

OUR SAFETY JOURNEY

NOVEMBER 2021



SUSTAINABLE GOLD

PRIVATE SECURITIES LITIGATION REFORM ACT SAFE HARBOUR STATEMENT AND DISCLAIMER

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 presentation, 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 our integrated 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, impact of Covid-19 on our operational and financial estimates and results 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 operation, 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) and our Form 20F 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.

Competent Person’s statement

The information in this presentation that relates to Mineral Resources or Ore Reserves has been extracted from our Reserves and Resources statement published on 30 June 2021. Harmony confirms that it is not aware of any new information or data that materially affects the information included in the statement, in the case of Mineral Resources or Mineral Reserves, that all material assumptions and technical parameters underpinning the estimates in the original release continue to apply and have not materially changed. Harmony confirms that the form and context in which the competent person’s findings are presented have not been materially modified from the original release.



OUR APPROACH

SAFETY – OUR FIRST PRIORITY

A FUNDAMENTAL BELIEF



Harmony's portfolio of operations is a tribute to our commitment to complex underground mining in South Africa, yet it requires an undertaking to implement the most stringent of safety measures to offset the risks that accompany this complexity.

Our employees are our most important stakeholders and a vital capital. This makes their safety and health both a moral and business imperative. Safety is our foremost corporate value – **no product is as important as our people**, who should return home safe and healthy every day



Our employees are at the heart of our business, and their safety, health and wellbeing is a fundamental priority for the business. Our duty of care extends to the community where many of our employees live.

EMBEDDING A PROACTIVE SAFETY CULTURE

OUR STRATEGY



Pursue continual improvement in the health and safety performance with the ultimate goal of zero harm



Safe, profitable ounces



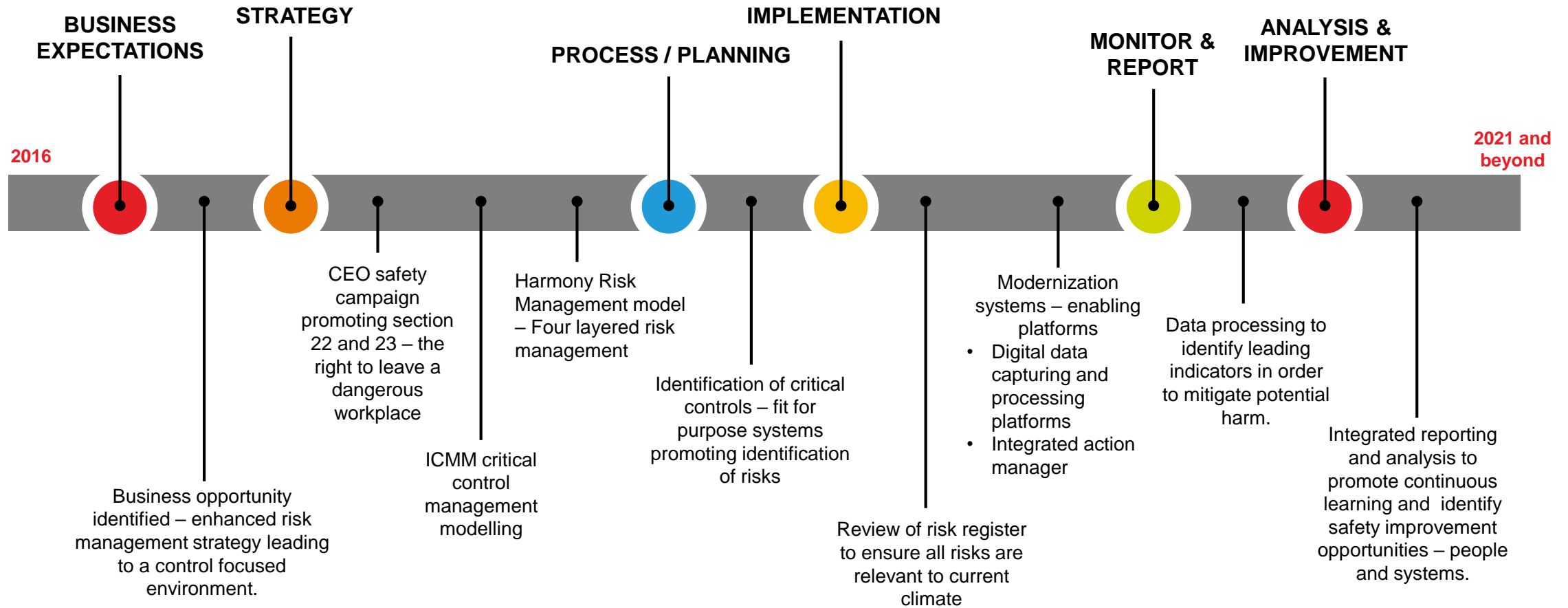
Keeping our employees healthy and mitigating the impact of COVID-19

OUR SAFETY AND HEALTH POLICY

The tenets of our policy focus on:

- **Leadership** – lead by example and create an enabling environment for driving continuous improvement in safety performance
- **Risk management** – management of high-risk safety and health exposures through targeted strategies
- **Support** - promote the health of employees by proactively supporting physical, psychological and emotional well-being
- **Accessibility** - provide an integrated, proactive healthcare service by making primary, occupational and wellness facilities easily accessible to employees at work
- **Community** - manage community health exposures and promote the well-being of our host communities

