using water resources. We achieved our potable water and water recycled targets and are on track to achieve our sustainability-linked loan target of 19 436MI of potable water consumption by FY25, from a baseline of 21 083MI in FY21. However, we did not meet our water intensity target due to development activities at Zaaiplaats and increased usage of non-potable water at other operations.
	<b>Responsibly using water</b> 	Our portable water usage reduced by 3.6% to 19 305MI (FY23: 20 029MI).	

#### Looking ahead

We remain committed to significant capital investments in increasing our water recycling ratio and reducing potable water intake by materially adjusting our water sourcing profile in line with industry best practice and local sustainable development objectives.

Projects planned for FY25 include:

- » Commissioning the West Wits (Covalent) water treatment plant
- » Increasing Doornkop's reverse osmosis plant capacity to bolster our water recycling ratio and reduce potable water intake

- » Distributing site-stimulated microbes at the Kareerand TSF into the groundwater to improve water quality
- » Implementing a rainwater harvesting project at Hidden Valley, which will include the installation of water tanks to supplement water supply.

## Delivering responsible stewardship continued

### Our performance continued

#### Employee health and mental wellbeing

HC IC

Our priorities					
<b>Contributing to good health and wellbeing</b> 	70 529 medical examinations were conducted (FY23: 68 400). R983 million (US\$52.6 million) was spent on healthcare initiatives (FY23: R989 million (US\$55.7 million)).	19 459 medical examinations were conducted (FY23: 19 969). R41 million (PGK6.7 million) was spent on medical and healthcare (FY23: R34 million (PGK4.4 million)).	Health and hygiene monitoring plan is in development to address future activities.	Our performance was driven by a concerted effort to execute a health strategy that caters to an employee's holistic wellbeing. We aim to meet or exceed several industry milestones to improve our performance. To close identified gaps and ensure the sustainability of our health services, we focused on strengthening healthcare leadership and our governance and compliance frameworks by upskilling management teams through various training initiatives.  Through our continuous health risk profiling, clinical interventions and dedicated awareness programmes, HIV and mental health outcomes have improved. Our lifestyle disease programmes in South Africa and Papua New Guinea support our employees to proactively adopt healthy lifestyles, with participation in these programmes noticeably on the rise.  We also continued to provide quality and easily accessible healthcare services that support employee fitness beyond their occupational duties.	
	<b>Managing occupational health</b> 	89% personal silica dust samples taken were below 0.05mg/m <sup>3</sup> (FY23: 92%). 45 silicosis and silico-TB cases were certified for compensation (FY23: 62). TB cases diagnosed decreased to 219 (FY23: 262). The number of employees with early noise-induced hearing loss (NIHL) decreased to 88 (FY23: 158) and those compensated to 77 (FY23: 98).	Occupational health and hygiene programmes were reviewed internally and externally to assure medical review processes align to best practice, are task and risk-based and contextualised to site conditions.		Health screenings and industrial health checks were conducted before and during employment.  We provided immunisations for influenza, Covid-19 and other communicable diseases as appropriate to employees' roles and exposure.
	<b>Empowering employees</b> 	3 188 employees participated in our integrated lifestyle management programme (FY23: 2 355). 22 151 employees attended Khethimpilo awareness campaigns (FY23: 20 865). 88% of HIV-positive employees are receiving treatment (FY23: 82%).	12% of our Hidden Valley workforce has enrolled in our reduction of lifestyle diseases programme, for which we received an industry award in FY24.  Specific and tailored training programmes were conducted, including injury management for line leaders, occupational contaminant exposure education and awareness and other health promotional activities.		We provided access to a corporate medical benefits scheme, employee assistance programme and wellness tools and programmes.

#### Looking ahead

We are committed to delivering on the strategic objectives of our healthcare strategy. To do this, we will:

- » Strengthen our leadership teams to create valued leaders
- » Collaborate with strategic departments including hygiene, radiation, human resources and Thibakotsi, across South Africa and Australasia
- » Monitor our compliance framework and optimise health governance
- » Continue digital transformation activities, which will include piloting our AI X-ray programme, personalised health and virtual health services in South Africa.

