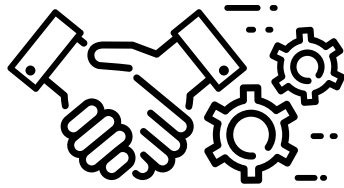




2021

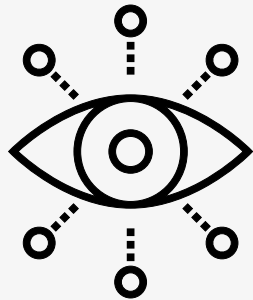
ANNUAL INTEGRATED REPORT

Mine. Enhance. Sustain.



OUR PURPOSE

Rolling back the environmental legacy of mining, adding to quality of life.



OUR VISION

To grow and diversify our business by unlocking value and providing sustainable solutions to mine waste through specialist skills and technology.



OUR VALUES



Honesty in all dealings



Everyone deserves respect, dignity and fairness



Our word is our bond



Achieving goals through teamwork



Think, stay informed



Courage to change

8 UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



aligned to our purpose, vision and strategy

Over time we have developed skillsets and systems to profitably and sustainably achieve our purpose. By removing mining residue we restore the environment and free up previously sterilised land for sustainable land use. By removing sources of airborne dust and effluent, in turn, we also improve the quality of life of those living nearby.

PERFORMANCE HIGHLIGHTS

FINANCIAL

We are proud that the business operated with resilience in response to various challenges, including COVID-19, and delivered outstanding results.



Operating profit

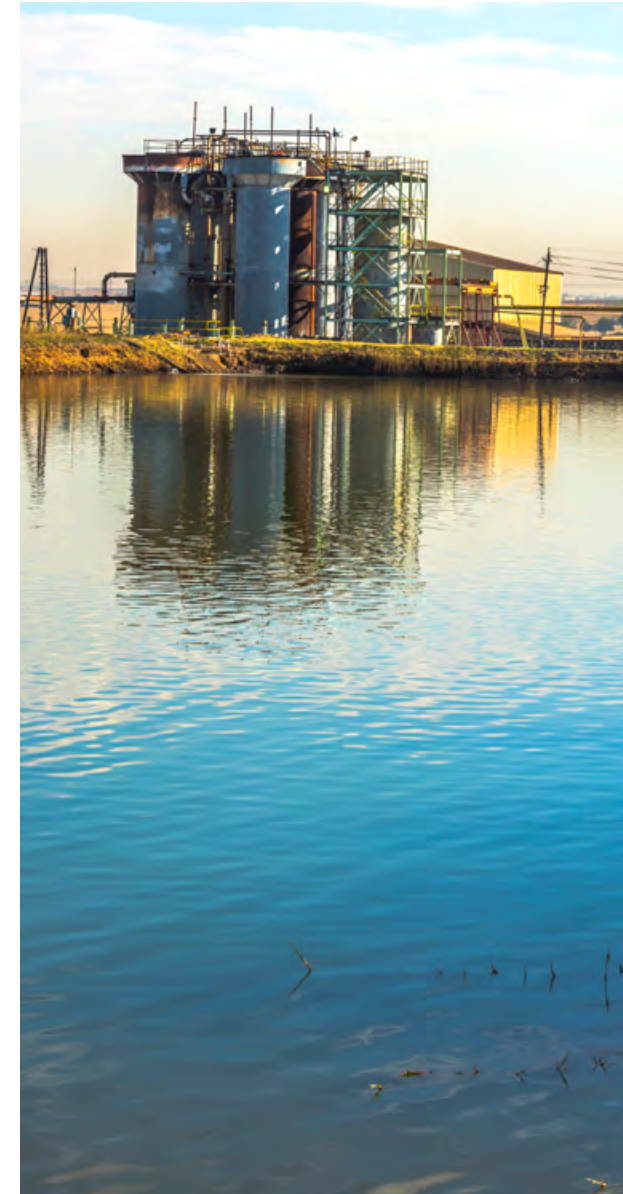
R2 170.7m

Headline earnings
per share
168.4cps

Cash operating cost/kg
R540 338

Free cash inflow
R1 126.8m

14 years
uninterrupted dividend
declaration



PERFORMANCE HIGHLIGHTS CONTINUED



OPERATIONAL AND GROWTH

Our operations are based on ultravolume and almost nano-gold extraction. The volume of reclaimed material delivered has one of the most profound impacts on the gold output of the plant.

Gold production

5 723kg

Volume
throughput
29.1Mt

Yield
0.197g/t

4L25
reclamation
commenced

**Phase II DFS
completed**
– subject to
regulatory approval

**FWGR copper
elution plant
project
completed**

PERFORMANCE HIGHLIGHTS CONTINUED



HEALTH AND SAFETY

Our health and safety strategy aims to reduce and ultimately eliminate health and safety threats through the performance of a comprehensive, integrated risk assessment and regular monitoring of our permanent and contracted employees.

ZERO ^{LA} fatalities

0.80 ^{LA}
Lost Time Injury
Frequency Rate (LTIFR)

0.40 ^{LA}
Reportable Injury
Frequency Rate (RIFR)

PERFORMANCE HIGHLIGHTS CONTINUED

ENVIRONMENTAL

Our aim is to contain the impact that our operations have on the environment, by containing dust and effluent, minimise our burden on nature and restore areas impacted by mining through rehabilitation.

Environmental spend
R105m

87.6ha
of land applications lodged
with the NNR for approval
for redevelopment

Dust exceedances
0.27%

2 968ML^{LA}
potable water
consumption



PERFORMANCE HIGHLIGHTS CONTINUED

SOCIAL

Our programmes are designed to enable communities to be self-sustainable by providing skills development. We also aim to alleviate poverty and educate the youth.

Total social and economic development spend

R48.9m^{LA}

23%
women in mining

72%
Historically disadvantaged
South Africans



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FORWARD-LOOKING STATEMENTS

Some of the information in this report may contain projections or other forward-looking statements regarding future events or other financial performance, including information relating to our Group, that are based on the beliefs of our management, as well as assumptions made by and information currently available to our management. When used in this report, the words "estimate", "project", "believe", "anticipate", "intend", "expect" and similar expressions are intended to identify forward-looking statements. Such statements reflect our current views with respect to future events and are subject to risks, uncertainties and assumptions. Many factors could cause the actual results, performance or achievements to be materially different from any future results, performance or achievements that may be expressed or implied by such forward-looking statements, including, among others, adverse changes or uncertainties in general economic conditions in the markets we serve, a drop in the gold price, a prolonged strengthening of the rand against the dollar, regulatory developments adverse to DRDGOLD or difficulties in maintaining necessary licences or other governmental approvals, changes in DRDGOLD's competitive position, changes in business strategy, any major disruption in production at key facilities or adverse changes in foreign exchange rates and various other factors.

These risks include, without limitation, those described in the section entitled "Risk Factors" included in our Form 20-F for the fiscal year ended 30 June 2021, which we filed with the United States Securities and Exchange Commission (SEC) on 28 October 2021. You should not place undue reliance on these forward-looking statements, which speak only as of the date thereof. We do not undertake any obligation to publicly update or revise these forward-looking statements to reflect events or circumstances after the date of this report or the occurrence of unanticipated events. Any forward-looking statement included in this report has not been reviewed or reported on by DRDGOLD's auditors.

In this integrated report, we address the performance and sustainable value creation of Ergo Mining Proprietary Limited and Far West Gold Recoveries Proprietary Limited, the reclamation operations owned and managed by DRDGOLD Limited during the financial year from 1 July 2020 to 30 June 2021

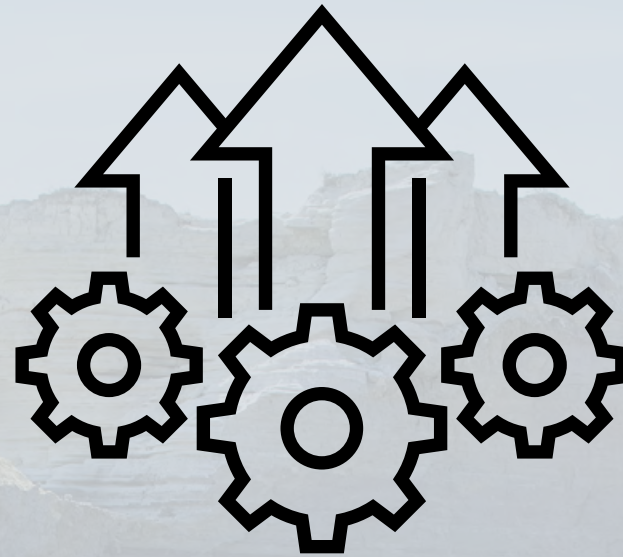
2 791

employees and contractors



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OVERVIEW

DRDGOLD is the only South African mining company focused solely on the retreatment of surface gold tailings. The Company is one of the oldest JSE listed companies, coupled with the Company's performance in FY2021, bears testimony to the resilience of a business model that has been several years in the making.

ABOUT THIS REPORT

In this annual integrated report, we address the performance and sustainable value creation of Ergo Mining Proprietary Limited (Ergo) and Far West Gold Recoveries Proprietary Limited (FWGR), the reclamation operations owned and managed by DRDGOLD Limited (DRDGOLD), during the financial year from 1 July 2020 to 30 June 2021.

REPORTING SCOPE AND BOUNDARY

The integrated report has been prepared to comply with the International Integrated Reporting Council (IIRC) Reporting Framework and the GRI Standards.

We also apply various standards, codes, principles and guidelines during our reporting processes including, the King IV Report on Corporate Governance for South Africa, 2016 (King IV), JSE Limited (JSE) Listings Requirements (JSE Listings Requirements), and the Companies Act of South Africa (Act No. 71 of 2008) (Companies Act). We also report on our contribution to the various United Nations Sustainability Development Goals (SDGs) as well as the World Gold Council Responsible Gold Mining Principles (WGC RGMPs) which are of strategic importance to us. Our Environment, Social and Governance (ESG) fact sheet can be found on the company's website: www.drdgold.com/investors-and-media/annual-reports/2021.

We communicate the sustainability of our business and compliance in terms of our listings on the Johannesburg Stock Exchange (JSE) and the New York Stock Exchange (NYSE) to our shareholders as our providers of capital. We also identify and report on our engagement with our other stakeholders. Our previous integrated report for the financial year from 1 July 2019 to 30 June 2020 can be found on the company's website: www.drdgold.com/investors-and-media/annual-reports/2020.

Our accompanying annual financial statements (AFS) for the year ended 30 June 2021 and notice of annual general meeting (NOM) for the year ended 30 June 2021, which includes summary consolidated financial statements, can be found on the company's website: www.drdgold.com/investors-and-media/annual-reports/2021.

MATERIALITY CONSIDERATION

We have followed a process of evaluating information we believe is material to include in this report. Our material issues are considered by our executive committee (Exco) who are responsible for delivering our strategy, under the oversight of the board of directors (Board), in an integrated manner to create sustainable value for our stakeholders. These material issues also influence our short term, medium term and long term outlook. The material matters are reported on to the Board. These material issues have been included on page 9 of this report.

The integrated report is prepared from information presented to the Board and respective committees, financial results presentations and publications and external reporting information and information

prepared by various departments within the organisation. The report is prepared under the supervision of Mr Riaan Davel, the company's CFO.

Various personnel contribute to the drafting of the report, including members of the executive committee and this process is overseen by an integrated reporting project head.

We also use the assistance of an external expert provider on integrated reporting to continually enhance the quality of our reporting.

HOW WE ENSURE THE INTEGRITY OF REPORT

The executive committee reviews the report before submission to the Board for review. The report is also reviewed by external assurance providers and external experts. Our financial statements included in the annual financial statements are assured by independent assurance provider, KPMG Inc. Selected sustainability key performance indicators, marked as LA in this report, have been assured by an independent assurance provider, KPMG Inc. Their report can be found on pages 116 to 117.

RESPONSIBILITY AND APPROVAL

We, the DRDGOLD Board, including the Audit Committee, acknowledge our responsibility for the compilation of this report and ensuring the integrity and completeness of the information presented. The Board has reviewed this report and applied its collective mind throughout the preparation of this report.

We believe that the report is presented in line with the IIRC Reporting Framework and complies in all material respects with the relevant statutory requirements of the various regulations governing disclosure and reporting by DRDGOLD. The integrated report, our AFS and NOM were formally approved by the Board at a meeting on 21 October 2021.

Geoffrey Campbell

Chairman
28 October 2021

Queries should be addressed to:

Riaan Davel

Chief Financial Officer

Tel: +27 (0)11 470 2608

Email: riaan.davel@drdgold.com

PROCESS FOLLOWED IN THE PREPARATION OF THE REPORT

Compiling our report

IIRC Reporting Framework and GRI Standards applied.

Content from Board, Exco, respective committees and departments, supervised by CFO

Ensuring the integrity of the report

Board and Exco review.

Coordinated by integrated reporting project head

Approvals of the report

Exco sign-off and Board approval

Improving the quality of the report

Assistance from an external expert is provided

OUR MATERIAL ISSUES

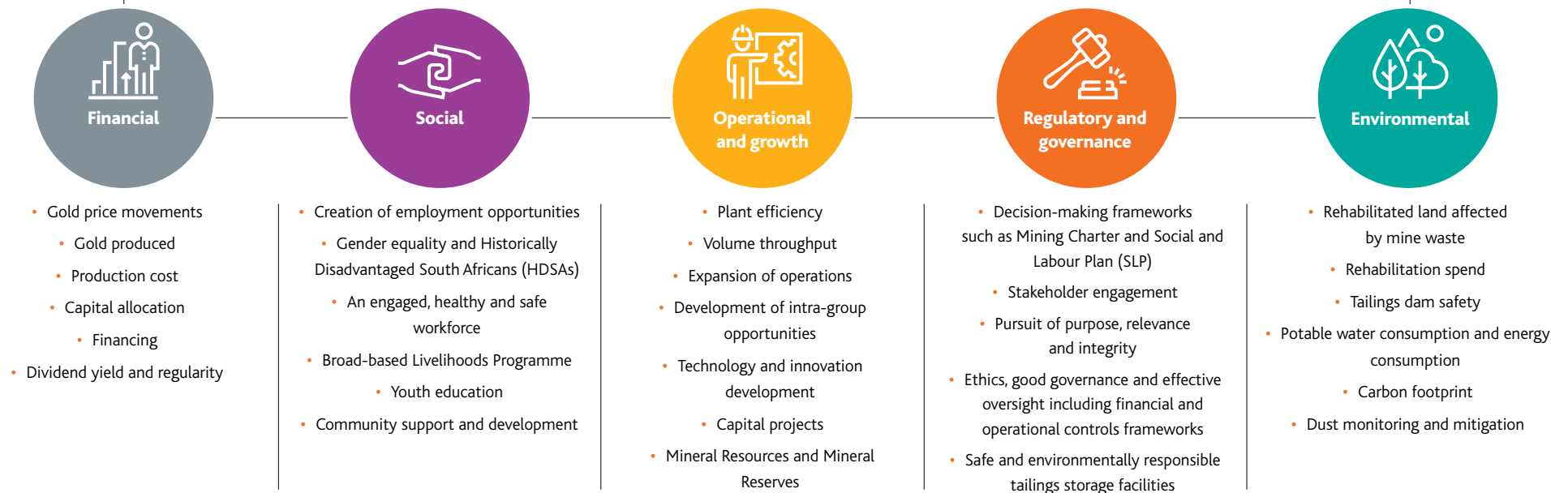
We have spent time reviewing the application of materiality in our business relative to our value drivers, strategic imperatives, purpose, risks and opportunities.

DRDGOLD MATERIALITY APPROACH AND VALUE DRIVERS

This review has allowed us to focus on areas of our business that really matter from a value creation perspective in the short term (1 year), medium term (2 to 6 years) and long term (6 years onward). This report to our stakeholders reflects the same materiality lens applied by the Board and management of the Company (Management) in terms of risk and opportunities, strategic focus areas, performance measurement, outcomes and outlook that are aligned to our most important value drivers.

These value drivers have been analysed in terms of what is important from a financial, operational and growth, environmental, social, and regulatory and governance point of view. We have also applied quantitative and qualitative materiality filters to the content of this report to ensure we have presented a complete, concise, and meaningful report that tells our value creation story in a compelling and objective manner.

The table below represents the outcomes of the 2021 materiality assessment:



CHAIRMAN'S LETTER



REFLECTION

"It's worth taking a moment to reflect on how this corporate success has impacted on the wider community and South Africa as a whole."

Geoffrey Campbell / Chairman
28 October 2021

First and foremost, I want to thank every member of DRDGOLD for an exceptional performance during the last financial year. The numbers speak for themselves and we have reported very strong results for 2021.

Gold production is up, our operating margin is up and profit is up. The strong operational performance, combined with a high gold price has produced some exceptional numbers and in November 2020, DRDGOLD was placed first at the Sunday Times Top 100 Companies awards for the company that generated the highest return to shareholders compared to other JSE listed peers.

It's worth taking a moment to reflect on how this corporate success has impacted on the wider community and South Africa as a whole. During the 12 months to June 2021, DRDGOLD paid R452.1 million in income tax and R223.2 million

in PAYE on behalf of employees. This is money that goes directly into running Government and funding vital infrastructure. We also invested R395.7 million in capital projects, building infrastructure of our own as part of our long-term investment in the future of South Africa. On top of all this, we paid R640.9 million in dividends, providing a much-needed return for investors, including pension funds, during a turbulent time caused by the COVID-19 crisis.

Operating through the COVID-19 pandemic has put a huge amount of stress on everyone as we deal with the unprecedented disruption and uncertainty as to how this pandemic will finally be brought under control. DRDGOLD has worked diligently to put in place measures to minimise the risk of COVID-19 and keep our workforce safe. Such is the wide-spread nature of COVID-19 that some of our employees contracted COVID-19 and I am very

sad to report that our employees, Nelly Nkosi and Patrick Rikhotso, died as a result.

DRDGOLD continues to literally change the face of South Africa. We are moving almost 30 million tonnes of dump material every year. That equates to a tonne of material, every second of every day. It is being moved away from residential areas where it has the potential to spread dust and cause other environmental hazards to a safe and contained facility. We operate some of the biggest tailing facilities in the world, to contain the material that we treat. Not only are we improving the environment in and around Johannesburg, but we are ensuring that the facilities that we leave behind do not create a problem for future generations. Everything we build and do today is designed with the future in mind. From day-to-day mining where we run a continuous rehabilitation program rather than leaving it to the end as used to be common practice in the mining industry, to the large

tailing storage facilities that we are building today that will be around long after we are all forgotten.

We have concluded definitive feasibility studies of a huge tailing retreatment investment in the West Rand along with power generation and storage projects in the East Rand that will improve the economics of our operations and reduce our carbon footprint. Both projects are subject to regulatory approvals. These mega-projects require detailed planning and analysis to ensure that the design is safe, it is robust enough to deal with future uncertainties and provide an adequate return to investors. With such a significant long-term investment we need to weigh up the political uncertainty and potential changes to the regulatory environment.

In addition to the capital projects that will provide future growth, we are always working with new ideas to help us gain a competitive advantage to process the material more efficiently and extract an extra percentage of gold. The series of small continuous improvements has an accumulative effect to make a significant difference to ensure all of our operations are more sustainable.

This is my last letter to the shareholders as I will leave DRDGOLD on 30 November 2021.

I am extremely happy to be handing over to Timothy Cumming who will be taking over. After a detailed search of external and internal candidates, he was selected to be the next Chair. He has been on the Board of DRDGOLD since August 2020 and also sits on the Board of Sibanye-Stillwater. He has extensive relevant experience and skill and is ideally placed to lead the Board in the next phase of DRDGOLD's journey.

CEO'S REVIEW



RESILIENCE

"We have been very disciplined in our capital investment strategy to provide both resilience during the downcycle and opportunity during the upcycle."

Niël Pretorius / Chief Executive Officer
28 October 2021

As I am writing this letter, a newspaper article reports that the third wave of COVID-19 in South Africa is over. Our staff's response to our infection avoidance protocols of hygiene and social distancing, and now also in terms of taking the vaccine, has helped contain the impact of the virus to the point that it has had no noticeable effect on business performance and disruption.

Sadly, for two of our colleagues the opportunity to take the vaccine came too late. Our Chairperson pays homage to them in his letter, and I echo his views, adding to it my frustration that for them, a more inclusive and less centralised approach to the vaccine roll-out may well have meant the difference between life and death. We continue to encourage our staff to take the vaccine in anticipation of the fourth wave, and so far, the take-up has been encouraging.

In terms of our operating environment, the impact of the virus has been far more profound. Our business operates amidst the poorest of the poor and the disruption caused by prolonged restrictions on movement and economic activity extends beyond the sectors affected in the formal economy. The impact it has had on livelihoods in the 'per-day' informal economy has been nothing short of devastating, exacerbated by the continued absence or collapse of basic support and services on the part of the State. Those trapped in this situation have no jobs, poor medical care, very little access to education, no income, and no hope. Although the top-up of social grants – in no small measure facilitated by the contribution of the minerals industry to the fiscus – brought some relief, it was not enough, and the discontent that has been simmering for many years erupted early in July, triggered by the incarceration of former president, Jacob Zuma. For five days South Africa held its

collective breath and watched in horror as key logistical lines were disrupted and valuable strategic infrastructure plundered and destroyed.

While the State held meeting after meeting, civil society united to hold the line until, finally, the army was deployed to restore law and order. In the noise of commentary and expert opinions that followed, one opinion from a young social scientist in Pretoria resonated strongly with the underlying motivation that informs our approach to social capital. Amidst 'expert' arguments of emerging 'enclaves' and the decentralisation of the legitimate use of force, she urged the private sector to, in the void left by an absent State, establish inclusive, depoliticised diplomatic relations and partnerships and to help implement non-exclusive socio-economic solutions that deliver sustainable outcomes to a broader society. Simply put, the implications of the events of July and of her recommendations

are that sustainability and social stability, or the 'S' in ESG, have assumed a relevance beyond social responsibility and equity. It has become an essential component in the toolkit of business in South Africa to prevent anarchy and to maintain an operating environment within which businesses are able to grow and flourish – an environment in which it is both safe and responsible to invest capital.

DRDGOLD AS A SOCIAL PARTNER

Our social capital footprint is extensive. It has been built up over many years and over a large area, and this network stood us in good stead in the relief campaigns we drove during the hard lockdown. We are now aiming to extend that and, in the months to come, will be carefully considering each of the 25 social investment programmes, ranging from early childhood development to sustainable land use that the applied-research team of E-Enterprises, University of Pretoria has crafted for us. Ultimately our vision is to play a role, as a social partner, in breaking the cycle of dependency in these abandoned communities by leveraging the combined potential of social grant inflows and the informal economy. The idea ultimately is for communities to, through knowledge transfer and self-empowerment, transform their informal settlements into sustainable 'villages', into microcosms of economic and social sustainability.

"It has been an incredibly rewarding and satisfying journey during which the 'embattled DRDGOLD' became a brand worn with pride by its staff and management."

CEO'S REVIEW CONTINUED

PROVIDING RESILIENCE AND OPPORTUNITY

Turning to the business of business, we have been very disciplined in our capital investment strategy to provide both resilience during the downcycle and opportunity during the upcycle. Late in FY2020, the operating model and design of the business bore testimony to the embedded resilience of the business by enabling us to keep going during the hard lockdown. FY2021 saw a dramatic swing in the opposite direction of the cycle on the back of a surging gold price. A favourable gold price is meaningless though if you are unable to take advantage of it – the set-up of our business in terms of throughput capacity and recovery efficiency was such that it was geared to take full advantage of the gold price and we benefited handsomely. Exceptional gold production drove financial returns that we had never witnessed before and our net cash position, after paying R640.9 million in dividends and R452.1 million in taxes and substantially higher spending on environmental management, increased from R1.7 billion to R2.2 billion.

SUSTAINABLE POWER-GENERATION

In terms of the way forward, we have a clear view of what we want to do next to optimise our portfolio of assets. The robust earnings of the recent past enable us to accelerate these programmes. Eskom remains one of our biggest risks, and therefore a large percentage of this year's capital budget is going towards our own solar PV power generation plant and a battery storage facility at Ergo. The value overlap in this project is as compelling as our integrated grey water circuit. Not only will it

reduce operating risk and running costs, but it will also significantly shrink our carbon footprint. We experience first-hand the effect that global warming is having on the climate every summer – the increase in severity and regularity of extreme rain in the past few years is undeniable and has compelled us to modify both our mining method and our infrastructure to keep clean and dirty water separate.

We will also be investing in more technology to optimise extraction efficiencies – closed circuit mills at FWGR and a pilot extraction plant at Ergo to test an exciting new application of technology – and in additional tailings storage capacity. At FWGR this forms part of Phase II, while at Ergo it is simply a matter of laying the groundwork for an upgrade of our resource statement and an extension of life of mine.

We are making these investments in a dynamic and complex environment though, with many uncertainties. These are big and expensive projects, and we are careful not to bite off more than we can chew. Therefore, in terms of the larger and longer-term projects, the approach we take is both systematic and methodical. Firstly, we plan as expansively as the project dynamics would allow, for example, the regional tailings storage facility is designed significantly beyond the deposition requirements of our 250 million tons resource. It is designed, and tested for feasibility, at a scale able to facilitate a consolidation of the entire region's tailings (including those of Sibanye-Stillwater's planned uranium project at Cooke). This way we do not spend more than what our risk appetite and capacity allow at the onset of the project, but by investing and developing with the big picture in

mind, we make sure that we stay aligned with the long-term capacity of the project. The same applies to the approach to the solar PV plant.

GREEN MINING

In terms of growth beyond the optimisation of our existing asset portfolio, we believe that both the market response to the strategy of our controlling shareholder, Sibanye-Stillwater, as well as the global commitment to the transition to clean energy (in no small measure attributable to the response of the planet to reduced emissions during lock-down) are important considerations in shaping our own strategy. As it is, because of the effect that the cleaning-up of mine waste sites is having both on ground water quality and the rehabilitation of land, the gold we produce is probably amongst the greenest on the planet. Add solar PV power to that and the cycle is even more complete – gold produced by cleaning up mine waste, using grey water and clean power.

The prospect of retreating mine waste to produce the metals used in the generation and storage of green power is an exciting one, both in terms of our desire to make our mining truly green, and in terms of the economic prospects of future metals. In our view, we are at the start of a very long cycle in these metals, driven by a global community seemingly determined to convert to green energy. Those following the strategy of Sibanye-Stillwater will have noticed the prominence DRDGOLD is now afforded in the presentations that plot out their expansion plans. This is not coincidental – in addition to looking at independent growth, we are explicitly aligning ourselves with the strategy of

Sibanye-Stillwater, slotting as it were, into their slipstream and leveraging their momentum.

On a more personal note, after more than a decade of sharing this space with Geoffrey Campbell, our professional relationship ends this year. As Chairman, Geoff worked to an unambiguous and consistent set of values, providing the leadership and dynamic space that enabled DRDGOLD to become a prominent player in mine waste retreatment. The outcome was remarkable and unique in that he managed to achieve both commercial success and effortless alignment with what has become one of the most compelling and enduring mainstream ideas of the day, of inclusive and integrated value through sustainable development and, more recently, ESG.

It has been an incredibly rewarding and satisfying journey during which the 'embattled DRDGOLD' became a brand worn with pride by its staff and management. Now, at the start of a new era of growth and expansion, the baton is being placed in the astute hands of Tim Cumming whose experience, values and world view will stand us in good stead in the journey ahead. Tim has the full support and confidence of the Board and Management, and we are looking forward to entering this very exciting next chapter in the history of this wonderfully nimble old grand dame of the South African mining industry.

CFO'S REVIEW



We are truly proud that the business operated with resilience in response to various challenges, including COVID-19, and delivered outstanding results, taking advantage of the environment created by the favourable gold price.

FWGR continued to benefit from its high-yield Phase 1 and Ergo delivered excellent volumes and stability. For the group, gold production increased by 6% and cash operating costs per ton also increased by 6%, evidencing good cost control. Both operations benefited from the 19% increase in the average gold price received, enabling us to generate free cash flow of R1 126.8 million. After paying cash dividends of R640.9 million, we ended the financial year with cash and cash equivalents of R2 180.0 million.

After declaring an interim dividend during the financial year of 40 cents per share, we also declared

a final dividend of 40 cents per share. This marks the Company's fourteenth consecutive financial year in which it is paying a dividend. The dividend yield at 30 June 2021 was 5.3%.

We are delighted to continue paying dividends, while also keeping cash available for the growth phase that the company is embarking on.

Our market capitalisation has stabilised after the astonishing year-on-year growth to 30 June 2020 to reflect an increase of 332% over the two-year period to 30 June 2021.

With a favourable cash position and no bank debt, we look forward to growing our business in a sustainable manner and to fulfil our mandate to all our stakeholders.

As set out in the Value Added Statement on page 33, total economic value distributed increased

by 9% year-on-year and we were able to make an economic contribution to various stakeholders, including shareholders, suppliers, employees, communities and the fiscus.

Consequently, as a business, we continue to add value to the South African economy.

In FY2022, we look forward to seeing both Ergo and FWGR continue to operate efficiently, managing costs and generating cash flows, and taking deliberate steps toward setting up the next phase of the business.

Financial performance scorecard

		2021	2020
Gold produced	kg	5 723	5 424
	oz	183 999	174 385
Gold sold	kg	5 734	5 437
	oz	184 352	174 804
Volume throughput	Mt	29.1	26.3
Cash operating costs	R per kg	540 338	482 417
All-in sustaining costs	R per kg	626 247	541 475
Average gold price received	R per kg	917 996	768 675
Operating profit	Rm	2 170.7	1 562.1
Operating margin	%	41.2	37.3
Capital expenditure	Rm	395.7	181.1
Free cash inflow	Rm	1 126.8	926.4
Borrowings	Rm	–	–
Dividend declared	Cps	80	85

 **19%** increase in the average gold price received

CFO'S REVIEW CONTINUED

GOLD PRODUCTION

The Group's total gold production increased by 6% to 5 723kg, reflecting an 11% increase in total throughput to 29.1Mt and a 4% decrease in average yield from 0.206g/t to 0.197g/t. Gold production at Ergo increased by 7% from 3 989kg to 4 263kg mainly due to Ergo's volume throughput which increased by 13% from 20.2Mt to 23.0Mt. Yield at Ergo decreased from 0.197g/t to 0.186g/t as a result of a depletion in high-grade reserves being mined at Knights. FWGR production increased slightly by 2% to 1 460kg as a result of a 2% increase in volume throughput. Yields remained unchanged at 0.237g/t.

CASH OPERATING COSTS

Total cash operating costs were up 17% from R2 626.0 million in FY2020 to R3 072.7 million. Ergo's cash operating costs increased by 17% from R2 274.0 million to R2 666.5 million. FWGR's cash operating costs increased by 15% from R352.0 million to R406.2 million. The increase is as a result of inflation, a 15% tariff increase by power utility Eskom which came into effect in April 2021 and an increase in electricity usage at FWGR due to FY2021 being the operation's first full year of milling, as well as an increase in volume throughput at both operations for the year. Cash operating costs per kilogram increased by 12% to R540 338/kg in FY2021 from R482 417/kg reflecting the increase of total cash operating costs mitigated by increased gold production.

ALL-IN SUSTAINING COSTS (AISC)

AISC increased by 16% to R626 247/kg, a consequence primarily of higher operating cash costs at Ergo and FWGR and higher sustaining capital for the Group. FWGR's AISC of R377 210/kg contributed to a lower Group AISC.

OPERATING PROFIT

Operating profit increased 39% from R1 562.1 million to R2 170.7 million mainly as a result of an increase in revenue by 26% mitigated by an increase of 17% in cash operating costs and a R25.6 million debit to costs related to the recognition of gold in process and bullions unsold at year end compared to R3.1 million credit in FY2020.

Our profits are sensitive to fluctuations in the gold price as we are a price taker and do not enter into hedges or forward contracts, unless in response to a specific business risk, such as liquidity.

The diagram below illustrates the impact that a 10% increase or decrease in the average rand gold price would have had on our FY2021 results, keeping all other variables constant:

REVENUE

10% decline Gold price =
R4.7 billion

10% increase Gold price =
R5.8 billion

OPERATING PROFIT

10% decline Gold price =
R1.6 billion

10% increase Gold price =
R2.7 billion

The table below illustrates a five-year analysis of operating profit delivery at each level of the average gold price received.