OUR ROAD MAP



RISK MANAGEMENT APPROACH

FOUR-LAYERED RISK MANAGEMENT APPROACH

**RISK
ASSESSMENT
LAYER**

BASELINE

ISSUE-BASED

TASK-BASED

CONTINUOUS

Output

Identifying and understanding major hazards and significant unwanted events

Key controls are identified, designed, monitored and managed effectively (control effectiveness and improvement)

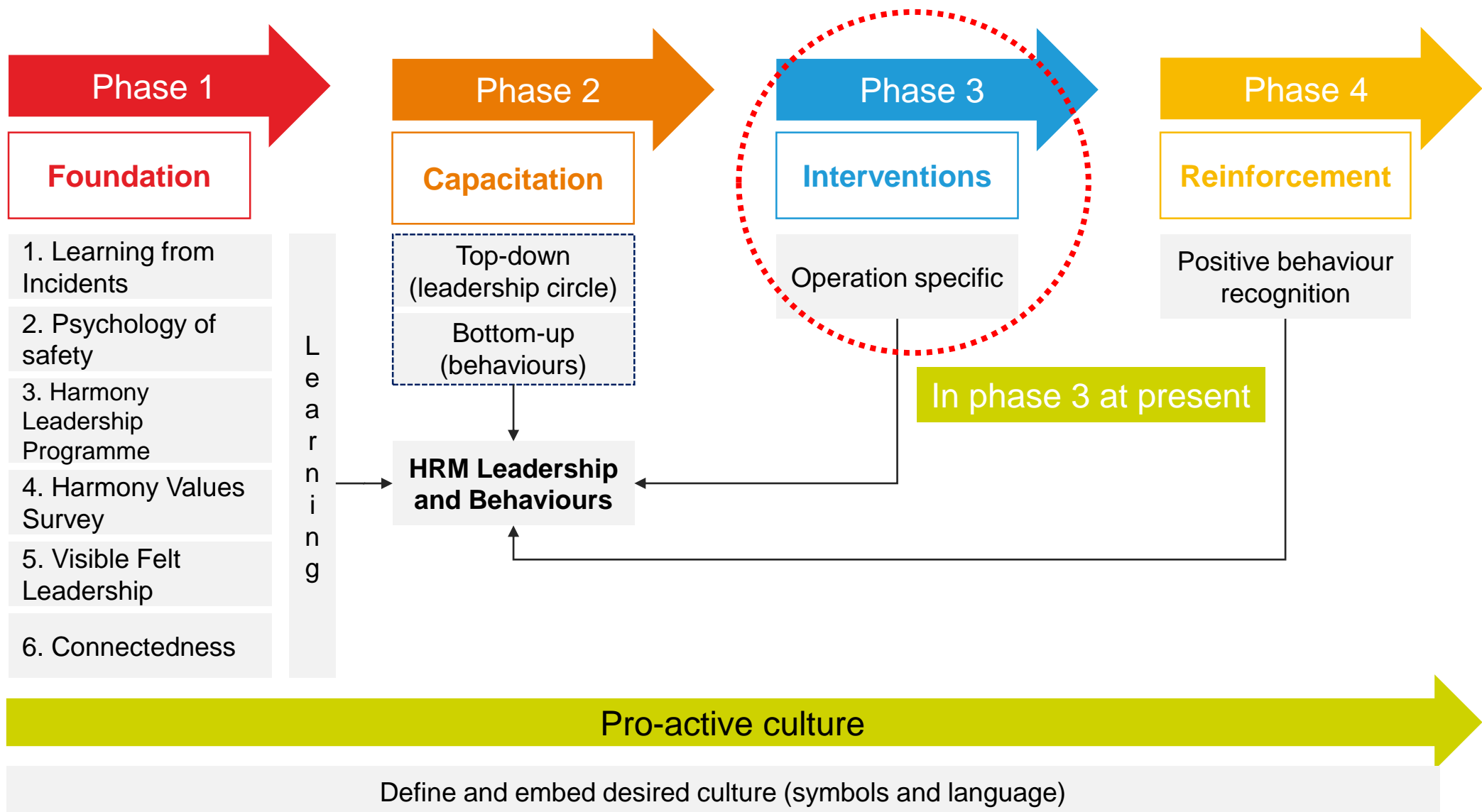
Hazards related to non-routine tasks are assessed and managed with a step-by-step action plan.

For routine tasks, task-based risk assessments are conducted and procedures developed