## Delivering responsible stewardship continued

### Our performance continued

#### Attract and retain key skills and experience

HC   IC   SRC

Our priorities				
<b>Distributing economic value through wages and benefits</b> 	R17.3 billion (US\$926 million) (FY23: R16.6 billion (US\$885 million)).	R876 million (US\$46.8 million) (FY23: R729 million (US\$39.0 million)).	R368 million (US\$19.7 million) (FY23: R229 million (US\$12.2 million)).	<p>Our skills development, training and talent management initiatives support employees to achieve their full potential, optimising our overall performance and productivity. Our succession plan includes identifying potential employees for our career developmental panel forums, supported by our graduate development programme, which aligns current talent development plans with future leadership needs.</p> <p>We have invested significant financial resources in training and developing our workforce, as demonstrated by the increase in training spend this year.</p>
<b>Investing in training and skills development</b> 	R808 million (US\$43.2 million) (FY23: R783 million (US\$41.9 million)).	R31 million (US\$1.7 million) (FY23: R33 million (US\$1.8 million)).	R1 million (US\$0.1 million) (FY23: R1 million (US\$0.1 million)).	
<b>Upskilling and providing training</b> 	94% of our workforce attended training interventions (FY23: 96%), which included 182 employees in critical positions (FY23: 163).	We continued to roll out leadership and supervisory development programmes, trade certification, ICT training and skills development, and women operator training programmes.	We have started leadership and development programmes targeted at senior and emerging leaders.	

#### Looking ahead

To bolster our efforts in attracting and retaining key skills and experience, and enhance the culture and performance of the organisation, we will be launching our employee value proposition (EVP) in FY25. The EVP will clearly define the unique benefits and values that employees gain in return for their skills, capabilities and experiences.



## Delivering responsible stewardship continued

### Our performance continued

#### Sustainable community partnerships

SRC

Our priorities				
Investing in and delivering on community development commitments 	R80 million (US\$4.3 million) (FY23: R114 million (US\$6.4 million)).	R95 million (US\$5.1 million) (FY23: R63 million (US\$3.5 million)).	Harmony carried out planning activities to deliver on our obligations under our native title agreements.	We work closely with our host governments through various structures to identify opportunities to support lasting socio-economic development in our host communities, in alignment with broader development goals.
Contributing to CSI (beyond compliance) 	Harmony invested R26 million (US\$1.4 million) (FY23: R26 million (US\$1.5 million)), positively impacting the lives of over 700 000 people in our host communities.  Over five years, we have provided core mining skills training to 747 youths (87% absorbed into permanent positions at our operations).	Harmony invested R19 million (US\$1.0 million) (FY23: R12 million (US\$0.7 million)), positively impacting the lives of 13 000 people in our host communities.	We have developed an interim social investment framework for Eva Copper (applicable to the feasibility study phase) and positively impacted the lives of 550 people in our host communities through the inaugural year of our community grants programme.	

#### Supply chain transformation and preferential procurement

SRC

Our priorities				
Procurement spend 	R14.7 billion (US\$786 million) (FY23: R14.0 billion (US\$788 million)).	R2.7 billion (US\$144 million) (FY23: R2.1 billion (US\$118 million)).	R2.3 billion (US\$123 million) (FY23: R2.9 billion (US\$163 million)).	Our regulatory or agreement-based commitments are designed to encourage and create opportunities for local industries and communities to benefit from our presence by providing goods and services. Where these requirements are not specified, we initiate programmes targeting local businesses and their involvement.
Transforming our supply chain 	R10.6 billion (US\$567 million) of total preferential procurement spend was awarded to black-owned vendors (FY23: R8.6 billion (US\$506 million)).  Harmony achieved preferential procurement compliance requirements, except for the youth category under services, which has a 1% deviation.	Harmony spent R610 million (US\$31.6 million (PGK122 million)) with landowner companies.  We achieved over 50% spend in Papua New Guinea for ongoing sourcing (excluding one-off purchases and fuel).	We have carried out planning activities to deliver on our obligations under an Australian Industry Participation Plan.  We also established local procurement processes and reporting for commencement in FY25 (First Nations, North West Region Queensland and Australia).	
Contributing to enterprise and supplier development 	218 suppliers received business development assistance (FY23: 86).  26 enterprises were supported with funding and other business support initiatives (FY23: 24).  209 entrepreneurs are in the incubation programme (FY23: 209).	We facilitated landowner company workshops to build regulatory compliance capacity, improve compliance status, and ultimately support landowner business sustainability.	Harmony embarked on local supplier engagement initiatives in North West Queensland to create awareness of Eva Copper.	