Historical operating profit

	Average gold price received	Cash operating costs	Total operating profit
	R per kg	R per kg	Rm
2017	548 268	489 549	256.8
2018	534 344	458 866	355.2
2019	577 483	499 749	371.8
2020	768 675	482 417	1 562.1
2021	917 996	540 338	2 170.7*

* Comprised of Ergo and FWGR operating profit of R1 244.6 million (2020: R792.1 million) and R926.1 million (2020: R770.0 million) respectively

DIVIDEND DECLARED

We declared a dividend of 80cps in respect of FY2021 enabled by the increase in cash generated for the year and continued strength in our liquidity position, with no bank debt.

Summarised group statement of profit and loss

	2021 Rm	2020 Rm
Revenue	5 269.0	4 185.0
Cost of sales	(3 388.2)	(2 937.9)
Gross profit from operating activities	1 880.8	1 247.1
Administration expenses and other costs	(64.0)	(309.9)
Other income	0.1	0.7
Finance income/(expense) – net	146.7	41.0
Profit before tax	1 963.6	978.9
Income tax	(523.7)	(343.9)
Profit for the year	1 439.9	635.0

REVENUE

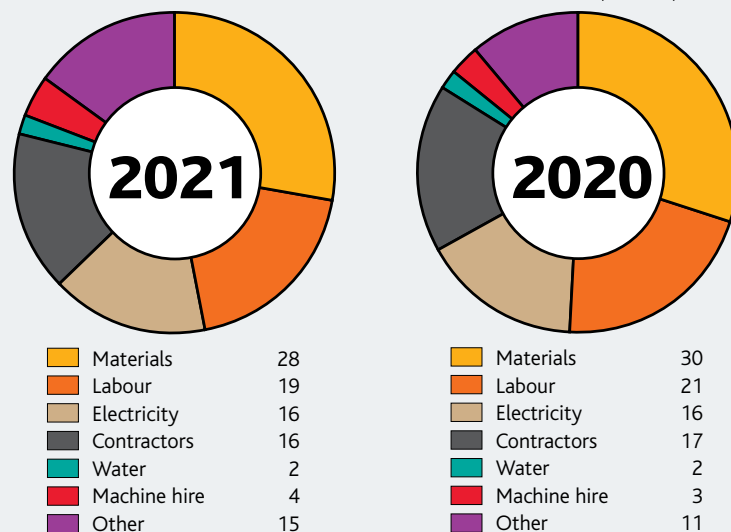
Revenue increased by 26% to R5 269.0 million, comprising R3 943.0 million by Ergo and R1 326.0 million by FWGR.

COST OF SALES

Cost of sales is mainly made up of materials, labour, electricity, contractors and depreciation and has increased to R3 388.2 million from R2 937.9 million in FY2020.

CFO'S REVIEW CONTINUED

OPERATING COSTS (%)



ADMINISTRATION EXPENSES AND OTHER COSTS

Included in administration expenses and other costs is the cash settled long-term incentive (CLTI) benefit of R44.3 million compared to a R218.1 million CLTI expense in FY2020. The benefit is mainly due to the remeasurement of the CLTI liability at vesting date which was based on a decrease in the seven-day VWAP volume weighted average price of the DRDGOLD share from R25.14 at 30 June 2020 to R18.62 at vesting date. This liability was fully settled on 5 November 2020.

Also included is the expense for the new equity settled share-based payment which replaces the CLTI of R16.0 million compared to an expense of

R6 million in the prior year. The first grant was made on 2 December 2019 and will vest in two tranches, 50% on the second anniversary and 50% on the third anniversary of the grant date. The second grant was made on 22 October 2020 and will vest on the third anniversary of the grant date. For more information on the rules of the equity settled share-based payment, you are referred to the Remuneration Report on page 96.

FINANCE INCOME/(EXPENSE) – NET

Finance income increased from R109.8 million to R216.2 million mainly as a result of the increase in cash and cash equivalents held during the year. Finance expense increased from R68.8 million to R69.5 million. Included in finance expense is

the unwinding of provision for environmental rehabilitation of R44.7 million compared to R52.0 million in FY2020. This is as a result of a reduced environmental provision balance unwinding in the current year.

INCOME TAX

This is the second financial year that both Ergo and FWGR were in a tax paying position as a result of increased profitability driven by higher gold production and gold price mitigated by the

redemption of capital expenditure for the year. For deferred tax purposes, the Group applies a forecast weighted average tax rate considering the expected timing of the reversal of temporary differences. The forecast weighted average tax rates of both Ergo and FWGR have remained unchanged at 25% and 30% respectively after considering forecast gold prices, profitability and capital expenditure. FWGR is already at the maximum end of the gold tax formula due to its relatively lower cost base and higher yield.

Summarised group statement of financial position

	2021 Rm	2020 Rm
Property, plant and equipment	2 809.7	2 621.1
Investments in rehabilitation obligation funds	652.2	626.0
Deferred tax asset	5.8	8.0
Other non-current assets	207.6 ¹	230.3 ¹
Inventories	340.0	323.4
Tax receivables	8.6	4.9
Trade and other receivables	144.1	146.4
Cash and cash equivalents	2 180.0	1 715.1
Total assets	6 348.0	5 675.2
Equity	4 820.4	4 040.2
Provision for environmental rehabilitation	570.8	568.9
Deferred tax liability	377.1	273.1
Post-retirement and other employee benefits	10.3	10.1
Lease liabilities	37.9	37.0
Trade and other payables	509.8	478.8
Other current liabilities	21.7 ²	267.1 ²
Total equity and liabilities	6 348.0	5 675.2

¹ Includes payments made under protest and investments in other entities of R40.5 million (2020: R35.0 million) and R167.1 million (2020: R195.3 million) respectively

² Includes lease liabilities of R16.9 million (2020: R10.1 million) and current tax liabilities of R4.8 million (2020: R29.4 million). Included in 2020 was also employee benefits of R227.6 million

CFO'S REVIEW CONTINUED

PROPERTY, PLANT AND EQUIPMENT

Capital additions for the year were R395.7 million. An addition of R16.6 million was made to the IFRS 16 right of use asset which is included as part of property, plant and equipment. Capital additions at Ergo included:

- Infrastructure development for reclamation of the 4L25 dump
- Upgrading of the Ergo plant's carbon in leach circuit to provide more capacity and achieve better efficiencies
- The installation of a third regeneration kiln, both for additional carbon regeneration capacity to manage the planned higher plant throughput and as back-up for the two existing kilns
- Improved tailings deposition

Capital additions at FWGR included the installation of a copper elution circuit and a closed milling circuit. More information is provided for in the operational performance section on page 63.

INVESTMENTS IN REHABILITATION OBLIGATION FUNDS

The use of the funds in the environmental rehabilitation trust and the cell captive is restricted and may only be used for environmental rehabilitation activities within the DRDGOLD group of companies. The increase in these investments is due to the interest earned of R26.2 million. These are sufficient to settle the current estimated environmental rehabilitation provision.

OTHER NON-CURRENT ASSETS

Included in non-current assets are equity investments at fair value through other comprehensive income of R167.1 million (FY2020: R195.3 million). This is comprised mainly of DRDGOLD's 11.3% interest in

Rand Refinery Proprietary Limited, the fair value of which is estimated at R119.3 million at 30 June 2021 compared to R178.4 million at 30 June 2020. The fair value is estimated using the income approach and discounted cash flow method, with both observable and non-observable inputs. DRDGOLD's 3.5% interest in Australian listed company, West Wits Mining, is also included in the balance. The investment increased from R12.0 million in FY2020 to R43.5 million in FY2021.

TRADE AND OTHER RECEIVABLES

Included in trade and other receivables is R50.2 million of VAT receivable (FY2020: R83.5 million), gold debtors for gold sold at year end but proceeds not received of R56.5 million (FY2020: R23.1 million) and prepayments of R17.4 million (FY2020: R25.1 million).

INVENTORIES

Included in inventories is R59.6 million gold in process (FY2020: R86.6 million), R52.9 million ore stockpiles (FY2020: R9.0 million), R49.9 million gold bullions (FY2020: R62.2 million) and R177.6 million consumable stores (FY2020: R165.6 million).

CASH AND CASH EQUIVALENTS

Cash and cash equivalents increased by R464.9 million (FY2020: increased by R1 435.6 million), mainly as a result of an increase in cash generated from operations, after paying dividends of R640.9 million (FY2020: 564.5 million), capital addition of R395.7 million (FY2020: R181.1 million) and paying income tax of R452.1 million (FY2020: R240.1 million).

PROVISION FOR ENVIRONMENTAL REHABILITATION

The provision for environmental rehabilitation

increased by R1.9 million. Movements in the provision include:

- Change in estimate recognised in profit or loss of R12.4 million, reducing the liability as a result of changes in the estimated timing of the vegetation of reclamation sites.
- Change in estimate recognised in property, plant and equipment of R26.4 million, increasing the provision, as a result of increases in contractor rates, for the establishment of vegetation, based on test-work performed and inflationary increases on other contractor rates.
- Payments of R56.8 million (FY2020: R30.2 million) made for vegetation of 69ha of the Brakpan/Withok TSF, 20ha of the Daggafontein TSF, 6ha of the Crown Complex TSF, and 19ha of the Driefontein 4 TSF occurred during the year. Concurrent vegetation took place on 1ha of the Dam 5 tailings dam.
- Unwinding of R44.7 million (FY2020: R52.0 million) was recognised.

The decommissioning and restoration liabilities are funded by a combination of funds that have been set aside in an environmental rehabilitation trust fund as well as environmental guarantees issued by Guardrisk Insurance Company Limited to the Department of Mineral Resources and Energy (DMRE) amounting to R430.1 million (FY2020: R427.3 million).

DEFERRED TAX LIABILITY

The deferred tax liability increased due mainly to the acquisition of property, plant and equipment that has been fully claimed as accelerated capital deductions for income tax. In addition, deferred tax assets have reduced due to accruals at 30 June 2020 being claimed during the year ended 30 June 2021.

TRADE AND OTHER PAYABLES

The current ratio has improved from 2.9:1 in FY2020 to 5.0:1 in FY2021. The increase in trade and other payables is as a result of the increase in the STI bonus accrual.

OTHER CURRENT LIABILITIES

Included in other current liabilities in FY2020 was R227.6 million related to the CLTI which was fully settled on 5 November 2020.



CFO'S REVIEW CONTINUED

Summarised group statement of cash flows

	2021 Rm	2020 Rm
Net cash flows from operating activities	1 573.4	1 128.9
Net cash flows from investing activities	(446.6)	(202.5)
Net cash flows from financing activities	(653.5)	509.2
Net increase/(decrease) in cash and cash equivalents	473.3	1 435.6
Effect of exchange rate fluctuations on cash	(8.4)	–
Cash and cash equivalents at the beginning of the year	1 715.1	279.5
Cash and cash equivalents at the end of the year	2 180.0	1 715.1
Included in net cash flows from operating activities:		
Working capital changes	(194.9)	(92.0)
Change in trade and other receivables	6.9	(79.0)
Change in other non-current assets	(8.1)	(10.6)
Change in inventories	(44.7)	(26.4)
Change in trade and other payables and employee benefits	(149.0)	24.0

NET CASH FLOWS FROM OPERATING ACTIVITIES

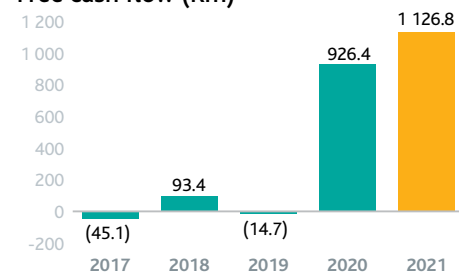
Free cash inflow was R1 126.8 million in comparison with free cash inflow of R926.4 million in FY2020, mainly as a result of increased profitability for the Group.

Free cash flow is a measure used as key performance indicator (KPI) in our short-term incentive scheme and is an indicator of the Company's ability to generate healthy cash flows from its operating activities to fund future expansions, declare dividends and maintain low gearing. It is calculated by deducting cash flow from investing activities from cash flow from operating activities.

NET CASH FLOWS FROM INVESTING ACTIVITIES

Net cash flow from investing activities comprises R395.7 million capital expenditure (FY2020: R181.1 million) and environmental payments of R51.0 million (FY2020: 22.1 million).

Free cash flow (Rm)



Working capital changes

Working capital changes generated a cash outflow of R194.9 million in comparison with a cash outflow of R92.0 million in the previous year as a result of the STI settlement payment which occurred during the current year.

	Capital spend Rm
2017	110.6
2018	125.9
2019	347.4
2020	181.1
2021	395.7

OUTLOOK

This year, because of marginally lower expected yield, we guide production for FY2022 in a range slightly lower than FY2021, of between 160 000 and 180 000 ounces, with volume throughput still the primary determining factor. We guide cash operating costs at approximately R600 000/kg and expect a capital investment of approximately R600 million.



THREE YEAR REVIEW

		2021	2020	2019
GROUP OPERATING RESULTS				
Ore milled	'000t	29 111	26 280	25 230
Yield	g/t	0.197	0.206	0.197
Gold produced	kg	5 723	5 424	4 977
	oz	183 999	174 385	160 014
Gold sold	kg	5 734	5 437	4 934
	oz	184 352	174 804	158 632
Average price received	R/kg	917 996	768 675	577 483
	\$/oz	1 854	1 527	1 267
Cash operating costs	R/kg	540 338	482 417	499 749
	\$/oz	1 091	958	1 096
Sustaining capital expenditure	Rm	353.0	164.2	22.5
All-in sustaining costs	R/kg	626 247	541 475	524 713
	\$/oz	1 265	1 075	1 151
GROUP PERFORMANCE INDICATORS				
Operating margin	%	41.2	37.3	13.5
All-in sustaining costs margin	%	31.8	29.7	9.1
Headline earnings per share	CPS	168.4	82.4	10.9
Return on equity	%	29.9	15.7	2.7
ASSET AND DEBT MANAGEMENT				
Free Cash Inflow (Outflow) ¹	Rm	1 126.8	926.4	(14.7)
Current ratio	times	5.0	2.9	1.4
Debt to equity ratio		–	–	–
Interest cover ²	times	(19.0)	23.1	5.7
Net asset value per share	cents	558	467	386
MARKET VALUE AND SHAREHOLDER RETURNS				
Market price per share	cents	1 493	2 695	429
Ordinary shares in issue		864 588 711	864 588 711	696 429 767
Market capitalisation	Rm	12 908	23 301	2 988
Price earnings ratio	times	8.9	32.7	39.4
Market/book ratio	times	2.7	5.8	1.1
Dividend declared per share ³	cents	80	85	20
Dividend yield	%	5.3	3.2	4.7

¹ Cash flow from operating activities less cash flow investing activities

² The basis of calculation of the interest cover is consistent with that for the RCF of R200 million covenant calculation as net interest to adjusted EBITDA. In FY2021, net interest is positive, i.e. interest income exceeded interest expense.

³ Dividend of 40cps declared subsequent to year end, in respect of FY2021



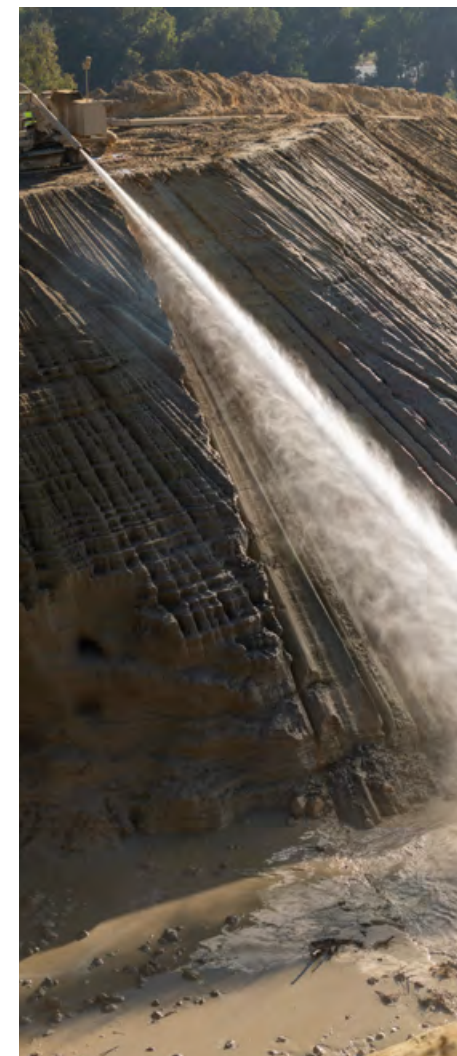
THREE YEAR REVIEW CONTINUED

		2021	2020	2019
GROUP SUSTAINABILITY INDICATORS				
Total economic value distributed	Rm	4 331	3 983	2 694
Value distributed to employees-salaries, wages and other benefits	Rm	598	573	477
Total socio-economic development spend	Rm	48.9 ^{LA}	32.5	26.5
Fatalities		0 ^{LA}	0	1
Lost time injury frequency rate		0.80 ^{LA}	1.27	2.37
Reportable injury frequency rate		0.40 ^{LA}	0.96	1.78
Women in mining (% of total staff)	%	23	23	21
Historically disadvantaged South Africans	%	72	73	72
Cyanide	tonnes	6 799 ^{LA}	6 976	8 645
Scope 1 CO ₂ emissions	tonnes	7 449 ^{LA}	6 923	8 488
Scope 2 CO ₂ emissions	tonnes	404 609 ^{LA}	364 950	407 687
Total CO ₂ emissions	tonnes	412 145 ^{LA}	372 025	416 324
Electricity consumption	MWh	381 707 ^{LA}	350 914	392 007
Diesel consumption	litres	800 799 ^{LA}	654 446	1 138 347
Natural gas consumption	Gj	96 189 ^{LA}	92 077	96 642
Potable water sourced externally	ML	2 968 ^{LA}	2 659	2 732
Total dust exceedances		4 ^{LA}	8	10
Concurrent vegetation of tailings storage facilities ¹	hectares	115 ^{LA}	66	56
Land rehabilitated and clearance from National Nuclear Regulator ²	hectares	— ^{LA}	27	136
EXCHANGE RATES				
Average rate	R:US\$	15.40	15.66	14.18
Closing rate	R:US\$	14.27	17.32	14.07

¹ During the materiality process undertaken, a decision was made to assure the concurrent vegetation of tailings storage facilities and land rehabilitated and clearance from the National Nuclear Regulator (NNR)

² In FY2019, 136ha of rehabilitated land had been lodged with the National Nuclear Regulator (NNR) for clearance for redevelopment. In FY2020, 27ha of land clearance certificates were received. By 2021, a cumulative amount of 88ha of rehabilitated land had been lodged with the NNR for clearance and awaiting approval. There were no clearance certificates received in FY2021.

^{LA} Limited assurance

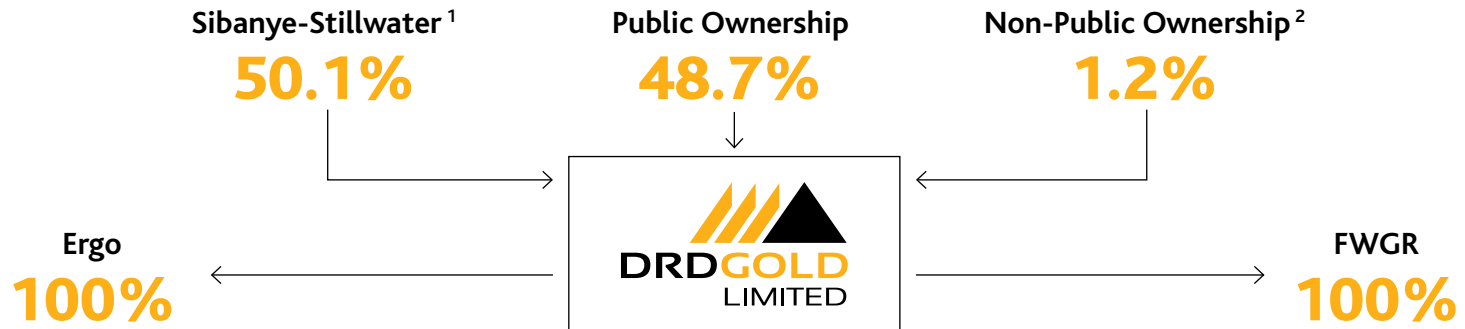




ABOUT DRDGOLD

DRDGOLD is a South African gold producer and a world leader in the recovery of gold from the retreatment of surface tailings. Our network of assets is unrivalled in South Africa and our focus is optimising these assets to increase gold production.

WHO WE ARE



DRDGOLD is one of the oldest primary listings on the JSE. Our secondary listing is on the NYSE. It is the only company in South Africa focused solely on the retreatment of surface gold tailings.

KEY FEATURES

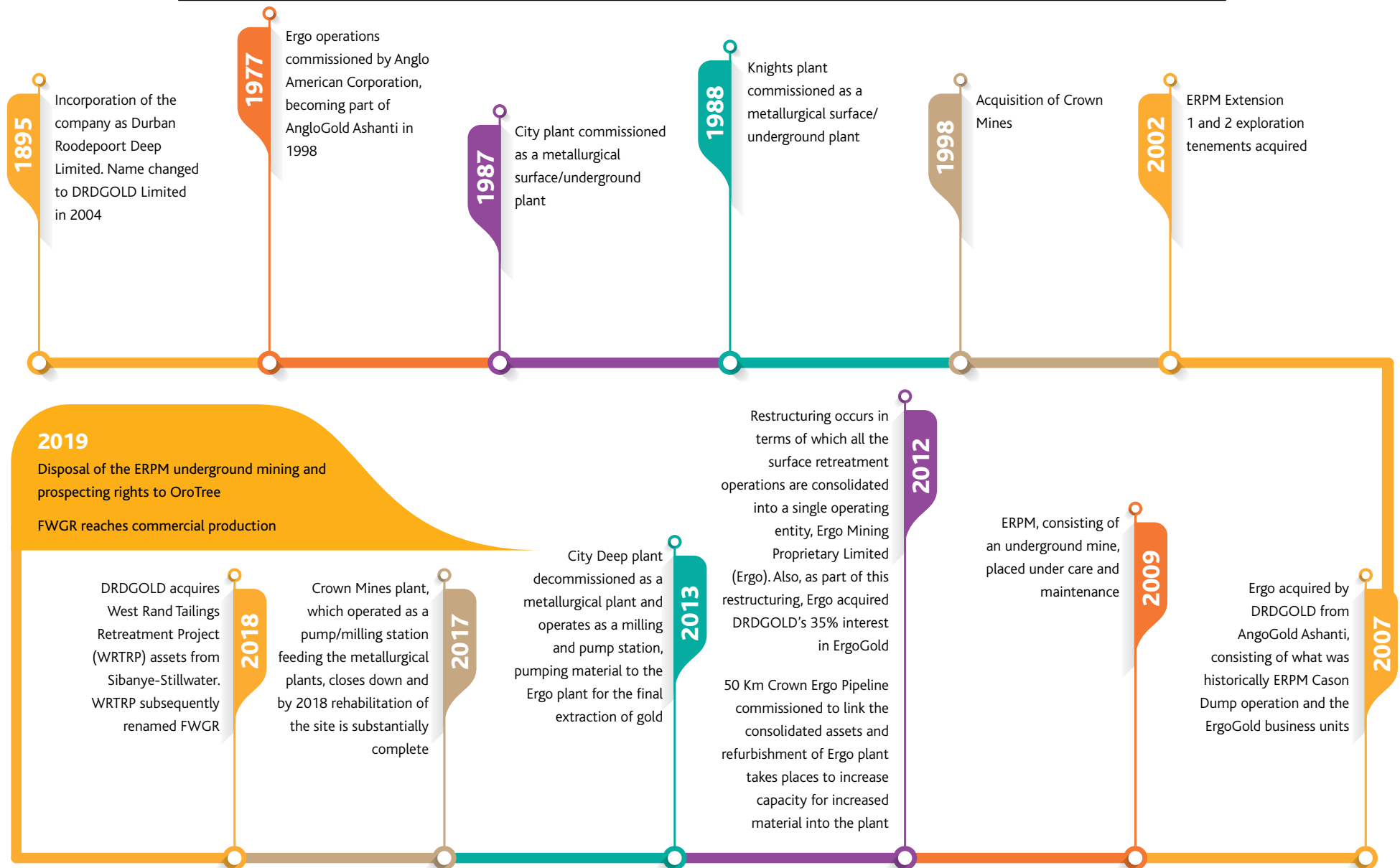
Revenue R5.3 billion	Market Capitalisation R12.9 billion	Employees 953	Specialists service providers 1 838	Mineral Resources 10.12Moz
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¹ Sibanye Gold Limited trading as Sibanye-Stillwater

² Includes shareholding by subsidiary, EMO, of 1.1% and shareholding by directors of the Company of 0.09%. Such shareholding is classified as non-public

Ergo was previously owned by Ergo Mining Operations (Proprietary) Limited (EMO). EMO was 74% owned by DRDGOLD Limited and 26% by our Broad Based Black Economic Empowerment (BBBEE) partners – Khumo Gold SPV Proprietary Limited (Khumo) and the DRDSA Empowerment Trust. In FY2015, an agreement was entered into with our BBBEE partners entailing a roll-up of shareholding which included the substitution of their 26% shareholding in EMO for a 8.1% and 2.4% shareholding in DRDGOLD Limited respectively. At 30 June 2021, Khumo and the DRDSA Empowerment Trust held nil shares in DRDGOLD

OUR HISTORY



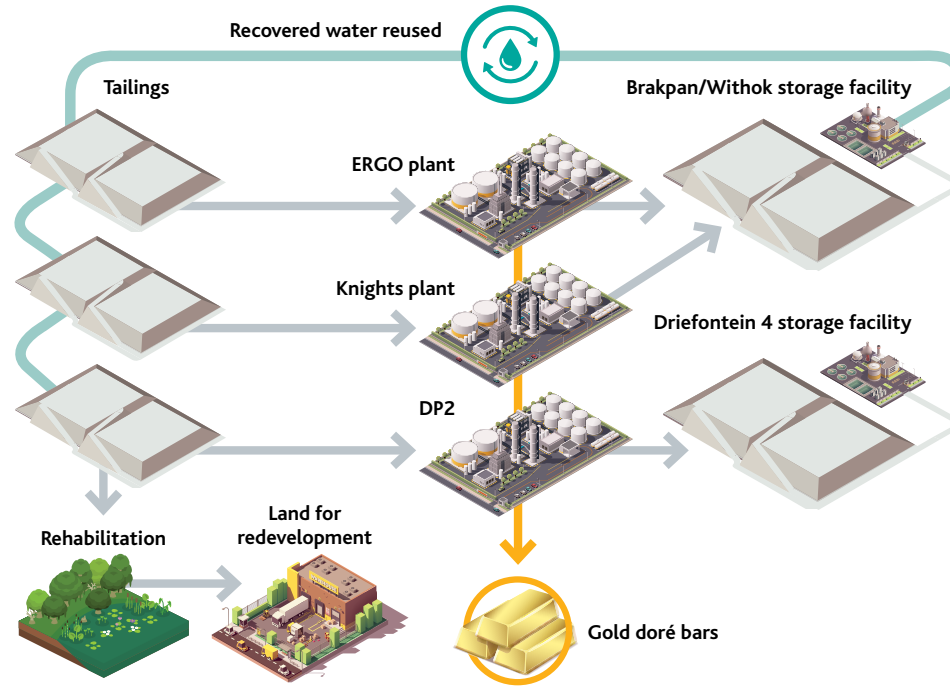
OUR BUSINESS MODEL

Our business model is informed by the quality and character of our mineral resources, the value proposition we pursue, our desire to mine as much of our resource as we possibly can and the realities of our operating environment.

WHAT WE DO

Business activities

Ours is an on-surface, technology driven, mechanised process. The low grade of our resource demands economies of scale achievable only through mechanised mining and plant extraction efficiencies that require accurate analysis. We reclaim mine tailings mainly by way of high pressure hydromechanical mining. Reclaimed gold bearing materials are transported over tens of kilometres through a network of pipelines to our metallurgical plants and process water returned by way of a closed circuit to the reclamation sites.



HOW WE CREATE VALUE

What differentiates DRDGOLD from other mining operations is the fact that we do not mine underground and we are mechanised. We mine without interruption and by its very nature our mining results in the rehabilitation of sites formerly occupied by mine dumps. We also mine mostly within built-up areas, which requires a sensitivity to society that informs our standards of environmental containment and social value-add.

We seek to generate value in alignment with our sustainable development model. As far as possible, we endeavour to create an overlap of value, where value in one area enhances value in another, as explained more comprehensively on page 33.

Below we present the value we created, preserved or eroded of the capitals as a result of our business activities and outputs.

OUTPUTS

After processing, the ensuing residue tail is disposed of on two distinct tailings storage facilities that are managed to a set of standards and parameters that ensure their safety and stability and that contain their impact on the environment. A unique characteristic of our operations and part of our strategy is that we perform rehabilitation concurrently, the goal being to only have limited rehabilitation left once a site has been depleted of gold bearing material. All sites are mined until all mine waste is removed.



Gold production

5 723Kg
(2020: 5 424Kg)

29.1Mt mining waste repositioned
(2020: 26.3Mt)

412 145t CO₂e^{LA} emissions
(2020: 372 025t CO₂e)

OUR BUSINESS MODEL CONTINUED

OUR 5 CAPITALS



FINANCIAL CAPITAL



MANUFACTURED AND INTELLECTUAL CAPITAL



HUMAN CAPITAL



NATURAL CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL

FINANCIAL CAPITAL



KEY INPUTS




DRDGOLD is a business enterprise and capital is invested with the view to grow the equity of the business and yield a healthy and competitive return. We take our role as custodians of the capital of our shareholders seriously and have set in place an extensive governance framework to ensure proper financial controls.

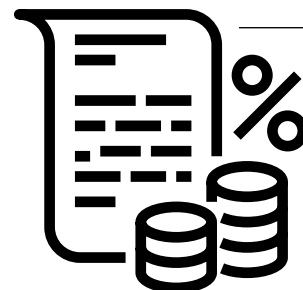
We have a sharp focus on generating free cash flow – R1.1 billion in the reporting period – and return excess cash to shareholders by way of interim and final dividends – this year was our 14th successive year of returning a dividend. We also take full exposure to the gold price and offer the astute investor geared exposure to the gold price on either side of the gold price cycle.

We maintain a strong balance sheet and are free of bank debt. In FY2020 our balance sheet was bolstered further by R1.1 billion when Sibanye-Stillwater exercised the option to acquire an additional 12.1% of the ordinary share capital of the company to grow their position to 50.1%. These funds are to be invested in Phase II of FWGR. Equity for the Group at 30 June 2021 stands at R4.8 billion (2020: R4 billion).

KEY OUTCOMES

Our primary objective is to generate a financial return to our shareholders and offer exposure to the gold price. Our value proposition in this regard is as follows:

- By maintaining healthy cash flows, we seek to return a dividend to shareholders. This focus on cash flow has enabled us to preserve the value created for stakeholders in the form of dividends for 14 uninterrupted years, with 80 SA cents being declared in respect of FY2021, compared to 85 SA cents in FY2020. 
- Our Company's stock is known for both responding sharply and at a multiple to the gold price, and for being liquid. The market value of our stock has decreased from 30 June 2020 at R26.96 per share to R14.93 per share at 30 June 2021. 
- Despite a payment of dividends of R640.9 million, income tax of R452.1 million and PAYE of R223.2 million, cash and cash equivalents increased to R2.2 billion from R1.7 billion in FY2020. 
- To maintain this value profile, we take a conservative position to debt exposure and capital management.



R1.1 billion

FREE CASH INFLOW

OUR 5 CAPITALS



FINANCIAL CAPITAL



MANUFACTURED AND INTELLECTUAL CAPITAL



HUMAN CAPITAL



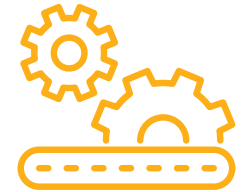
NATURAL CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL

OUR BUSINESS MODEL CONTINUED

MANUFACTURED AND INTELLECTUAL CAPITAL



KEY INPUTS

We strive to match our resource with technology and infrastructure that:

- Achieves the desired economies of scale – total throughput per month through all three plants equals roughly 2.4Mt and the extensive pipeline network enabling us to move large volumes of material from reclamation sites to our plants and ultimately to the tailings storage facilities
- Achieves the requisite recovery efficiencies – we measure recoveries and residue values in grams/tonne to the third decimal
- Maintains the requisite cost profile and efficiencies required to optimise margin during up cycles and offers resilience during down cycles

In addition, due to a changing climate and certain domestic risk issues, we have developed and installed water management systems and electricity back-up technologies to minimise downtime associated with rainstorms and electricity supply interruptions.