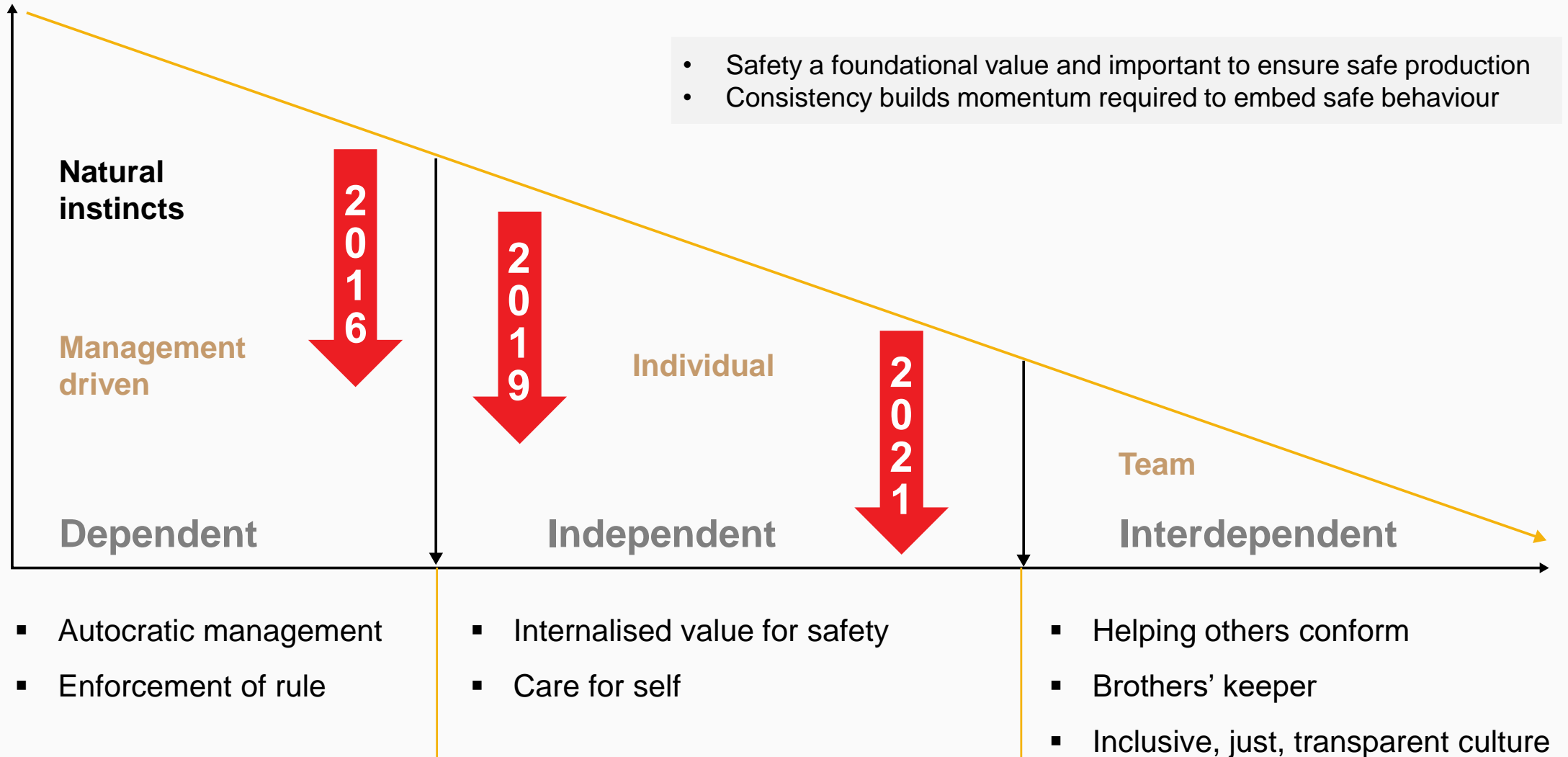
Routine tasks are assessed through SLAM (Stop, Look, Assess and Manage) and safe declaration. Embed safety awareness and responsibility with all employees

Decreasing risk →

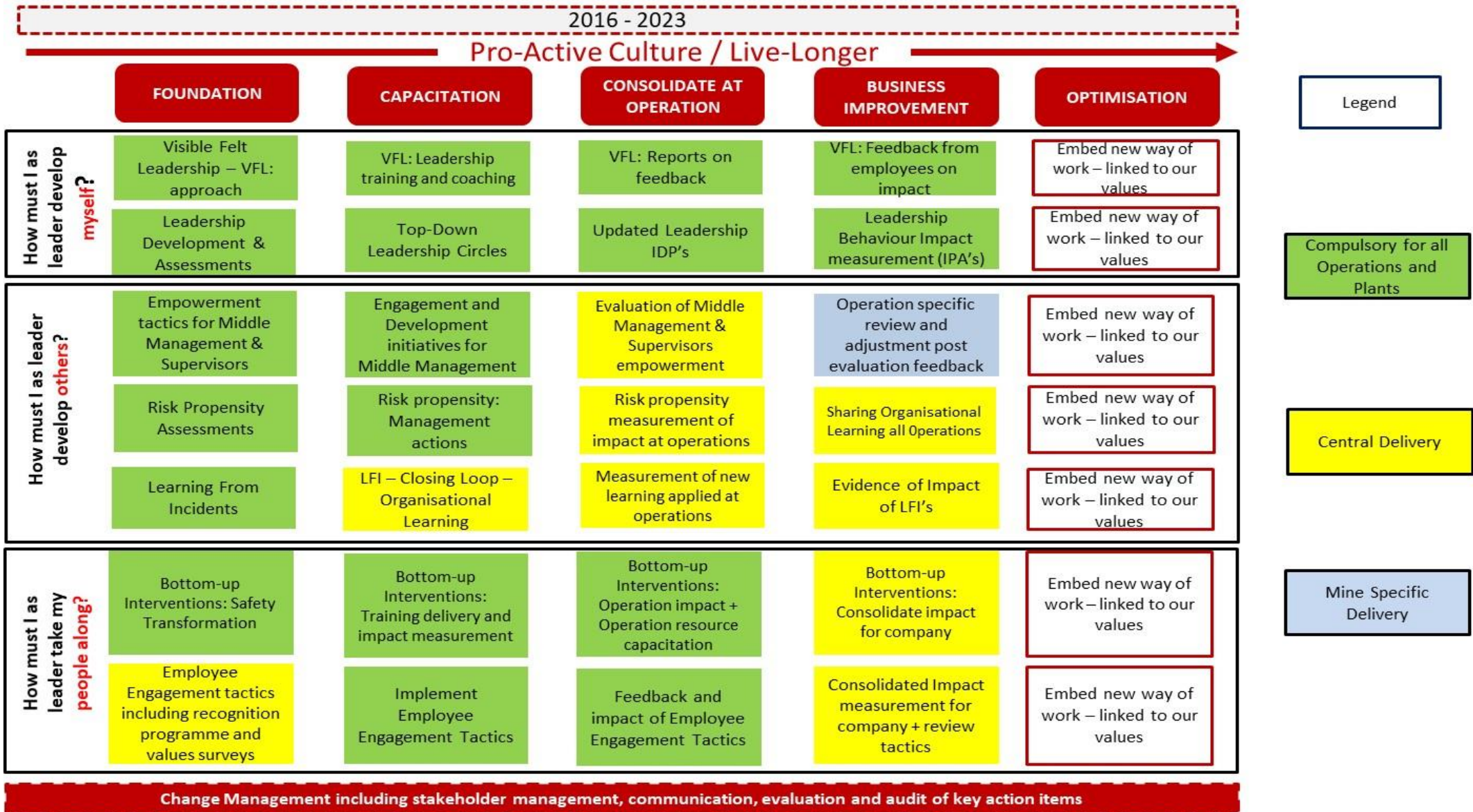
PHASED INTEGRATION (2019 TO 2021)