#### Looking ahead

Harmony is committed to the ongoing delivery of our voluntary, regulation and agreement-based socio-economic development, preferential and local procurement commitments.



# ANCILLARY **INFORMATION**

**WE AIM TO DISCLOSE INFORMATION ACCURATELY AND TRANSPARENTLY TO CREATE A HOLISTIC VIEW OF OUR PERFORMANCE, ENABLING OUR INVESTORS AND FINANCIERS TO MAKE INFORMED DECISIONS ABOUT OUR BUSINESS.**

- 90 Shareholder information
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# SHAREHOLDER INFORMATION

## Stock exchange listings and ticker codes

Harmony's primary listing is on the JSE. It is also quoted in the form of American depository receipts on the New York Stock Exchange. Harmony's ticker codes on these exchanges are shown below:

JSE	<b>HAR</b>
New York Stock Exchange	<b>HMY</b>

## Share information

Sector	Resources
Sub-sector	Gold
Issued share capital at 30 June 2024	632 634 413

## Market capitalisation

at 30 June 2024	R106.3 billion or US\$5.8 billion
at 30 June 2023	R49.0 billion or US\$2.6 billion

## Share price statistics – FY24

JSE	12-month high	R186.42
	12-month low	R65.84
	Closing price as at 30 June 2024	R168.05
New York Stock Exchange	12-month high	US\$10.23
	12-month low	US\$3.51
	Closing price as at 30 June 2024	US\$9.17
Free float		100%
ADR ratio		1:1

## Shareholder spread as at 30 June 2024

Shareholder spread	Number of shareholders	% of shareholders	Number of shares	% of issued share capital
1 – 1 000 shares	13 964	88.45	1 295 580	0.20
1 001 – 10 000 shares	980	6.21	3 287 291	0.52
10 001 – 100 000 shares	567	3.59	19 006 834	3.00
100 001 – 1 000 000 shares	224	1.42	70 925 318	11.21
1 000 001 shares and above	52	0.33	538 119 390	85.07
<b>Total</b>	<b>15 787</b>	<b>100</b>	<b>632 634 413</b>	<b>100</b>

## Shareholder information continued

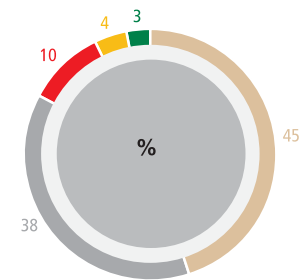
### Analysis of ordinary shares as at 30 June 2024

Shareholder type	Number of shareholders	% of shareholders	Number of shares	% of issued share capital
Public shareholders	15 766	99.87	440 241 265	69.59
Non-public shareholders*	21	0.13	192 393 148	30.41
<b>Total</b>	<b>15 787</b>	<b>100.00</b>	<b>632 634 413</b>	<b>100.00</b>
<i>* Breakdown of non-public shareholders:</i>				
Share option schemes	3	0.02	12 991 318	2.05
Holdings of more than 10%	10	0.06	178 466 835	28.21
Directors <sup>1</sup>	3	0.02	720 407	0.11
Prescribed officers <sup>2</sup>	4	0.02	214 253	0.04
Subsidiaries	1	0.01	335	0.00

<sup>1</sup> Held by Peter Steenkamp, Boipelo Lekubo and Harry Ephraim Mashogo.

<sup>2</sup> Held by Anton Buthelezi, Beyers Nel, Marian van der Walt and Johannes van Heerden.

### Geographic representation of shareholders



● South Africa      ● United States of America  
● United Kingdom      ● Europe  
● Rest of the world

The Public Investment Corporation of South Africa (PIC) is our largest shareholder with a 14.72% stake. Our remaining shareholders are geographically diverse and include some of the largest fund managers globally. The largest shareholder base is in South Africa (45%), followed by the United States of America (38%).