The scale and sensitivity of our high-volume, low-grade recovery process, makes us extremely reliant on automation, based on information technology that monitors plant-performance through roughly 40 000 distinct data collection points per minute. We manage our plants pro-actively to achieve a distinct set of operating parameters that allow us to maintain a stable state.

Our technology resonates in the financial capital value space, as this level of information management and monitoring enables us to follow an extremely precise dosing regime, which ensures that we control our costs extremely well.

KEY OUTCOMES

- We invested in a copper elution plant at FWGR aimed at reducing the copper content in gold bullions sent to Rand Refinery for refining. We saw increases in gold bullion purity, the project proving to be a success. For more information, please see Hot Button feature no 3 on the website: <https://www.drdgold.com/home>
- Ergo's high grade reserves at Knights have been depleted, resulting in lower overall yields at Ergo to 0.186g/t, down from 0.197g/t. FWGR yields have remained unchanged at 0.237g/t, resulting in total yield for the group of 0.197g/t
- Ergo mitigated decreases in yields by increasing volumes throughput. This added to total costs but diluted operating cost per tonne. In all, due to higher volume throughput gold production for the Group, gold was up from 5 424kg in 2020 to 5 723kg in 2021
- Definitive feasibility study is nearing completion and is subject to regulatory approvals on the solar PV and battery storage project to reduce dependency on Eskom and reduce carbon emissions related to natural capital



TOTAL THROUGHPUT PER MONTH THROUGH ALL THREE PLANTS

2.4Mt

OUR BUSINESS MODEL CONTINUED

OUR 5 CAPITALS



FINANCIAL CAPITAL



MANUFACTURED AND INTELLECTUAL CAPITAL



HUMAN CAPITAL



NATURAL CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL

HUMAN CAPITAL



KEY INPUTS

We employ 953 full time employees and 1 838 special service providers. Service providers are deployed mostly in security, reclamation and tailings deposition.

It is our desire to develop an engaged, knowledge-based workforce that increasingly represents the demography of South Africa and that provides fair opportunity for advancement to all. We aspire to create an environment where employees are safe and content and are provided with every opportunity to develop as individuals.

A three-tiered approach is taken to safety:

- Firstly, we take responsibility for creating a safe workplace and awareness of situations that are potentially hazardous
- Secondly, we provide employees with both the training and equipment required to perform every task safely
- Thirdly, we encourage and teach the appropriate attitude towards safety and safe conduct

In terms of employee wellbeing:

- A range of training courses is available to employees, from basic literacy all the way to sophisticated junior leadership. Training takes place in-house and at our accredited training academy, EBDA
- Our Best Life Programme offers private and confidential guidance and counselling to assist employees with emotional health and coping skills
- Employees have access to life skills training, also through EBDA, that addresses lifestyle choices, personal health and financial literacy

KEY OUTCOMES

- We recorded no fatalities (2020: nil)
- Our lost time injury frequency rate (LTIFR), referring to the number of injuries causing a loss of shift(s) per million hours worked, was 0.80^{LA} (2020: 1.27^{LA}), the lowest that it has been in 5 years and comparing favourably with the industry average of approximately 4.58.



- R598 million paid in salaries (2020: R573 million) and R223 million in PAYE.



- 72% of employees in managerial and supervisory positions are HDSAs (2020: 73%)

- 23% of all employees are women (2020: 23%), compared to industry average of 13%



- R12 million spent on training and development of our employees (2020: R11.7 million)



ZERO^{LA}
FATALITIES

OUR 5 CAPITALS



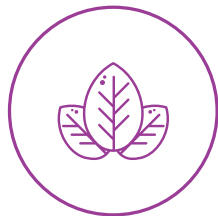
FINANCIAL CAPITAL



MANUFACTURED AND INTELLECTUAL CAPITAL



HUMAN CAPITAL



NATURAL CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL

OUR BUSINESS MODEL CONTINUED

NATURAL CAPITAL



KEY INPUTS

Our targeted nature dividend is pursued through three distinct strategic objectives:

- The first involves measures to contain the impact that our operations have on the environment through the containment of dust and effluent
- The second is to minimise the burden our activities place on nature and natural resources
- The third is to restore areas that have been impacted by mining through rehabilitation

Our key inputs into our operations, the reclamation sites which we mine, electricity usage for pumping infrastructure and plant, water for our hydraulic mining process, diesel for plant and machinery, electricity generators and vehicles and natural gas for the elution process at the Ergo and Knights plants.

Tonnages milled:
29.1Mt (2020: 26.3Mt)

Electricity consumption:
381 707Mwh^{LA} (2020: 350 914Mwh)

Diesel consumption:
800 799l^{LA} (2020: 654 446l)

Natural gas consumption:
96 189Gj^{LA} (2020: 92 077Gj)

KEY OUTCOMES

Dust suppression

We mitigate dust nuisance mainly by vegetating tailings storage facilities (TSFs) by way of concurrent and post-decommissioning rehabilitation. Dust fall-out is measured at 140 sites to track and monitor dust fall-out trends. We also use water and soil agents on reclamation sites and haul roads.

This outcome is closely linked to our social value-add target of improving the quality of life of those communities living within the area of impact of our operations and facilities.

Dust emissions over the legal standard was 0.27% of samples compared to 0.52% in FY2020.

Water consumption

Water is kept in a closed circuit and all water in and on storage sites is contained by way of return water dams and evaporation ponds to ensure that water from workings does not find its way into the natural environment.

We make extensive use of high-density polyethylene (HDPE) liners, where possible, to minimise pipe frictional losses. At Ergo, approximately 70% of process water makeup is recirculated back from the Brakpan/Withok TSF. Treated acid mine drainage accounts for approximately 5% of water usage, approximately 1% from Rondebult wastewater treatment, and approximately 15% from Cinderella dam and Rosherville dam. The balance of water usage is potable water. At FWGR, we currently use all the water harvested from Driefontein 4 TSF. This amounts to approximately 40% of our process water requirements. The balance is made up from underground mine dewatering. Potable water consumption is limited to drinking and change houses and flocculant makeup for usage in the plant.

Potable water consumption at ERGO increased 13% from 2 497ML in FY2020 to 2 813ML. FWGR potable water consumption decreased 4% from 162ML in FY2020 to 156ML in FY2021. Overall group potable water consumption was therefore 12% higher from 2 659ML in FY2020 to 2 968ML in FY2021.

OUR 5 CAPITALS



FINANCIAL CAPITAL



MANUFACTURED AND INTELLECTUAL CAPITAL



HUMAN CAPITAL



NATURAL CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL

OUR BUSINESS MODEL CONTINUED

NATURAL CAPITAL CONTINUED



KEY OUTCOMES continued



Environment spend

Environmental spend increased from R54.4 million in FY2020 to R105.0 million in FY2021.



Land rehabilitation

The reclamation of mine dumps for reprocessing is, by its very nature, rehabilitative of the land on which dumps are situated. Land capable of redevelopment and environmentally sensitive areas are both increasingly restored as a result of our activities.



Concurrent vegetation

DRDGOLD's business involves the reclamation of previously discarded material deposited, in many cases, by other companies, most of which are no longer in business. As a result, we deal with legacy environmental issues. Nevertheless, we take our environmental responsibilities seriously and set up programmes to concurrently vegetate our tailings storage facilities, and inactive sites as part of our day-to-day operations and not leave it to the end of life of mine.

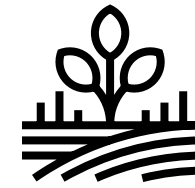
We accelerated vegetation on Brakpan/Withok TSF and Daggafontein TSF. FWGR also commenced vegetation programme on Driefontein 4, leading to an increase of hectares vegetated from 65.5ha in FY2020 to 115ha in FY2021.

Energy Usage

Our main energy consumption is electricity from Eskom and the municipality, which also contributes to the bulk of our total carbon emissions.



Scope 2 emissions (includes those from the consumption of electricity) increased from 372 025t to 404 609t^{LA}. This year a total of R88.0 million in capital investment has been set aside to create our own PV and energy storage capacity.



115ha^{LA}
LAND VEGETATED

R105.0 million
ENVIRONMENTAL SPEND

OUR BUSINESS MODEL CONTINUED

OUR 5 CAPITALS



FINANCIAL CAPITAL



MANUFACTURED AND INTELLECTUAL CAPITAL



HUMAN CAPITAL



NATURAL CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL

SOCIAL AND RELATIONSHIP CAPITAL



KEY INPUTS

Our business model would not be complete, and perhaps not even worth pursuing, in the absence of social relevance. Large parts of our operations are situated in urban areas. In addition, most of the communities that live near our facilities are in the grip of poverty and socio-economic stress. Our social value add is therefore focused on the realities faced by these communities and aims to alleviate poverty and educate the youth.

Our programmes are therefore designed to achieve the desired social outcome and our business in this regard:

- Focuses on enabling communities to be self-sustainable by providing skills development in the area of entrepreneurship and business acumen
- Ensures that programmes bring about an improvement in the quality of life of communities neighbouring our facilities
- Strives for meaningful engagement with community groups to understand their struggles and concerns and respond in an appropriate way

We engage with various schools in our areas of influence to set up programmes aimed at upskilling our youth, to empower them to make an active contribution to our economy.

DRDGOLD is also involved in presenting extra classes in mathematics, science and accountancy to high school pupils at eight schools within our area of influence. These schools are mostly under-resourced, and many pupils have circumstances that are less than ideal.

Our initiatives to contain the impact of our operations on the environment, in particular the removal of mine dumps and the containment of dust and effluent, clearly overlap with this objective.

Poverty alleviation and self-empowerment takes place through our very successful alliance with Umsizi Sustainable Social Solutions, which has assisted us in rolling out the Broad-based Livelihoods (BBL) Programme in the Ekurhuleni, City of Johannesburg and Merafong communities.

We have a number of other stakeholders who have different interests in the business of the Company. These include our providers of capital, employees, suppliers and specialist providers, government and regulatory authorities and the media. We are serious about maintaining the relationships with these stakeholders in an ethical manner as well as in communicating our Company values to them.

We continued our Merafong, Soweto, Ekurhuleni (MSE) initiative and support for 6 264 families was provided

OUR BUSINESS MODEL CONTINUED

OUR 5 CAPITALS



FINANCIAL CAPITAL



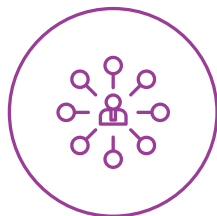
MANUFACTURED AND INTELLECTUAL CAPITAL



HUMAN CAPITAL



NATURAL CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL

SOCIAL AND RELATIONSHIP CAPITAL CONTINUED



CONTINUED

KEY OUTCOMES



- The BBL programme has empowered close to 4 500 participants with skills and infrastructure to produce healthy food, generate an income, grow a business and trade in the market. 259 economic opportunities were created via the BBL programme. We increased spending from R4.7 million in FY2020 to R7.3 million in FY2021.



- Over the years, thousands of pupils from eight schools in our areas of influence have taken advantage of the maths, science and accounting programme. Two of these have since joined our ranks and are full time bursary students enrolled for BCom degrees at the University of Johannesburg and the University of the Free State respectively



- R48.9 million^{LA} spent on socio-economic development, including through the BBL programme (2020: R32.5 million)



- Although the ownership threshold to qualify for recognition for BBBEE procurement has been lifted from 26% HDSA-owned to 51%, we still achieved a spend of 50.2% total discretionary spend with BBBEE companies (2020: 68.8%)

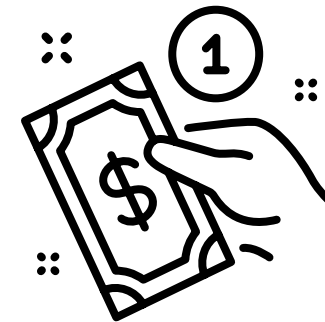


- We continued our MSE initiative and support for 6 264 families was provided

- 25 communities reached by our social labour plan and CSI projects (2020: 25)

- 317 community members on learnerships (2020: 310)

- 662 learners took advantage of our maths, science and accountancy programme (2020: 682)



R48.9m^{LA}

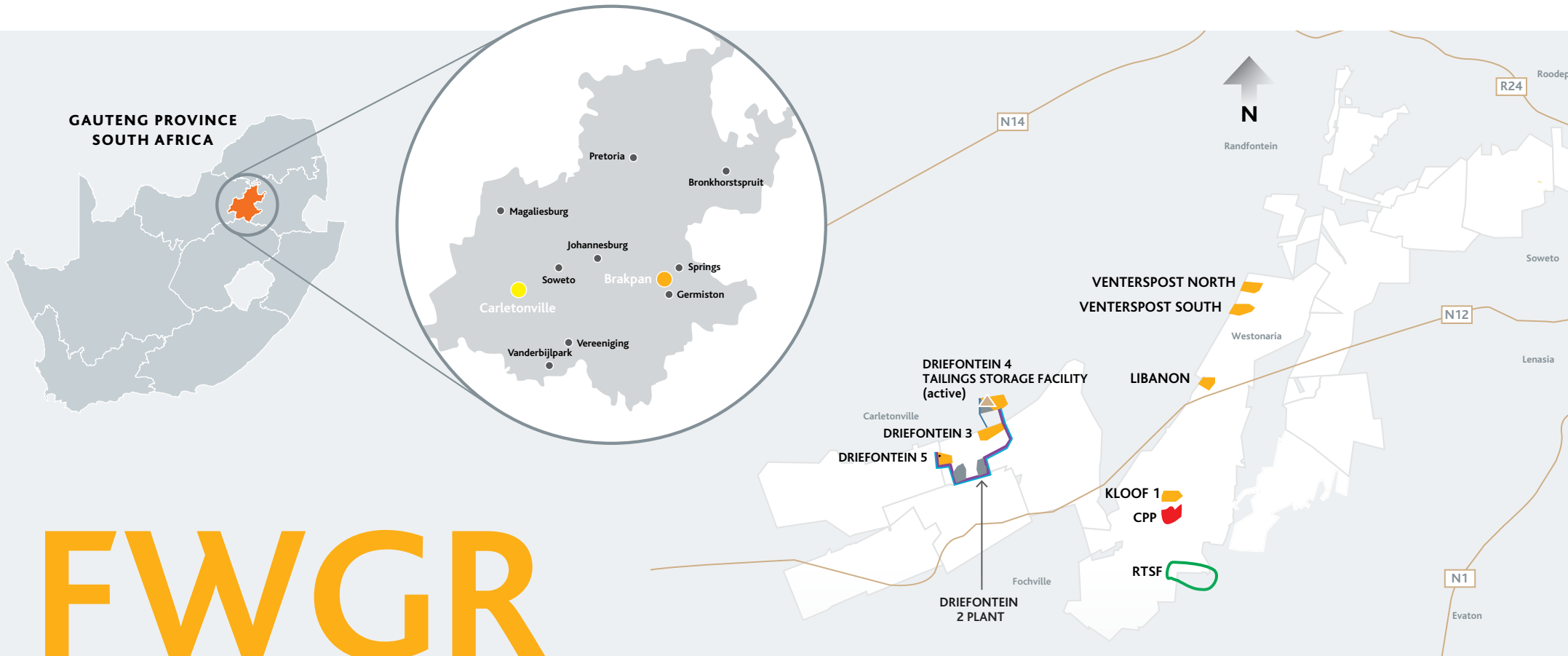
SPENT ON SOCIO-ECONOMIC DEVELOPMENT



25

COMMUNITIES REACHED BY OUR PROJECTS

WHERE WE OPERATE



FWGR

Mineral Reserves of
2.54Moz

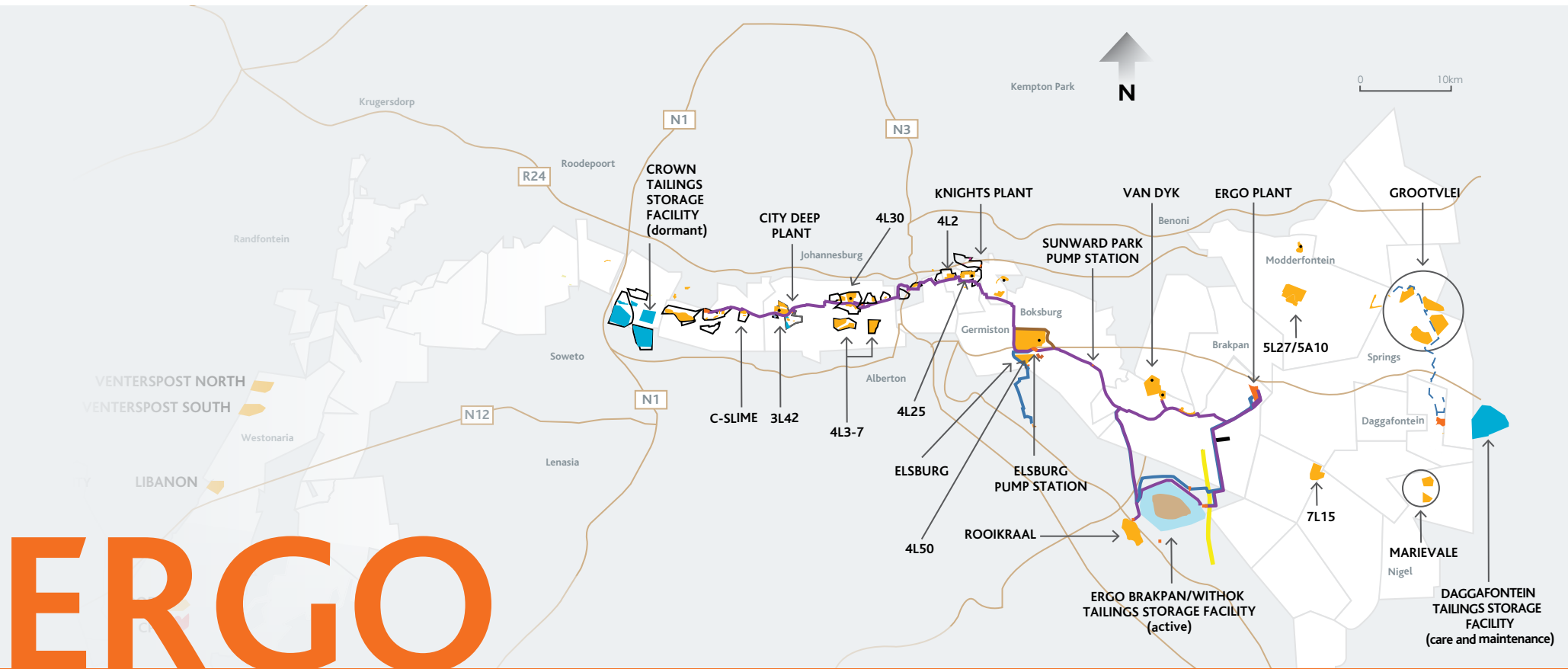
1 processing plant
with a capacity of
600 000tpm
(Driefontein 2 plant)

1 tailings storage facility
with a capacity of
525 000tpm
(Driefontein 4 TSF)

- Slurry pipelines in use
- Water pipelines
- Mineral Reserves
- Active mining site
- Mineral Resources
- Tailings Storage Facility
- Central Processing Plant
- Regional Tailings Storage Facility

Dumps included on the map are those considered material to the Group.

WHERE WE OPERATE CONTINUED



ERGO

Mineral Reserves of
2.81Moz

2 processing plants with
combined capacity of
1.8Mtpm
(Ergo and Knights plants)

1 milling plant
(City)

1 tailings storage facility
with a capacity of
20Mtpm
(Brakpan/Withok TSF)

- Slurry pipelines in use
- Water pipelines
- Mineral Reserves
- Active mining site
- Mineral Resources
- Tailings Storage Facility

Dumps included on the map are those considered material to the Group.

THE VALUE WE CREATED AND DISTRIBUTED

When we discuss creating value for our stakeholders, we define this as long-term sustainable value.

Building personal relationships with our stakeholders is not just good business, it is what we stand for. Operating in an urban setting, there are various economic, social, regulatory, community and environmental influences we need to navigate to ensure long-term sustainability.

CREATING VALUE FOR OUR STAKEHOLDERS



Value added statement

	2021 Rm	2021 %	2020 Rm	2020 %
VALUE ADDED				
Sale of precious metals	5 269	97	4 185	98
Income from investments	190	3	67	2
Income from disposal of property, plant and equipment and financial instruments	*	–	1	–
Total value added	5 459	100	4 253	100
VALUE DISTRIBUTED				
Suppliers				
Paid to suppliers for materials and services	2 539	47	2 376	56
Employees				
Salaries, wages and other benefits ¹	598	11	573	13
Community				
Total social economic development spend	49 ^{1A}	*	33 ^{1A}	1
Government				
Current taxation	452	8	263	6
Providers of capital				
Dividends to ordinary shareholders ²	684	13	728	17
Interest on borrowings	9	*	10	1
Total economic value distributed¹	4 331	79	3 983	94
Re-invested in the Group	1 128	21	270	6

¹ During the materiality exercise, a decision was made to no longer assure value distributed to employees – salaries, wages and other benefits. This amount can be found directly in the 30 June 2020 Annual Financial Statements in note 5.1. Furthermore, the total economic value distributed will also no longer be assured

² Dividend declaration in respect of FY2021 includes the final dividend of 40cps declared in August. Dividend declaration in respect of FY2020 includes a final dividend declared of 35cps, declared in September 2020.

^{1A} Limited assurance

* Less than 1%

2021
Total value added
R5 459m

2021
Total economic value distributed
R4 331m

2021
Re-invested in the Group
R1 128m

THE VALUE WE CREATED AND DISTRIBUTED CONTINUED

VALUE WE CREATED

**VALUE
CREATED**



Revenue



Income from
investments

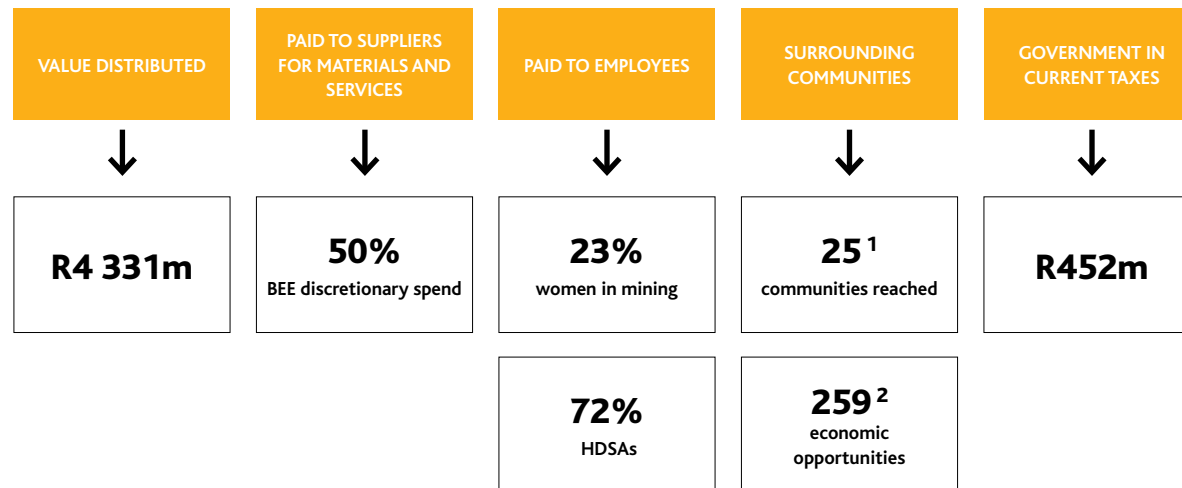


Income from disposal
of property, plant and
equipment

QUALITY OF STAKEHOLDER RELATIONSHIPS

We set ourselves the task of pursuing and creating real value for our stakeholders along with defined parameters and outcomes. We continuously measure our performance against our strategic objectives to ensure that we remain on track and that our contribution in this regard remains relevant. Our stakeholder groups' key interests are linked to our business model and strategic objectives and inform the way we manage our business.

VALUE WE DISTRIBUTED



**Dividends
declared to
shareholders**

14-year
uninterrupted
dividend declaration

¹ Five communities in the Far West Rand, nine communities in the Ekurhuleni area and 11 communities in the City of Johannesburg area

² Refers to economic opportunities created through the BBL Programme. The rest includes the number of families on record who are participating in the BBL Programme and have traded in the informal economy

STRATEGY AND OUTLOOK

The strategy of a mining company is by and large informed by the qualities of its ore body and the realities of its environment, as these are the key drivers that determine the deployment of resources and capital.

We are determined to optimally, profitably and sustainably treat as much of our resource as we possibly can. The reality is that our resources, although vast, are low grade. This is, after all, the waste product of a previous generation of mines. Our model is therefore one of ultravolume in excess of 2.4Mt/m, and almost nano-extraction – between 170 and 250 parts per billion to be exact.

To this end, our strategy has been and remains to deliver economic value by applying our technology, management system and skillset to reclaim and treat material at a rate and a level of efficiency that delivers a competitive return to shareholders while offering them exposure to the gold for as long a period as possible, while also improving environmental value by restoring the environmental footprint from which the mine tailings are removed and containing the impact of our operations on the environment, and social value by developing programmes aimed at breaking the cycle of dependency through sustainable poverty alleviation and youth education.

In practice, this strategy has translated into an unwavering focus on profit and free cashflow, to which 14 years of uninterrupted dividend yield bears testimony. This is while ensuring that the right investments are made at the right time, to not only

maintain production run rate, but also to lower operational risk and enhance resilience.

We have in the process recovered hundreds of thousands of ounces of gold from mine waste and, cleaned-up several hundreds of hectares of land in and around Johannesburg, freeing it up for rezoning and sustainable use. The vegetation programme we run on both current and de-commissioned tailings storage facilities is making a significant impact on the quality of the lives of the hundreds of thousands of people that have moved to within close proximity of these dumps, by trapping mine-dust on the dumps and preventing it from being blown into the surrounding communities.

Our relationship with Sibanye-Stillwater adds an important new dimension to our strategy in that it provides an opportunity for intra-group growth by way of stronger alignment and integration. Sibanye-Stillwater is a global player that has built up a vast network in both gold and platinum group metals and is now also venturing into metals used in the generation and storage of green energy.




Our ambition is to align with this strategy and be their partner of choice to develop and enable group-capacity for the recovery of this new portfolio of metals from mine waste. The FWGR phase II projects provide us with an excellent platform from which to deliver into this strategy and grow this strategic alignment with the construction of a regional tailings storage facility designed to accommodate most remnant material in the West Rand. This will include those that contain a substantial portion of Sibanye-Stillwater's on-surface uranium resource on the Rand Uranium Surface Operation footprint.



STRATEGY AND OUTLOOK CONTINUED









In the table below, we illustrate how DRDGOLD is rolling back the environmental legacy of mining through its strategic focus points. These focus points are aligned with the United Nations (UN) Sustainable Development Goals (SDGs) which we influence directly, and the Responsible Gold Mining Principles (RGMPs) by the World Gold Council (WGC):



Focus points	Key differentiators	Strategic objectives	2021 priorities	What we achieved	2022 priorities
<p>Growing the business by replicating our business model, and looking at PGMs and battery metals</p> <p>Applicable UN SDGs:</p>   <p>Strategically relevant WGC RGMP:</p> <ul style="list-style-type: none"> • 9 – Biodiversity, land use and mine closure 	<ul style="list-style-type: none"> • Proven technologies and tailings reclamation track record that can be replicated anywhere in the world where large-scale mining took place • Strong anchor shareholder with clear synergies for economies of scale – look to unlock value in non-core surface assets of Sibanye-Stillwater • Low gearing – possibility to introduce green/sustainability linked debt to leverage growth 	<ul style="list-style-type: none"> • Acquisition of assets, including surface PGMs and battery metals • Expansion of Mineral Reserves and Tailings Storage Facilities (TSFs) 	<ul style="list-style-type: none"> • Ergo – advance planning for the extension of the Withok TSF and resultant increase in Mineral Reserves • FWGR – advance the planning and permitting process for Phase II 	<ul style="list-style-type: none"> • Withok TSF extension studies and planning completed. Regulatory approvals outstanding • Definitive feasibility study completed. Regulatory approvals outstanding on RTSF 	<ul style="list-style-type: none"> • Ergo – Obtain regulatory approvals for Withok TSF extension and upgrade Mineral Resources to Mineral Reserves • FWGR – Obtain amendment to regulatory approvals for the RTSF and start development
<p>Optimally, profitably and sustainably mining our large surface gold resource</p> <p>Applicable UN SDGs:</p> 	<ul style="list-style-type: none"> • Established pipeline and infrastructure • Excellent track record of managing costs per tonne in large volume environment and generating cash • Long history of paying dividends 	<ul style="list-style-type: none"> • Meet cash operating cost budget • Continue history of paying dividends 	<ul style="list-style-type: none"> • Cash operating cost per kg of R535 000 • Generate a positive free cash flow 	<ul style="list-style-type: none"> • Cash operating costs per kilogram of R540 338/kg • Free cash inflow of R1 126.8 million • 14th consecutive year of paying dividends • Copper elution process completed at FWGR • AZMET CPR Pilot Plant at Ergo commissioned to perform testwork to increase recoveries 	<ul style="list-style-type: none"> • Generate a positive free cash flow • Cash operating costs of R600 000/kg • Upgrade Ergo carbon in leach oxygen delivery and control systems • Completion of the upgrade of Ergo carbon in leach management and regeneration capacity • Completion of closed circuit milling at FWGR

STRATEGY AND OUTLOOK CONTINUED



Focus points	Key differentiators	Strategic objectives	2021 priorities	What we achieved	2022 priorities
<p>Using technology and information to enhance operational performance and to minimise the impact on the environment</p> <p>Applicable UN SDGs:</p>    <p>Strategically relevant WGC RGMPs:</p> <ul style="list-style-type: none"> 8 – Environmental stewardship 9 – Biodiversity, land use and mine closure 10 – Water, energy and climate change 	<ul style="list-style-type: none"> Well-established systems and processes that can be replicated in our growth story Substantial contribution to environmental needs through rehabilitation of land and sustainable land use 	<ul style="list-style-type: none"> Increase plant efficiencies Decrease Eskom reliance, increase electricity efficiency usage Ongoing initiatives to maintain potable water consumption to 10% or lower of total water 	<ul style="list-style-type: none"> Look to alternative power solutions to address quality, quantity and cost of power supply. 	<ul style="list-style-type: none"> Definitive feasibility study nearing completion on solar power and battery storage project. Regulatory approvals outstanding Implemented ignition process control system to enhance current Scada system 	<ul style="list-style-type: none"> Obtain regulatory approval and commence with development of the solar power PV and battery storage project To integrate planned maintenance with ignition process control system
<p>Create a value driven culture of employee safety, empowerment, diversity and inclusivity</p> <p>Applicable UN SDGs:</p>   <p>Strategically relevant WGC RGMP:</p> <ul style="list-style-type: none"> 4 – Safety and Health 	<ul style="list-style-type: none"> Low labour intensity and safety risks Low turnover of staff and support of talent management programmes Nimble culture and the right attitude towards safety 	<ul style="list-style-type: none"> Zero fatalities Reportable injury frequency rate (RIFR) and lost time injury frequency rate (LTIFR) below standard deviation of preceding five-year rolling average Fair remuneration 	<ul style="list-style-type: none"> Ensure that employee safety, development, transformation and wellbeing take priority, underpinned by shared values. 	<ul style="list-style-type: none"> Integrated Risk Management Application implemented Zero fatalities^{LA} RIFR: 0.4^{LA} LTIFR: 0.8^{LA} Women in mining at 23% %HDSAs at 72% 	<ul style="list-style-type: none"> Optimisation of the integrated risk management application
<p>Improving the quality of life of communities surrounding our operations</p> <p>Applicable UN SDGs:</p>    <p>Strategically relevant WGC RGMP:</p> <ul style="list-style-type: none"> 7 – Working with communities 	<ul style="list-style-type: none"> Substantial contribution to the societal needs through rehabilitation, poverty alleviation and youth education programmes 	<ul style="list-style-type: none"> Dust exceedance below 1% Social economic development (SED) spend 1% of total working costs 	<ul style="list-style-type: none"> Expand BBL efforts and further education initiatives. Respond also to technology- driven world 	<ul style="list-style-type: none"> Increased expenditure on BBL programme from R4.7 million to R7.3 million Expanded bursary and learnerships programme 	<ul style="list-style-type: none"> Partner with the University of Pretoria to create an integrated community regeneration model

STRATEGY AND OUTLOOK CONTINUED

The risks associated with our strategic focus areas are analysed below:

Strategic Focus Areas/Risks	Growing the business by replicating business model, looking at PGMs and battery metals	Optimally, profitably, sustainably mining large surface gold resource	Using technology, information to enhance operational performance, minimize impact on environment	Create a value-driven culture of employee safety, empowerment, diversity and inclusion	Improving quality of life of communities surrounding operations
Eskom supply failure and rising electricity prices	Threat	Threat	Address		
Limited tailings storage capacity	Address				
Social unrest	Threat	Threat		Address	Address
Increased crime	Threat	Threat			
Social licence to operate	Threat	Threat	Address	Address	Address
Dependency on key suppliers	Threat	Threat			
Water cost and availability	Threat	Threat	Address		
High utility costs increase	Threat	Threat	Address		
Extreme weather		Threat			Threat
Adverse fluctuations in the gold price and exchange rates	Threat/Opportunity	Threat/Opportunity			
COVID-19 impacts	Threat	Threat	Opportunity	Address/Opportunity	Address/Opportunity
Depletion of profitable reserves	Address/Opportunity	Address			

Threat Opportunity Address Address/Opportunity



STRATEGY AND OUTLOOK CONTINUED



STRATEGIC OUTLOOK 2021

DRDGOLD aims to fully develop the potential of our existing asset base by harnessing our technology, systems and skillsets to deliver a competitive return to our shareholders and real benefits to other stakeholders, specifically local communities and the environment and to leverage both its relationships and its footprint to grow the business and to grow through increased alignment with the strategy of Sibanye-Stillwater.