CHANGING THE SAFETY MINDSET



THIBAKOTSI – CULTURAL TRANSFORMATION PROGRAMME



BUILDING SAFETY INTO ALL WE DO



GUIDING PRINCIPLES

- Policies and practices aligned to the Mine Health and Safety Act
- Critical control management consistent with the International Council on Mining and Metals' guidelines and principles
- Contributors to discourse and implementation of leading practices through the Mining Industry Safety and Occupational Safety and Health (MOSH) Community of Practice Adoption process



PEOPLE MANAGEMENT

- Executive-driven strategic priorities and safety-focused KPIs
- Highly trained, full-time safety and health stewards across operations
- Visible, felt safety leadership and behavioural interventions
- Work stoppage when a workplace or action is considered unsafe
- All employees empowered to acknowledge good and bad safety behaviour with a card system (green, yellow, red)



CULTURE AND ATTITUDE

- Proactive risk assessment as a way of life
- 'Learning from incidents' reviews
- Clear communication sharing strong, accessible safety messaging in appropriate vernacular
- Twice-annual national safety days
- Implementation of a business culture transformation model



INNOVATION

- Modernisation of safety systems and processes to deliver safety and hazard information prior to every shift
- Systems to monitor and manage all mining-related seismicity, advising short-term hazard assessments and long-term plan



HOW WE HAVE PERFORMED

CORRECT GAME PLAN

SAFETY

Record **3.682 million** fatality-free shifts

in 1st quarter of FY22

Fatality-free in Q1 FY22

Masimong, Joel, Bambanani, Doornkop, Kusasaletu, Target 1, Hidden Valley and all surface operations, Free State plants

