



BRIEFING BOOK

MAY 2020

Harmony Gold Mining Company Limited
JSE Ticker code: HAR
NYSE Ticker code: HMY

PRIVATE SECURITIES LITIGATION REFORM ACT

SAFE HARBOUR STATEMENT

FORWARD LOOKING STATEMENTS

This presentation 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 annual report and the exhibits to this annual report, are necessarily estimates reflecting the best judgment 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 this annual 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; estimates of future earnings, and the sensitivity of earnings to the prices of gold and other metals prices; estimates of future production and sales for gold and other metals; estimates of future cash costs; estimates of future cash flows, and the sensitivity of cash flows to the prices of gold and other metals; estimates of provision for silicosis settlement; estimates of future tax liabilities under the Carbon Tax Act; 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; 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; 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; 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; the outcome of pending or future litigation or regulatory proceedings; fluctuations in exchange rates and currency devaluations and other macroeconomic monetary policies; the adequacy of the Group’s insurance coverage; any further downgrade of South Africa’s credit rating and socio-economic or political instability in South Africa, Papua New Guinea and other countries in which we operate

The foregoing factors and others described under “Risk Factors” in our Integrated Annual Report (www.har.co.za) 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.

WHO WE ARE

JSE, NYSE listed (HAR; HMY)

Experienced operator

- 69+ years

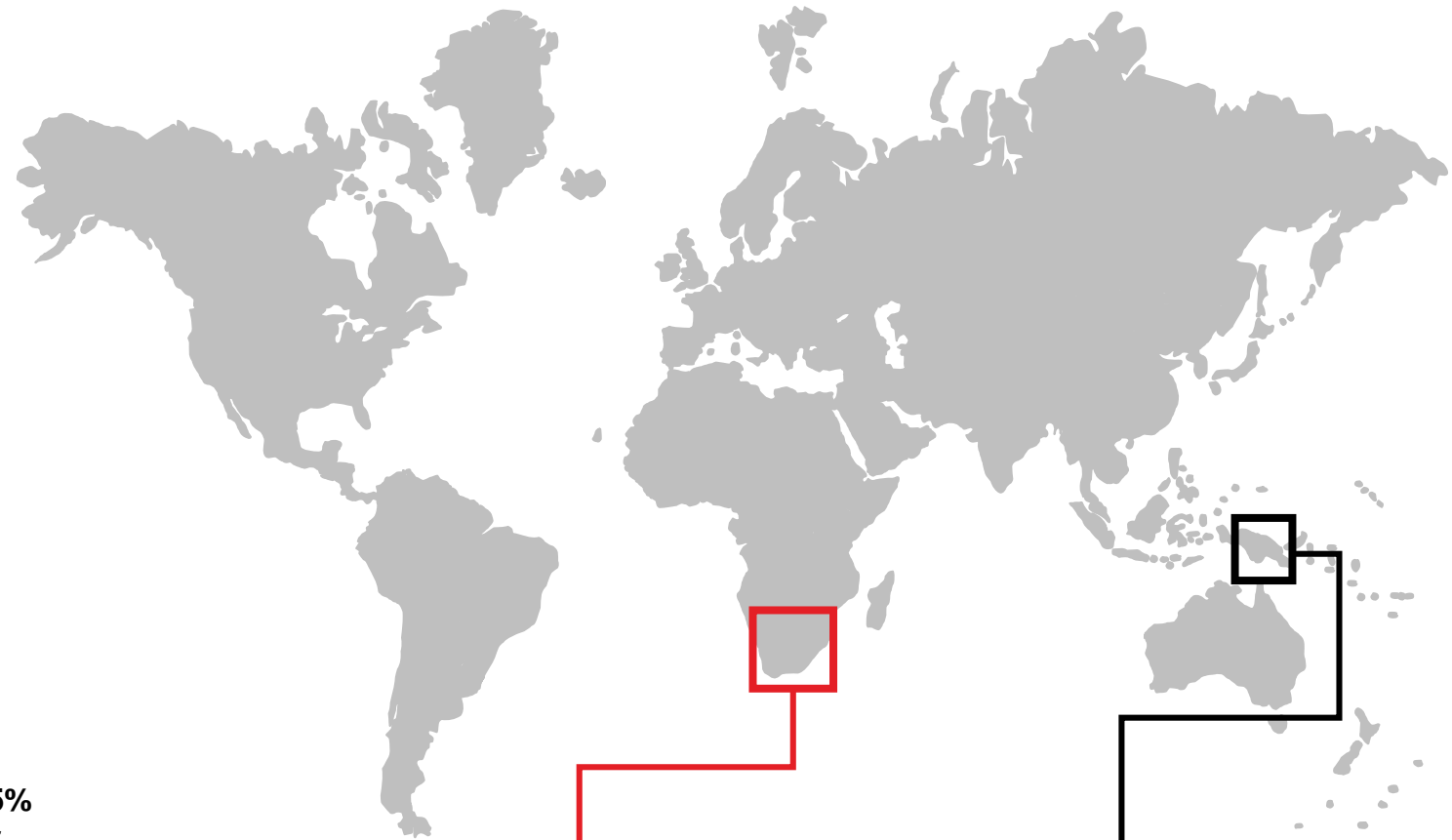
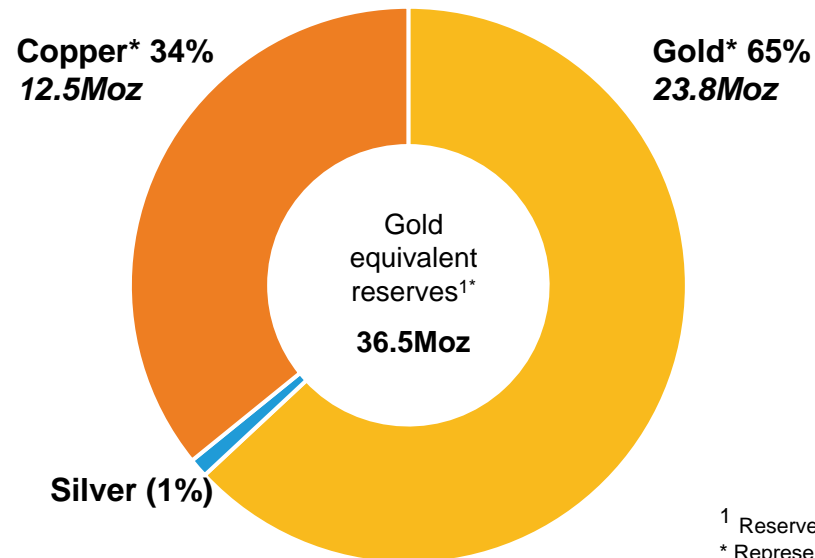
Market cap: US\$1.8bn

Mines in:

- South Africa
- Papua New Guinea

Total reserves (gold equivalent)

- gold >23 Moz
- copper >12 Moz



SOUTH AFRICA

Production split:

FY19 ~1.3Moz (86%)

9 underground operations

1 open pit mine

2 tailings retreatment operations

PAPUA NEW GUINEA

Production split:

FY19 ~200koz (14%)

Hidden Valley (open pit mine)