SHORT TERM 2021 to 2022

- **Ergo and FWGR** – continue focus on cash-generation, cost control and efficiency, further setting up the business for the next growth phase
- **Ergo** – Obtain regulatory approvals for Withok TSF extension
- **FWGR** – Obtain regulatory approvals for RTSF build
- **Ergo** – Complete definitive feasibility study and obtain regulatory approvals for the development of the solar PV and battery storage project

MEDIUM TERM 2023 to 2027

- **DRDGOLD** – as part of our growth phase, ensure that employee safety, development, transformation and well-being take priority, underpinned by shared values
- **DRDGOLD** – through acquisitions, be able to offer integrated, sustainable tailings management solutions with international reach and by doing this, expand our role in environmental clean-up in the interest of sustainable land use, reduced pollution and societal upliftment
- **Ergo** – consider optimal use/other opportunities for the Knights and Flotation Fine-Grind Plants in this integrated tailings management set-up
- **Ergo** – extend Brakpan/Withok Tailings Storage Facility and increase the Life of Mine
- **Ergo and FWGR** – look to “crack the code” by increasing overall yield/reducing overall residue and better use of technology and information
- **FWGR** – build Regional Tailings Storage Facility (RTSF) and related infrastructure, also considering regional consolidation in the Far West Rand, starting with opportunities that exist through our anchor shareholder
- **Platinum group metals and battery metals** – consider opportunities through our anchor shareholder, locally and internationally

LONG TERM 2028 and beyond

- **DRDGOLD** – consolidate all surface tailings in South Africa and look to international opportunities for surface mining
- **Ergo and FWGR** – unlock land value and sustainable land use in partnership with Government (Corridor of Freedom), state agencies/public/private partnerships and emerging operators towards integrated rehabilitation eco-systems
- **Water technology** – Optimise our water reticulation systems, utilisation and re-use of grey or treated water in the form of AMD and treated sewerage, as part of protecting South Africa’s water resources
- **Technology** – big data, next quantum steps in “cracking the code” and develop models in terms of integrated, sustainable tailings management solutions

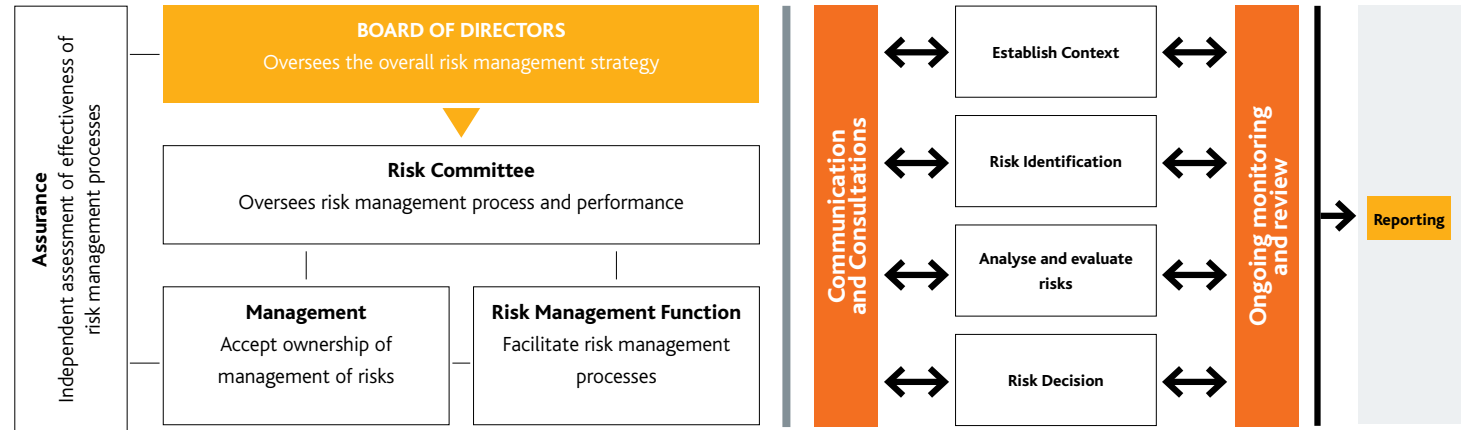
RISKS AND OPPORTUNITIES

DRDGOLD operates in a unique and different risk environment compared to conventional surface and underground mining companies. DRDGOLD also operates to a large extent in an urban environment which adds a layer of complexity to its business model. Within this environment of increasingly complex and diverse risks it is necessary to apply sound risk management practices throughout all its activities.

RISK MANAGEMENT APPROACH AND PROCESS

DRDGOLD’s enterprise-wide risk management process through its risk management framework and policy facilitates a structured and disciplined approach to the risk management process that aligns the company’s strategy with internal processes and resources to ultimately create value. The objective of risk management within the company is to provide assurance to relevant stakeholders that the risks associated with achieving business objectives are appropriately managed.

The Board, which has ultimate responsibility to oversee risk management through its Risk Committee, has delegated the development of risk mitigation policies and procedures to Management. The Committee annually reviews and approves the risk management framework, policy and plan and reviews risk information on a quarterly basis to ensure that risk is effectively understood and managed.

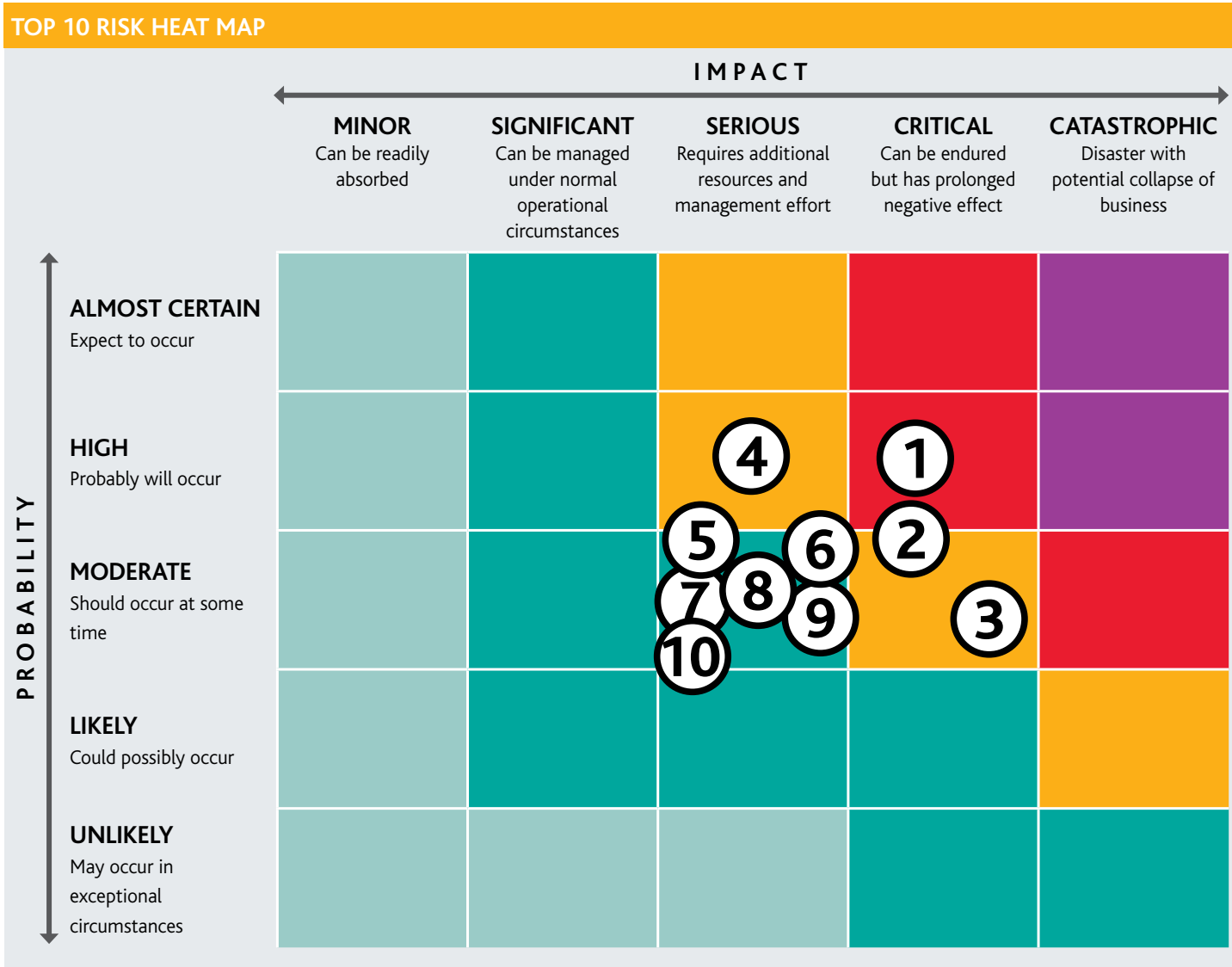


COVID-19 pandemic

The Group continues to effectively manage the containment of the spread of the virus through various health and safety protocols. These include *inter alia*, constant monitoring of employees, contractors and visitors on to our sites, shift management in case of an outbreak, and the provision of adequate personal protective equipment supplies. To protect staff against the risk of infection and reduce the impact of subsequent waves, DRDGOLD is actively encouraging staff to get vaccinated, premised on the example set by senior management and appealing to their sense of propriety and responsibility.



RISKS AND OPPORTUNITIES CONTINUED



TOP 10 RISK RANKING


- ① Eskom power supply and rising electricity prices
- ② Tailings storage capacity
- ③ Social unrest
- ④ Increased crime
- ⑤ Depletion of higher-grade Mineral Reserves
- ⑥ Dependency on key suppliers
- ⑦ Social license to operate
- ⑧ Adverse fluctuations in the gold price and exchange rates
- ⑨ Extreme weather
- ⑩ Water cost and availability

RISKS AND OPPORTUNITIES CONTINUED

Risk classification and strategic impact | **Potential consequences**

1. Eskom supply failure and rising electricity prices

Strategic focus area:



Operational and growth

With our large and complex footprint, it is not practically and economically feasible to be totally independent from the Eskom supply grid. The company will therefore remain exposed to Eskom supply risks.

Supply interruptions from Eskom did not have a major impact on the operations thus far but Eskom internal constraints and ongoing infrastructure failure may result in an increase in interruptions. This could prevent us from achieving our production objectives regarding gold output, which may in turn increase financial pressures.



See page 46 for risk response

2. Limited tailings capacity

Strategic focus area:






Operational and growth | Financial | Environmental | Regulatory and governance

The large volumes of material that are processed at our operations are deposited on tailings storage facilities with a finite capacity. Alternate facilities and extension of facilities will be required to ensure adequate deposition capacity for the future.



See page 47 for risk response

3. Social unrest

Strategic focus area:




Social | Regulatory and governance



The growing frustration of society due to lack of Government service delivery, slow reformative action against unemployment (heightened by the impact of the COVID-19 pandemic) lead to increased protests and conflict, affecting communities in and around our operations. This may result in operational disruptions.



See page 49 for risk response

4. Increased crime

Strategic focus area:

Social | Operational and growth

The current strained economic and uncertain political environment contribute to the adverse crime trends. Our mining operations are not immune to crime and are continuously targeted by criminals as well as syndicates seeking access to gold or gold concentrate.



See page 49 for risk response

5. Depletion of higher-grade Mineral Reserves

Strategic focus area:




















Operational and growth | Financial

Since the start of surface retreatment operations in the 1970's, higher-grade resources were targeted for processing. This sustained decrease in the head grade will continue and the Group will be required to find alternate higher-grade resources or to improve the extraction efficiencies of the operations. Over the years, the company has embarked on various successful initiatives in this regard.



See page 47 for risk response

RISKS AND OPPORTUNITIES CONTINUED

Risk classification and strategic impact	Potential consequences
<p>6. Dependency on key suppliers</p> <p>Strategic focus area:</p>  	<p>The COVID-19 pandemic has again emphasised the dependency on key suppliers as supply chains have been affected globally with the restrictions imposed by governments. However, it was possible to limit these impacts on the Group and it was also possible to continue operating without delay.</p> <ul style="list-style-type: none"> • for <p>The effect of the pandemic remains volatile and a disruption in supply of material such as reagents and critical equipment remains a possibility for the operations. Freight cost increases and delays for capital equipment have emerged as an important element for new projects.</p>  <p><i>See page 50 for risk response</i></p>
<p>7. Social license to operate</p> <p>Strategic focus area:</p>   	<p>Pressures and demands on business by local communities, NGOs and other non-government organisations have increased. Social licence issues are typically driven by the social and economic landscape and the COVID-19 crisis has exacerbated the social and economic issues in the country. Unemployment, hunger and desperation are of great concern and the company has been active in supporting the local communities, more so during the COVID-19 period. The company will, however, be increasingly exposed to this risk should social and economic conditions in the country continue.</p>  <p><i>See pages 49-50 for risk response</i></p>
<p>8. Adverse fluctuations in the gold price and exchange rates</p> <p>Strategic focus area:</p>  	<p>We take full exposure to the US dollar spot price of gold and the rand/dollar exchange rate. The higher the gold price, the higher our profit margin and vice versa. We benefited from a surge in the gold price because of the COVID-19 pandemic crisis where investors globally turned to gold and gold stock as a safe haven asset. The gold price has subsequently subsided but remains at levels prior to those observed before the pandemic. The rand/dollar exchange rate remains volatile because of economic uncertainty and perceived political and economic instability. A decrease in the dollar gold price and/or a strengthening of the rand against the dollar results in a decrease in our profitability and ultimately a decline in the company's share price.</p>  <p><i>See page 45 for risk response</i></p>
<p>9. Extreme weather</p> <p>Strategic focus area:</p>  	<p>As result of the climate change, extreme weather events such as droughts, extreme rainfall and high wind volumes are on the increase. Specifically, the increase in intensity of events, such as thunderstorms on the highveld, where our operations are situated, will impact on our operations. Major property, infrastructure and/or environmental damage as well as loss of human life could also be caused by extreme weather events.</p>  <p><i>See pages 46 and 48 for risk response</i></p>
<p>10. Water cost and availability</p> <p>Strategic focus area:</p>  	<p>South Africa is a relatively dry area and predictions are that dry conditions will escalate. The business of surface retreatment is highly reliant on water as water is used to transport material over large distances and for processing. We are reliant on a third party provider for any shortfall in water.</p> <p>Water shortages will also result in higher cost of water that may adversely affect operational and financial results.</p>  <p><i>See page 48 for risk response</i></p>

RISKS AND OPPORTUNITIES CONTINUED

TOP 5 OPPORTUNITIES FOR THE GROUP

1	Increase in Mineral Reserves and Mineral Resources base	Our relationship with Sibanye-Stillwater adds an important new dimension to our strategy in that it provides an opportunity for intra-group growth by way of stronger alignment and integration. Sibanye-Stillwater is a global player that has built up a vast network in both gold and platinum group metals and is now also venturing into metals used in the generation and storage of green energy.	Expected to occur
2	Diversification into PGMs and battery metals		Should occur at some time
3	Mechanisation, automisation and automated data collection, storage and reporting	We want to further integrate our system of information flow and data capturing. Key focus areas will remain the assurance of the integrity of data, protecting it from interference, maintaining the quality of information and managing its flow and use with the view to optimising our control and management systems.	Expected to occur
4	Increased focus on ESG objectives	In the increasingly important areas of ESG, good corporate citizenship and green mining, our work could and should become the group standard in what we may wish to promote as "evidence of our presence". This will become even more important in a post COVID-19 world.	Expected to occur
5	Water technology and alternative green power solutions	We have the opportunity to work with government and other stakeholders in solving water supply constraints in South Africa by optimising our closed water circuit and the re-use of AMD and treated sewerage. Excess power, generated through alternative green power solutions, may be "wheeled" onto the National grid or to other operations and alleviate power supply shortages in South Africa.	Expected to occur

OUR OPERATING ENVIRONMENT

In addition to normal operating dynamics, being a price taker and operating in the gold mining industry in South Africa, external dynamics expose us to conditions and risks which we may not necessarily have control over.

These conditions can influence decision making and the ability to execute on our strategy. At the same time, it also creates opportunities for us to pursue our unique business model. An analysis of these dynamics and the DRDGOLD response to them, is set out below:



[See the Strategy section for more information](#)



[See the Risk section for more information](#)

FLUCTUATIONS IN THE RAND GOLD PRICE

We take full exposure to the US dollar spot price of gold and rand/dollar exchange rate. The higher the gold price, the higher our profit margin and vice versa.

The gold price has remained at high levels, reflecting a continued high demand for the precious metal amidst uncertainties in the global economy and an oversupply of cheap capital through central bank stimuli. The dollar/ounce gold price averaged R915 741/kg (\$1850/oz; R15.40/\$1) for our financial year ended 30 June 2021. The price retreated in the last quarter averaging R823 498 (\$1814/oz; R14.12/\$1).

The rand/dollar exchange rate remained volatile throughout the year having strengthened from high levels seen in the last quarter of FY2020, as sentiment in the global capital markets shifted.

The average gold price DRDGOLD received in 2021 of R917 996/kg was 19% higher than the average of R768 675/kg received in the previous year. It did taper off toward the end of the financial year and DRDGOLD's share price continued to respond sharply and swiftly to movements in the price of gold. This is illustrated by the fact that at 30 June 2020, when the gold price was R990 276/kg, a mere 17% higher than the price at 30 June 2021 of R819 916/kg, DRDGOLD's share price closed 80% higher at R26.95, compared to R14.93 at close on 30 June 2021.

DRDGOLD'S RESPONSE

DRDGOLD reaffirms its position as a price taker and takes full, unhedged downward and upward exposure to the rand denominated gold price.

Since the revenue pricing is determined by external factors, we manage this risk by being very focused on areas that we can influence, namely costs and operational efficiency. We are always looking at ways to slow the increase of costs and save costs by making ongoing improvements in process and efficiencies, with technology playing a pivotal role in this regard. For example, ongoing analysis of key drivers in our plant allows for precise dosing of chemicals and consumables, which contributes to keeping these costs as low as possible. HDPE lining in pipelines

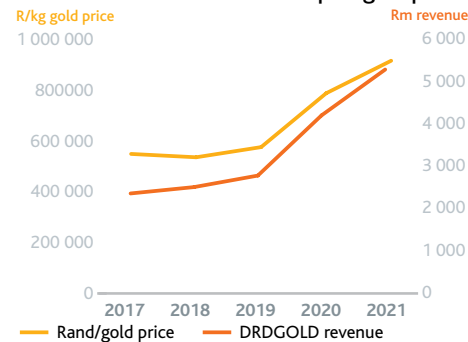
lowers friction and thus reduces power consumption. Maintaining a closed water circuit and using recycled water, in turn, reduces the costs of water consumption. These are just some of the initiatives implemented over the years.

We limit our vulnerability to a drop in the price of gold in rand terms—the currency in which we incur our costs—by monitoring and controlling our costs carefully with the approach stated above. We also work hard to increase the value of each unit of gold-bearing material (typically expressed in tonnes) by seeking ways to improve recoveries. At the scale at which we process, marginal improvements, even in the third decimal, have a profound impact on production outcome. Improvements in recoveries per tonne make an impact at various levels:

- Not only does it mean more gold per production tonne, it also reduces our sensitivity to volume throughput;
- Better recoveries improve our economies of scale, as well as reduce water and power consumption and consumables per gold unit produced; and
- It remains the least capital-intensive way to grow production.

This position of full exposure to the gold price is illustrated in the graph on the left.

DRDGOLD revenue relationship to gold price



RISK

- Adverse fluctuations in the gold price and exchange rates

We take full exposure to the US dollar spot price of gold and the rand/dollar exchange rate. The higher the gold price, the higher our profit margin and vice versa. We benefited from a surge in the gold price because of the COVID-19 pandemic crisis where investors globally turned to gold and gold stock as a safe haven asset.

The gold price has subsequently subsided but remains at levels prior to those observed before the pandemic. The rand/dollar exchange rate remains volatile because of economic uncertainty and perceived political and economic instability.

A decrease in the dollar gold price and/or a strengthening of the rand against the dollar results in a decrease in our profitability and ultimately a decline in the company's share price.

OPPORTUNITY

- Use favourable gold price environment to create further resilience through business improvement and to grow and diversify operations to create more flexibility in downward cycles
- Consider diversification into PGMs and battery metals to create exposure to different commodity cycles, not only gold

STRATEGY

- Optimally, profitably and sustainably mine our large surface gold resource
- Grow the business by replicating our business model, also looking at PGMs and battery metals

OUR OPERATING ENVIRONMENT CONTINUED

RISING ELECTRICITY PRICES AND ESKOM SUPPLY DISRUPTIONS

The mining industry is a major consumer of electricity, consuming approximately 30% of the national electricity supply. Our metallurgical processing plants operate on a 24/7/365 basis and continuous electricity supply is paramount to achieving a stable plant with enhanced efficiencies. Electricity currently makes up approximately 16% of our total operating costs, which is still generally lower than that of an underground mining operation.

Eskom has warned of increased load shedding for the foreseeable future as the company attempts to catch up with its maintenance programme that was neglected for many years. Bouts of load shedding were experienced by the country during the year. Eskom remains the biggest systematic risk to the sustainability of the South African economy, exacerbated by the impact of COVID-19. An increase of 15.63% on electricity tariffs became effective on 1 April 2021, as Eskom continues to seek double digit increases going forward to reduce accumulated debt.

The mining industry is increasingly opting for renewable energy usage to decrease these burdens. The President of South Africa has announced an increase in the threshold for self-generation of power to 100MW. The country is also aiming to cut emissions as part of its climate change plan and reduce reliance on Eskom's coal plants which make South Africa one of the most coal reliant economies in the world.

Phase I of carbon tax, which focused on scope 1 emissions, is expected to come to an end on 31 December 2022. Phase II of the carbon tax regime is expected to commence in 2023. Although there is still much uncertainty regarding Phase II and impact on scope 2 electricity emissions, the decarbonisation of electricity as an energy supply must nevertheless be prioritised by both the country and industries at large to de-carbonise the economy.

DRDGOLD'S RESPONSE

We take a two-staged approach to the risks associated with electricity supply. Firstly, we have installed extensive back-up systems to counteract the impact of unscheduled interruptions in power supply. While we are unable to maintain production during black-outs, back-up generator sets ensure that the plants remain in motion and that our circuits do not choke or become blocked by solids settling in the slurry. This means that production can resume virtually immediately once power is restored.

Secondly, at our Brakpan/Withok Tailings Storage Facility, our back-up capacity is sufficient to ensure that deposition can continue uninterrupted. This is the "exhaust" of the system and if it comes to a halt, the entire operation grinds to a halt. From a safety and governance perspective, it is also essential that we maintain a water balance on this facility to ensure that it remains within our stated factors of safety. The solutions identified in this regard are power storage and the pricing policy of Eskom whereby different

rates are charged during peak and off-peak periods. Charging power storage units during these periods and then drawing them down during peak hours to avoid peak rates provides a financially feasible model. We are committed to move forward on self-generation of power by constructing a solar PV plant and linking it up with the aforementioned battery storage facility. Feasibility studies for a solar PV plant and battery storage capacity are almost complete and we have submitted the requisite applications for regulatory approval. Whilst Eskom is very supportive of the project, the Ekurhuleni Town Council has not been forthcoming with the requisite approvals and consents. We are nonetheless determined to commence construction this year and have set aside a substantial portion of our capital budget of FY2022 towards this project.

In the interim our good relationship with Eskom stands us in good stead to manage the impact of load shedding through the curtailment (as opposed to the interruption of supply) at our operations.

OPPORTUNITY

In an investment-friendly regulatory environment, excess power generated through our solar PV plant and battery storage capacity technology project may be "wheeled" into the national grid (as and when the requisite approvals are obtained) or to other operations to alleviate power supply shortages in South Africa and decarbonise electricity generation in the country. Pending such approvals, power generated by the project will be tailored for own use only.

STRATEGY

- Optimally, profitably and sustainably mining our large surface gold resource
- Using technology and information to enhance operational performance and to minimise the impact on the environment

RISK

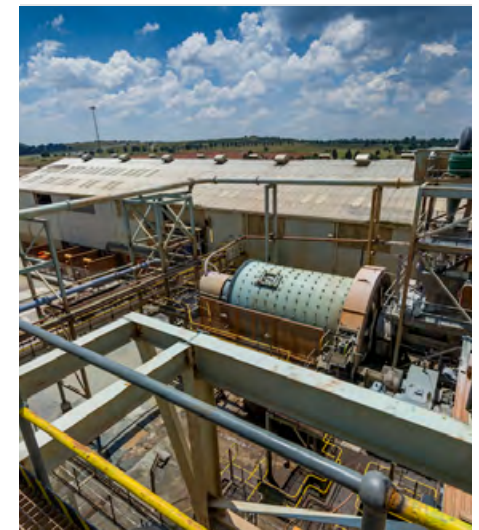
• Eskom supply failure and rising electricity prices

With our large and complex footprint, it is not practically and economically feasible to be totally independent from the Eskom supply grid. The company will therefore remain exposed to Eskom supply risks.

Supply interruptions from Eskom did not have a major impact on the operations thus far but Eskom's internal constraints and ongoing infrastructure failure may cause an increase in interruptions. This may result in production objectives regarding gold output not being met, which may increase financial pressures.

• Extreme weather

Climate change has meant that extreme weather events such as droughts, extreme rainfall and high wind volumes are on the increase. Specifically, the increase in intensity of events such as thunderstorms on the highveld where our operations are situated, will impact on our operations. Major property, infrastructure and/or environmental damage as well as loss of human life could also be caused by an extreme weather event.



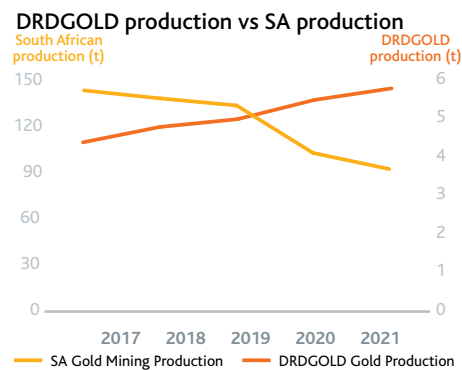
OUR OPERATING ENVIRONMENT CONTINUED

DECLINE IN SA GOLD MINING PRODUCTION

Despite South Africa having one of the largest gold resources in the world, gold production in the country continues to decline. Gold production decreased by 60% from approximately 252.6t in 2007 to approximately 101.3t in 2019.

Gold production decreased a further 10% to 90.9t in 2020. While the year-on-year decline could in part be attributed to the COVID-19 lockdown restrictions, the sustained decline over the years is systemic and in large part due to multiple factors that contribute to depressing investment appetite in the industry. Included in these factors are illegal mining, crime and theft, unfavourable regulatory policies, regulatory uncertainty, rapidly rising labour and electricity costs. The sustained decline can also be attributed to the depletion of higher-grade reserves, which require more deep level mining and for which there is insufficient investment of technology that allows it to be mined safely.

This is in contrast with global gold production trends where gold production has increased by 39% from approximately 2497.8t in 2007 to 3478.1t in 2020.



DRDGOLD'S RESPONSE

Our strategy to steer clear of underground mining and focus solely on surface operations has created a resilient business model and our performance is unparalleled in terms of how the trend is affecting other operations in the South African gold mining industry. The most capital-effective way to reverse a trend of production decline is to improve extraction efficiencies and economies of scale. Our focus going forward is to expand our footprint through the development of Phase II of FWGR, which will entail the construction of a Regional Tailings Storage Facility (RTSF) potentially large enough to permit future expansion in the Far West area. We are also planning the expansion of deposition capacity at the Brakpan/Withok TSF and/or Daggafontein TSF to accommodate more resources in the Far East Rand area and further extend Ergo's Life of Mine. These projects are, however, planned amidst a regulatory approval process which is clumsy and one-dimensional. This situation requires us to maintain

RISK

- **Depletion of higher-grade Mineral Reserves**
Since the start of surface retreatment operations in the 1970's, higher grade resources were targeted for processing. This sustained decrease in the head grade will continue and the Group will be required to find alternate higher-grade resources or to improve the extraction efficiencies of the operations. Over the years, the company has embarked on various successful initiatives in this regard.
- **Limited tailings capacity**

DRDGOLD is a volume-driven business. The large volumes of material that are processed at our operations are deposited on tailings storage facilities

a level of optionality and agility in our execution by planning as expansively as we can, but executing incrementally within constraints of the applicable regime, until such time that we obtain the appropriate outcomes from dispute resolution. We are careful to avoid the possibility that regulatory delays derail our forward momentum, hence our systematic and incremental approach to execution.

With the acquisition of FWGR, higher-grade resources were added to the resources of the company. A project is also underway to upgrade some of Ergo's resources into reserves. We have invested in ongoing research and development of technologies to improve the extraction efficiencies of the operations, including the completion of the copper elution plant at FWGR.

The diagram on the bottom left illustrates DRDGOLD's production in tonnes over the years in comparison to the gold mining industry.

with a finite capacity. Alternate facilities or expansion of existing facilities will be required to ensure adequate deposition capacity for the future.



OPPORTUNITY

- To diversify our commodities production portfolio to include the production of PGMs and battery metals. South Africa is currently the largest exporter of platinum. Given the country's climate change objectives, platinum and battery metals will be imperative, not only in South Africa but also globally. This will be done through our partnership with Sibanye-Stillwater.
- DRDGOLD has developed into a leading and standard-setting authority in the retreatment of tailings for the production of gold. It offers a safety environment that is different to that of an underground operation. We are always looking to improve gold extraction technologies and the systems required to support the commercial success of the enterprise. The unique combination of skills, technology and systems that we have developed over the years and that enables us to extract gold from lower grade mine waste opens up opportunities to further consolidate surface tailings in South Africa and to grow beyond its borders.

STRATEGY

- Optimise current asset portfolio through further enhancement in efficiencies and technology
- Grow the business by aligning with Sibanye-Stillwater and venturing into PGMs and battery metals

OUR OPERATING ENVIRONMENT CONTINUED

SOUTH AFRICA'S WATER CHALLENGE

Our surface retreatment operations are reliant on water to transport slimes from reclaimed areas to the processing plant and to the tailings storage facilities. There are growing concerns that demand for potable water may soon exceed supply as a result of the decay and collapse of municipal infrastructure, the collapse of wastewater treatment infrastructure, slow infrastructure development and endemic levels of water pollution of key water sources.