1 Million FFS*

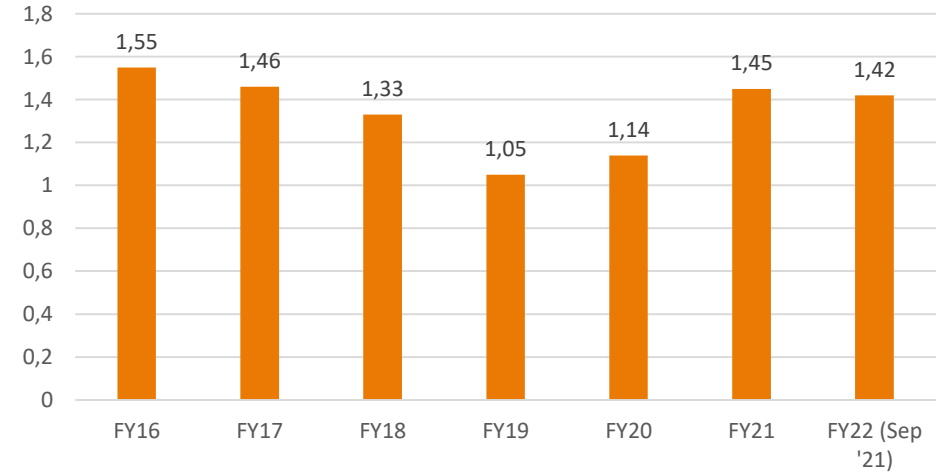
Tshepong operations ; Doornkop

3 Million FFS*

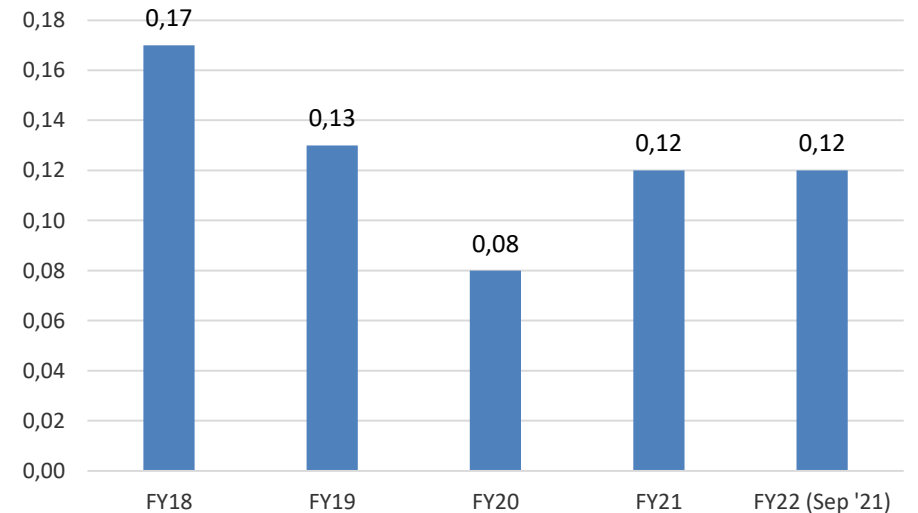
SA Underground operations and Hidden Valley