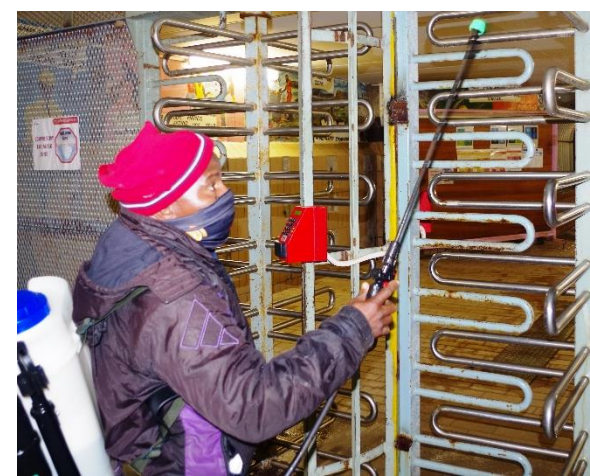
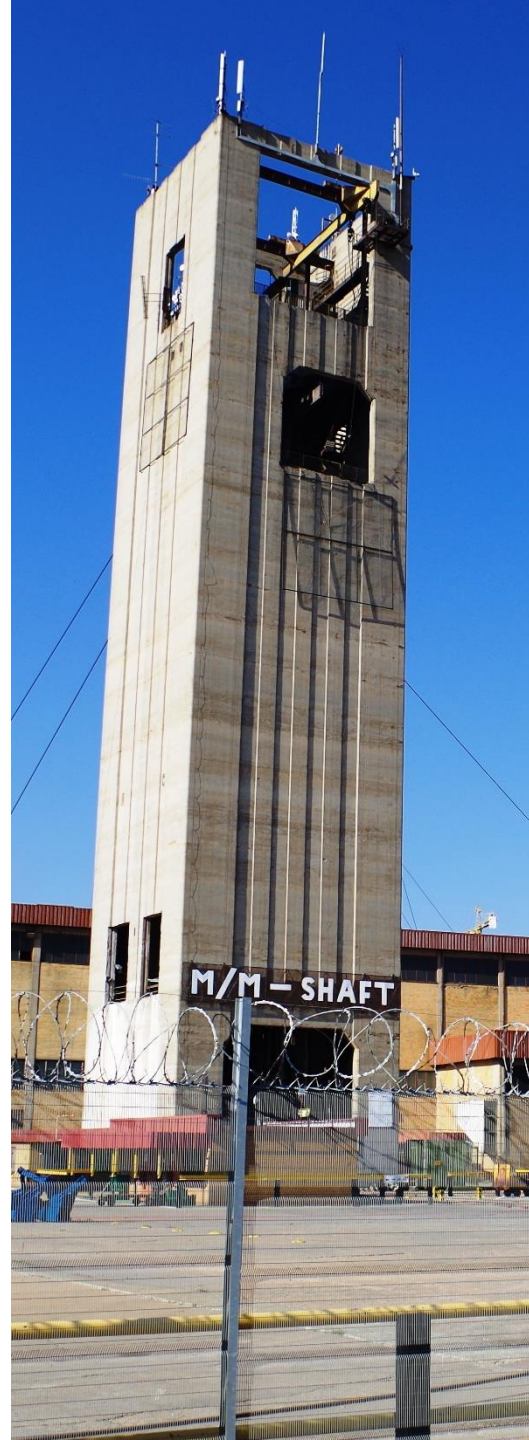
Wafi-Golpu project (50:50 JV)

Multiple exploration areas

¹ Reserves as at 30 June 2019; copper and silver as gold equivalents based on: US\$1 290/oz Au, US\$3.00/lb Cu, US\$17.00/oz Ag

* Represents Harmony's equity portion of 50% of Wafi-Golpu.

COVID-19



CURRENT SITUATION IN THE MINING INDUSTRY

- Partial resumption of mining activities since the amendment of the 16 April Disaster Management Act regulations - reinforced by the switch to Level 4 alert status announced by President Ramaphosa on 23 April
 - 100% of activities for coal mines
 - 100% of activities for open-cast mines
 - 50% of activities for underground mines
- Too early to assess accurately the impact of new situation on state of the industry
- Industry extremely conscious of its responsibilities in these unprecedented circumstances
- Mining industry has had to deal with these issues at an earlier state than most others, because of the essential services and care and maintenance work we have been permitted to carry out
- Characterised by extensive engagements

ECONOMIC IMPACT OF COVID-19 LOCK-DOWN ON THE SA ECONOMY

Determining the economic impact of the 21-day lock-down on the mining industry is a complex issue given that many variables will influence the outcome. Key considerations are the impact of the measures implemented, as well as the specific circumstances of each commodity and the various mining processes involved.

Contribution of the mining sector to the South African economy

Mining remains a significant contributor to the economy (8.1% of GDP in 2019), fixed direct investment (R94.7 billion in 2019), export earner (R348.2 billion or a third of export earnings in 2019), employing around 454,900 people in 2019. For every direct mining job, there are at least two other jobs created in allied industries. Each mining employee supports between five and 10 dependants. The sector is a significant source of primary income for the economy and based on a GDP multiplier of some 2.27 times, creates significant economic activity in the rest of the economy.

Impact of the 21-day lock-down

Production
The economic impact of the lock-down on mining production is significant. If mining operations were to resume after 21 days, annual production would be 5% lower than in 2019. A longer period of lock-down could result in annual mining production declining by more than 15% for the year.

Financial losses
Mining has some of the highest fixed costs of all sectors - 51% on a weighted average basis. While in theory, variable costs can be paused during a lockdown, fixed costs cannot. This will have a serious detrimental impact on the financial viability of mining operations due to the significant decrease in revenues received by mining companies during the lock-down period.

The mining sector's debt leverage ratio is 1.7 times. Liabilities (current and non-current) are 1.7 times the value of the sector's equity. This combination of high fixed costs and a high leverage ratio will seriously prejudice the viability of a number of mining operations.

Jobs
Preliminary estimates for a 21-day lock-down scenario suggests that 10,000 jobs would be at risk. A longer lock-down period, with lower production and no mechanisms in place to support the industry, could put 10% of the workforce or 45,000 direct jobs at risk. This excludes jobs in supplier industries.

Finding a way forward

The Minerals Council is fully supportive of the fight against COVID-19, and the measures put in place by the South African government to curb its spread. Together with the Department of Mineral Resources and Energy (DMRE), the Minerals Council and its members have prioritised the health of employees, and at the same time committed to delivering essential services and limiting the damage to the operational abilities of the sector to enable full resumption of operations after the lockdown period.

The industry's high fixed cost structure and high debt leverage ratio, combined with the inability to produce sufficient volumes will lead to the permanent closure of some operations and even companies, job losses and substantial negative impact on supplier and downstream industries, ultimately affecting the entire economy.

The Minerals Council has recommended several measures to support the mining industry during this unprecedented period, including improved licencing requirements for exploration; access to environmental trust funds; redirecting Social and Labour Plan (SLP) funds to help communities; several proposals to Treasury on possible tax relief; and a moratorium on contributions to skills development levies, amongst others.

The safety and health of employees must remain a priority throughout with a focus on:

- 1 equipping employees with the knowledge and means to be able to protect themselves and their families
- 2 putting in place the systems and standard operating procedures that apply best practice knowledge on hygiene and social distancing
- 3 screening and detecting employees who are ill, and provide for quarantine facilities where this is necessary
- 4 providing medical care for employees, and where possible, for families and communities as well