In the context of South Africa's economic challenges, the Department of Water and Sanitation has, in its national water master plan, tabled an estimated R900 billion to ensure the country's water security for the next ten years and beyond.

This requires that DRDGOLD and the mining industry at large continue to find ways to transition to grey water and reduce the consumption of potable water.

We acknowledge that water is a limited natural resource and crucial for the sustainability of the planet. Although the earth has the natural ability to recycle water, the availability of clean and safe drinking water remains a key global concern and the scarcity thereof in the future is linked to the way grey/wastewater is managed.

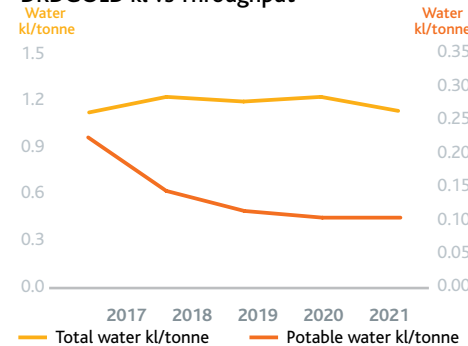
DRDGOLD'S RESPONSE

Over the past few years, we have deliberately focused on investing in infrastructure and strategies to reduce our reliance on potable water and expand the use of other water sources. For example, a closed water balance system is in place to reuse water in the system which delivers into more than 70% of our process water requirements. A further 6% is grey water sourced from sewerage works or acid mine drainage (AMD) and 15% is harvested from lakes that capture and contain rain and storm-water run-off. Potable water consumption increased slightly from 2 659ML in FY2020 to 2 968ML^{1A}. This was mainly as a result of FY2021 being uninterrupted by COVID-19 lockdowns but we also experienced challenges in the reach of processed water from our central water facility to City. The central water facility was constructed to reduce potable water consumption and ensure a closed water system. Potable water usage at FWGR operations is limited to ablutions, drinking water and the mixing of flocculant.

All of FWGR's process water is from underground dewatering.

We manage our water in such a way that process and grey water options are exhausted first before potable water options are explored, as illustrated in the graph below.

DRDGOLD kl vs Throughput



OPPORTUNITY

There is an opportunity for us to contribute to the protection of South Africa's water resources by using technology to optimise our water reticulation systems and reusing grey or treated water in the form of AMD and treated sewerage.

STRATEGY

- Use technology and information to design and implement systems to protect against extreme weather, ensure that excess water is retained or harvested and maintain all water in a closed circuit for reuse.
- Further expand usage of grey water to reduce the draw on potable water thereby reducing the extent to which we compete with society for potable water.

RISK

• Water cost and availability

South Africa is a relatively dry area and predictions are that dry conditions will continue. The business of surface retreatment is highly reliant on water as it is used to transport material over large distances and for processing. Reliance is placed on third parties to provide any shortfall in water. Water shortages will also result in higher cost of water that may adversely affect operational and financial results.

• Extreme weather

As a result of the climate change, extreme weather events such as droughts, extreme rainfall and strong winds are on the increase. The increase in intensity of events, such as thunderstorms on the highveld, where our operations are situated, will impact on our operations. Major property, infrastructure and/or environmental damage as well as loss of human life could also be caused by extreme weather events.



OUR OPERATING ENVIRONMENT CONTINUED

SOCIAL LICENCE TO OPERATE

Johannesburg has a unique history. If not for mining, there would be no city. The mines, however, did not come to the city, rather the city came to the mines. What resulted was poorly regulated urbanisation and hundreds of thousands of people living in close proximity to former mining infrastructure and mine dumps. DRDGOLD's operations span a large part of this mining footprint and cover large areas of the East, Central and West Rand. Conventional environmental and closure standards are proving inadequate to contain the impacts of mining on surrounding communities. Earlier standards required any residential development to be at least 500 metres away from tailings infrastructure. The very nature of our mining process is such that the negative legacy of mining, of historic mine dumps, is reversed through the removal and retreatment of these dumps. We also contain the impact of our own tailings storage facilities on the environment by placing cladding and vegetation on them which prevents dust from getting blown off the dumps and by carefully managing the water balance in and on the dams through a system of decanting, drainage, scavenging wells and return water dams.

The unemployment rate in South Africa hit a record high of 32.6% in Q2 of calendar year 2021 painting a grim picture of the state of our economy and its ability to create job opportunities. The burden is felt particularly amongst the youth with an unemployment rate of 64.4% amongst those aged 15 to 24 years and 42.9% amongst those aged 25 to 34 years. According to the Quarterly Labour Force Survey conducted by Stats SA, the South African labour market is more favourable to men than women.

South Africa continues to have high crime rates particularly theft, robberies, murders and gender-based violence. These are symptoms of societies with low employment rates and stagnant economies. Gold mines continue to be targeted, particularly during these times of high gold price levels.

DRDGOLD'S RESPONSE

Our approach to environmental management and social development is informed by the ideas of sustainable development. It requires that rehabilitation takes place concurrently with mining, as part of day-to-day operations, and is not delayed until mining comes to an end. Our business model presents a unique opportunity in this regard as the recycling of mine dumps and movement of mine tailings onto a large, modern deposition facility are by nature rehabilitative. Our commercial endeavours bring about a reversal of the past environmental impact and legacy of mining, at the same time improving the quality of life for members of the communities living in close proximity to historical mine dumps, in particular by addressing the presence of dust. Certain dumps, the ones containing gold, are removed, permanently ridding the neighbouring communities of dust. The dumps that are not removed are permanently vegetated with various indigenous species of grass and shrubs and initially irrigated to the point where virtually no dust is lifted from these areas by the wind.

We are committed to operate in a sustainable and responsible manner and to improve quality of life for those living in the communities surrounding our operations. This is premised on the assumption that a stable societal environment is an essential requirement of business sustainability, through our social and labour plan and CSI initiatives which are continuously monitored and reported on. Through ongoing stakeholder engagements with government structures, local communities, and NGOs we strive to strengthen our relationships to promptly and effectively address concerns raised.

We have developed partnerships with stakeholders to increase our community reach in areas of our influence to assist those in need, particularly during these unprecedented times.

For example:

- We aim to leverage our Broad-Based Livelihoods network to help grow the informal economy through the optimisation of the social grant system and expanding our teaching curricula to include those skills required to function within this economy.
- We have launched a research project in collaboration with the University of Pretoria looking at how sustainable development principles can help establish a knowledge-based system that can function independently of our presence and stimulus. It is our view that slums should ultimately become villages through the efforts of their own inhabitants towards improving hygiene, sewerage and the upkeep of the road infrastructure.

The increased criminal activities require a robust and proactive strategy in securing the safety of our employees and our assets, while being mindful of the principles of proportionality that underscore basic human rights. During the current year several initiatives were launched to remove security personnel from the front line and replace them with technology-based surveillance and detection systems. These systems are supported by monitoring and coordinating the dispatching of reaction teams to where they may be needed. Sophisticated access control systems are in place for high-risk areas and our asset protection function works closely with various law enforcement authorities.

RISK

• Social licence to operate

The delivery gap on the part of the State has increased pressure and demands on business by local communities, NGOs and other non-government organisations. Society is looking to businesses to step in where the State is failing. Social licence issues are typically driven by the social and economic landscape and the COVID-19 crisis has exacerbated these issues in the country. Unemployment, hunger and desperation are of great concern and the company has been active in supporting the local communities, more so during the COVID-19 period. The company will, however, continue to be exposed to this risk if the social and economic conditions in the country continue.

• Social unrest

The growing frustration of society due to lack of government service delivery and slow reformative action against unemployment (heightened by the impact of the COVID-19 pandemic) lead to increased protests and conflict, affecting communities in and around our operations. This may result in operational disruptions.

• Increased crime

The current strained economic and uncertain political environment contribute to the adverse crime trends. Our mining operations are not immune to crime and are continuously targeted by criminals as well as syndicates seeking access to gold or gold concentrate.

OUR OPERATING ENVIRONMENT CONTINUED

SOCIAL LICENCE TO OPERATE continued

OPPORTUNITY

- Socio-economic partnership with communities to develop toward self-sustainability
- Unlock land value and sustainable land use in partnership with government (Corridor of Freedom), state agencies/public/private partnerships and emerging operators.

STRATEGY

Improve the quality of life of communities surrounding our operations through poverty alleviation and youth education including the development of programmes that leverage the social grant system to stimulate local small enterprise development.



COVID-19 IMPACTS

Last year we reported that the impact of COVID-19 on communities that subsist on a 'per-day' economic cycle was potentially devastating and that this could lead to an increase in crime and the risk of social unrest. A particular source of frustration is the unemployment amongst the country's youth. This coupled with mounting frustration at poor service delivery, came to a head when riots broke out in July 2021 in parts of the country. Businesses large and small were looted of their merchandise and their properties destroyed, causing many to shut down. The management of the virus remains a challenge for the country and the world, with South Africa's economy hanging in the balance. Waves of COVID-19 infection persist globally. A number of countries continue to place South Africa on red alert, limiting travel and in some cases completely forbidding entry. COVID-19 restrictions have also exposed the vulnerability of global and local supply chains with delays and shortfalls being experienced in many industries.

Despite being affected by the Level 5 lockdown in FY2020, our operations were relatively stable in FY2021, as we continue to contain the spread of the virus through health and safety protocols and now also through an active campaign to encourage vaccination.

DRDGOLD'S RESPONSE

The Group continues to effectively contain the spread of the virus through various health and safety protocols. These include *inter alia*, constant monitoring of employees, contractors and visitors to our sites, shift management should there be an outbreak, and the provision of adequate personal protective equipment supplies. The current available solution is to reach vaccination targets placed by government for other industries, to be able to fully participate in the economy again.

Our vaccination rollout is underway to further reduce the impact of subsequent waves on our employees and create a safer workplace environment.

The impact of COVID-19 brought a deeper understanding of supply chain risks and the development of future looking mitigation strategies. We are continuously seeking diversification of our supplier pool and have secured key supply demands through supplier contracts.

RISK

• Social licence to operate

Pressures and demands on business by local communities, NGOs and other non-government organisations have increased. Social licence issues are typically driven by the social and economic landscape and the COVID-19 crisis has exacerbated the social and economic issues in the country. Unemployment, hunger and desperation are of great concern and the company has been active in supporting the local communities, more so during the COVID-19 period. The company will, however, be increasingly exposed to this risk should social and economic conditions in the country continue.

protests and conflict, affecting communities in and around our operations. This may result in operational disruptions.

• Dependency on key suppliers

The COVID-19 pandemic has again emphasised the dependency on key suppliers as supply chains have been affected globally by the restrictions imposed by governments. It was possible, however, to limit these impacts on the Group and to continue operating without delay.

The effect of the pandemic remains volatile and a disruption in supply of material such as reagents and critical equipment remains a possibility for the operations.

• Social unrest

The growing frustration of society due to lack of government service delivery and slow reformative action against unemployment (heightened by the impact of the COVID-19 pandemic) lead to increased

Freight cost increases and delays for capital equipment have emerged as an important element for new projects.

OUR OPERATING ENVIRONMENT CONTINUED

REGULATIONS AND THEIR EFFECT ON OUR BUSINESS

The mining industry in South Africa is extensively regulated through legislation and regulations issued by government’s administrative bodies. This includes directives with respect to health and safety, mining and exploration of minerals, and managing the impact of mining operations on the environment. In August 2020, the Department of Mineral Resources and Energy withdrew its appeal against a High Court ruling which supported the “once empowered always empowered” rule on existing mining rights holders seeking renewal stipulated in the 2017 Mining Charter.

The Minerals Council South Africa brought forward an application for a review of the 2018 Mining Charter’s provision that the recognition of continued consequences of HDP ownership would not apply in cases of the renewal of existing rights and therefore a top-up to 30% is required. On 21 September 2021, The High Court ruled that the Mining Charter III is not binding subordinate legislation but an instrument of policy. This ruling affirmed that the Minister of the DMRE was not entitled to make law through Mining Charter III to require 30% historically disadvantaged people (HDP) ownership for the renewal of existing mining rights. Therefore, grounds of application for review brought forward by the Minerals Council South Africa, challenging the clauses of Mining Charter III are unconstitutional. The application was therefore set aside. Regulations around the governance and safety of TSFs are also increasing, specifically because of recent TSF failures around the world.

DRDGOLD’S RESPONSE

DRDGOLD, as a member of the Minerals Council South Africa welcomes the High Court judgement released that the Mining Charter III is a policy document and not law. In a media statement released, the Minerals Council South Africa stated, “The Minerals Council South Africa welcomes the High Court judgement released on Tuesday that the Mining Charter 2018 is a policy document, that the continuing consequences of previous black economic empowerment deals should be recognised and that the specific challenged provisions in the document should be removed. The Minerals Council and its members remain fully committed to the transformational objects of the Mineral and Petroleum Resources Development Act (MPRDA), but the objectives must create policy and regulatory certainty for long term investment and inclusive growth in the sector. The Minerals Council will continue to engage the DMRE on a constructive basis to create the necessary policy and regulatory certainty and to attract much greater investment into the exploration and mining sectors.”

We continue to engage with different spheres of government in reaching sustainable solutions to ensure that projects are executed as planned. We also make use of mining and environmental experts in this regard. We are committed to improving governance and transparency in the safety and management of TSFs, a commitment that so far has led us to implement the following:

- A Group-wide policy on the management of TSFs at our operations is currently being reviewed to align it to best practice and expectations

- An Internal Tailings Performance Management System (TPMS) for dedicated data collection, storage and processing to ensure the integrity of the data for day-to-day management and oversight purposes
- Quarterly drone surveillance
- Review of various technologies which could be employed to enhance TSF observation and monitoring
- The establishment of an Independent Tailings Review Panel in 2018

RISK

Regulatory compliance, governance and changes: mining and environmental

Mining companies in South Africa are subject to extensive mining legislation and regulations and must ensure compliance and keep abreast of the latest legislation, both locally and internationally. A change in regulatory or government policies could adversely affect our business, for example, changes in the taxation regime.

OPPORTUNITY

- Technology – big data, next quantum steps in “cracking the code” and trademark models in terms of integrated, sustainable management solutions

STRATEGY

- Optimally, profitably and sustainably mine our large surface gold resource





VALUE CREATION, STRATEGY AND PERFORMANCE

DRDGOLD continues to add value to the South African economy, simultaneously releasing land back to the greater Johannesburg for redevelopment and enhancing the quality of life experienced by communities around our operations.

DIGITALLY ENABLING OUR ORGANISATION

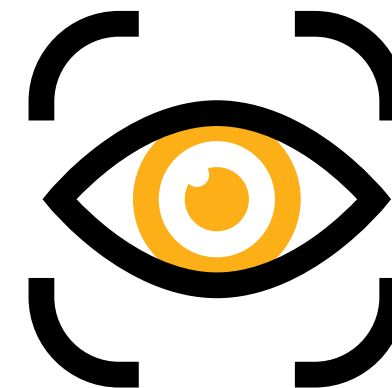
Information Technology (IT) in DRDGOLD was traditionally seen as an enabler of business and its various initiatives. It has successfully fulfilled this position to date. IT has become more than just a support function across local markets and globally. As a result, and due to astute observation of this ongoing trend, DRDGOLD has significantly changed its traditional outlook of IT by granting a chair to IT on its Exco and Audit Committee. This enables IT to inject incremental innovation as well as the necessary technology impetus that all progressive businesses require to exist and a platform from which to be competitive and unique where possible. The multivariate nature of IT allows that these components can be arranged where applicable to provide exclusive and efficient solutions to real world challenges and potentially provide a competitive market advantage.

Our vision

In our 2020 Integrated Annual Report, our Chairman, Geoffrey Campbell made the following statement:

“A new area of interest is the *application of big data analysis*. The complex systems that we manage across the Johannesburg area generate terabytes of data and big data analytics seeks to *uncover information* to help us make *better informed business decisions*.”

Our CEO Niël Pretorius, is an ardent supporter of decision making based on quantitative data which is evaluated, and qualified by a dynamic blend of human and machine intelligence. Niël has also captured the phrase of DRDGOLD being the TESLA of mining as an aspirational value of DRDGOLD. This expresses DRDGOLD's sentiment of progressing rapidly, using technology wherever possible and beneficial, to optimise DRDGOLD's operations and subsequently slipstream us into the future. This aspiration has become our mission; one we are moving to as quickly as possible with various initiatives to establish the foundational aspects of IT and beyond. This will create a stable platform on which to exploit Information and Technology and the competitive edge which it can provide.



Infrastructure Initiatives:

- Refresh and Upgrade of the Local Area Network (LAN)
- Upgrade of the Wide Area Network (WAN)

Security Initiatives:

- Security: internet of things (IoT) security simplified
 - Real-time visibility
 - Vulnerability detection
 - Quickly discover IoT vulnerabilities
 - Monitoring and profiling device-level communications
 - Control and identify vulnerable IoT devices
- Alert logic: Cybersecurity made easy
 - Implementation of manage detection and response
- Rapid 7: Secure your modern network
- Upgrade of email security
- Implementation of an industry standard Vulnerability assessment tool
- User security awareness training



Achieving these aspirations requires consideration of necessary and critical IT fundamentals. These tenets include IT Infrastructure, Cyber Security, and Governance, which are essential to undertake any exciting and value-adding initiatives. IT solutions without the necessary security and communication throughput are inefficient and create a serious risk to the integrity and safety of the company's employees, systems, data, and brand. The stability of DRDGOLD's IT platforms and networks is therefore first and paramount to any further IT and operational initiatives.

Cyber risks identified include malware, password theft, traffic interception, phishing attacks, distributed denial of service, cross site attack, zero-day exploits, structured query language (SQL) injection, social engineering, ransomware, trojan virus, drive-by attacks, water hold attacks, cryptojacking and man in the middle attacks. In the past year, in collaboration with our Risk department, we have conducted several programmes and assessments to evaluate and determine the potential disparities in our security and communications platforms. In the past year in collaboration with our Risk department, we have conducted several programmes and assessments to evaluate and determine the potential disparities in our security and communications platforms.

DIGITALLY ENABLING OUR ORGANISATION CONTINUED

Remote Working

The working dynamic has changed for some of our workforce during the pandemic, with remote working being the new way of working. We anticipate this trend will continue in the foreseeable future. Our DRDGOLD culture is centred around collaboration and teamwork, which is culture we do not want to lose. The success of remote working will require adequate communication channels, cybersecurity training, functional documentation retention and sharing platforms and improvement of wireless connection. We are therefore working on the following initiatives:



Improving data throughput while providing a safe and secure condition for our various collaboration and communication platforms such as Microsoft Teams, SharePoint, and our Intranet



Implementing Telecommunication Convergence using technologies for internal, external and instant messaging from a single platform such as Microsoft Teams



Removing endpoint cabling throughout our facilities and replace with wireless devices where possible



This reduces the potential health and safety risks brought about by cabling in an office environment as well as the costs of installing network points and trunking



Once this is in place and stabilised we can begin executing on the following items.

Data Initiatives:

- Data aggregation
 - The goal is to position DRDGOLD as the "TESLA" of the mining industry. This project establishes the first pillar in that journey and focuses on the "Data Infrastructure" component which is key to unlocking value in data and analytics
- Yellow Machine Hire
 - Optimising and reconciling costs and productivity for the industrial machinery at Ergo
- Information council
 - Establish a Data Governance Council aimed at the following key disciplines of Data Governance, Analytics Governance, and Risk Mitigation
- Project Management Tool
 - A project management tool that will consist of three steps, namely business, functional and the design and implementation supported by training to use this new tool
 - It will provide a 30 000 foot view for management and monitoring of the various IT and other functional portfolios, programs, and projects

All these initiatives have already been or will be encapsulated into forums supplemented by general IT, security and data policies. The IT function is also guided by the IT Governance Charter, which is directed by the non-prescriptive COBIT standard of management and governance of IT using a holistic approach.

HEALTH AND SAFETY REVIEW

From the start of the pandemic we put protocols in place to prevent the spread of the virus. We continue to monitor employees, contractors and visitors entering our premises and have managed to contain the spread of the virus.

ZERO^{LA} fatalities

0.80^{LA}
Lost Time Injury
Frequency Rate (LTIFR)

0.40^{LA}
Reportable Injury
Frequency Rate (RIFR)

COVID-19 PANDEMIC

The spread of the Delta variant (SARS-COV-2B.1.617) in South Africa has caused the number of tests conducted and the number of positive cases to escalate.

Since the start of the third wave the number of cases increased tremendously from April to July exceeding the total number of tests conducted during the first and the second waves. Our COVID-19 statistics as at 30 June 2021 are as follows:

COVID-19 Statistics as at 30 June 2021

	Number of tests	Positive cases	Recoveries	Deaths
FWGR	176	34	31	1
Ergo	576	142	117	2

From the start of the pandemic we put protocols in place to prevent the spread of the virus. These included developing a Code of Practice and Safe Operating Procedures Manual.

These were rolled out across our operations through various training sessions and awareness campaigns. These procedures address various matters, including:

- The identification of the virus and who is at risk
- How the virus is transmitted
- Symptoms, treatment and how to prevent infection
- Risk assessment to identify, control and mitigate the risks
- The action plan taken by the company to ensure that the spread of the infection is controlled.

HEALTH AND SAFETY REVIEW CONTINUED

The Action Plan comprises, but is not limited to:

- Installation of hand sanitisers across identified areas in the plant
- Minimising access to the plant and implementing a mandatory daily security routine of temperature testing and washing of hands
- Social distancing protocols
- Deep cleaning of the high-risk areas
- Guidelines to follow should there be a suspected infection at work

We strive to ensure that employees, contractors and visitors entering the premises continue to be monitored for symptoms of the COVID-19 virus.

Our efforts are designed to ensure that continuous social distancing is practiced during the start of shifts by staggering our employees and contractors according to the different schedules. An HSec dashboard is also shared every Wednesday to alert management of any person entering the plant with identified COVID-19 symptoms. Information that is shared includes weekly COVID-19 topics and updated information from the Minerals Council and the National Institute of Communicable Diseases. To date we have been able to contain infections at

our operations. A vaccination drive was rolled out to all over 60s, whereby a training session was held by the company doctor explaining the importance of being vaccinated. Employees were then given an opportunity to register for their vaccination. Similar drives have been held as the vaccination opportunities have opened up to different age groups. Although our operations do not have a vaccination clinic on site, employees are encouraged to register and go for their vaccinations and a copy of their vaccination card is returned to the medical station for record purposes.

HEALTH AND SAFETY MANAGEMENT

All permanent employees are required to be members of a private medical aid scheme. The Group subsidises two-thirds of the total member contribution except FWGR, which contributes 60% for Category 4 to 8 employees and 50% for the rest of the employees. During FY2021, the Group contributed R46.4 million (FY2020: R41.1 million) to private medical aids on behalf of employees. In addition, we employ a part-time health practitioner, three permanent nurses and retain the services of a private medical emergency response team to ensure our people receive quality medical treatment at our operations.

We recognise the importance of treating injuries as part of our duty of care so several employees are trained in different levels of first aid. We also have an onsite clinic at Ergo where employees who have been injured are monitored frequently until they are declared fit for duty. FWGR makes use of the services of Fountain Private Hospital located approximately 2km from the operation and Africa Health Care private medical as an emergency response team.

	ERGO	FWGR	2021	ERGO	FWGR	2020
Number of fatalities	0 ^{LA}	0 ^{LA}	0 ^{LA}	0 ^{LA}	0 ^{LA}	0 ^{LA}
Reportable injuries	3	0	3	5	1	6
RIFR	0.47 ^{LA}	0 ^{LA}	0.40 ^{LA}	0.90 ^{LA}	1.30 ^{LA}	0.96 ^{LA}
LTI	5	1	6	7	1	8
LTIFR	0.78 ^{LA}	0.97 ^{LA}	0.80 ^{LA}	1.25 ^{LA}	1.30 ^{LA}	1.27 ^{LA}
Minor injuries	19	0	19	22	0	22
Part-time health and safety representatives	100	7	107	116	8	122
Ratio of part-time health and safety representatives to one employee	1:20	1:20	1:20	1.19	1.20	1.19
Section 54 notices	–	–	–	–	–	–
Section 55 notices	–	–	–	3	–	3

^{LA} Limited assurance



HEALTH AND SAFETY REVIEW CONTINUED

HEALTH AND SAFETY ACTIVITIES

Our health and safety strategy aims to reduce and ultimately eliminate health and safety threats through regular monitoring of our permanent and contracted employees. All our operational sites are monitored monthly for hazards and risks, which are ranked in terms of severity, duration of exposure and probability of a negative outcome. All visitors to our sites are made aware of safety hazards and emergency procedures through our induction process. Community members, including illegal miners, are made aware of the hazards of accessing mine dumps by means of safety signs at all our reclamation and deposition sites.

As part of our risk assessments, we undertake weekly safety topics, weekly and monthly contractors' meetings, annual inductions to ensure communication and engage with our employees and contractors on site. A number of health and safety campaigns were also initiated during FY2021 including:

Integrated safety management solution initiative

As part of Ergo's goal of achieving zero harm, an integrated risk management solution has been implemented, which is underpinned by international standards. This application consists of several integrated modules: a baseline risk assessment module, evaluation module, job safety analysis module, Planned Task Observation (PTO) module and investigation module. The system was installed and is currently operational. We are reviewing and updating standard task procedures and job risk assessments. An improved incident investigation methodology is also currently being rolled out.

A risk assessment team is in place to identify risks, assess and approve them ensuring adequate mitigating actions are in place.

Training record solution initiative

A training record solution was implemented for both employees and contractors. Comprehensive matrices detailing mine wide occupations and the relevant required training is being formalised in preparation for the implementation.

3-in-1 safety calendar

The 3-in-1 Safety Calendar campaign was rolled out on all operations on 1 December 2020. This calendar consists of a daily talking point on the following topics: World Aids Day and 16 days of activism against gender based violence.

REVIEW OF OUR SAFETY PERFORMANCE

No fatalities were recorded for the year.

REVIEW OF OUR HEALTH PERFORMANCE

As part of our strategy to educate and empower employees with knowledge, several health-related topics were addressed in FY2021 through pamphlets and medical surveillance. The following topics were part of this ongoing initiative:

- Gender based violence
- Kidney health suggestions
- Flu vaccination
- COVID-19 awareness
- Odd things that may cause cancer
- Preventing flu
- Hats off to silent heroes
- Protect yourself from flu

	2021	2020 ¹
Medical examinations performed	2 164	2 864
Employees tested for HIV	176	200
Employees counselled for HIV	250	321
NIHL cases reported	2	–
Number of TB cases reported	4	3
Cases of silicosis and asbestosis reported	0	1

¹ Information presented only for Ergo. No information has been presented for FWGR as figures are not released from the Sibanye clinic to the mine

FWGR figures are not deemed to be material

Noise-induced hearing loss (NIHL)

NIHL is caused by repeated or prolonged exposure to sounds at or above 85 decibels (db(A)). At our operations, noise can reach 102db(A). Although there are 33 areas with noise levels above 85db(A), we do not operate equipment or machinery measuring more than 107db(A).

Any excessively noisy equipment is immediately reported to an engineer for corrective action. Hearing protection is issued to all employees and visitors to our plants. The use of protective equipment is covered during our induction programme and signage is displayed at demarcated noise zones and entrances to the plants, indicating where hearing protection must be worn.

All cases of NIHL are referred to Rand Mutual Assurance, a private insurance company, for occupational injuries.

	Number of cases	Cases concluded	Pending cases
Reported in FY2019	4	1	3
Reported in FY2020	0	0	0
Reported in FY2021	2	1	1

Silicosis and dust

A Silica Dust Campaign was rolled out on the Ergo operations, consisting of posters and awareness training.

There was no case of silicosis or asbestosis reported in FY2021 for Ergo. In FY2020, there was one case of silicosis reported for Ergo.

Our silica reduction strategy is still enforced, with employees being continually reminded to damp down equipment before working on it and to water the roadways to prevent dust liberation. All silica over-exposures are investigated and additional measures are put in place where necessary.

OUTLOOK

We are looking to successfully rolling out an improved incident investigation methodology, a revised planned task observations module and Occupational Hygiene Module to the integrated risk management application

This integrated risk management application is underpinned by international standards and will enable our operations to further improve safety risk assessments and manage focus on risk reduction.

SOCIAL VALUE-ADD

Sustainable development is a topic we never fail to emphasise due to its strategic importance and the extent to which it informs our thinking and the deployment of capital and resources.

R48.9m^{LA}

Total social and economic spend (2020: R32.5m^{LA})

Social capital investment at a glance

50.2%
total discretionary spend with BBBEE companies

317
members of the community on learnerships

662
learners took advantage of our maths, science and accountancy programmes

259
economic opportunities created

25
communities reached

SOCIAL LICENCE TO OPERATE

Our SLP for Ergo, submitted as part of our compliance with the Minerals and Petroleum Resources Development Act (MPRDA), commenced in January 2018. Our intent is to align our activities with real need, so the plan was developed after extensive consultation with stakeholders including the City of Johannesburg and City of Ekurhuleni (previously referred to as Ekurhuleni Metro Municipality). The projects we have committed to are intended to improve the lives of the members of our communities as well as our employees and have an over-arching theme of poverty alleviation and entrepreneurship. In early 2019, we submitted our transitional implementation plans according to Mining Charter III, to ensure compliance with the regulator's requirements and submitted annual compliance reports.

All procurement of goods and services is in line with the national promotion of BBBEE companies and the Mining Charter. During FY2021, our total discretionary spend with BBBEE companies was 51.0%, compared to 68.8% in the previous year.

CROWN COMPLEX VEGETATION PROGRAMME

A consortium was established in October 2017 comprising nine local companies that represent Langlaagte, Diepkloof, Meadowlands, Orlando West, Orlando East, Riverlea, Pennyville and Ormonde. The consortium currently employs community members from these areas to deliver projects. Their current project entails the establishment of new side slope vegetation on the Crown tailings dam and to irrigate until the vegetation is established and self-sustainable. Ergo currently supplies all the material for the vegetation establishment but it is expected that the consortium will supply the material in the future once it becomes a commercially viable business.

SOCIAL VALUE-ADD CONTINUED

Our total socio-economic spend is broken down as follows:

Project	Outcome	Area	2021 R	2020 R
Vegetation rehabilitation	Local youth employment	Soweto and Geluksdal	2 717 525	2 837 901
Crown Complex Consortium	Local community development	Local communities around Crown Complex	3 840 295	3 956 612
Broad-Based Livelihoods Programme	Local economic development	Tsakane, Soweto and Merafong	7 327 838	4 672 962
Metallurgical research at Wits University	Metallurgical research	Braamfontein, Johannesburg	1 200 000	1 200 000
Crown logistics	Economic Development	Soweto Ekurhuleni	791 001	1 313 803
Human and community resource development	Upskilling	Gauteng	12 040 828	9 830 063
Employee Home loans	Home Ownership	Gauteng	403 500	375 000
Youth education	Local Youth development	Local communities	18 055 560	4 918 208
Donations	CSI spend	Gauteng	2 506 014	3 401 965
Total SED spend			48 882 561^{1A}	32 506 514^{1A}

^{1A} Limited assurance

EDUCATING OUR COMMUNITIES

Maths, science and accountancy

Our maths, science and accounting teaching programmes have been severely impacted by COVID-19 and the disruption it has brought about in the schools that we support. In order to assist, our teachers have played a pivotal role in providing supplementary classes when children have been permitted to return to the classroom after each lockdown.

Bursaries

DRDGOLD is proud of the support we provide for the youth throughout their educational journey so that they can fulfil their potential and not only make a contribution to our organisation, but ultimately to the country and its economy.

A total of R1 555 091 was spent on bursaries during FY2021 (FY2020: R547 628).

Learnerships

In line with the national strategy to eliminate the shortage of skills, we provide artisan training for our youth and offer learnerships, which are structured learning programmes that lead to lifelong skills. During FY2021, 317 community members participated in learnerships (FY2020: 310).

We also assisted 61 community members to complete their trade tests and successfully obtain a national certificate (FY2020: 217).