*FFS: Fatality Free Shifts
Note: 3.682 million FFS= 121 days

Fall of Ground injury Frequency Rate

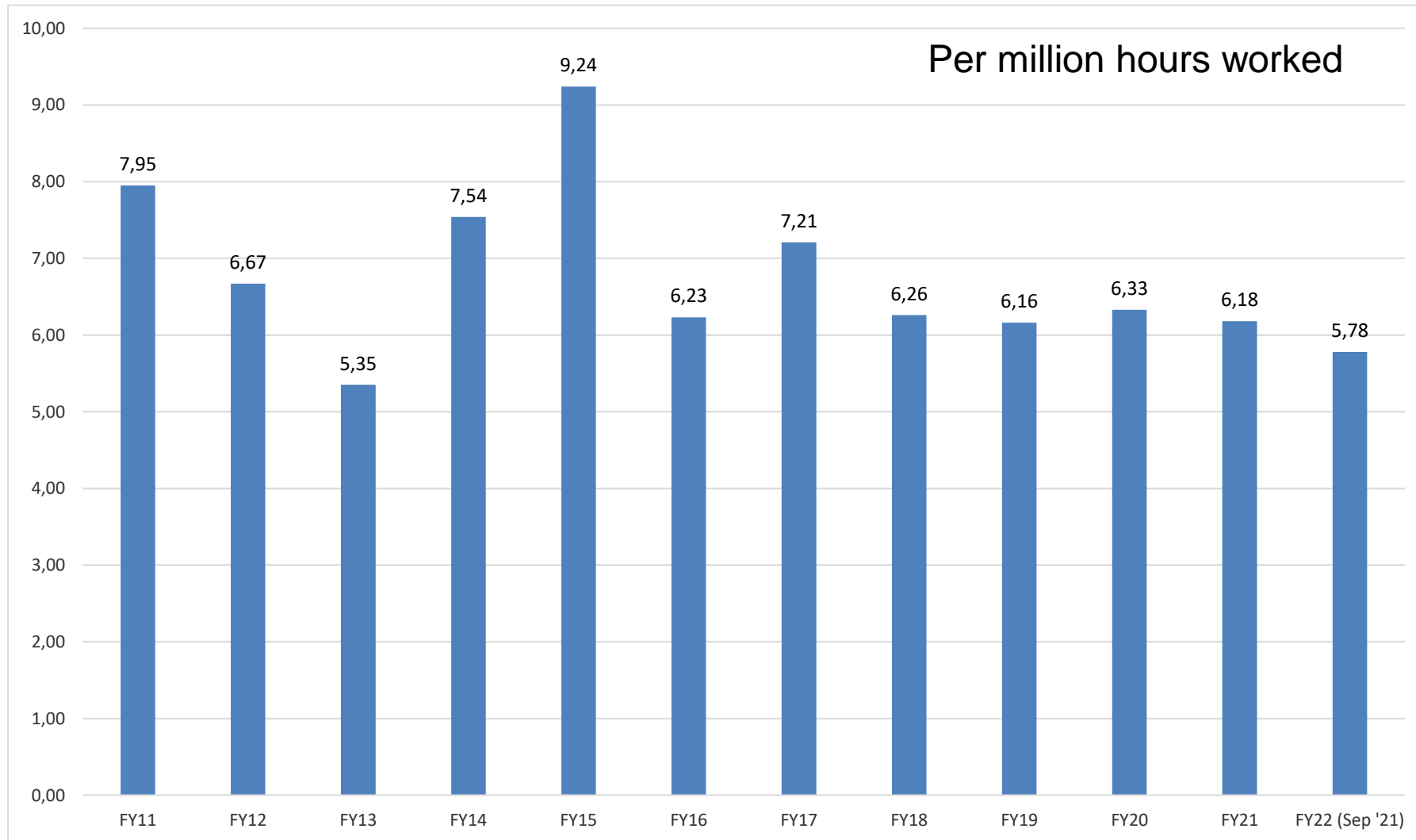


Fatality Injury Frequency Rate - SA Operations



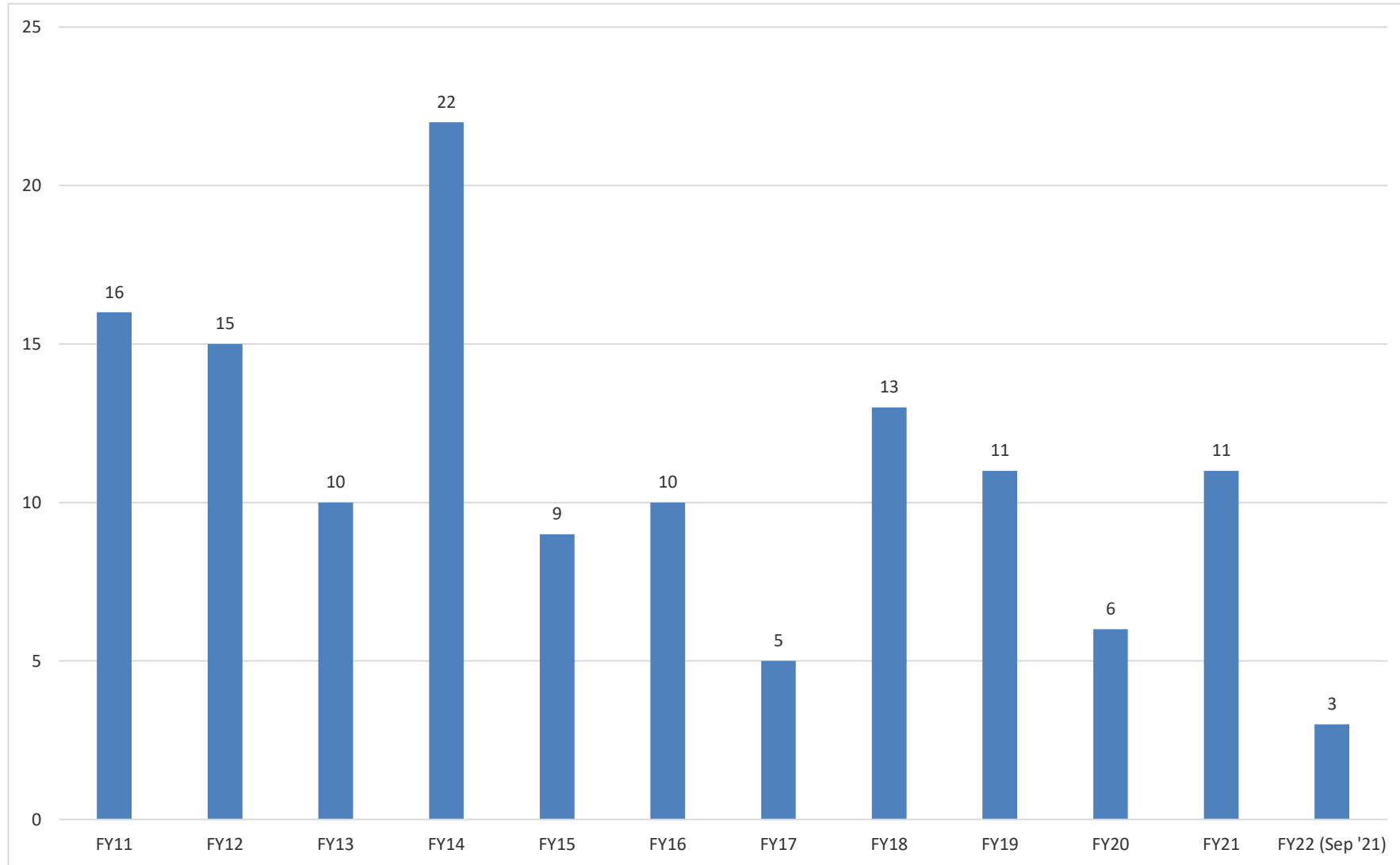
REDUCTION IN INJURIES

LOST TIME INJURY FREQUENCY RATE (LTIFR) - GROUP



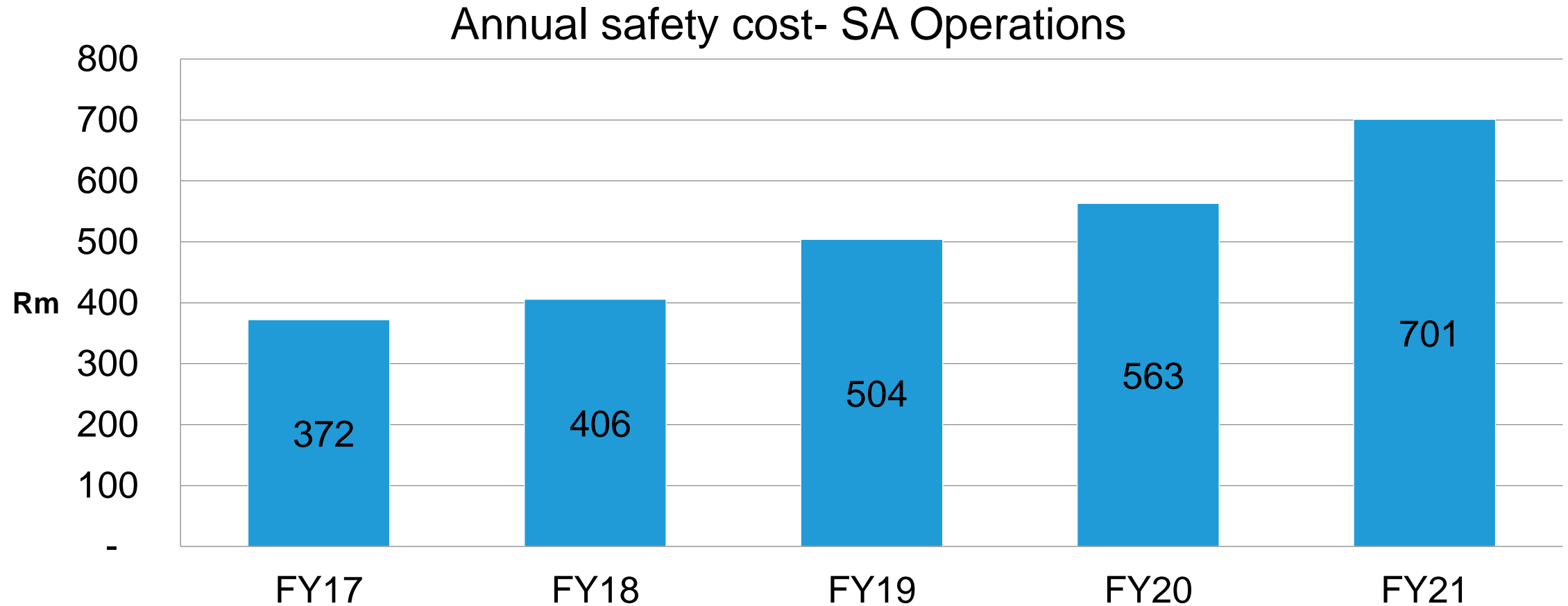
MORE NEEDS TO BE DONE

LOSS OF LIFE - GROUP



EVERY EFFORT MADE TO IMPROVE SAFETY

ANNUAL COST OF SAFETY



Note: includes both direct and indirect expenditure, including capital

HARMONY CARES

LOSS OF LIFE AND SERIOUS INJURY BENEFITS

Benefits for loss of life
mine accident

	Description
Provision of coffin and funeral services	At no cost to the family
Transport of body	At no cost to the family
Mine delegation to funeral	At least two senior managers
Union delegation to funeral	Eight union members, paid leave
Mourners in hearse	Maximum of six
Coworkers transport	One x 60-seater bus, paid leave
On-mine memorial service	For all employees to attend
Mine Workers Provident Fund advance	R40 000
Rand Mutual Assurance funeral policy	R30 000