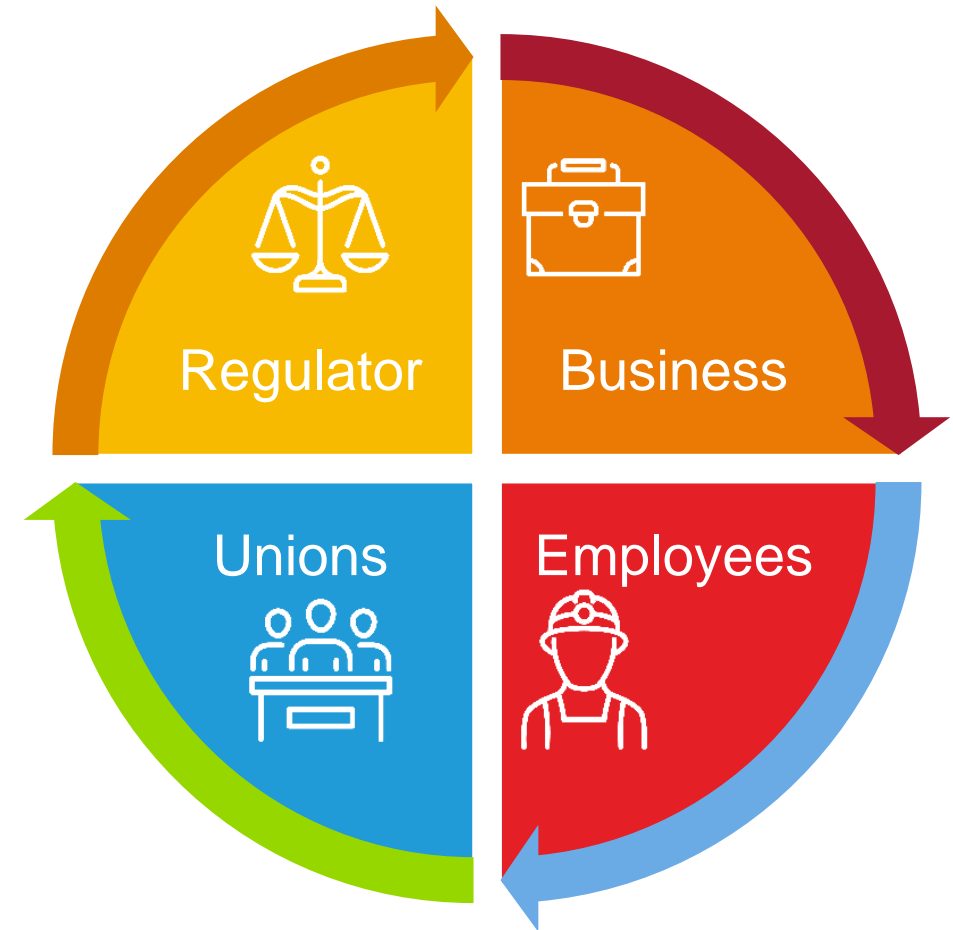
#MakingMiningMatter

SHARED RESPONSIBILITY

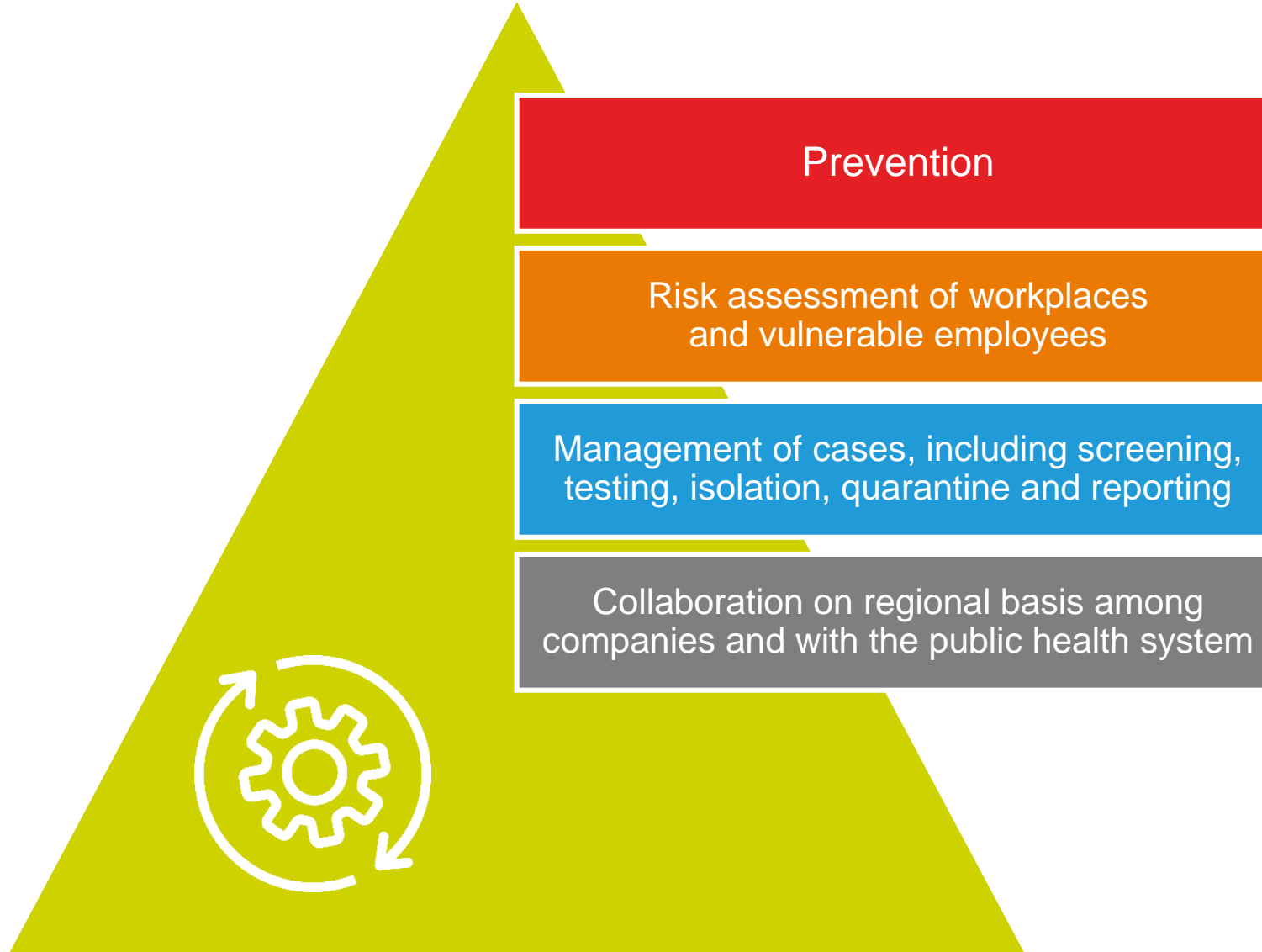
While the prime responsibility for ensuring the effective implementation of measures to ensure healthy and safe working practices rests with management, levels of responsibility rest with all involved, including employees themselves, their elected representatives and the regulator.

But it goes beyond the workplace

People are employees for only a part of their time, and they are also individuals with families and friends. This is why Harmony, in addition to doing its utmost to ensure health and safety in the workplace, have also provided food parcels to communities.

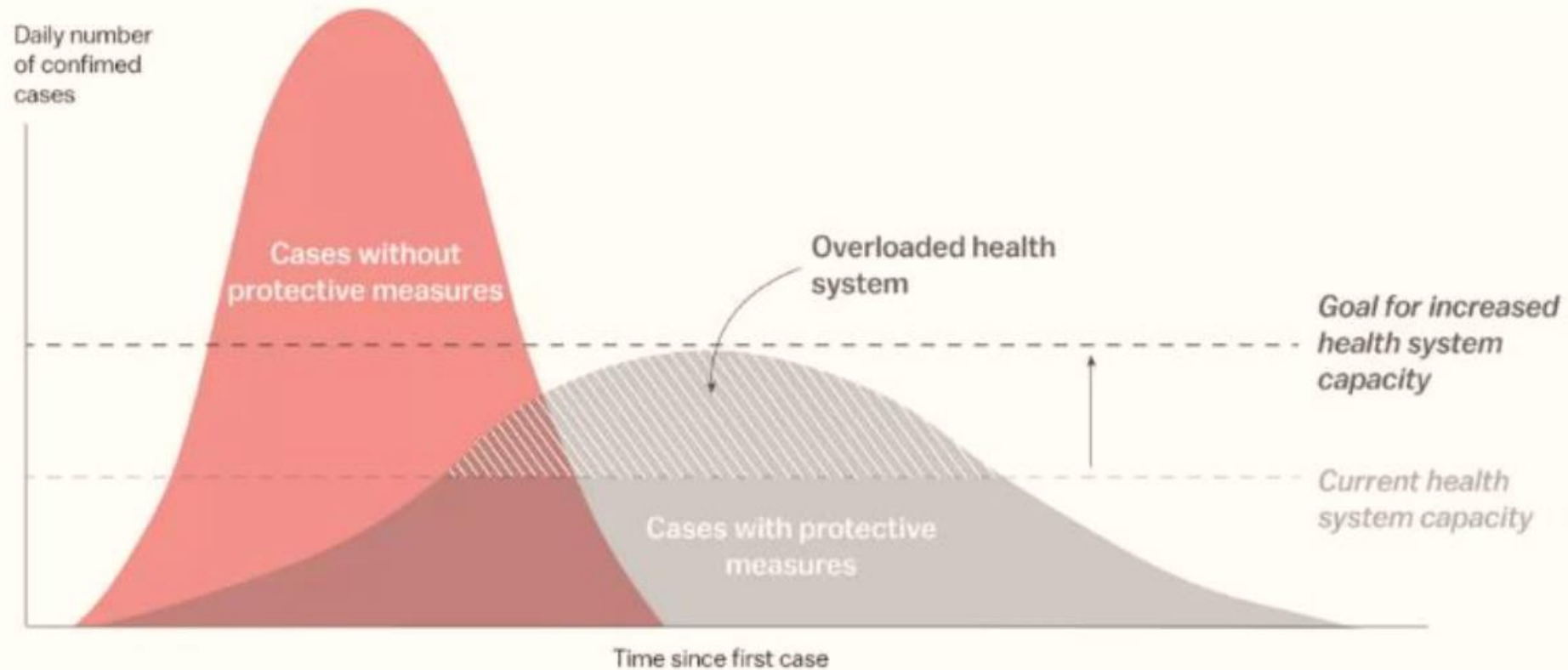


KEY ELEMENTS OF INTERVENTIONS



FLATTENING THE CURVE

There is early evidence that the full national lockdown imposed since 26 March 2020 has successfully limited the spread of the coronavirus. However, there are serious risks associated with lifting lockdown restrictions too soon, or in an unsystematic and disorderly manner.