Corporate social investment (CSI)

DRDGOLD, in consultation with legitimate stakeholders, has focused its CSI programme on initiatives that have proved to be of benefit to the communities surrounding our operations within the Johannesburg, Ekurhuleni and Merafong municipalities. Ideally, these initiatives will have a positive impact on the communities affected by the Group's operations and will leave a lasting legacy. A total of R3 706 013 (FY2020: R4 601 965) was spent on the CSI programme during the year.

Wits School of Chemical and Metallurgical Engineering partnership

To assist universities with research and the development of new technologies, in FY2017 DRDGOLD entered into a partnership with the Wits School of Chemical and Metallurgical Engineering and committed to funding of R1.2 million per year over a five-year period. The school will be assisting DRDGOLD with both short-term and long-term research projects which include improving gold recoveries and ways to treat lower grade material in a profitable manner. Improved gold recoveries are a key enabler to growing our reserves and extending our LoM. While some of the work will be directed at our operations, most of the research will be on open projects and will be made available to the entire gold mining industry.

Education and training spend	2021 R	2020 R
Maths, science and accountancy	1 353 733	1 242 307
Adult education and training	2 082 432	1 848 304
National diploma (N1 and N2 courses)	–	40 929
Artisan training	–	1 239 040
Bursaries	1 555 091	547 628
Total	4 991 256	4 918 208

OUTLOOK

The University of Pretoria Enterprises Research Project completed phase 1 of the study on the BBL programme to create an integrated Community Regeneration Project Model whereby a "broken and fragmented community" can be transformed into an "integrated village". Phase two of the study which is far more in depth is about to commence.

SOCIAL VALUE-ADD CONTINUED

THE BROAD-BASED LIVELIHOODS (BBL) PROGRAMME

A requirement of DRDGOLD's mining rights is to implement local economic development projects which bring about poverty alleviation, income generation and job creation. The challenge inherent in development is seen across the country in the plethora of projects that fail to bring about the intended socio-economic benefit. Almost five years ago, DRDGOLD came across a unique programme, which sought to turn traditional and conventional project thinking on its side.

By design, the BBL Programme is inclusive, allowing not only a select few, but hundreds of households to participate in the programme. The programme is easily implemented over a large geographic area and has a track record of impact and self-sustainability. These attributes directly addressed our need to be able to benefit as wide an area as possible, given the reach of our operations from the East Rand (Ekurhuleni Metropolitan Municipality) to the West Rand (City of Johannesburg Metro Municipality) of the Witwatersrand gold reef, and towards Carletonville in the Merafong Municipality. Almost five years later, we continue to see our vision for local economic development come alive.

**Changing lives,
one well-nourished household at a time.**

The BBL programme is successfully mobilising people at the bottom of the socio-economic pyramid to be economically active and earn independent income, often as sole proprietors. BBL participants stimulate the circulation of money in their own neighbourhoods through increased local production and trade: the key mechanism for local economic growth.

The BBL Programme has reached almost 4 500 participants across Ekurhuleni (EMM) and City of Johannesburg (CoJ) and Merafong Municipalities, and these participants are encouraged to spread the word and share what they learn with neighbours, friends and family. We are seeing hundreds of young and older entrepreneurs rising up to become productive and economically active members of society, beacons of hope to those around them.

The BBL offering is constantly diversifying, with a growing set of sub-programmes in response to participants' interests and ideas for increased economic activity in their local contexts, in retail and services, crop and livestock agriculture, and the health, wellness and beauty sectors.



Changing lives, one well-nourished household at a time



Some chose to grow bigger



With a vision for a better future, this group of 40 has dug and filled 25 trench beds



The numbers prove that this programme is having meaningful and sustainable socio-economic impact, but it's the testimonies of the people themselves that truly reflect the impact of the BBL in people's lives, some of which we share below:

"I am determined to defeat poverty in my bloodline. My garden is my friend", BBL MyFood participant

"Kagiso is selling hygiene (products) and in lockdown he was able to save R11 000. He plans to start his chicken farming business and will use what he has learnt from BBL MyPoultry and MyFuture", BBL Facilitator

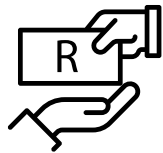

"Previously, I had quit selling eggs due to credits and people never paying me. I started up my small business again after attending the BBL MyFuture and am learning strategy and to manage my business better. I have also started a small gym in my house and a car wash that I am renovating. Viva MyFuture, the fixer of broken dreams", BBL participant

"Anna makes and sells curtains. She gets orders and supplies. She started recording (sales) just after her first BBL MyBusiness training. Now she is starting to change her prices to make sure she can make a profit consistently." BBL Facilitator

OUR STAKEHOLDER GROUPS

DRDGOLD's Board is committed to representing a fair and transparent review of the Group's position to stakeholders. The stakeholders presented are those we believe have a material interest in our business. We ensure timeous and efficient handling of our stakeholders' issues and prioritise maintaining a good, long-term relationship with them. The Board ensures that communication on our performance is distributed to all stakeholders and the public through a broad range of channels.

The table below identifies our main stakeholder groups, their interests and how we communicate with them.

Stakeholder groups	Methods of communications	Key interests	Group response to interests
Providers of capital <ul style="list-style-type: none"> Shareholders Debt funders 	<ul style="list-style-type: none"> Investor road shows for small groups and one-on-one meetings Various investor conferences Financial and operating results presentations JSE's Stock Exchange News Services (SENS) Newly implemented hot button releases on major capital projects 	<ul style="list-style-type: none"> Progress and funding requirements for Phase II of FWGR project The Sibanye-Stillwater partnership How we deliver into ESG objectives including renewable energy projects Ability to contain costs – specifically labour and electricity Resilience to Eskom disruption Share price performance and dividends Stability within the mining industry Overall operational and financial performance Gold price trends 	<ul style="list-style-type: none"> Communicate results in a timely and unbiased manner External assurance on financial statements Operational and financial risk management Adherence to dividend policies Embark on continued expansion for the business Respond to investor concerns at forums such as results presentations and investor conferences Managing our relationship with Sibanye-Stillwater from a governance perspective ESG fact sheet published
Employees 	<ul style="list-style-type: none"> Workplace meetings Formal workplace briefing procedures Independent, anonymous tip-off line to report fraud or crime Induction and refresher training Monthly "future forum" meetings with organised labour Short messaging service Notice boards 	<ul style="list-style-type: none"> Job security Fair remuneration Career development and training Health and safety, including the containment of COVID-19 in our operations Growth of the business Financial performance of the business Fair treatment 	<ul style="list-style-type: none"> Proactive wage agreement negotiations Provide ongoing training for skills acquisition and refresher initiatives Implement various health and safety awareness campaigns Maintain safe working conditions Specific COVID-19 health protocols Fair and transparent processes

OUR STAKEHOLDER GROUPS

Stakeholder groups	Methods of communications	Key interests	Group response to interests
Suppliers and specialist providers 	<ul style="list-style-type: none"> Numerous meetings held Onsite engagement 	<ul style="list-style-type: none"> Sustainability of the local gold mining industry Transparency in local and preferential procurement Containment of COVID-19 within our operations Employment practices Support and quality control Financial performance and sustainability of the Group Business training 	<ul style="list-style-type: none"> Local procurement policies and procedures established and adhered to Good employment practices Adherence to safety requirements Support and quality control Monitoring the performance of service providers
Communities 	<ul style="list-style-type: none"> Community forums Formal meetings with representatives of Quarterly Dust Forum Stakeholder engagement during authorisation processes Individual stakeholder engagement of affected persons 	<ul style="list-style-type: none"> Local economic development (LED) Job creation Corporate social investment (CSI) Environmental impact Health, safety and security related issues 	<ul style="list-style-type: none"> SLP concluded geared towards entrepreneurship and poverty alleviation Projects geared toward community development. In particular our BBL programme Involvement in local community activities Operate in a manner that does not harm the environment Review community engagements
Government and regulatory authorities 	<ul style="list-style-type: none"> Engagement on draft regulations and bills Formal engagement during authorisation processes Provide formal approval of authorised activities Written and verbal communications 	<ul style="list-style-type: none"> Licence to operate including water use licenses, SLP execution, environmental management plan BBBEE and employment equity compliance Labour relations Health and safety Environmental impact 	<ul style="list-style-type: none"> Adhere to various legislation and regulations Availing parties to attend to compliance matters Submit required statutory reports Adhere to instructions and orders
Media 	<ul style="list-style-type: none"> Interviews with the Chief Executive Officer (CEO) and Chief Financial Officer (CFO) Web alerts to analysts, media and investors News releases on the Company's website 	<ul style="list-style-type: none"> Financial results Corporate activity ESG issues Health and safety Community-related topics 	<ul style="list-style-type: none"> Publish financial and operating news and results

OPERATIONAL PERFORMANCE

Our operations are based on ultra-volume and almost nano-gold extraction. The volume of reclaimed material delivered has one of the most profound impacts on the gold output of the plant. The operations are supported by technology and infrastructure to recover gold from low-grade tailings material on a 24/7/365 basis.

Operational scorecard

2021	Ergo	FWGR	Group
Volume throughput ('000t)	22 952	6 159	29 111
Gold production (kg)	4 263	1 460	5 723
Yield (g/t)	0.186	0.237	0.197

2020	Ergo	FWGR	Group
Volume throughput ('000t)	20 228	6 052	26 280
Gold production (kg)	3 989	1 435	5 424
Yield (g/t)	0.197	0.237	0.206

COVID-19 IMPACTS DURING THE YEAR

The pandemic continues, for now, to present uncertainties and risks, with a fourth wave predicted to impact South Africa towards the end of the 2021 calendar year. It goes without saying that all the key COVID-19 preventative measures will continue to be strictly applied in all our workplaces. Employees, contractors and visitors entering the premises continue to be monitored for symptoms of the virus. The spread of the delta variant caused the number of tests and positive cases to escalate at both operations, exceeding the total number of tests conducted during

the first and second waves. Despite this, the Group has continued to be able to contain the spread of the virus within its operations. Our vaccination drive was rolled out and training was provided to employees on the importance of vaccination as a means to reduce the impact of the virus.

OVERVIEW OF GROUP OPERATIONS

The Ergo plant currently treats around 1.7Mtpm of material. The material is delivered via two feeder lines from the Elsburg tailings complex, Van Dyk and the 4L30 reclamation sites. A further 0.5Mtpm is delivered from the City Deep area (including 4L2, 3L42 and externally sourced material). The Ergo plant has a capacity of 1.8Mtpm based on a 92% availability.

The Knights plant has capacity of 250ktpm. Material treated is deposited onto the Brakpan/Withok TSF shared with the Ergo plant. With Knights' rapidly depleting reserves, opportunities are being evaluated to reclaim material from more challenging environments such as remnants left from historic mining activities and environmentally sensitive areas like wetlands, resulting in the rehabilitation of severely degraded areas.

At FWGR, the upgraded Driefontein 2 plant (DP2) currently treats around 0.5Mtpm of material from Driefontein 5 (dam 5). Material is deposited on the Driefontein 4 TSF.

Our metallurgical plants use carbon-in-leach (CIL) metallurgical processes to recover gold from slurry. Most of the Group's reclamation activities involve the reclamation of slime. Monitor guns, operated by trained individuals, direct high-pressure water jets at targeted areas. The slime is dislodged and mixed with water and the resulting slurry is pumped to the metallurgical treatment plant for processing.

RESEARCH AND DEVELOPMENT

Partnership with Wits School of Chemical and Metallurgical Engineering

Our partnership with the University of the Witwatersrand (Wits) School of Chemical and Metallurgical Engineering, saw Ergo continue to fund R1.2 million towards appropriate research projects by post-graduate students with a view to improving Ergo's operating efficiencies and the evaluation of alternative process options. Over a period of five years, Ergo will contribute funding of R6.0 million to Wits.

In-house research capability

Ergo has embarked on the process of enhancing its internal research capabilities. Additional metallurgical resources have been recruited and a second metallurgical research facility was constructed and equipped during the year. The facility and additional research staff will continue to serve the rapidly growing interests of DRDGOLD on the Far West Rand.

South African Minerals to Metals Research Institute

DRDGOLD continues to support the South African Minerals to Metals Research Institute, an association of major players in the minerals industry, academia and government with the vision and strategy of promoting sustainable development of the South African minerals processing industry through the development of globally competitive, innovative technology driven by people with world-class skills.

INFORMATION AND COMMUNICATION TECHNOLOGY

Advanced information and communication technology is used in plant operations to reduce power and water

consumption. These technologies also limit potential environmental incidents by providing early warning to pipeline and other system failures. This occurs through the extensive use of digital platforms to monitor and control reclamation and process activities and our electronic monitoring system which provides management with continuous information on every facet of the plant's performance.

Ergo has embarked on the analysis of data (big data analysis) to identify the best possible operating envelope for its Ergo plant. For more information refer to how we are digitally enabling our organization on page 53.

ERGO OPERATIONS

Production

Gold production at Ergo increased by 7% from 3 989kg to 4 263kg mainly due to Ergo's volume throughput which increased by 13% from 20.2Mt to 23.0Mt.

The average yield decreased by 4% from 0.197g/t to 0.186g/t as a result of the depletion of high grade sand material at Knights and more lower grade slimes being mined. Reclamation of a significant remnant sand dump in legacy reclamation areas situated to the north of the Ergo Plant commenced in an area commonly referred to as the Benoni Cluster.

The ball mills make a relatively high-grade material contribution to the Ergo plant and allow for systematic reclamation and treatment of previously untreatable coarse sand material through the plant.

The reclamation of these remnant sites makes a significant contribution to the rehabilitation efforts in the Benoni Cluster area and the project is expected to continue for at least six years.

OPERATIONAL PERFORMANCE CONTINUED

Milling of sand continued at the City Deep plant. Remnant sand resources in the old Crown Mines and City Deep areas are targeted with a view of final land clearance and rehabilitation of a number of legacy reclamation areas. Currently, the 3A17 (Rob Deep) area is reclaimed at a rate of 50ktpm. In addition to the final clearance of the land, a significant contribution to the operational profitability of the City Deep section is realised.

Tailings storage facility

The Majority of Ergo's Daggafontein TSF was reclassified from an Inferred Mineral Resource to an Indicated Mineral Resource following positive results from additional drilling which took place. As previously reported, we continue to evaluate options to increase the deposition capacity of the Brakpan/Withok TSF.

A preliminary design for the re-instatement of the Withok compartment of the Brakpan/Withok TSF is well underway. The Daggafontein Tailings Storage Facility has been evaluated for its capacity to accept tailings and remains an option as an additional tailings storage facility.

Capital projects

Capital expenditure included sustaining Capex for the infrastructure development for the reclamation of the 4L25 dump. Ergo began reclamation at 4L25 in the first quarter of FY2022, which is in the vicinity of the City Deep milling and pumping station. The dump has an average head grade of 0.308g/t and is estimated to contain some 850kg of gold. The slimes dam will be reclaimed at a rate of up to 300ktpm over a period of 10 to 12 months with supplemental tonnage coming from the 4L2 dump, reclamation of which is ramping down. This will sustain City Deep's production levels for a further 12 months until the

larger 4L3 and 4L4 reclamation sites begin. 4L25 slimes will be reclaimed by a remote controlled, high-pressure water gun positioned at the top of the dump. Here it will be combined with 4L2 slimes and then pumped via a 40km pipeline to the Ergo plant. Other capital projects include the upgrade of the Ergo plant's carbon in leach circuit to provide more capacity and achieve better efficiencies, installation of a third generation kiln both for additional carbon regeneration capacity to manage the planned higher plant throughput and as a backup for the two existing kilns. Capital expenditure was also incurred on the Brakpan/Withok TSF, for improved tailings deposition capacity.

FWGR OPERATIONS

Production

Gold production at FWGR was 2% higher at 1 460kg due to an increase in throughput to 6.2mt. The operation's average yield was unchanged at 0.237g/t.

Tailings storage facility

The Driefontein 4 TSF is a TSF which was converted from an upstream day-wall TSF with a capacity of approximately 200kt per month to one of an upstream cyclone deposition TSF at a capacity of 500kt per month.

During the year the upper compartment was successfully converted to cyclone deposition. The upper compartment and lower compartment were merged to form one compartment.

The main ringmain deposition piping system was successfully lifted onto the upper bench of the dam.

The conversion of the dam to cycloning has been successful and this allows a deposition capacity of 500ktpm until at least the end of 2025, after which it is planned to deposit onto the newly constructed

Regional Tailings Storage Facility (RTSF). See below for details on progress on the Phase II project.

Capital improvement projects

The material from Dam 5 contains high levels of copper which competes with gold for cyanide in the leach and co-absorbs on to activated carbon. As a consequence, the gold purity in the bullion was low due to high levels of copper. Copper in bullion incurs penalty charges of between 1% and 5% from Rand Refinery. Testwork was subsequently performed to determine how to reduce the copper levels in the bullion. This testwork indicated that up to 74% copper could be desorbed from carbon without significantly desorbing gold. Further, it showed that, if FWGR were to achieve bullion purities above 60%, the refinery's gold allocation would shift upward from an average of 98% to 99.5% (resulting in the equivalent of 1.2kg to 1.8kg of gold revenue per month). Construction began in January 2021 and the cold copper elution plant was commissioned in May 2021. With the financial capital investment of R12 million, it has a payback of less than one year. Initial results show that we are stripping 69% of the carbon compared to the 74% expected, which will be better understood and tweaked as more elutions are performed. Current indications are that the copper elution will achieve the expected results.

Gold bullion purity has increased from 35% to 49% after the first smelt and subsequently kept increasing to 52%, 56% and over 60%. The project has therefore proved to be a success and is operating as intended.

Other capital projects invested in include the conversion of the mill situated at DP2 to closed circuit from the current open circuit. This will improve

the grind of the material and should liberate more gold. It requires additional thickening capacity in the plant as well as a change to the mill classification circuit. The thickener is currently being erected on site, with commissioning expected at the end of calendar year 2021. We expect an additional 2-3 kg of gold from the improved milling circuit. This is also a test for the future design of the Central Processing Plant (CPP).



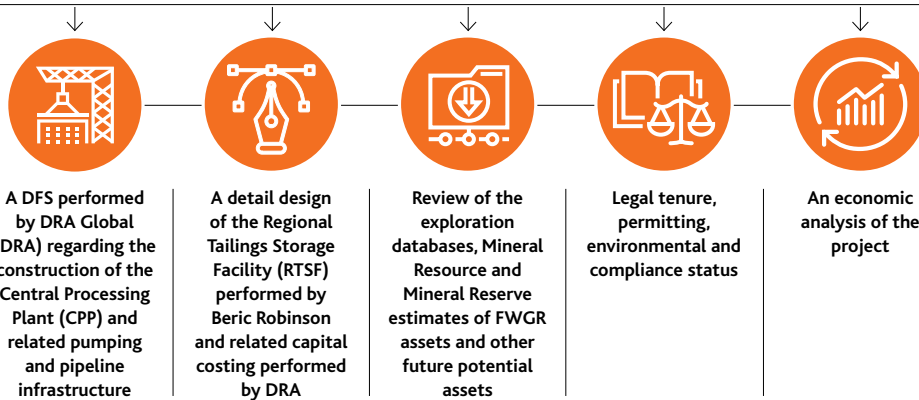
OPERATIONAL PERFORMANCE CONTINUED

Phase II update

The Phase II project is considered a key project to deliver into our strategic objectives to grow our business by replicating our business model, as well as to optimally, profitably and sustainably mine our large surface gold resource and extend beyond to potential resources in the West Rand.

We are therefore pleased to announce that the Definitive Feasibility Study (DFS) for Phase II was completed in the third quarter of the financial year and that the project was found to be economically viable in a number of scenarios.

We engaged an external consultant, Sound Mining, to perform an independent review of the available information and studies that have been performed regarding the Phase II expansion project. These included, but were not limited to:



Sound Mining concluded that “the Project is a low risk, profitable operation based on current methodologies and systems. The FWGR management team, employees and mining contractor have the necessary technical knowledge and experience to manage any planning and design uncertainties. There are no material technical or geo-metallurgical risks that could significantly impact the production forecasts.”

Delivery into the capitals:

	Natural capital	→ Clearing land and restoring the environment by removing pollution sources from dolomitic areas and consolidating these tailings onto a more sustainable footprint
	Human capital	→ Sustainable job creation in the West Rand for the next 27 years
	Social and relationship capital	→ Improves quality of life of those living in close proximity to TSFs Injection into the economy in the West Rand for the next 27 years
	Financial capital	→ Phase II increases the LoM to 27 years Financial value added to all stakeholders of approximately R1 billion
	Manufactured capital	→ Achieving economies of scale through the construction of a new plant based on proven technology

Risks associated with the project:

The biggest risks associated with the Phase II project relate to obtaining regulatory approval of the amended design of the RTSF, which was submitted to the Department of Water and Sanitation (DWS). Delays in obtaining the regulatory approvals may have an adverse impact on the project timeline established and capital cost estimate. We made use of the services of an external expert to assist with engaging with the DWS and these discussions are currently ongoing.

Presentations were conducted to provide the regulator with the technical and scientific reasons for opting to construct the RTSF without a liner.

Next steps

We have commenced with the next step in our Phase II journey which entails the Front End Engineering Design (FEED) of the Central Processing Plant. FWGR has appointed DRA Global to perform the relevant function.

EMPLOYEE RELATIONS

DRDGOLD invests substantially in developing our people to provide them with market-related skills and to ensure that we run our business efficiently and cost-effectively with our stakeholders' interests in mind.

R598m

value distributed to employees – salaries, wages and other benefits (2020: R573m)

953
employees

1 838
specialist providers

23%
women in mining

72%
HDSAs

R12.0m
training spend

As an organisation, our primary strategic objectives are to take the personal goals of our employees seriously and align them to the strategic objectives of the Group, recognising every person's contribution to the success of DRDGOLD.

This we do through our five-faceted employee alignment focus areas:

Wellbeing



Employee development



Employee engagement



Recruitment



Remuneration



EMPLOYEE RELATIONS CONTINUED

WELLBEING

- We recognise that social and financial issues affect the ability of employees to perform optimally. Our Best Life Programme provides employees with the following:
 - 24-hour access to counsellors who assist with issues including, but not limited to:
 - financial counselling
 - trauma counselling
 - legal assistance
- Access to financial clinics – providing assistance with wills and estate planning
- Vehicle and home loan advisory assistance
- Retirement planning
- Budgeting

Gender-based violence

DRDGOLD's workforce comprises 23% women, and it is therefore our duty and priority to ensure the physical and emotional safety of all women. Gender-based violence and abuse of women is a national crisis in South Africa. DRDGOLD strives to create a culture where women feel safe and empowered to perform their duties without fear or discrimination. This year we launched a gender-based violence programme aligned with that of the Minerals Council of South Africa to raise awareness and educate both male and female employees on the various causes and impacts of gender-based violence and the contribution everyone can make to creating an environment in which every employee within the organisation can thrive.

Housing

DRDGOLD does not provide traditional mine accommodation to employees. To improve the living conditions of employees and their families, we introduced the Ergo Home Loan Scheme, whereby qualifying employees are provided with assistance of R75 000 towards purchasing their first homes.

To facilitate this initiative, our financial clinics provide financial coaching to employees. These clinics advocate the importance of home ownership and provide assistance in applying for home loans.

To date, 17 employees have qualified under the scheme and purchased their own homes. Those employees whose applications are not successful due to affordability issues are referred to the Best Life financial coach.

A housing steering committee continues to engage with labour to attract applications from qualifying employees.

EMPLOYEE DEVELOPMENT

The training and development of our employees is based on the following objectives:

- to align current and future leaders with the company's strategy.
- to equip current and future leaders with the knowledge and tools to achieve their goals.
- to provide opportunity for personal growth and development.
- to create capacity for succession and enhance bench-strength.

Training

To us, employee development is investing in initiatives that assist our employees to reach their full potential at work as this increases their job satisfaction and productivity. We achieve this by providing training, learnerships and bursaries for our employees to gain formal qualifications or to be recognised for prior learning. We have also set aside R16.4 million for reskilling of employees for future downscaling and retrenchments in accordance with our SLP.

Future human resource development programmes

Our Junior Leadership Programme is a development programme aimed at building a pipeline of future junior and middle managers. The programme contains a theoretical and practical component, culminating in a business improvement project implemented by the participants. For those who are targeted for further development, the Management Development Programme would be the next step in their career journey with DRDGOLD. In FY2021, nine candidates completed the Junior Leadership Programme and four participated in the Management Development Programme. Both programmes are accredited and participants receive certificates of competence that are credit bearing. Various other technical and supervisory programmes are run to ensure that other employees are being capacitated to better perform their functions.

Talent management

We identify critical positions and appoint mentors and coaches to address the gaps in individual development plans. Quarterly performance discussions take place between protégés and mentors/coaches. It is important to retain employees in key positions, equip employees for future leadership roles, identify talent for new roles that will emerge in the future and ensure adequate succession planning for the Company.

Employees can also identify a competency profile which they aspire to, and the Company facilitates realising this aspiration by providing the necessary training and leadership courses.

		2021	2020
Employee training	Rm	12.0	11.7
Training Days		3 470	3 320
Number of employee training sessions		736	1 310

EMPLOYEE ENGAGEMENT

We aim to promote communication amongst employees from the bottom up and provide an environment conducive to multi-disciplinary problem solving and decision making. We have seen great success in initiatives such as the Baobab Programme at the Ergo plant, aimed at addressing the importance of teamwork, connectivity to core business, accountability, empowerment and productivity. This programme has been rolled out to the reclamation teams in FY2021.

EMPLOYEE RELATIONS CONTINUED

RECRUITMENT

As part of our objective to align employees with the goals of the Group, our recruitment process ensures that the right person, with the right skillset is matched to the job requirements. The percentage of women in mining at DRDGOLD remained unchanged at 23% of total staff.

To improve on these results, our aim is to recruit in line with our transformational objectives and continuously develop our people.

	2021	2020
Permanent employees	953	951
Specialist service providers	1 838	1 615
Employee turnover %	6	10
Human rights incidents	0	0
Women in mining		
Women in management %	21	19
Total women in mining %	23	23
HDSAs %	72	73
Union affiliation (in the collective bargaining unit)		
NUM %	57	60
AMCU %	30	24
SOLIDARITY %	*	*
UASA %	6	7
Non-union %	7	9

* Less than 1%. Discrepancies in the table may exist due to computational rounding

HDSAs as a percentage of total employees

	Male	Female	HDSA%
Board	7	3	40
Top management	2	0	50
Senior management	3	2	40
Middle management	40	11	47
Junior management	249	62	78

REMUNERATION

DRDGOLD offers competitive remuneration packages and incentives to our employees. The national minimum wage has increased from R20.76 per hour to R21.69 per hour with effect from 1 March 2021 at a minimum wage of R21.69 an hour or R3 796 per month (dependent on hours worked). The gross basic salary for entry level employees per month is R12 159 for Ergo and R11 521 for FWGR (FY2020 Ergo: R11 363, FWGR: R10 696).

The industrial relations climate remains stable. DRDGOLD has a decentralised bargaining model with each operation responsible for their own collective bargaining. As part of the transitional arrangements at FWGR, a three-year wage agreement is in place which was concluded in June 2021.

Negotiations are currently underway with organised labour at FWGR with the intention of reaching a three-year agreement. A one-year wage extension was agreed to at the Ergo operation which will conclude in June 2022.

The table below illustrates our cost of labour relative to the gold mining industry:

	DRDGOLD	Industry ¹
Labour as a percentage of operating cost (%)	19	46
Production per employee per annum (kg produced/total employees and contractors)	2.1	1.69
Average pay per employee (excluding contractors) per annum (R'000)	627	351

¹ Based on information from gold mining companies for the year ended 31 December 2020 and 30 June 2021



The national minimum wage has increased from R20.76 per hour to **R21.69** per hour

OUTLOOK

We hope that our organisation continues to be an environment where our employees can grow and reach their full potential. We want to develop employees at the lowest level so we can ensure that we optimise our human resources by having a healthy pipeline of individuals with the necessary skills and competencies to move up in the business.

We want to contribute to an improvement in the quality of life of our people by ensuring that they look after their health, wealth and families. The workplace must be a place of fulfilment, where people feel valued and actively participate in achieving the Company's objectives.



ENVIRONMENTAL VALUE-ADD

Rehabilitation is a key activity in our business model and inherent in what we do. We also undertake concurrent rehabilitation of all our tailings facilities to reduce, as far as possible, negative environmental impacts experienced by surrounding communities.

Environmental spend

R105m

Social capital investment at a glance

87.6ha

of land lodged with the NNR for approval for redevelopment

2 968Ml^{LA}

Potable water consumption

R105 million
spent on rehabilitation activities

115ha^{LA}
vegetated

No fines of monetary value or directives for non-compliance with environmental laws and regulations were imposed on the Group in FY2021.

OVERVIEW

By performing concurrent rehabilitation, in the form of vegetation on our TSFs and investing financial capital in the short and medium term, we decrease nuisance dust impacting those living within our areas of influence. Our surface reclamation process yields a natural dividend, as it removes potential pollution sources and opens up land for redevelopment. Environmental management is a key aspect during the project planning phase of a new reclamation site. Before we embark on new mining projects, we undertake an environmental authorisation process which is performed by external consulting specialists that conduct detailed specialist studies, an environmental impact assessment and environmental management programme (EMP) for the management of these projects. These reports are discussed and reviewed by our stakeholders through an open public participation process.

Through this process, we are able to identify, address and minimise the effects of our activities on the environment and identify and mitigate the potential impacts our activities may have on surrounding communities and the receiving environment. Our environmental management systems and policies have been designed in compliance with South Africa's National Environmental Management Act 107 of 1998 and associated regulations. Internal and external audits are performed annually and recorded in a database to ensure compliance.

Our EMP encompasses all the activities of our operations and assesses the environmental impacts of mining at reclamation sites, plants and tailings storage facilities. It also outlines the closure process, including financial provisions. We have estimated that the total environmental financial provision for the Group as at 30 June 2021 is R570.8 million

ENVIRONMENTAL VALUE-ADD CONTINUED

(gross financial provision: R752.5 million). We are, therefore, able to systematically audit and monitor our activities. Required audits are undertaken by independent consultants and submitted to the DMRE annually.

The Group actively manages and monitors the consumption of natural resources (including potable water and energy) at monthly and weekly meetings. This entails the analysis of trends to identify excess use and discuss various focus areas to ensure responsible natural resource usage.



DRDGOLD has spent more than
R332.8 million
 on various rehabilitation activities in the past 5 years

	2021 Rm	2020 Rm
Tailings complex (vegetation, dust suppression and cladding, among others)		
Crown Complex	17.4	17.4
Brakpan/Withok	34.7	22.0
Daggafontein	8.6	–
Driefontein 4	5.5	–
Reclamation sites (vegetation and dust suppression, among others)		
Crown sites	13.8	7.1
Rehabilitation insurance expense	5.9	5.7
Historic spillage clean-ups	4.5	2.2
Ergo Sites	7.0	–
FWGR Sites	0.3	–
Demolition of plant and infrastructure	7.4	–
Total	105.0	54.4

REHABILITATION

In accordance with South African mining legislation, all mining companies are required to rehabilitate the land on which they work to a determined standard for alternative use. DRDGOLD's business involves the reclamation of previously discarded material deposited, in many cases, by other companies, most of which are no longer in business. As a result we deal with legacy environmental issues. Nevertheless, we take our environmental responsibilities seriously and are steadily rehabilitating land previously sterilised by mine residue.

DRDGOLD has spent more than R332.8 million on various rehabilitation activities (including controlling dust) in the five years preceding FY2021.

In FY2021, we vegetated a total of 6ha (FY2020: 20ha) at the Crown Complex. A community consortium is currently engaged to establish the side slope vegetation and irrigation until the vegetation is self-sustainable. In the FY2021, we spent R3.8 million on the vegetation programme undertaken by the consortium. We are on track to complete this programme by 2024 and it could be accelerated if additional water is secured.

Concurrent vegetation is ongoing on active tailings facilities with 68.5ha (FY2020: 45.5ha) of side slope cladding completed at the Brakpan/Withok Tailings Storage Facility. 20ha vegetation was undertaken at the Daggafontein Tailings Storage Facility during FY2021 (FY2020: nil) as the remaining side slopes are in a stable condition and therefore the cladding at Brakpan/Withok Tailings Storage Facility was accelerated.