### Ownership summary as at 30 June 2024 – top 10 shareholders (by group)

Rank	Top 10 shareholders	% holding 30 June 2024
1	Public Investment Corporation of South Africa	14.72
2	Van Eck Associates Corporation	11.92
3	African Rainbow Minerals Ltd	11.80
4	BlackRock Inc	4.08
5	Lingotto Investment Management, LLP (UK)	3.83
6	The Vanguard Group Inc	3.56
7	Old Mutual Ltd	3.07
8	Fairtree Asset Management Pty Ltd	2.53
9	Harmony Employee Share Ownership Plan Trust	2.00
10	Dimensional Fund Advisors	1.79

### Shareholders' diary

Financial year end	30 June 2024
Integrated report issued	25 October 2024
Form 20-F filed	31 October 2024
Annual general meeting	27 November 2024

### Results presentations FY25\*

Interim results	February 2025
Full-year results	August 2025

\* See website for diary updates.

### Contact

Email: [HarmonyIR@harmony.co.za](mailto:HarmonyIR@harmony.co.za)  
 Mobile: +27 (0)82 746 4120  
 Telephone: +27 11 411 6073  
 Website: [www.harmony.co.za](http://www.harmony.co.za)

# FORWARD-LOOKING STATEMENTS

This report contains forward-looking statements within the meaning of the safe harbour provided by section 21E of the Exchange Act and section 27A of the Securities Act of 1933, as amended (the Securities Act), with respect to our financial condition, results of operations, business strategies, operating efficiencies, competitive positions, growth opportunities for existing services, plans and objectives of management, markets for stock and other matters.

**These forward-looking statements, including, among others, those relating to our future business prospects, revenues, and the potential benefit of acquisitions (including statements regarding growth and cost savings) wherever they may occur in this booklet, are necessarily estimates reflecting the best judgement of our senior management and involve a number of risks and uncertainties that could cause actual results to differ materially from those suggested by the forward-looking statements. As a consequence, these forward-looking statements should be considered in light of various important factors, including those set forth in our integrated report.**

Important factors that could cause actual results to differ materially from estimates or projections contained in the forward-looking statements include, without limitation:

- » Overall economic and business conditions in South Africa, Papua New Guinea, Australia and elsewhere
- » The impact from, and measures taken to address, Covid-19 and other contagious diseases, such as HIV and tuberculosis
- » High and rising inflation, supply chain issues, volatile commodity costs and other inflationary pressures exacerbated by the geopolitical risks
- » Estimates of future earnings, and the sensitivity of earnings to gold and other metals prices
- » Estimates of future gold and other metals production and sales
- » Estimates of future cash costs
- » Estimates of future cash flows, and the sensitivity of cash flows to gold and other metals prices
- » Estimates of provision for silicosis settlement
- » Increasing regulation of environmental and sustainability matters such as greenhouse gas emission and climate change, and the impact of climate change on our operations
- » Estimates of future tax liabilities under the Carbon Tax Act (South Africa)
- » Statements regarding future debt repayments
- » Estimates of future capital expenditures
- » The success of our business strategy, exploration and development activities and other initiatives
- » Future financial position, plans, strategies, objectives, capital expenditures, projected costs and anticipated cost savings and financing plans
- » Estimates of reserves statements regarding future exploration results and the replacement of reserves
- » The ability to achieve anticipated efficiencies and other cost savings in connection with past and future acquisitions, as well as at existing operations
- » Fluctuations in the market price of gold and other metals

- » The occurrence of hazards associated with underground and surface gold mining
- » The occurrence of labour disruptions related to industrial action or health and safety incidents
- » Power cost increases as well as power stoppages, fluctuations and usage constraints
- » Ageing infrastructure, unplanned breakdowns and stoppages that may delay production
- » Increase costs and industrial accidents
- » Supply chain shortages and increases in the prices of production imports and the availability, terms and deployment of capital
- » Our ability to hire and retain senior management, sufficiently technically-skilled employees, as well as our ability to achieve sufficient representation of historically disadvantaged persons in management positions or sufficient gender diversity in management positions or at board level
- » Our ability to comply with requirements that we operate in a sustainable manner and provide benefits to affected communities
- » Potential liabilities related to occupational health diseases
- » Changes in government regulation and the political environment, particularly tax and royalties, mining rights, health, safety, environmental regulation and business ownership including any interpretation thereof
- » Court decisions affecting the mining industry, including, without limitation, regarding the interpretation of mining rights
- » Our ability to protect our information technology and communication systems and the personal data we retain
- » Risks related to the failure of internal controls
- » Our ability to meet our environmental, social and corporate governance targets
- » The outcome of pending or future litigation or regulatory proceedings
- » Fluctuations in exchange rates and currency devaluations and other macro-economic monetary policies, as well as the impact of South African exchange control regulations
- » The adequacy of the group's insurance coverage
- » Any further downgrade of South Africa's credit rating
- » Socio-economic or political instability in South Africa, Papua New Guinea, Australia and other countries in which we operate
- » Changes in technical and economic assumptions underlying our mineral reserves estimates
- » Geotechnical challenges due to the ageing of certain mines and a trend toward mining deeper pits and more complex, often deeper underground deposits
- » Actual or alleged breach or breaches in governance processes, fraud, bribery or corruption at our operations that leads to censure, penalties or negative reputational impacts.