Source: SA Government; Department of Health

RISK-ADJUSTED STRATEGY FOR ECONOMIC ACTIVITY

Ongoing feedback loop informs decision to remain at a particular level, relax restrictions further, or return to a higher level of restriction.

Level 1	Low virus spread, high health system readiness
Level 2	Moderate virus spread, with high readiness
Level 3	Moderate virus spread, with moderate readiness
Level 4	Moderate to high virus spread, with low to moderate readiness
Level 5	High virus spread, and/or low readiness

LEVEL 3
Harmony's operations will operate at 100%

AT HARMONY - WORKING TOGETHER TO STOP COVID-19

WORKING TOGETHER TO ENSURE, AS MUCH AS REASONABLY POSSIBLE, A SAFE AND RISK-FREE WORKPLACE



BEFORE RETURN TO WORK

- Implement return to work procedures, including measures to prevent and control infection in all areas where employees gather, clean and travel
- Ensure resources are available for healthcare, pre-screening and isolation
- Identify high-risk employees to receive flu vaccinations and other prophylaxis
- Communicate new medical surveillance procedures to employees BEFORE they return to work
- Screen healthcare workers and those assisting with return to work before return of employees
- Employees in labour-sending areas to be screened before they leave to return to work



Back at work

- Initial pre-screen (temperature check) for employees on arrival at company accommodation or at the mine gate
- Infection prevention and control measures will be applied, including the regular disinfecting and sanitisation of the workplace
- Every care is taken to follow rules of social distancing in the workplace, stations and banks at shift time, and other areas in which employees gather as well as when employees are being transported, including in the cage
- Continuous training and education to reinforce awareness of COVID-19, importance of universal hygiene measures and on how to prevent and control infection:
 - Practise good hygiene
 - Use sanitisers
 - Maintain social distancing
 - Wear face masks in crowded areas
 - Self-monitor for signs of COVID-19
- Set up, equip and maintain dedicated hand wash stations
- Provide PPE for healthcare and front-line admin staff
- Daily screening of healthcare and admin staff

AT WORK

Screening, assessments and referrals

- Conduct symptom and temperature screening in designated isolation areas
- Screening includes:
 - Pre-screening on entering accommodation
 - Pre-screening on entering the workplace
 - Daily screening of healthcare workers and those assisting with return to work
- Employees not showing COVID-19 symptoms proceed to return-to-work medical test – a return-to-work certificate is issued on passing
- Refer employees with COVID-19 symptoms to a designated isolation centre for assessment:
 - Those who are not very sick are:
 - provided with PPE and may self-isolate at home for 14 days
 - monitored daily by telephone, and refer to hospital if necessary
 - For those who cannot safely self-isolate at home, provide facilities for isolation
 - Contact tracing begins
- Maintain register of those with COVID-19 symptoms
- Following isolation, employee reassessed and, if recovered, issue with a clearance letter for a return to work assessment

OPERATIONAL RESULTS



OPERATIONAL RESULTS (NINE MONTHS ENDED MARCH)

		Period ended March 2020	Period ended March 2019	% change
Gold produced	kg	30 814	33 673	(8)
	oz	990 691	1 082 611	(8)
Gold price	R/kg	704 965	579 778	22
	US\$/oz	1 470	1 278	15
Cash operating costs	R/kg	520 041	438 452	(19)
	US\$/oz	1 085	966	(12)
Underground recovery grade	g/t	5.4	5.6	(4)
Production profit	Rm	5 946	4 813	24
	US\$m	399	341	17
All-in sustaining costs	R/kg	622 458	543 432	(15)
	US\$/oz	1 298	1 198	(8)
Average exchange rate	R/US\$	14.91	14.11	6

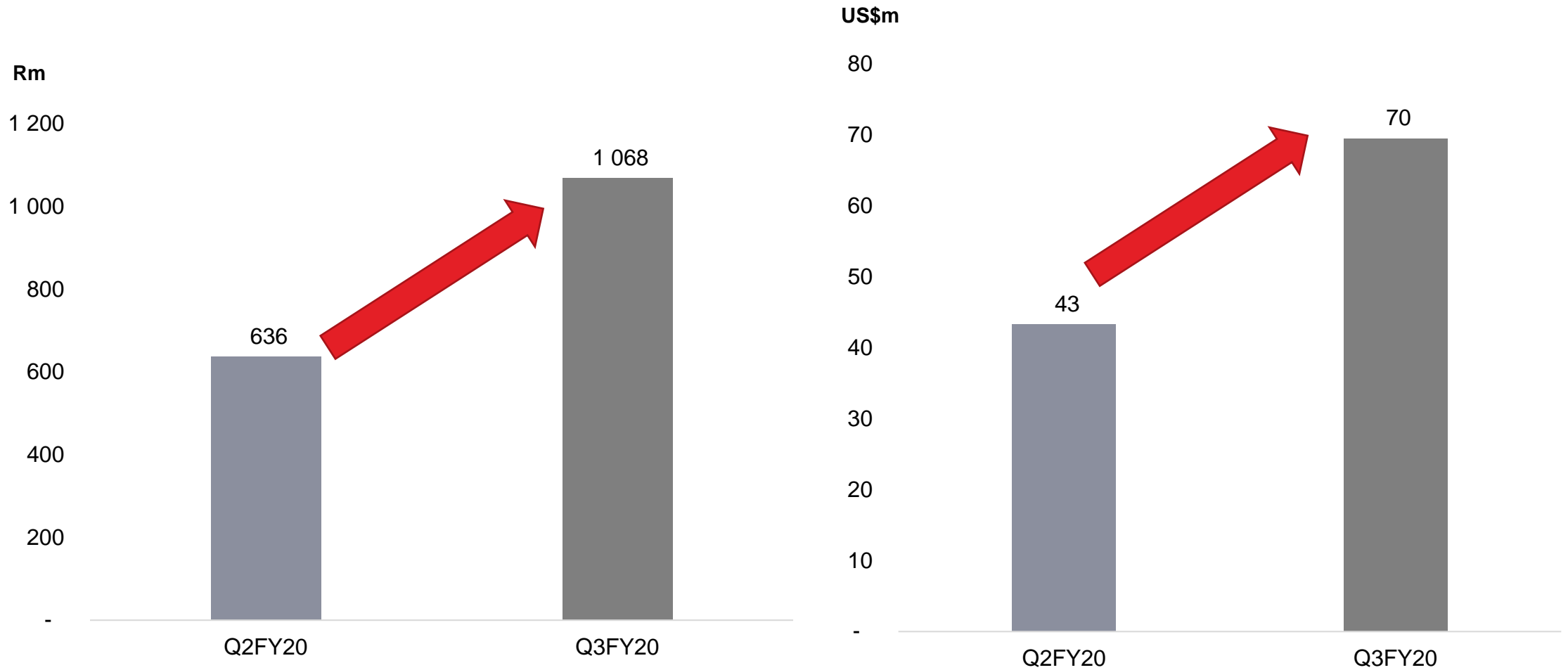
SAFETY ACHIEVEMENTS (MARCH QUARTER)

- Our fall of ground injury rate improved from 1.67 to 0.85 – best ever in Harmony’s history
- Moab Khotsong recorded 2 million fatality free shifts
- Tshepong Operations achieved 1 million fatality free shifts
- The rail bound equipment injury rate improved from 0.79 to 0.65