During the financial year, FWGR officially kicked off its vegetation and rehabilitation program at Driefontein 4 TSF achieving the planned 19 ha.

The vegetation has established exceedingly well and FWGR plans to continue with this programme throughout the coming year.

As reclaiming at Driefontein 5 reaches ground level, FWGR continues to concurrently rehabilitate the footprint. During the financial year, in excess of 10ha were cleared and 1 ha vegetated. In the coming financial year, FWGR will continue to vegetate the cleared land.

We are awaiting approval from the NNR to release valuable land. We are continuing with the process of final rehabilitation and remediation on a further 220ha within the City of Johannesburg. As at 30 June 2021, applications in respect of 87.6ha of land had been lodged with the NNR for approval.

ENVIRONMENTAL VALUE-ADD CONTINUED

OUR PRIORITIES

Water and wastewater management

Many of the historic dumps that DRDGOLD targets for reclamation were not built to contemporary standards of environmental governance. In fact, many of these dumps have been long defunct and are sources of groundwater seepage.

DRDGOLD's entire business model is premised on the removal of old, defunct mine-dumps. In doing so, the source of seepage is removed and the contamination of underground water significantly reduced. Eventually and over time as more dumps are removed seepage will reduce and the quality of groundwater will improve.

This process is not without its challenges though. The economic feasibility of retreating old mine waste depends on very significant economies of scale. To achieve the required through-put rate, old tailings are mined hydraulically – water is delivered through high-pressure jets into the side of the mine dump to, in sequential 'slices', dislodge mine waste and turn it into a slurry. From there it is pumped through a network of pipelines to a reclamation plant and, after treatment, Trans-Caledonian Tunnel Authority (TCTA) to a permanent TSF.

This requires strict water circuit management protocols to make sure that all process water and slurry remain contained. Water is kept in a closed circuit and managed from a centralised water reticulation facility. The same applies to water on TFS's – all of it is contained by way of return water dams and evaporation ponds that are integrated into the centralised water reticulation system. In recent times, due to the climate-change related increase in the severity of rain events, the design and management lay-out of reclamation sites have also been adapted to enable us to separate 'clean' and 'dirty' water and to contain storm-water run-off, all aimed at preventing water from flowing into the natural environment.

WATER CONSUMPTION

South Africa is a semi-arid country and its ability to consistently deliver potable water to its inhabitants is limited. Operationally, if our operations were to rely on potable water to meet the requirements of the business, our risk exposure would have been intolerably high and running out of water would have been a very significant and real existential risk.

Added to this and from the perspective of environmental stewardship, the mere thought of using potable water at the rate required by our operations in an essentially industrial process, is simply unimaginable. As a result, for many years now DRDGOLD has been carefully tracking potable water usage, significantly increasing the use of grey water and systematically integrating its water circuit to ensure that no water is wasted. Finally, in 2017, when the central water reticulation plant at the Ergo operation was completed, it had developed the ability to deliver water to all corners of the business and return it through a fully integrated, closed system.

Now, just over 66% of all process water makeup at Ergo is drawn from water returned from the Brakpan/Withok TSF to our various reclamation sites by way of return-water columns. A further 6% of our process water top-up needs are from treated underground AMD, drawn from a facility operated by the TCTA on a site provided by group subsidiary, ERPM. DRDGOLD secured the right to use up to 30ml of treated AMD water a day. Ekurhuleni City Council's wastewater treatment facility at Rondebult supplies less than 1%, depending on the rate at which water flows into the waste facility and, another 17% is from lakes and dams in the region that capture the inflow of seasonal rain and storm water inflows, harvested in terms of the requisite extraction licences. Potable water is only used in processes where the sensitivity of equipment requires it, and for certain early-stage

irrigation to settle in newly established vegetation on TSFs. Our potable water consumption has stabilised to approximately 11% of total water consumption over the past three years. Potable water consumed increased to 2 813ML^{LA}.

This is mainly as a result of FY2021 being uninterrupted by COVID-19 lockdowns, but we also experienced challenges in the reach of processed water from our central water facility to City. Total water used has increased by 3% to 25 985ML^{LA} at our Ergo operation.

Ergo

	2021		2020	
	ML	%	ML	%
Potable water sourced externally	2 813 ^{LA}	11	2 497 ^{LA}	10
Rondebult wastewater	46	*	103	1
Surface water extracted	4 210	17	3 871	15
Water recycled in process	17 233	66	17 338	69
TCTA water (AMD)	1 683	6	1 326	5
Total water used	25 985^{LA}	100	25 135^{LA}	100

^{LA}Limited assurance

At FWGR, we currently use all the water harvested from Driefontein 4 TSF (Dam 4). This amounts to approximately 60% of our process water requirements. The balance is made up from underground mine dewatering. Potable water consumption is 2% and limited to drinking and change houses and flocculant makeup for usage in the plant.

During FY2020, the return water pumping infrastructure was improved with new pumps, a new

pipeline, and new power supply to allow 100% of the water requirement to be pumped back to the plant. This ensures that the return water dams will not overflow even in a one in 50-year storm event. This is a vast improvement on what was previously installed. This upgrade has been very successful and even though there were some large storm events (around the one in 50 year event) during the financial year, FWGR was able to manage, harvest and reuse the return water appropriately and no water was released into the environment.

ENVIRONMENTAL VALUE-ADD CONTINUED

FWGR

	2021		2020	
	ML	%	ML	%
Potable water sourced externally	155 ^{LA}	2	162 ^{LA}	2
Underground water extracted	2 681	38	3 004	45
Water recycled in the process	4 161	60	3 500	53
Total water used	6 997^{LA}	100	6 666^{LA}	100

Total

		2021	2020
Potable water sourced externally	ML	2 968 ^{LA}	2 659 ^{LA}
Total water used	ML	32 982 ^{LA}	31 801 ^{LA}
Percentage	%	9	8

 Refer to www.drdgold.com for details on our views of AMD and the agreement with TCTA

Total figures include only Ergo and FWGR operations. Figures for corporate have not been included as not deemed to be significant

^{LA} Limited assurance

DUST MONITORING

The impact of nuisance dust fallout on the surrounding environment and community is addressed through a comprehensive monitoring network including appropriate community involvement. The monitoring reports are sent to regulators, municipalities, and interested and affected parties.

For a residential zoned monitoring bucket, an exceedance is defined as above the dust limit of 600mg/m²/day. For a non-residential zoned monitoring bucket, an exceedance is defined as above the dust limit of 1200mg/m²/day.

Mitigation measures include environmentally friendly dust suppressants applied to high impact areas, active wetting of access roads by water bowsers, and a network of high velocity sprayers on our active TSFs. At FWGR for example, dust suppression piping and sprays have now been installed around the upper ring road of the Driefontein 4 TSF.

Dust fall-out has reduced steadily in recent years due to our rehabilitation programmes and mitigation measures.

An amount of R11.4 million (FY2020: R7.4 million) was spent on dust monitoring and suppression.

Ergo

	2021	2020
Total sites monitored	1 230	1 203
Total dust exceedances	2 ^{LA}	3 ^{LA}
Percentage	% 0.20	0.25

^{LA} Limited assurance

FWGR

	2021	2020
Total sites monitored	250	349
Total dust exceedances	2 ^{LA}	5 ^{LA}
Percentage	% 0.80	1.49

^{LA} Limited assurance

Total

	2021	2020
Total sites monitored	1 480	1 552
Total dust exceedances	4 ^{LA}	8 ^{LA}
Percentage	% 0.27	0.52

^{LA} Limited assurance



ENVIRONMENTAL VALUE-ADD CONTINUED

ENERGY CONSUMPTION

As Eskom generates electricity primarily from coal-fired power stations, our indirect emissions are significant although, as with our use of materials, we strive continuously to reduce consumption. Our electricity consumption increased year-on-year as did our volume through-put due to the national lockdown. We employ various initiatives to reduce our electrical consumption. The following have proven effective in this regard: sizing pumps for maximum efficiency, re-lining pipelines with HDPE liners to reduce friction, using variable speed drives, soft starts, and continuously monitoring consumption.

Energy consumption and emissions

		2021		
		Ergo	FWGR	Total
Electricity consumption	MWh	326 285 ^{LA}	55 422 ^{LA}	381 707 ^{LA}
Diesel consumption ¹	litres	776 513 ^{LA}	24 286 ^{LA}	800 799 ^{LA}
Natural gas consumption ²	Gj	96 189 ^{LA}	– ^{LA}	96 189 ^{LA}
CO₂e emissions³				
Scope 1	tonnes CO ₂ e	7 387 ^{LA}	62 ^{LA}	7 449 ^{LA}
Scope 2	tonnes CO ₂ e	345 862 ^{LA}	58 747 ^{LA}	404 609 ^{LA}
Scope 3	tonnes CO ₂ e	82	5	87
Total	tonnes CO ₂ e	353 331 ^{LA}	58 814 ^{LA}	412 145 ^{LA}
Nitrogen oxides (NOx) emissions	tonnes	1 446	238	1 684
Sulphur oxides (SOx) emissions	tonnes	2 907	493	3 400
Volatile organic compounds emissions	tonnes	4	–	4
Carbon monoxide emissions	tonnes	11	–	1
Particulate emissions	tonnes	148	25	173

This equipment will not necessarily improve our consumption but will assist in stabilising the local power grid as well as provide additional usable power to further improve process water pumping capacity. We have replaced one of the electrical kilns (activated carbon regeneration) with one that uses natural gas.

Definitive feasibility studies for a solar PV plant and battery storage capacity are nearing completion and the project is currently awaiting final regulatory approval. We intend starting with the construction in the next financial year.

		2020		
		Ergo	FWGR	Total
Electricity consumption	MWh	310 660 ^{LA}	40 254 ^{LA}	350 914 ^{LA}
Diesel consumption ¹	litres	626 379 ^{LA}	28 067 ^{LA}	654 446 ^{LA}
Natural gas consumption ²	Gj	92 077 ^{LA}	– ^{LA}	92 077 ^{LA}
CO₂e emissions³				
Scope 1	tonnes CO ₂ e	6 859 ^{LA}	64 ^{LA}	6 923 ^{LA}
Scope 2	tonnes CO ₂ e	323 086 ^{LA}	41 864 ^{LA}	364 950 ^{LA}
Scope 3	tonnes CO ₂ e	140	12	152
Total	tonnes CO ₂ e	330 085 ^{LA}	41 940 ^{LA}	372 025 ^{LA}
Nitrogen oxides (NOx) emissions	tonnes	1 370	174	1 544
Sulphur oxides (SOx) emissions	tonnes	2 768	358	3 126
Volatile organic compounds emissions	tonnes	4	0	4
Carbon monoxide emissions	tonnes	9	0	9
Particulate emissions	tonnes	152	19	171

Total figures include only Ergo and FWGR operations. Figures for corporate have not been included as not deemed to be significant

¹ Diesel consumption in FY2020 is lower due to the South Africa national lockdown which affected operations

² No natural gas consumption used at FWGR as elutions process performed at Sibanye-Stillwater's Driefontein 1 plant

³ The Greenhouse Gas (GHG) Protocol – a partnership between the World Resources Institute and the World Business Council for Sustainable Development to tackle climate change – distinguishes emissions in terms of direct (Scope 1: from owned or controlled sources) and indirect (Scope 2: consumption of purchased electricity, heat or steam) and (Scope 3: other emissions, including extraction and production of purchased materials and fuels, transport-related activities in vehicles not owned or controlled, electricity-related activities not covered in Scope 2, such as transmission and distribution losses, outsourced activities and waste disposal, among others). The global warming potential of the GHG emissions is expressed as carbon dioxide equivalent (CO₂e)

^{LA} Limited assurance

“Definitive feasibility studies for a solar PV plant and battery storage capacity are nearing completion and the project is currently awaiting final regulatory approval.”

ENVIRONMENTAL VALUE-ADD CONTINUED

LOAD CURTAILMENT

In terms of our load curtailment agreement with Eskom, we are alerted when the national grid is under pressure and load shedding is imminent. This allows the operations team to take certain non-essential equipment off-line and reduce consumption by 5% to 40%, as required to prevent a complete power outage (effectively a 5% voluntary reduction for every load stage level declared). In return, DRDGOLD's Ergo plant is not part of the area load shedding schedule and is, therefore, able to maintain uninterrupted tonnage to the plant. Gold extraction efficiency may be marginally affected during load curtailment but there is a reduced risk of total plant shutdown, associated interruptions and potential damage to equipment and the process.

OUTLOOK

In the coming year, we will continue our focus on ensuring that our operations have as little impact as possible on surrounding communities. We hope to achieve this by systematically removing pollution sources (the historic sand and slime dams we reclaim), through our TSF vegetation projects.

In the medium term, we plan to release more previously sterilised land which has been rehabilitated for development and, in the long term, leave a self-sustaining, contained super-tailings storage facility. We aim to complete definitive studies on Solar PV and battery storage projects and obtain the outstanding regulatory approvals.

Primary reagents (tonnes)

	ERGO	FWGR	Total 2021	ERGO	FWGR	Total 2020
Cyanide consumption*	5 361 ^{LA}	1 438 ^{LA}	6 799 ^{LA}	5 554 ^{LA}	1 422 ^{LA}	6 976 ^{LA}
Steel (grinding)	4 207	1 360	5 567	3 950	837	4 787
Hydrochloric acid ¹	3 139	–	3 139	3 362	–	3 362
Caustic soda	2 028	1	2 029	2 382	–	2 382
Lime	58 922	20 269	79 191	42 924	16 190	59 114
Carbon	715	213	928	602	190	792

* Cyanide use is regulated in terms of Section 9 of the Mine Health and Safety Act, 1996 (Act No 29 of 1996), and DRDGOLD conducts regular internal and external compliance audits. Consumption decreased in FY2020 due to the FFG circuit being switched off from the first quarter of the year, and the South African national lockdown

¹ FWGR does not use hydrochloric acid in their operations

^{LA} Limited assurance



MINERAL RESOURCES AND MINERAL RESERVES

Our manufactured capital includes the volume of gold we recover by embracing innovation and technology. DRDGOLD's annual production target is 160 000oz to 180 000oz from Mineral Reserves of 5.35Moz. Our Mineral Resources are inclusive of our Mineral Reserves.

10.12Moz

Mineral Resources of which 5.35Moz are Mineral Reserves

7.58Moz

Ergo Mineral Resources of which 2.81Moz are Mineral Reserves

2.54Moz

FWGR Mineral Resources of which 2.54Moz are Mineral Reserves

GROUP OVERVIEW OF MINERAL RESOURCES AND MINERAL RESERVES

The statement of Mineral Resources and Mineral Reserves as at 30 June 2021 outlines the Mineral Resources and Mineral Reserves for our Ergo and FWGR operations. It is compared to the last full declaration which was made as at 30 June 2020 and therefore includes a full year's production depletion due to reclamation activities. In reclaiming these Mineral Resources, DRDGOLD's business model is to minimise the impact on the environment. Refer to the environmental value-add section on page 69 of this report as well as the ESG factsheet, published on our website <https://www.drdgold.com/investors-and-media/annual-reports/2021/>.



DRDGOLD's Mineral Resources and Mineral Reserves are reported in accordance with the SAMREC Code, 2016 and are fully compliant in all material respects with the requirements of the SAMREC Code and Table 1 requirements. Reporting is also in accordance with Section 12 of the JSE Listings Requirements and takes cognisance of the Industry Guide 7 for reporting on the United States (US) Securities and Exchange Commission (SEC).

DRDGOLD Limited owns 100% of Ergo Mining Proprietary Ltd and Far West Gold Recoveries Proprietary Ltd. The Mineral Resources and Mineral Reserves are being reported on an aggregated attributable beneficial interest basis. Mineral Resources and Mineral Reserves are 100% attributable to DRDGOLD. A brief history of the operations is included on page 22.

MINERAL RESOURCES AND MINERAL RESERVES CONTINUED

GEOLOGICAL SETTING, MINERALISATION AND DEPOSIT TYPE

DRDGOLD's surface deposits are the waste products of the processing of gold and uranium ores of the gold bearing late Archaean (2.7Ga to 3.2Ga) Witwatersrand sedimentary basin. The Witwatersrand Basin is the largest gold bearing metallogenic province globally and is unconformably overlain by units of the Ventersdorp Supergroup (~2.7Ga), the Transvaal Supergroup (~2.6Ga), and the Karoo Supergroup (~280Ma).



The deposits consist of gold, uranium and sulphur-bearing sand dumps and slimes dams, and the composition reflects the major constituents of the Witwatersrand Basin: quartz (70%-80%), mica (10%), chlorite and chloritoid (9%-18%) and pyrite (1%-2%). Gold, uranium, zirconium and chromium may be minor constituents averaging < 100ppm each. Deposits possess characteristics, determined by the geometry, material source and processing plants in which the original ores were processed. A description of our mining activities is included in our business model section, in the what we do sub-section on  page 23 as well as in the operational performance section of the report, on page  63.

LEGAL ASPECT AND PERMITTING

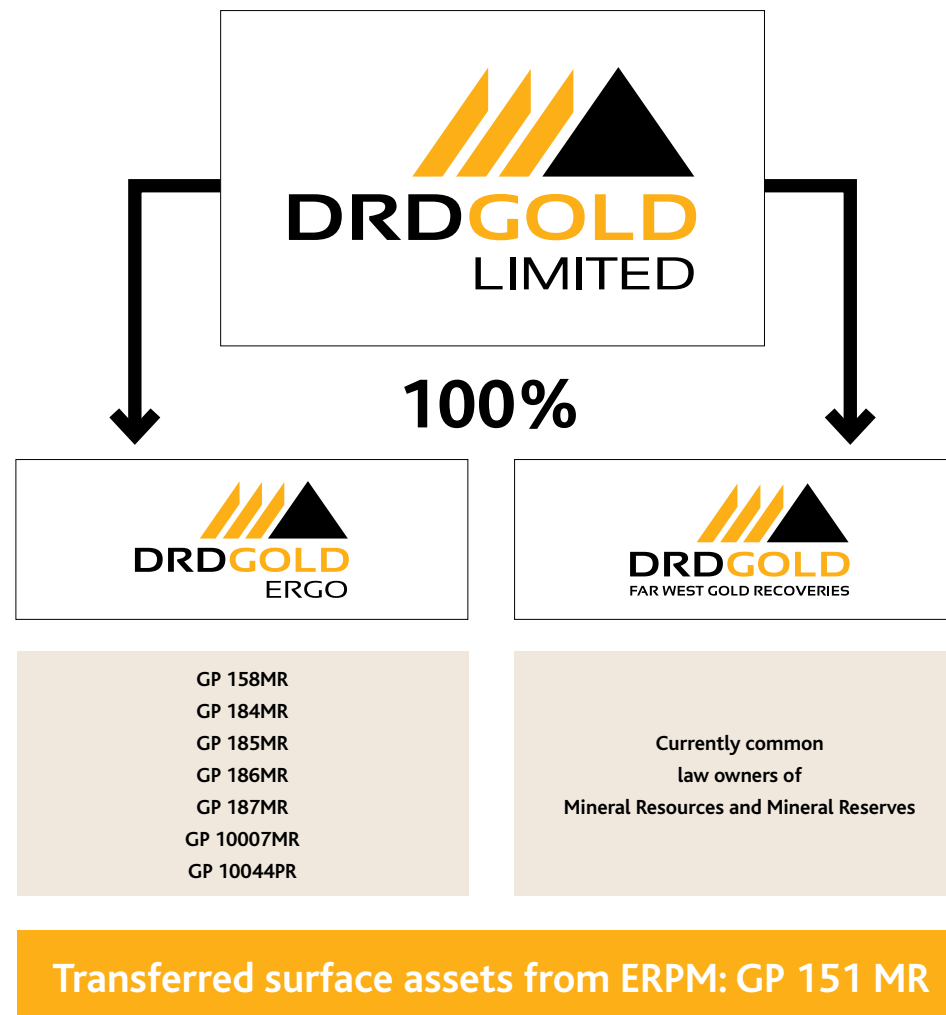
Mining Rights and Prospecting Rights held are listed under the Ergo Mining Proprietary Limited subsidiary. DRDGOLD has numerous Surface, Mining and Prospecting Rights and ownership of the surface rights and mine dumps vests in various legal entities.

The Mineral Resources and Mineral Reserves held by FWGR were acquired from Sibanye Gold Limited, a subsidiary of Sibanye-Stillwater Limited, in a transaction in which common law ownership was established over the various TSFs containing the said Mineral Resources and Mineral Reserves, and control was established by Sibanye-Stillwater over DRDGOLD. FWGR conducts its activities *inter alia* in accordance with Environmental Approvals (EAs) and the provisions of the Mine Health and Safety regulations. A Use and Access Agreement with Sibanye Gold articulates the various rights, permits and licenses held by Sibanye Gold in terms of which FWGR operates, pending the transfer to FWGR of those that are transferable.

DRDGOLD and its subsidiaries own the rights to some of the properties where the Mineral Resources are located. In other cases, agreements are in place with the landowners to mine the dump material and rehabilitate the land for other uses. The details of the related surface rights are not material for the purpose of this report. The necessary agreements are in place for all properties in the LoM plan.

There are currently no legal actions/impediments that would prevent operations of any of the current mineral rights. Refer to the environmental value-add section on pages  69 to 74 in this report for details on environmental management and the financial performance and CFO review section on pages  13 to 17 for the funding thereof.

DRDGOLD GROUP STRUCTURE AND ASSOCIATE LICENCES



MINERAL RESOURCES AND MINERAL RESERVES CONTINUED

Mineral Resources reconciliation

	Tonnes Mt	Grade Au g/t	Au ounces Moz
Mineral Resources at 30 June 2020	1 135.16	0.28	10.39
Depletion of Mineral Resources – Ergo	(22.90)	0.33	(0.24)
Removal of C-slime from Mineral Resources	(2.81)	0.33	(0.03)
Increase in Daggafontein TSF tonnes	7.19	0.24	0.06
Depletion of Mineral Resources – FWGR	(6.16)	0.50	(0.10)
Adjustment to bulk density assumptions	3.31	0.32	0.03
Survey adjustments – Ergo	0.57	0.30	0.00
Mineral Resources at 30 June 2021	1 114.36	0.28	10.12

Mineral Reserves reconciliation

	Tonnes Mt	Grade Au g/t	Au ounces Moz
Mineral Reserves at 30 June 2020	548.25	0.33	5.73
Depletion of Mineral Reserves – Ergo	(22.90)	0.33	(0.24)
Depletion of Mineral Reserves – FWGR	(6.16)	0.50	(0.10)
Adjustment to bulk density assumptions – FWGR	3.31	0.32	0.03
Removal of Reserves from LOM	(4.73)	0.45	(0.07)
Survey adjustments – Ergo	0.32	0.30	0.00
Mineral Reserves at 30 June 2021	518.10	0.32	5.35

The figures contained in the table are rounded, which may result in minor computational discrepancies which are not deemed to be significant

“With respect to Mineral Resources and Mineral Reserves, drilling takes place on a predetermined grid to ascertain the TSF volumes, gold, grades, moisture, mineral composition, expected extraction factors and ultimate financial viability before mining begins.”

GROUP SUMMARY

DRDGOLD’s Mineral Reserves decreased by 7% from 5.73Moz (548.25Mt @0.325g/t) in FY2020 to 5.35Moz (518.10Mt @0.321g/t) mainly as a result of depletion due to production in FY2021.

The current Mineral Reserves reflect an operating life of 13 years for the Ergo operation and 18 years for FWGR.

DRDGOLD’s Mineral Resources decreased by 3% to 10.12Moz (1 114.36Mt @ 0.283g/t), in comparison to 10.39Moz (1 135.16Mt @ 0.284g/t) in FY2020 mainly due to depletions.

DRILLING PROGRAMME

DRDGOLD began a drilling programme and pre-feasibility study (PFS) in September 2016, aimed at re-evaluating its surface gold tailings. There was no significant work performed on the drilling programme or pre-feasibility studies during the current financial year. Ergo has incurred to date more than R20 million on TSFs’ evaluation or exploration (surveying, drilling, assaying, test-work, Mineral Resource and Mineral Reserve definition, and reporting).

Further work was performed on the Venterspost North dump showing better than expected recoveries than reported in FY2019. The Venterspost North dump was therefore reclassified from a Probable Mineral Reserve to a Proved Mineral Reserve in FY2020.

A two phased drill work, using reverse circulation drilling technique was completed on Daggafontein TSF in FY2021, spaced at a nominal grid of 300m X 300m for phase I and a nominal grid of 150m X 150m for phase II. The boreholes were well spread to ensure the samples were representative

of the TSF. Daggafontein TSF has water on top at the centre, therefore no drilling could be done under water. A total of 60 boreholes were completed on Daggafontein. All boreholes intersected the base of the TSF.

Logging and sampling were completed by the qualified geologists from the RVN Group. A comprehensive Quality Assurance and Quality Control programme was implemented. On a number of occasions, the Competent Person (CP) visited the drilling site, sample sorting area and analytical laboratories. Samples were analysed by MAED and SGS laboratories (refer to laboratory section for more information). Bulk density measurements were undertaken using a Troxler densitometer.

Metallurgical test work was conducted on Phase I and II samples, with TSF samples partitioned into different zones for compositing purposes. The test work results showed that the material from Daggafontein TSF could be processed at the Ergo Plant. Mineral Resource was estimated using the inverse distance squared technique.

The work done enabled the CP to have sufficient evidence and confidence derived from detailed and reliable exploration, sampling and testing to convert 1.49Moz (192.79Mt @ 0.24g/t) of the Daggafontein TSF from an Inferred Mineral Resource to an Indicated Mineral Resource in FY2021. Additional evaluation drilling on the Daggafontein TSF enabled a better defined base of the TSF, resulting in an increase of tonnage of 7.19Mt to 214Mt. The average gold grade remained unchanged at 0.24g/t.

A total of R1.1 million was spent in this study.

MINERAL RESOURCES AND MINERAL RESERVES CONTINUED

EVALUATION METHODOLOGY

Different methodologies are used for evaluation of Mineral Resources and Mineral Reserves.

Mineral Resources

The assumption is that the current mining method is suitable for all dumps. No selective mining will take place and the entire dump will be processed (including Inferred Mineral Resources).

No selective mining is the result of three conditions inherent in the operations:

- There is nowhere on the mining sites to dump the below average grade material
- The mining method is not conducive to selection and
- The operation is a rehabilitation exercise and all material must be removed from site and it is therefore most efficient to process all material, even that of a low-grade

Mineral Resources and Mineral Reserves are determined by the average grade of the dump which must be above or equal to the plant feed cut-off grade.

The assumption is that the current extraction process is suitable. Assumptions on cut-off per Mineral Resource area include working costs, the average plant recovery, the expected residue grade per Mineral Resource area, the required yield based on working cost and gold price, and the required head grade minimum based on the required yield and residue grade.

Mineral Resources consist of sand dumps, slimes dams and silted 'vlei' areas and dams. Before dumps are included as Mineral Resources, they are evaluated by drilling and an engineering study is undertaken to determine infrastructure needs.

With respect to surface Mineral Resources and Mineral Reserves, drilling takes place on a predetermined grid to ascertain the average grade (grade model), density, moisture, mineral composition, expected extraction factors and ultimate financial viability before mining begins. Sample drilling is usually limited to a maximum depth of about 50m but, where possible, into the underlying soil to sample the entire thicknesses of the TSFs. Reverse circulation drilling was undertaken on Ergo's bigger dumps to penetrate to the base of the dams. Drill holes were drilled on a nominal grid of 100m or 200m on all the TSFs.

Samples normally represent a 1.5m thickness. Borehole intersections are logged for contaminants such as rock, soil, ash or any other foreign material. Samples are packaged and sent to two analytical laboratories:

- MAED metallurgical laboratories situated at Ergo. The laboratory is not accredited but used for grade control and daily plant samples by Ergo and FWGR.
- SGS South Africa Proprietary Limited (SGS) in Randfontein. SGS is an accredited facility (T0265) by South African National Accreditation System (SANAS) for gold analysis using fire assay techniques. SGS is independent of DRDGOLD.

Estimation methods vary depending on data distribution and statistics. Some TSFs were estimated using nearest neighbour, inverse distance weighting (power 2) and some ordinary kriging. DRDGOLD has TSFs with 0.5Mt to 214Mt, different estimation techniques are applied to best suite the TSF.

A block model is generated and used to evaluate the potential mining areas for inclusion into a mine plan. Classification is based on sampling density, data quality and confidence in the estimation.

As material is removed for retreatment, the Mineral Resources and Mineral Reserves for each operation are adjusted accordingly. Continuous checks of modifying factors and ongoing surveys are conducted to monitor the rate of depletion and the accuracy of factors used in conversion.

Verification of estimates is a routine part of the plant feed sampling programme. Plant feed grades are compared to the expected grades from the Mineral Resources and updated monthly. Surveys are undertaken monthly and a reconciliation is reported annually. Any adjustments for shortfall or overruns are made in the Mineral Resource

statement for the following year. Gains or losses are largely related to volume adjustments on survey although adjustment may be made for other reasons such as unexpected deleterious materials in the dump.

Mineral Reserves

In addition to the Mineral Resource assumptions, infrastructure must be in place or planned to access dumps and dispose of residues. The LoM includes purchased sand material which has been excluded from the Mineral Reserves declared. This constitutes less than 5% of the tonnages included in the LoM.

Source area/plant	Recovery %	Mine call factor %	Opex R/t	Estimated cut-off grade g/t
Ergo	49	100	84.10	0.20
FWGR	53	100	69.94	0.17

The exclusion of purchased sand does not have a material effect on the Mineral Reserves. There are no Inferred Mineral Resources included in the LoM.

Modifying factors

Due to the nature of mining dumps (also known as tailings storage facilities), no mining loss or mining dilution is considered in the conversion of Mineral Resources to Mineral Reserves. The entire TSF is planned to be mined (no selective mining) and processed in the life of mine planning for the conversion of a Mineral Resource to a Mineral Reserve estimate. A TSF is included in Mineral Reserves when it is included in the LoM plan, and is classified as Measured or Indicated Mineral Resource when the average grade is equal to or above the prevailing cut-off grade. The cut off grade takes into account the expected residue grade per Mineral Resource Area, the required yield based on working

costs and gold price and the required head grade minimum based on the required yield and residue grade. The modifying factors are checked to confirm accuracy for use in Mineral Resource to Mineral Reserve conversion. The entire process is reviewed by independent consultants to ensure that the accepted industry and deposit-type norms and procedures have been followed.

Key risks identified affecting the determination of Mineral Reserves and Mineral Resources include the following:

- Eskom supply failure and rising electricity prices
- Depletion of higher-grade reserves

MINERAL RESOURCES AND MINERAL RESERVES CONTINUED

- **Tailings storage capacity**
- **Social licence to operate**
- **Adverse fluctuations in the gold price and exchange rates**
- **Water cost and availability**

The detailed description of these risks and mitigating actions are included on pages 40 to 44.

Refer to page 63 for production figures and the environmental management disclosure on page 69.

INDEPENDENT REVIEW

The Group follows a process to independently review the Mineral Resources and Mineral Reserves at least every five years or as the need arises, such as significant change in operations or the resources footprint.

Ergo's statement of Mineral Resources and Mineral Reserves was last independently reviewed by Red Bush Geoservices Proprietary Limited (Red Bush) for compliance with the 2016 edition of the South African Code for the Reporting of Exploration Results, Mineral Resources and Mineral Reserves (SAMREC Code), and the SEC Industry Guide 7 in FY2019. There has not been a significant change in DRDGOLD's Mineral Resources and Mineral Reserves for FY2021.

Red Bush is an exploration, resource and mining consulting firm, which provides services and advice to the mineral industry internationally.

The Mineral Resources and Mineral Reserves of FWGR were independently updated by Sound Mining Solution Proprietary Limited (Sound Mining) in FY2021, as part of the DFS performed on Phase II.

COMPETENT PERSONS

The designated Competent Person for the Ergo Mineral Resources in terms of the SAMREC Code is Mpfariseni

Mudau (BSc (Hons) – Geology, MSc (Mining Engineering)) Pr.Sci.Nat. 400305/12, a geologist with 15 years' experience in mineral exploration and Mineral Resource estimation of precious metals. The Competent Person is recognised by the South African Council for Natural Scientific Professions (SACNASP) located at Management Enterprise Building, Mark Shuttleworth Street, Innovation Hub, Pretoria, 0087, Gauteng, South Africa.