The foregoing factors and others described under **Risks and opportunities** in this report and our Form 20-F (accessed via our FY24 reporting landing page [here](#)) should not be construed as exhaustive. We undertake no obligation to update publicly or release any revisions to these forward-looking statements to reflect events or circumstances after the date of this annual report or to reflect the occurrence of unanticipated events, except as required by law. All subsequent written or oral forward-looking statements attributable to Harmony or any person acting on its behalf, are qualified by the cautionary statements herein.

Any forward-looking statements contained in our reports have not been reviewed or reported on by Harmony's external auditors.

# ADMINISTRATIVE AND CONTACT DETAILS

## Harmony Gold Mining Company Limited

Harmony was incorporated and registered as a public company in South Africa on 25 August 1950  
Registration number: 1950/038232/06

### Corporate office

Randfontein Office Park  
PO Box 2, Randfontein, 1760, South Africa  
Corner Main Reef Road and Ward Avenue,  
Randfontein, 1759, South Africa

Telephone: +27 11 411 2000  
Website: [www.harmony.co.za](http://www.harmony.co.za)

### Directors

Dr PT Motsepe\* (chairman)  
KT Nondumo\*^ (deputy chairman)  
Dr M Msimang\*^ (lead independent director)  
PW Steenkamp\*\* (chief executive officer)  
BP Lekubo\*\* (financial director)  
Dr HE Mashego\*\* (executive director)  
B Nqwababa\*^  
VP Pillay\*^  
MJ Prinsloo\*^  
GR Sibiyi\*^  
PL Turner \*^  
JL Wetton\*^

\* *Non-executive*

\*\* *Executive*

^ *Independent*

### Investor relations

Email: [HarmonyIR@harmony.co.za](mailto:HarmonyIR@harmony.co.za)

Telephone: +27 11 411 6073 or +27 82 746 4120  
Website: [www.harmony.co.za](http://www.harmony.co.za)

### Company Secretary

SS Mohatla

Email: [companysecretariat@harmony.co.za](mailto:companysecretariat@harmony.co.za)

Telephone: +27 11 411 2359

## Transfer secretaries

### JSE Investor Services South Africa (Proprietary) Limited

(Registration number 2000/007239/07)  
19 Ameshoff Street, 13th Floor, Hollard House, Braamfontein  
Johannesburg, South Africa

PO Box 4844, Johannesburg, 2000, South Africa

Email: [info@jseinvestorservices.co.za](mailto:info@jseinvestorservices.co.za)

Telephone: +27 861 546 572 (South Africa)

Fax: +27 86 674 4381

### American Depositary Receipts (ADRs)

#### Deutsche Bank Trust Company Americas c/o Equiniti Trust Company LLC, Peck Slip Station

PO Box 2050, New York,  
NY10271-2050

Email queries: [db@astfinancial.com](mailto:db@astfinancial.com)

Toll free (within US): +1 886 249 2593

Int: +1 718 921 8137

Fax: +1 718 921 8334

### Sponsor

#### J.P. Morgan Equities South Africa (Proprietary) Limited

1 Fricker Road, corner Hurlingham Road, Illovo,  
Johannesburg, 2196, South Africa  
Private Bag X9936, Sandton, 2146, South Africa