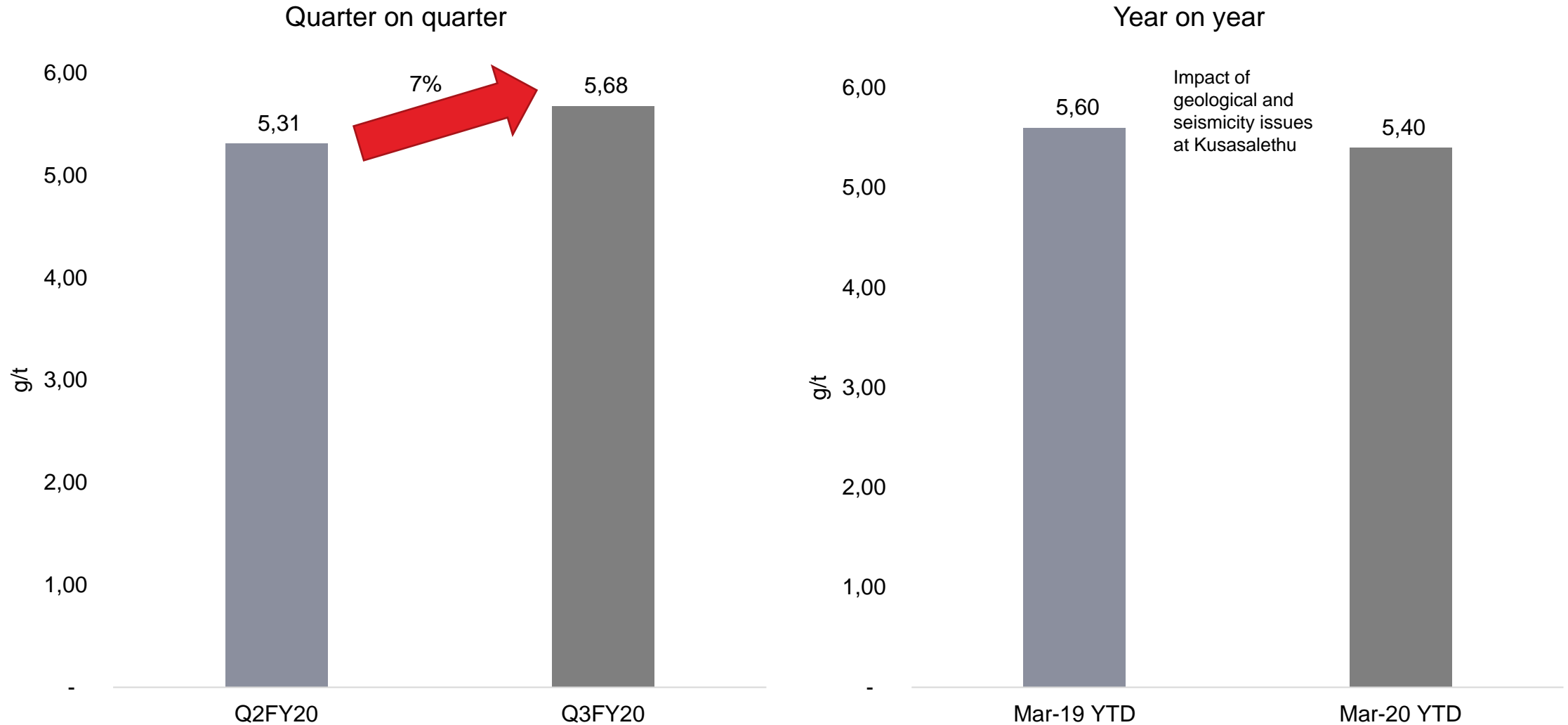
Key contributors

- Visible, felt safety leadership, behavioural interventions
- Critical control management
- Proactive risk assessment as a way of life
- Modernisation of safety systems

INCREASE IN OUR OPERATIONAL CASH FLOW (Q-ON-Q)



SA OPERATIONS – UNDERGROUND RECOVERED GRADE



ACQUISITION

MPONENG AND MINE WASTE SOLUTIONS



ACQUISITION OF MPONENG AND MWS*

A NATURAL FIT



Strategic

Strategic investment criteria met



Operational

70 years' experience of SA gold mining

Life of mine extended

Underground/surface mix improved



Geographical

Synergies, economies of scale with existing operations

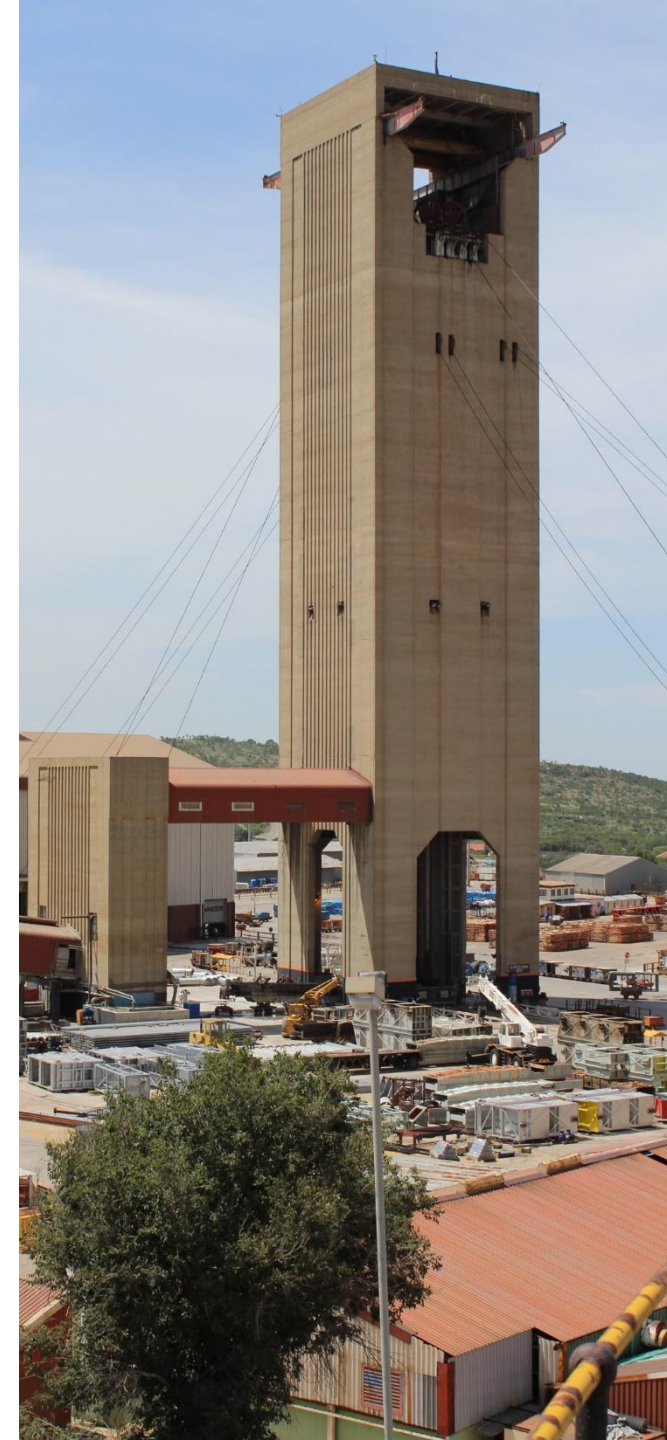
Regional consolidation opportunities



Financial

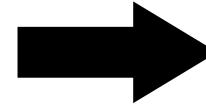
Quality ounces increase margin

All-in sustaining costs improvement through efficiencies, cost reduction measures



TRANSACTION DETAILS

- **Assets acquired:**
- **Mponeng***
 - Above infrastructure reserves: 3.1Moz @ 10.76g/t
 - Total resource: 46.18Moz
- **Mine Waste Solutions* (MWS)**
 - Tailings retreatment reserves: 4.8Moz @ 0.25g/t



Adding quality ounces:
250 000 oz (Mponeng)
100 000 oz (MWS)

**PURCHASE
PRICE**

CASH: \$200M

PLUS: Deferred compensation

- \$260/oz: If more than 250 000 oz produced at Mponeng (above infrastructure) = **\$100M**
- plus: \$20 per produced ounce below infrastructure (Mponeng resource) **ONLY** if we develop below infrastructure