Company donation – provided as soon as possible	R20 000
Accommodating family on mine to attend to affairs of the deceased	Six family members
Enrolling children in Harmony Education Fund as per policy	No limit on number of children
Offer of employment	Immediate offer of employment at underground entry level

Benefits provided for
serious injury on duty

	Benefit
COIDA benefit	Lump sum or monthly benefit paid to employee based on percentage disability rating
Alternative work	Alternative work is investigated and provided if suitable vacancies exist
Termination benefit	Two weeks per completed year of consecutive service paid if no alternative work is available, with a minimum benefit of R60 000
Offer of employment	To an immediate family member
Ongoing care	Employees medically incapacitated by injury on duty are also placed on the TEBA home-based care programme

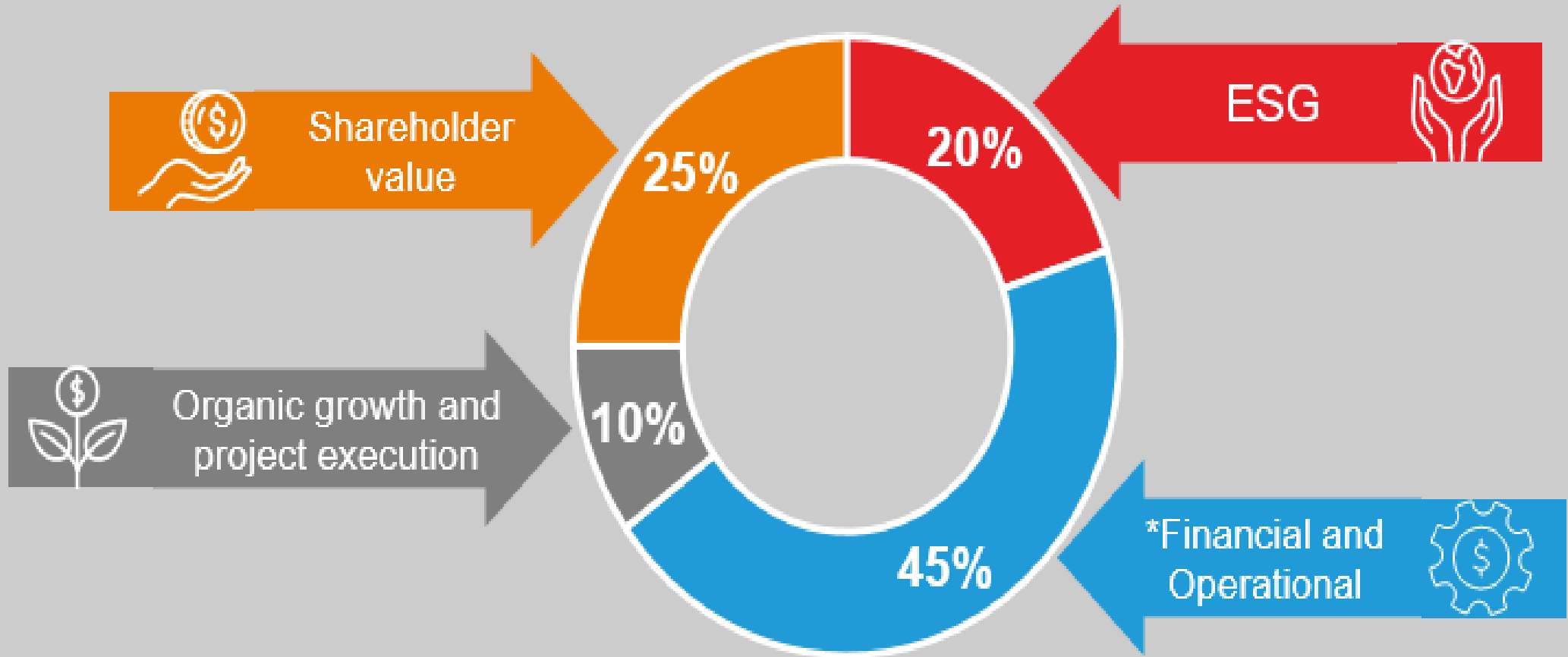
Note: Support provided to employees who become paraplegic after an injury at work are the same as above. However, the termination package is enhanced and the employee's home is renovated to make it wheelchair-accessible