Telephone: +27 11 507 0300

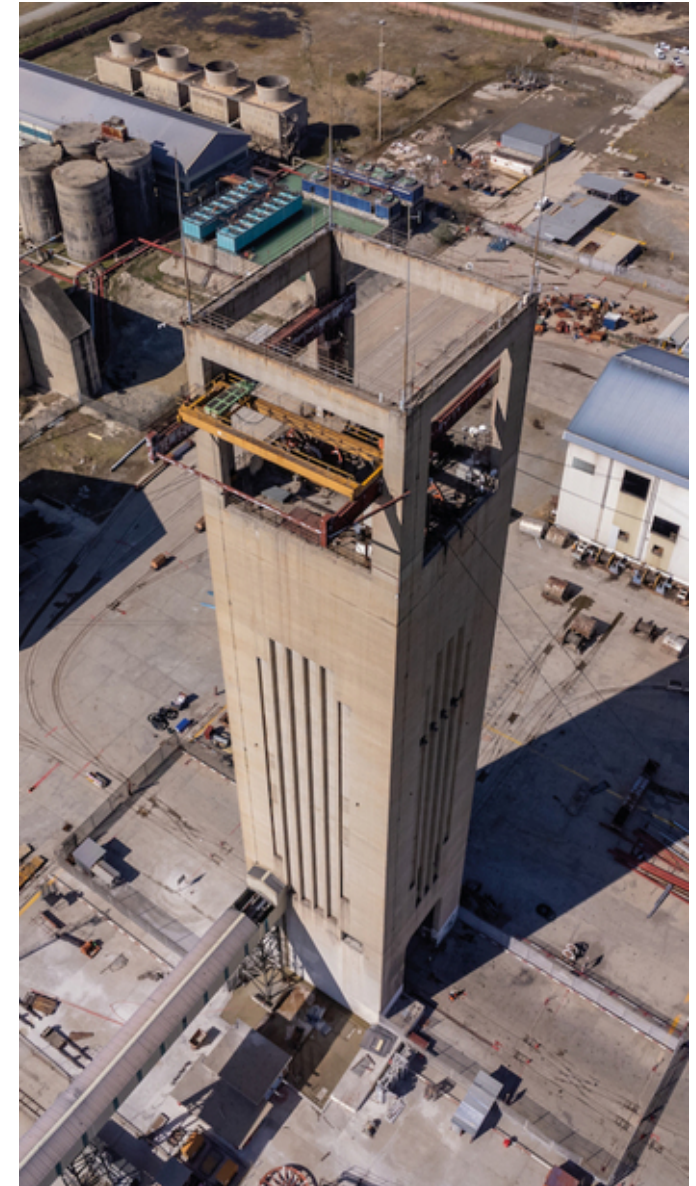
Fax: +27 11 507 0503

### Trading symbols

JSE: HAR

NYSE: HMY

ISIN: ZAE000015228



■ Tshepong North

# COMPETENT PERSON'S STATEMENT

Harmony Gold Mining Company Limited's statement of Mineral Resources and Mineral Reserves as at 30 June 2024 is produced in accordance with the South African Code for the Reporting of Exploration Results, Mineral Resources and Mineral Reserves (SAMREC). It should be noted that the Mineral Resources are reported inclusive of the Mineral Reserves.

In South Africa, Harmony employs an ore reserve manager at each of its operations who takes responsibility as competent person for the compilation and reporting of Mineral Resources and Mineral Reserves at their operations. In Papua New Guinea and Australia, competent persons are appointed for the Mineral Resources and Mineral Reserves for specific projects and operations.

The Mineral Resources and Mineral Reserves in this report are based on information compiled by the following competent persons:

Both these competent persons, who are full-time employees of Harmony, give consent to the inclusion in the report of the matters based on the information in the form and context in which it appears.



## MINERAL RESOURCES AND MINERAL RESERVES

Theo van Dyk, BSc (Hons), Pr.Sci.Nat, MGSSA, has 26 years relevant experience and is registered with the South African Council for Natural Scientific Professions (SACNASP) and a member of the Geological Society of South Africa (GSSA).

### Theo van Dyk

#### Physical address:

Randfontein Office Park  
Corner of Main Reef Road and  
Ward Avenue  
Randfontein  
South Africa

#### Postal address:

PO Box 2  
Randfontein  
1760  
South Africa



## MINERAL RESOURCES AND MINERAL RESERVES

Gregory Job, BSc (Geo), MSc (Min Econ), F AusIMM, has 36 years relevant experience and is a Fellow of the Australian Institute of Mining and Metallurgy (F AusIMM) South-east Asia.

### Greg Job

#### Physical address:

Level 2, 189 Coronation Drive  
Milton, Queensland  
4064  
Australia

#### Postal address:

PO Box 1562  
Milton, Queensland  
4064  
Australia



■ Target 1