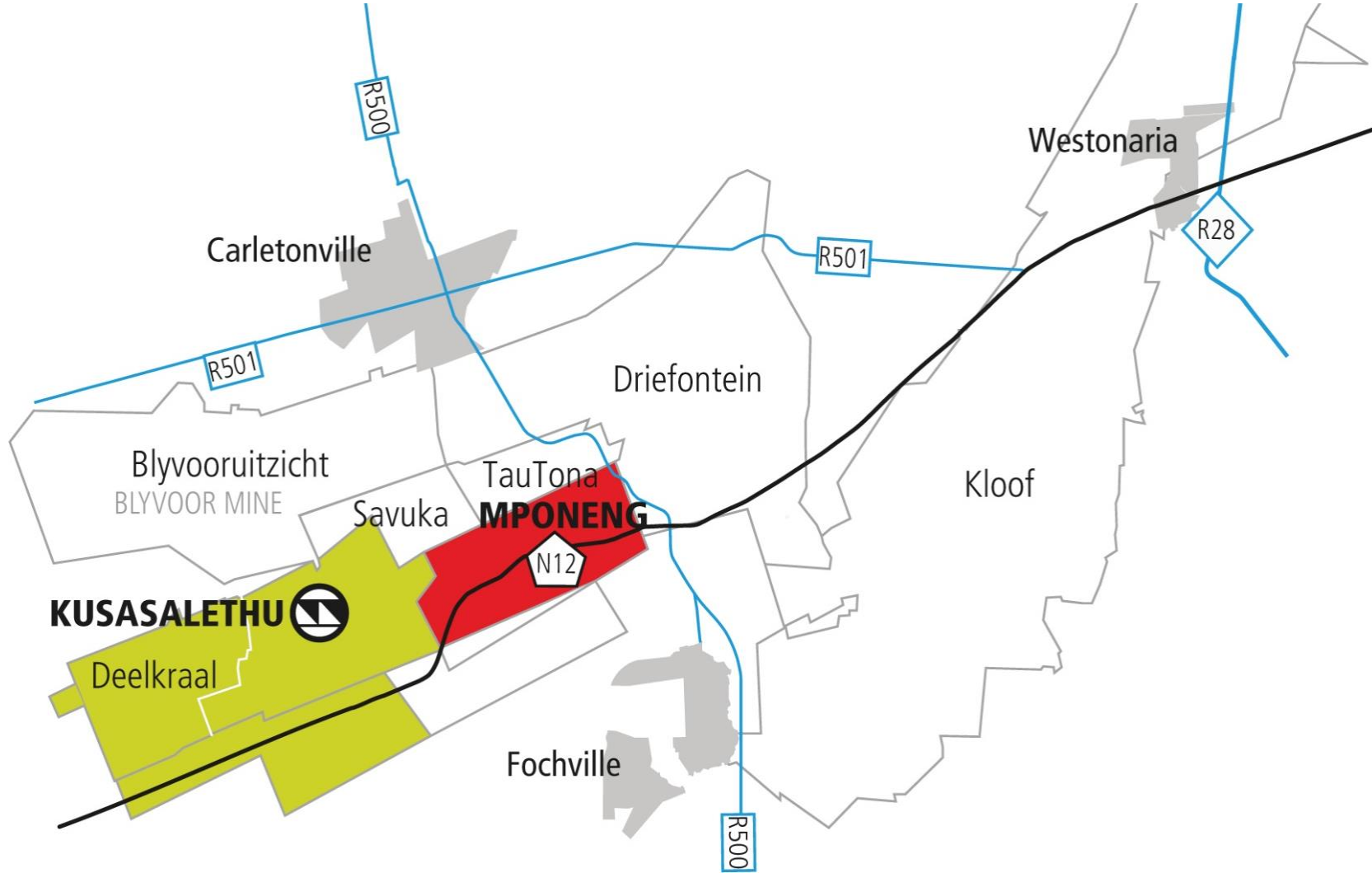
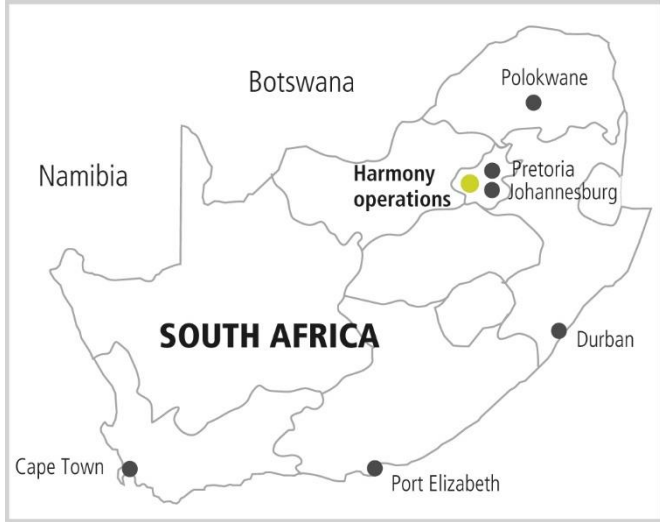
Funded from:
Equity raise

Next steps:







- S11 transfer of mining rights
- Other customary conditions precedent

*Important to note is that these figures correspond with AngloGold Ashanti Limited's 2018 Reserve and Resource statement.

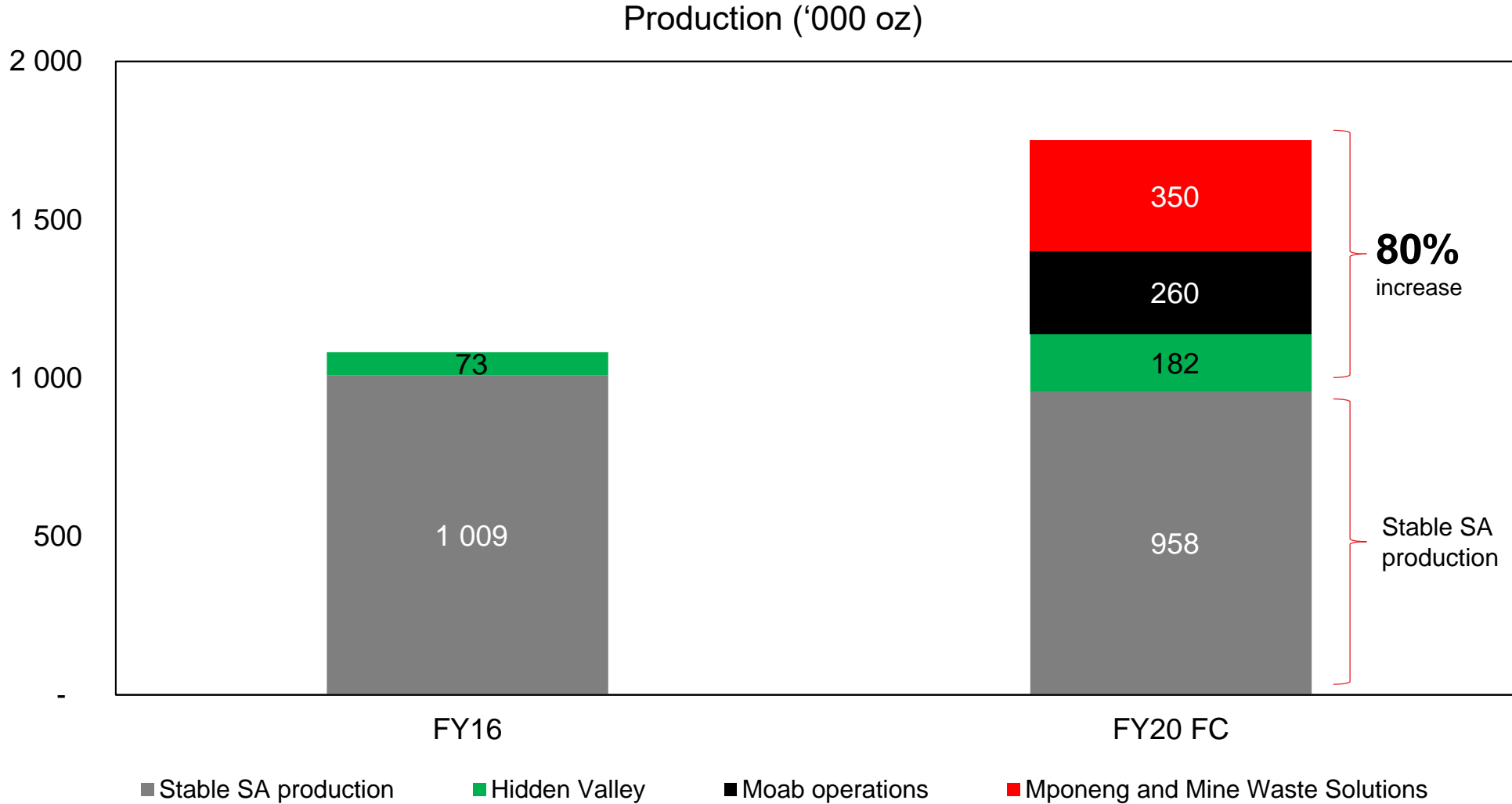
CLOSE PROXIMITY TO EXISTING MINING AREAS