IN CONCLUSION

OUR SCORECARD KEEPS US ACCOUNTABLE

BALANCED SCORECARD



*including environmental and social factors that impact life of mine

5 CATEGORIES THAT EXTERNAL PARTIES MEASURE US ON

	Measure/KPI	Comments
1	Commitment and accountability	Safety is our foremost corporate value – no product is as important as our people, who should return home safe and healthy every day. We believe that by contributing to the health and wellbeing of our employees and communities, as well as uplifting our communities through economic opportunities, we enable a socio-economic ecosystem in which our business and all stakeholders can thrive. Safety is reviewed daily, weekly, monthly and quarterly – by team members, supervisors, managers, executives and the board. We are held accountable by all our stakeholders. We hold each other accountable!
2	Planning and implementation	Planned work is safe work. Risk assessments performed to identify risks; multi-disciplinary detailed planning of how the workplace is to be mined safely to achieve our targets (safety and production); action plans agreed on to ensure control efficacy to achieve safe production and safe production is measured according to the detailed plan.
3	Training, behavior and culture	<p>Through on-going training, changed behavior and conscious safe living/working, we will see a significant reduction and ultimate elimination of Loss of Life. The Thibakotsi Journey has 3 key company culture change drivers:</p> <ol style="list-style-type: none"> 1. How leaders show up, develop themselves and adopt a collaborative leadership style aligned to all the company values 2. How leaders empower, develop, and engage middle management and supervisors 3. How leaders empower and engage with front line employee's ensuring that there is also a bottom-up approach to culture change. <p>We have a dual operational focus: ensure a safe and healthy workplace; and create a proactive safety culture where our employees stop, assess and manage all work-related risks. Taken together – safe workplaces and risk-aware employees – we are ensuring the sustainability of our business.</p>
4	Monitoring and reporting	We are encouraged by steady progress on many of our leading indicators (more reliable indications of preventing harm than lagging indicators, which simply monitor events that occurred), particularly safe declarations, golden-control monitoring, and learning from incidents. With automated systems and processes in place, we can now continuously assess workplace conditions and equipment to ensure no undue risks are posed to any employee on the surface or underground. We are also able to more effectively monitor the progress of safety-related initiatives at our operations.
5	Performance	<p>At the end of Q1FY22, Harmony's South African operations recorded 107 fatal free days - which represents 3 259 048 fatal free shifts. Furthermore, on 14 July 2021, we recorded 121 fatal free days and 3 682 069 fatal free shifts. This is the highest number of fatal free shifts achieved in Harmony's history. Our South African underground operations achieved 3 million fatal free shifts, while Tshepong and Doornkop achieved 1 million fatal free shifts. Mponeng and Saaiplaas Plants achieved 39 000 and 22 000 fatal free production shifts respectively.</p> <p>Our lost time injury rate improved from 6.10(1.220) to 6.04(1.207). The fall of ground injury rate improved from 1.53(0.305) to 1.48(0.296). Seismicity, fatigue and poor discipline were amongst the reasons for a regression in the reportable injury rate from 3.49(0.698) to 4.24(0.847) and the fatal injury rate regressing from 0.00(0.000) to 0.12(0.024).</p> <p>In FY22, Harmony will continue to embed its risk management process to create a more engaged and proactive safety culture across our operations. In tandem, we aim to improve our safety performance by 10% on the average performance of the previous three financial years.</p>

ZERO HARM IS POSSIBLE

FUNDAMENTAL BELIEF

ROAD TO ZERO LOSS OF LIFE AND PREVENT INJURIES



Development of safety leadership capability and credibility



Embedded practices – routines and habits



Improved employee engagement and development



Positively impacting employee's relationship to safety

Safety **underpins** all our actions and initiatives.

A safe mine, is a profitable mine.

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