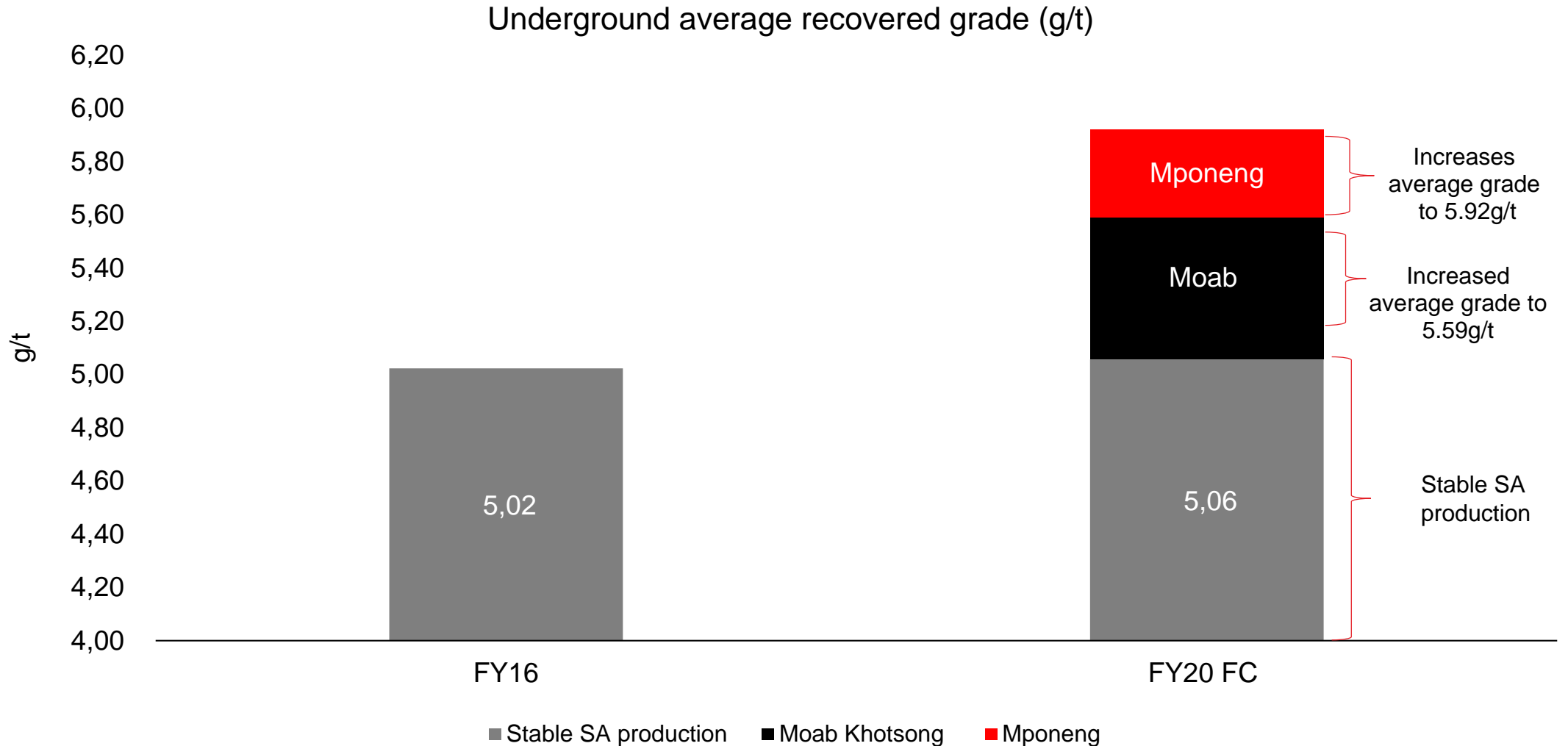
LEGEND

-  Shaft position
-  Harmony operations
-  Mponeng
-  Towns/residential areas
-  National road
-  Regional road

INCREASE IN QUALITY OUNCES PRODUCED

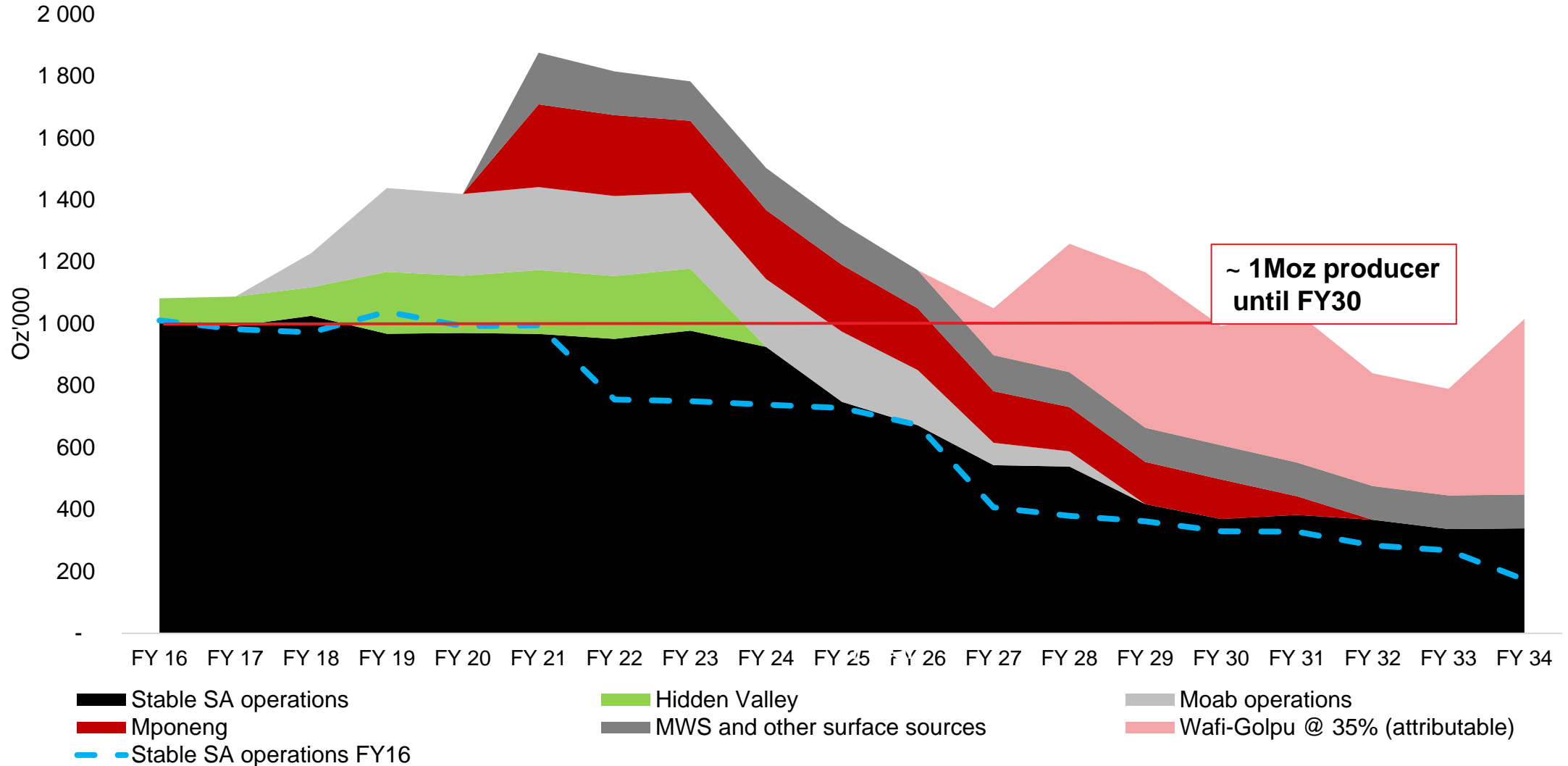


QUALITY OF OUR ASSET BASE IMPROVED



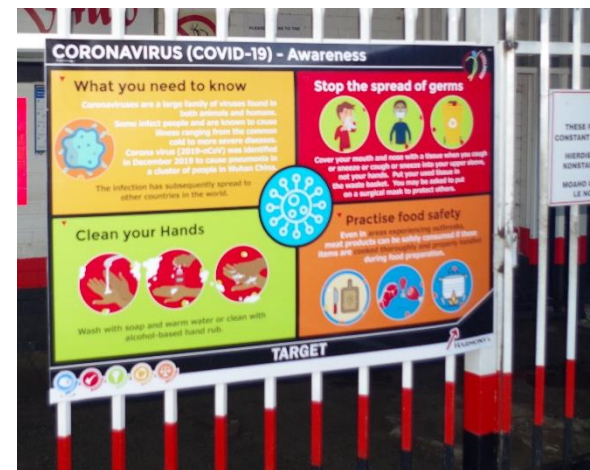
Note: Based on FY20 life of mine plans and AngloGold Ashanti Limited's 2018 Reserves and Resources statement.

CREATING A SUSTAINABLE PRODUCTION* PROFILE



* Based on Harmony's FY20 life of mine plans (excluding the impact of COVID-19) and AngloGold Ashanti Limited's 2018 Reserves and Resources statement
 Note: MWS = Mine Waste Solutions

FINANCIAL RESULTS



CREATING BALANCE SHEET FLEXIBILITY AND OPTIONALITY

1.

Preserve cash

2.

Suspend all exploration, major capital projects

3.

Roll forward most April/May hedge transactions

- To first three quarters in new financial year
- about 20% of two years' gold hedged

4.

Declare 'force majeure' on supplier agreements

5.

Make draw-downs on the Rand and dollar facilities to secure liquidity

6.

Ensure enough liquidity for lockdown and possible extension/s

- the longer the lockdown, the more expenses to be curtailed

7.

Net debt managed

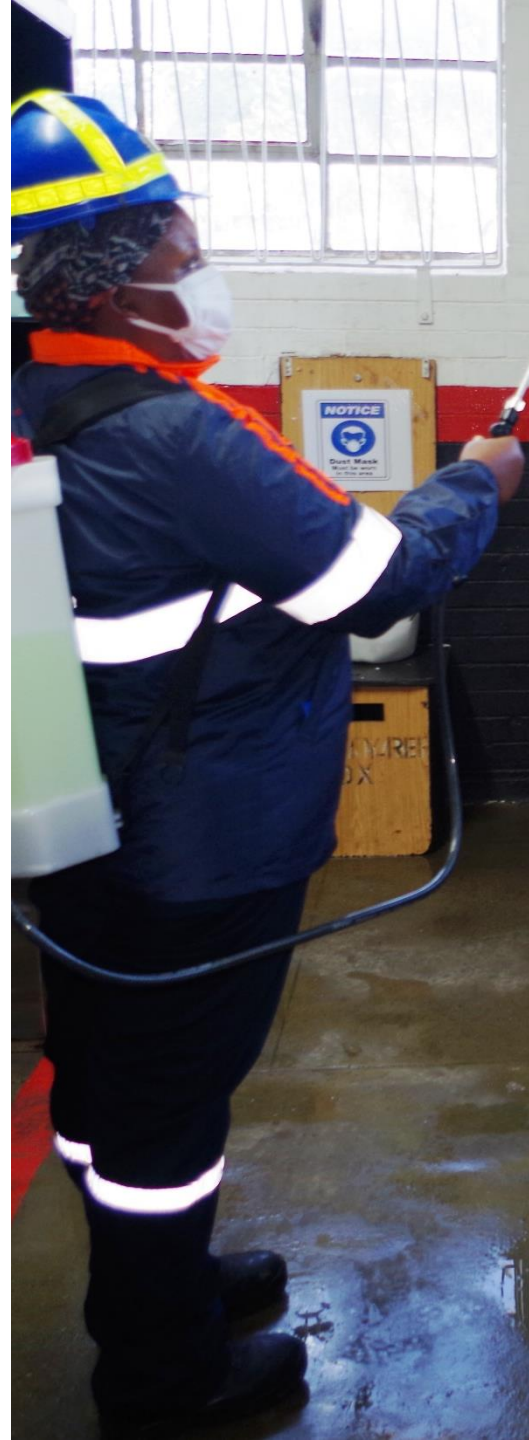
- About 1 tonne of gold sold during April 2020 lockdown
- net debt to EBITDA at 0.8x as at 30 March 2020 (from 0.7x as at 31 Dec 2020)
- net debt at R5 billion (or US\$280m)

8.

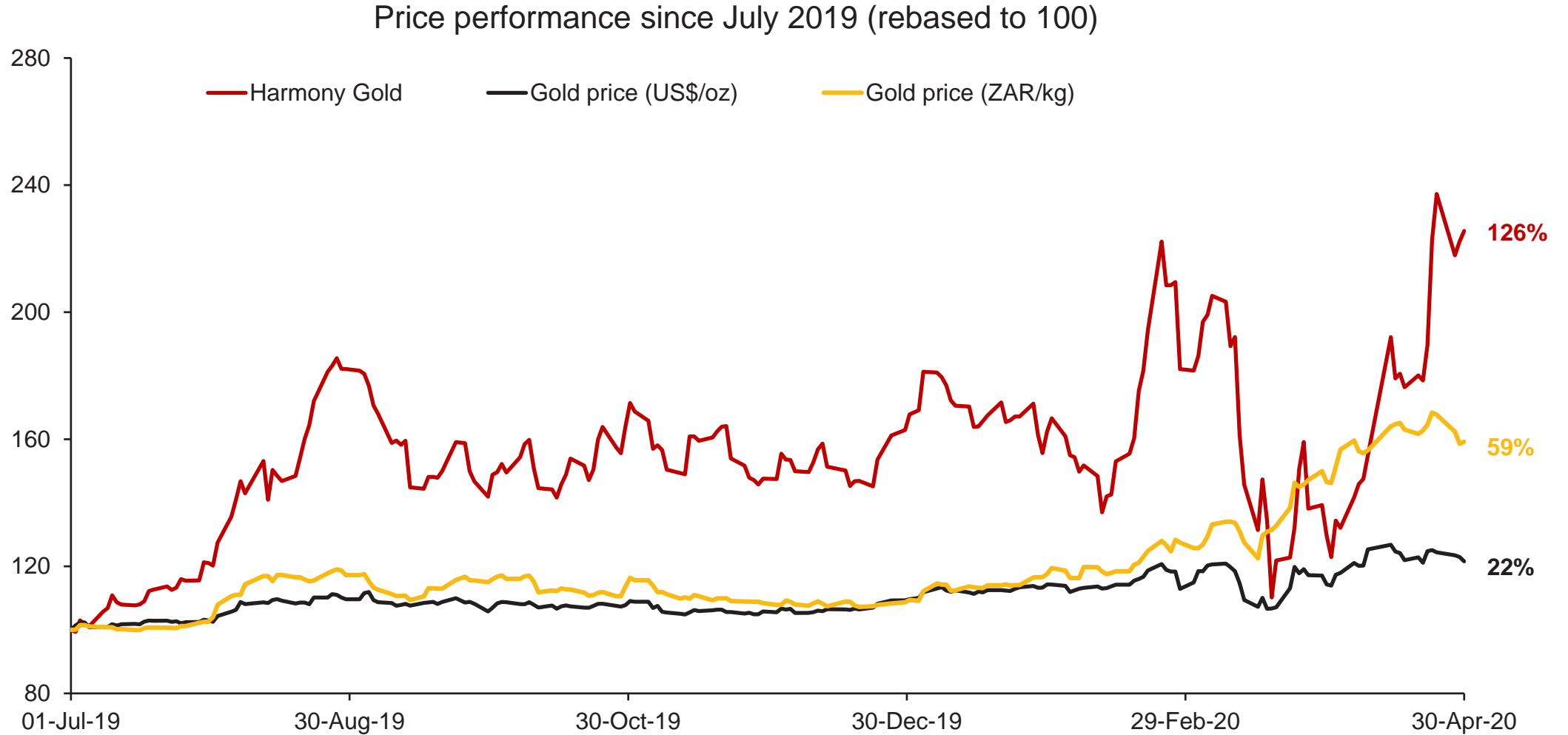
Capital raise to fund acquisition

- US\$200 million payable once all conditions precedent in coming months are met

IN CONCLUSION



SHARE PRICE RUN DRIVEN BY GOLD PRICE



Factset as of 30 April 2020

COVID-19 REINFORCES OUR COMMITMENT TO ESG

OUR FIVE SUSTAINABILITY DRIVERS*

- 1 Safety and health

- 2 Environmental management and stewardship

- 3 Socio-economic development

- 4 Employee engagement

- 5 Stakeholder engagement

EXTERNAL RECOGNITION



FTSE4Good



CDP 2019	
Climate Change	B
Water	A-



* Aligned with the United Nation's Sustainable Development Goals

Q4FY20 FOCUS AREAS

OUR STRATEGY

Safe, profitable ounces
Increasing margins

Keeping our employees healthy and
mitigating the impact of COVID-19

STRATEGIC PILLARS



1 OPERATIONAL EXCELLENCE

- Improve safety
- COVID-19 screening, testing, treatment
- Resume underground production



2 CASH CERTAINTY

- Preserve cash
- Reduce costs
- Operate mines optimally



3 RESPONSIBLE STEWARDSHIP

- Maintain strong stakeholder relationships
- Continue responsible ESG practices



4 EFFECTIVE CAPITAL ALLOCATION

- Complete Mponeng/ Mine Waste Solutions acquisition
- Secure Wafi-Golpu permitting

OUR INVESTMENT CASE



>1.8Moz producer
in FY21



Quality growth
prospects



Leveraged to the
gold price