Mr Mudau is a director of the RVN Group Proprietary Limited.

The designated Competent Person, in terms of the SAMREC Code, responsible for compilation and reporting of Ergo's Mineral Reserves is Professor Steven Rupprecht BSc (Mining Engineering); PhD (Mechanical Engineering). Professor Rupprecht is a registered fellow at The South African Institute of Mining and Metallurgy (FSAIMM Reg. no. 701013) located at the Minerals Council South Africa, 5 Hollard Street, Cnr Sauer and Marshall street, Johannesburg, South Africa. Professor Rupprecht has 34 years' experience in gold Mineral Reserve estimation in southern Africa.

The designated Competent Person for the FWGR Mineral Resource estimate in terms of the SAMREC Code is Diana van Buren (BSc (Hons) – Geology, a geologist with 13 years' experience in mineral exploration and Mineral Resource estimation of precious metals. She is registered with the South African Council for Natural Scientific Professions (SACNASP, Pr.Sci.Nat. 400107/14) located at Management Enterprise Building, Mark Shuttleworth Street, Innovation Hub, Pretoria, 0087. She is a partner of Sound Mining located at 2A 5th Avenue, Rivonia, South Africa.

The designated Competent Person, in terms of the SAMREC Code, responsible for compilation and reporting of FWGR's Mineral Reserves is Vaughn Duke, a partner of Sound Mining Solution Proprietary Limited located at 2A 5th Avenue, Rivonia, South Africa.

He holds a BSc Mining Engineering (Hons). He is also registered with the Engineering Council of South Africa (ECSA) located at 1st Floor, Waterview Corner Building, 2 Ernst Oppenheimer Avenue, Bruma Lake Office Park, Bruma, Johannesburg, South Africa as a Professional Engineer with Reg. No. 940314. He is also a fellow of the Southern African Institute of Mining and Metallurgy (FSAIMM) located at the Minerals Council South Africa, 5 Hollard Street, Cnr Sauer and Marshall Street, Johannesburg, South Africa, and his membership number is 37179.

He has over 37 years of experience in the minerals industry, specialising in engineering studies, due diligence audits and valuations. The Competent Person is recognised by SAIMM located at the Minerals Council South Africa, 5th Floor, 5 Hollard Street, Cnr Sauer and Marshall Street, Johannesburg, South Africa.

DRDGOLD has written confirmation from the Competent Persons that the information disclosed in terms of this Report is compliant with the SAMREC Code and, where applicable, the relevant paragraph 12 of the JSE Listings Requirements and Table 1 requirements and has confirmed that this report may be published in the form and context in which it is presented. All Competent Persons are independent contractors of DRDGOLD and its subsidiaries.

Competent Persons	Title	Address	Qualifications	Years
Mpfariseni Mudau Pr.Sci.Nat. 400305/12	Director of The RVN Group Proprietary Limited	Willowbrook Villas 21, Van Hoof St, Roodepoort, 1724	BSc (Hons) – Geology, MSc (Mining Engineering)	15
Professor Steven Rupprecht FSAIMM 701013	Associate Principal Mining Engineer of the RVN Group	Willowbrook Villas 21, Van Hoof St, Roodepoort, 1724	BSc. Mining Engineering PhD. Mechanical Engineering	34
Diana van Buren Pr.Sci.Nat. 400107/14	Partner of Sound Mining Solution Proprietary Limited	Sound Mining House, 2A Fifth Avenue, Rivonia, 2128	BSc (Hons) – Geology	13
Vaughn Duke Pr. Eng 940314 FSAIMM 37179	Partner of Sound Mining Solution Proprietary Limited	Sound Mining House, 2A Fifth Avenue, Rivonia, 2128	BSc Mining Engineering (Hons), MBA	37

Exploration

The Group did not incur any significant expenditure on activities for exploration properties during the year, other than the following:

- Exploration activities related to the development of Phase II of FWGR. FWGR have completed a definitive feasibility study during FY2021 and have appointed an engineering consulting company to undertake the detailed design of the CPP. Exploration expenditure related to the Phase II project amounted to R32.4 million. Refer to page 65 in the Operational performance section of the report.
- Exploration activities related to the expansion of the Withok TSF. These were mostly environmental and legal costs related to work performed on the design of the Withok TSF and regulatory approvals. R10.2 million was spent in this regard. These are still ongoing.

There were no Inferred Mineral Resources included in feasibility studies.

MINERAL RESOURCES AND MINERAL RESERVES CONTINUED



Declaration

The gold price used for determination of Mineral Resources and Mineral Reserves under the SAMREC code is R851 239/kg (US\$1 796/oz and R14.74/US\$).

For compliance with SEC, DRDGOLD's Form 20-F (to be filed with SEC) we also quote the Mineral Reserves using the three-year average gold price of R756 355/kg (US\$1 559/oz and R15.09/US\$).

All Mineral Resources declared in this report are inclusive of Mineral Reserves.

DRDGOLD also confirms that the Group has the legal entitlements to the minerals reported without any known impediments. The directors are not aware of any legal proceedings or other material conditions that may have an impact on the Group's ability to continue operations other than those discussed on page 76 of the report.

Mineral Resources as at 30 June 2021

	MEASURED				INDICATED			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo ¹	282.95	0.309	87.42	2.81	574.95	0.250	143.70	4.61
FWGR	235.14	0.336	79.04	2.54	–	–	–	–
Total Mineral Resources as at 30 June 2021	518.09	0.321	166.46	5.35	574.95	0.250	143.70	4.61
Total Mineral Resources as at 30 June 2020	548.24	0.325	177.96	5.73	379.49	0.251	95.08	3.06

	INFERRED				TOTAL			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo ¹	21.32	0.240	5.12	0.16	879.22	0.269	236.24	7.58
FWGR	–	–	–	–	235.14	0.336	79.04	2.54
Total Mineral Resources as at 30 June 2021	21.32	0.240	5.12	0.16	1 114.36	0.283	315.28	10.12
Total Mineral Resources as at 30 June 2020	207.43	0.240	49.83	1.60	1 135.16	0.284	322.87	10.39

¹ 1.49Moz (192.79Mt @ 0.24g/t) of the Daggafontein TSF reclassified from Inferred Mineral Resource to Indicated Mineral Resource.

² The figures contained in the tables are rounded, which may result in minor computational discrepancies which are not deemed to be significant. Mineral Resources reported include Mineral Reserves.

MINERAL RESOURCES AND MINERAL RESERVES CONTINUED

Mineral Resources as at 30 June 2020

	MEASURED				INDICATED			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo	310.26	0.313	97.22	3.13	379.49	0.251	95.08	3.06
FWGR	237.98	0.339	80.74	2.60	–	–	–	–
Total Mineral Resources as at 30 June 2020	548.24	0.325	177.96	5.73	379.49	0.251	95.08	3.06
Total Mineral Resources as at 30 June 2019	557.33	0.322	179.63	5.77	339.69	0.253	85.85	2.76

	INFERRED				TOTAL			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo	207.43	0.240	49.83	1.60	897.18	0.270	242.13	7.79
FWGR	–	–	–	–	237.98	0.339	80.74	2.60
Total Mineral Resources as at 30 June 2020	207.43	0.240	49.83	1.60	1135.16	0.284	322.87	10.39
Total Mineral Resources as at 30 June 2019	200.51	0.199	39.94	1.28	1 097.53	0.278	305.42	9.81

Mineral Resources reported include Mineral Reserves



MINERAL RESOURCES AND MINERAL RESERVES CONTINUED

Mineral Reserves as at 30 June 2021

	PROVED Delivered to plant			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo	29.36	0.300	8.81	0.28
FWGR	222.27	0.337	74.79	2.40
Total Mineral Reserves as at 30 June 2021	251.63	0.333	83.60	2.68
Total Mineral Reserves as at 30 June 2020	270.66	0.333	90.16	2.90

	PROBABLE Delivered to plant			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo	253.59	0.310	78.61	2.53
FWGR	12.88	0.330	4.24	0.14
Total Mineral Reserves as at 30 June 2021	266.47	0.311	82.85	2.67
Total Mineral Reserves as at 30 June 2020	277.59	0.316	87.80	2.83

	TOTAL MINERAL RESERVES Delivered to plant			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo	282.95	0.309	87.42	2.81
FWGR	235.14	0.336	79.03	2.54
Total Mineral Reserves as at 30 June 2021	518.10	0.321	166.45	5.35
Total Mineral Reserves as at 30 June 2020	548.25	0.325	177.96	5.73

Mineral Reserves as at 30 June 2020

	PROVED Delivered to plant			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo	45.37	0.300	13.61	0.44
FWGR	225.29	0.340	76.55	2.46
Total Mineral Reserves as at 30 June 2020	270.66	0.333	90.16	2.90
Total Mineral Reserves as at 30 June 2019¹	232.75	0.350	81.38	2.61

¹ Proved Mineral Reserves incorrectly disclosed as 2.61Moz (232.75Mt@ 0.352g/t) in the 30 June 2019 annual integrated report

	PROBABLE Delivered to plant			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo	264.89	0.316	83.61	2.69
FWGR	12.70	0.330	4.19	0.14
Total Mineral Reserves as at 30 June 2020	277.59	0.316	87.80	2.83
Total Mineral Reserves as at 30 June 2019¹	324.58	0.303	98.26	3.16

¹ Probable Mineral Reserves incorrectly disclosed as 3.16Moz (324.58Mt@ 0.311g/t) in the 30 June 2019 annual integrated report

	TOTAL MINERAL RESERVES Delivered to plant			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo	310.26	0.313	97.22	3.13
FWGR	237.99	0.339	80.74	2.60
Total Mineral Reserves as at 30 June 2020	548.25	0.325	177.96	5.73
Total Mineral Reserves as at 30 June 2019	557.33	0.322	179.63	5.77

The figures contained in the tables are rounded, which may result in minor computational discrepancies which are not deemed to be significant



GOVERNANCE

At DRDGOLD we believe that integrity and good conduct are the foundation of our business and we are fully committed to conducting business ethically and legally.

GOVERNANCE

At DRDGOLD, we believe that integrity and good conduct are the foundation of our business and we are fully committed to conducting business ethically and legally.

DIRECTORS AND MANAGEMENT

NON-EXECUTIVE DIRECTORS



1



2



7



8



3



4



9



10



5



6

EXECUTIVE DIRECTORS

Timothy Cumming (63) 1
BSc (Hons) (Civil Engineering), MA (Philosophy, Politics and Economics)
NON-EXECUTIVE DIRECTOR

- Member: Risk Committee
- Member: Remuneration Committee
- Member: Nominations Committee

Geoff Campbell (60) 2
BSc (Geology)
INDEPENDENT NON-EXECUTIVE CHAIRMAN

- Chairman: Nominations Committee

Johan Holtzhausen (75) 3
BSc (Geology and Chemistry), BCompt (Hons), CA (SA)
INDEPENDENT NON-EXECUTIVE DIRECTOR

- Chairman: Audit Committee
- Member: Remuneration Committee
- Member: Nominations Committee

Edmund Jeneker (59) 4
Chartered Director (SA), B Hons, IEDP, M.Inst.D., SAIPA
LEAD INDEPENDENT NON-EXECUTIVE DIRECTOR

- Chairman: Social and Ethics Committee
- Member: Remuneration Committee
- Member: Nominations Committee

Charmel Flemming (38) 5
BAcc (Hons) CA (SA)
INDEPENDENT NON-EXECUTIVE DIRECTOR

- Member: Audit Committee
- Member: Risk Committee
- Member: Social and Ethics Committee

Toko Mnyango (56) 6
Dip Juris, BJuris
INDEPENDENT NON-EXECUTIVE DIRECTOR

- Member: Social and Ethics Committee
- Member: Remuneration Committee
- Member: Nominations Committee

Jean Nel (49) 7
BAcc (Hons), CA (SA), CFA (AIMR)
INDEPENDENT NON-EXECUTIVE DIRECTOR

- Chairman: Remuneration Committee
- Member: Audit Committee
- Member: Risk Committee

Prudence Lebina (40) 8
BCom; Higher Diploma (Accounting), Certificate in Business Leadership, CA (SA)

INDEPENDENT NON-EXECUTIVE DIRECTOR

- Chairperson: Risk Committee
- Member: Audit Committee
- Member: Nominations Committee

Niël Pretorius (54) 9
BProc, LLB, LLM

CHIEF EXECUTIVE OFFICER

- Member: Risk Committee

Riaan Davel (45) 10
BCom (Hons), MCom, CA (SA)

CHIEF FINANCIAL OFFICER

- Member: Social and Ethics Committee

GOVERNANCE CONTINUED

DIRECTORS AND MANAGEMENT CONTINUED

MANAGEMENT



Jaco Schoeman (47) 1

National Diploma (Analytical Chemistry), BTech (Analytical Chemistry)

OPERATIONS DIRECTOR:
ERGO MINING OPERATIONS
PROPRIETARY LIMITED



Henry Gouws (52) 2

National Higher Diploma (Extraction Metallurgy), MDP

MANAGING DIRECTOR: ERGO
MINING PROPRIETARY LIMITED



Mark Burrell (59) 3

BCom (Accounting), MDP

FINANCIAL DIRECTOR: ERGO
MINING PROPRIETARY LIMITED

Henriette Hooijer (41) 5

BCom (Hons), CA(SA)

FINANCIAL DIRECTOR: FAR
WEST GOLD RECOVERIES
PROPRIETARY LIMITED

Thulo Mogotsi-Moletsane (53) 6

BA, LLB

CHAIRMAN AND NON-
EXECUTIVE DIRECTOR:
ERGO MINING OPERATIONS
PROPRIETARY LIMITED

Elise Beukes (44) 7

BProc

COMPANY SECRETARY

Shalin Naidoo (44) 8

BTech, MBA

CHIEF INFORMATION AND
TECHNOLOGY OFFICER



Kevin Kruger (53) 4

BscEng (Mechanical Engineering), MDP, PMD, Government Certificate of Competency (Mines)

MANAGING DIRECTOR: FAR
WEST GOLD RECOVERIES
PROPRIETARY LIMITED



CORPORATE GOVERNANCE

Our Board of Directors is committed to effective and ethical leadership and the highest standards of good corporate governance.

Every director, officer or employee representing us should respect the maxim ‘do unto others as you would have them do to you’.

Our ethical culture

At DRDGOLD, we believe that integrity and good conduct are the foundation of our business and we are committed to conducting business ethically and legally throughout our surface retreatment organisation. To this end, our people are the moral fibre of the organisation. They are always expected to uphold the highest ethical and business standards, even if maintaining such ethical standards results in a loss of business.

Code of Conduct

We believe in disclosure and transparency and the moral principles that govern our behaviour in accordance with our Code of Conduct (Code), which outlines our values; how we aim to conduct our business; the way in which we behave and the rights our business partners can expect in our dealings with them.

The Code is based on DRDGOLD’s values of unity, integrity, commitment and accountability and describes the following fundamental principles that should govern our everyday business conduct:

- Fair dealing and integrity in the conducting of our business
- Promoting a corporate culture that is open
- Socially and environmentally responsible behaviour

The Code of Conduct is available on the DRDGOLD website, distributed to all new employees and is included in the induction video, which all employees are required to watch annually.

Whistleblowing hotline

A whistleblowing mechanism is in place to assist with the identification of possible unethical behaviour. This is in the form of an anonymous hotline facilitated through Deloitte. The security department is also open to receiving information. In some instances, information leads to cases being opened with the police and employees being dismissed following a disciplinary hearing. Posters are also put up in the workplace to remind employees of the importance of ethical behaviour, the existence of the hotline and the procedures to follow should they witness unethical conduct.

Fines and incidences of corruption

An anti-corruption policy is in place and communicated to employees on a regular basis. DRDGOLD did not receive any fines of monetary value or non-monetary sanctions for non-compliance and was not involved in any incidences of corruption in FY2021.

Non-compliance with laws and regulations

There were no regulatory penalties, sanctions or fines for contraventions of, or non-compliance with any statutory obligations. No adverse compliance inspections by environmental regulators took place during the period under review and no incidences of non-compliance with environmental laws were identified.

Key performance indicators



Compliance with applicable laws and adopted standards and codes of good practice



Set key performance measures and targets for value creation and execution of the approved strategy



Appropriate appointment and delegation to management



Stakeholder engagement and issues reports on the Company’s activities and performance



Governance and oversight of risk management



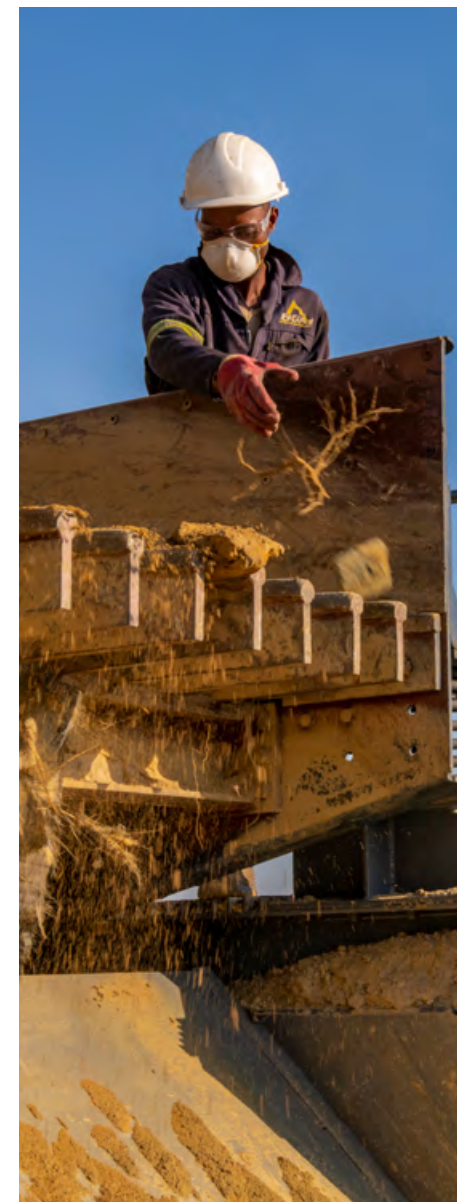
Oversight of the implementation of environmental, social and governance strategic objectives



Technology and information governance

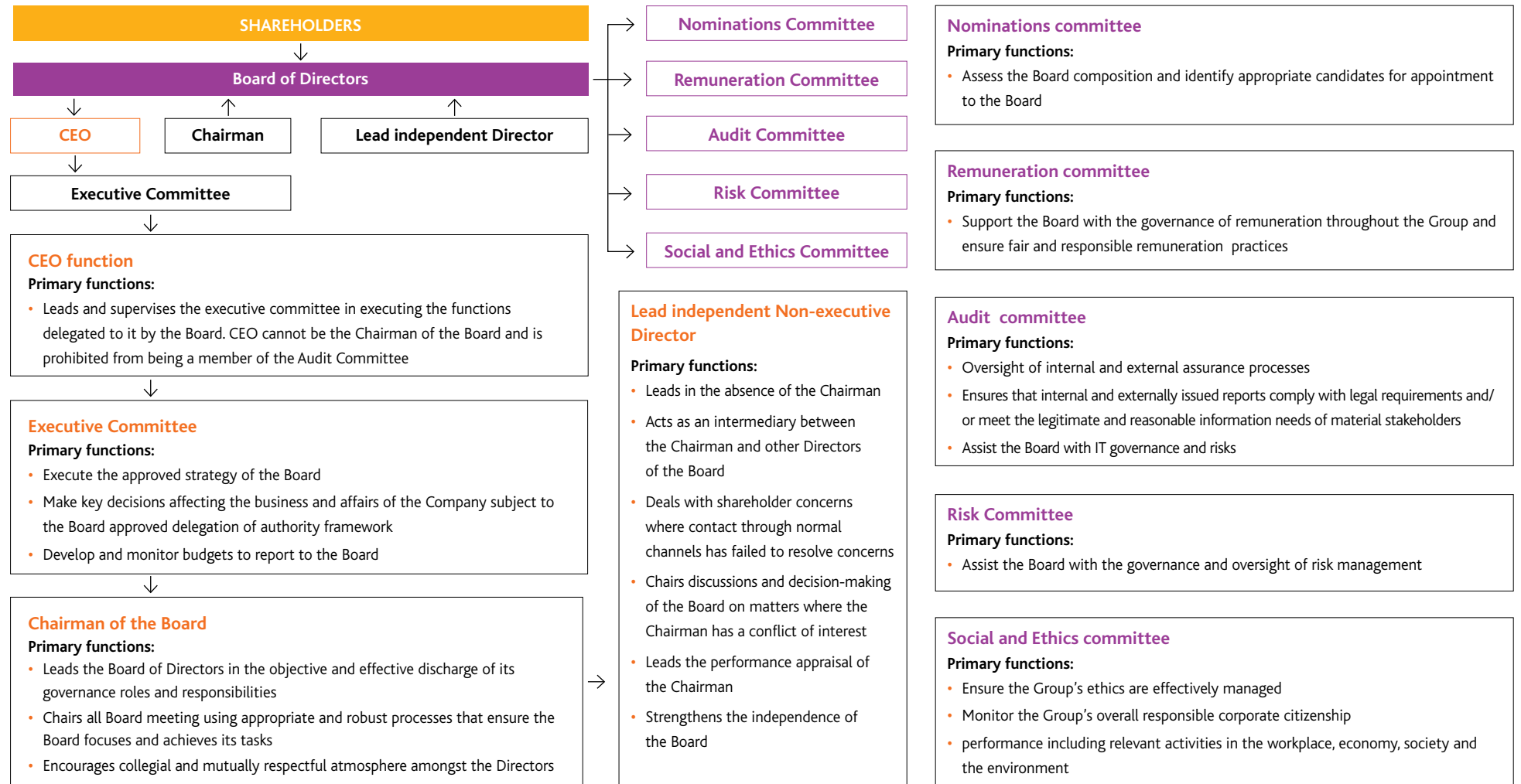


Governance of remuneration throughout the Company, to ensure fair and responsible remuneration practices



CORPORATE GOVERNANCE CONTINUED

GOVERNANCE STRUCTURE



Each committee has a minimum of three members as recommended by King IV. The composition of each committee is also aligned with the Companies Act, JSE Listings Requirements and King IV recommendations. Ergo and FWGR each have a managing director and financial director based at the respective operations who are responsible for the day to day management thereof.

CORPORATE GOVERNANCE CONTINUED

BOARD COMPOSITION

With effect from 22 October 2020, pursuant to good corporate governance, the Board decided to restructure the Company’s Audit and Risk Committee and Remuneration and Nominations Committee and has established four separate committees.

The Company has appointed Timothy Cumming, a Non-executive Director of the Company, as Chairman of the Board of directors and the nominations committee with effect from 1 December 2021. He is also an independent non-executive director of Sibanye-Stillwater. The current Chairman, Geoff Campbell resigned as director and chair of the Board on 26 January 2021 with effect from 30 November 2021.

The Nominations Committee continues to play an active role in assessing the Board composition and identifying appropriate candidates for appointment to the Board.

Race and gender diversity policy

DRDGOLD supports the principles and aims of race and gender diversity at Board level. In this regard, and as required by the JSE Listings Requirements, the Board has approved a Race and Gender Diversity Policy. The policy includes the promotion of broader diversity at Board level specifically focusing on the promotion of the diversity attributes to gender, race, culture, age, field of knowledge, skills and experience.

The composition of the Board has changed significantly over the years and is more diverse and reflective of transformation and the country’s demographics.

- The Company had set itself a voluntary target of 30% in respect of both gender and race diversity, as contemplated in paragraphs 3.84 (i) of the JSE Listings Requirements.

Regarding the gender diversity component as envisaged in paragraph 3.84 (i) of the JSE Listings

Requirements, there are three women on the Board, all of whom are black, within the meaning ascribed thereto in the BEE Act. On this basis, DRDGOLD’s percentage delivers full compliance against a target of 30% towards gender diversity.

In terms of the race diversity component as envisaged in paragraph 3.84 (i) of the JSE Listings Requirements, there are four black representatives on the Board, within the meaning ascribed thereto in the Broad-based Black Economic Empowerment Act 53 of 2003 (BBBEE Act) intends. On this basis, DRDGOLD’s percentage delivers 40% against a target of 30% towards race diversity.

Although we are pleased to have met these voluntary targets, the Company will revise them to ensure that the membership of the Board reflects the diversity of our country.

Nomination, election and appointment of members to the governing body

In compliance with JSE and NYSE requirements, the policy for appointments to the Board is both formal and transparent. The Nominations Committee identifies and interviews, and then recommends shortlisted candidates to the Board. The Board duly deliberates and appoints the most suitable person(s) to ensure that a balance of knowledge, skills, experience and diversity is achieved. The shareholders confirm the appointment at the first annual general meeting (AGM) following the appointment.

In accordance with DRDGOLD’s Memorandum of Incorporation (MOI), which was adopted at the 2012 AGM, all Directors are subject to retirement by rotation and to re-election by shareholders.

The names of the Directors submitted for re-election are accompanied by sufficient biographical details to enable shareholders to make an informed decision in respect of their re-election.

Independence

The Board comprises two Executive Directors and seven independent Non-executive Directors and one independent Non-executive Director. For the fiscal year under review, two of the independent Non-executive Directors have served on the Board for longer than nine years. The Non-executive Chairman of the Board, Geoff Campbell, who is categorised as independent, has been on the Board since 2002 and fulfilled the role of Chairman since 2006. The Chairman does not serve on the Audit Committee. Edmund Jeneker has been a member of the Board since 2007. The Board is of the view that the extensive experience of each of these Directors far outweighs the potential downside of the length of their service.

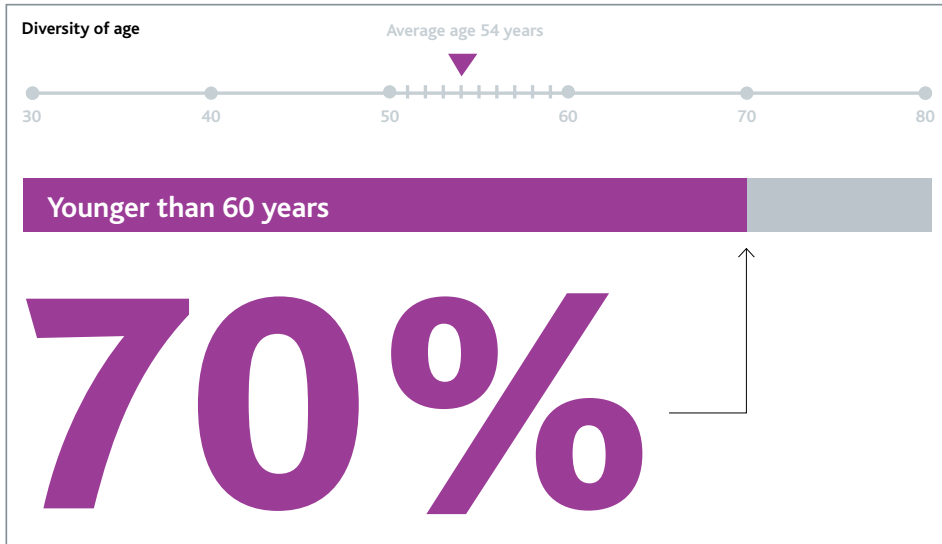
The Board is comfortable that the current composition of the Board and the Board committees contributes to effective collaboration as well as a balanced distribution of power so that no individual has the ability to dominate decision making and no undue reliance is placed on any individual. Declarations of all interests and related parties are obtained prior to any Board meeting.

Execution of the duties of the Board

The Board fully appreciates that it is, first and foremost, accountable for the application of the corporate governance principles and practices at DRDGOLD. It also understands that its key functions are to set the strategic direction of the Group, to approve appropriate policies and plans to give effect to the approved strategy, to delegate implementation of the aforementioned to management and adequately monitor management’s performance and to ensure accountability through reporting and the principle of transparency. The Board undertook a review of the governing bodies in light of the two new members, to achieve an appropriate balance of workload and to align with relevant qualifications and experience of the Board as a collective.



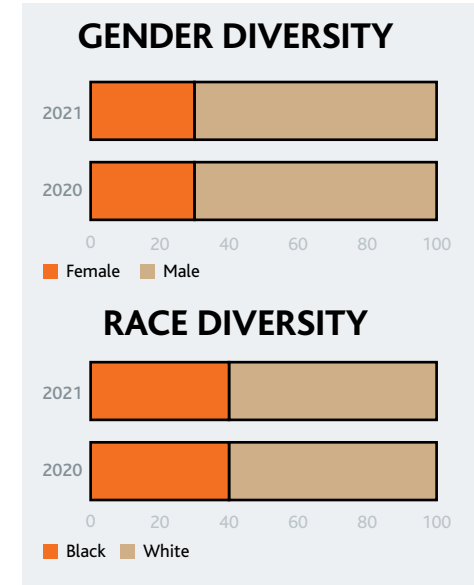
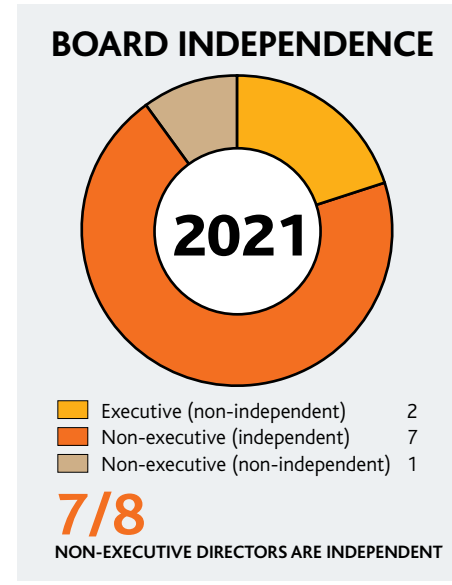
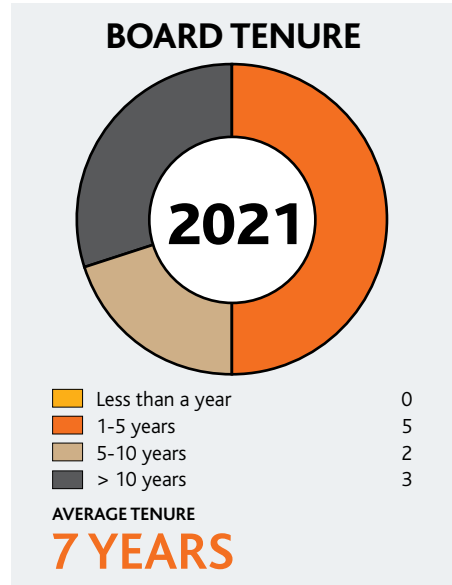
CORPORATE GOVERNANCE CONTINUED










Attendance by Directors at Board meetings held during FY2021

Director	Designation	25 Aug 2020	22 Oct 2020	10 Feb 2021	5 May 2021
DJ Pretorius	Chief Executive Officer	✓	✓	✓	✓
AJ Davel	Chief Financial Officer	✓	✓	✓	✓
GC Campbell	Independent Non-executive Chairman	✓	✓	✓	✓
JA Holtzhausen	Independent Non-executive	✓	✓	✓	✓
EA Jeneker	Independent Non-executive	✓	✓	✓	✓
TVBN Mnyango	Independent Non-executive	✓	✓	✓	–
JJ Nel	Independent Non-executive	✓	✓	✓	✓
KP Lebina	Independent Non-executive	✓	✓	✓	✓
TJ Cumming	Non-executive	✓	✓	✓	✓
CD Flemming	Independent Non-executive	✓	✓	✓	✓

✓ Includes attendance through teleconference or video conference facilities



CORPORATE GOVERNANCE CONTINUED

Key performance indicators	Action points
 Compliance with applicable laws, adopted standards and codes of good practice	<ul style="list-style-type: none"> Group legal counsel, headed by the Chief Executive Officer, monitors changes and developments, through attendance of seminars and conferences and subscriptions to law journals Considers the recommendations of King IV and evaluates its application across the Group. Disclosure on the application thereof can be found on the Company's website www.drdgold.com/about-us/governance Discussions of the impact of new legislation at Board meetings Use of a comprehensive compliance checklist There were no material or repeated regulatory penalties, sanctions or fines No adverse compliance inspections by environmental regulators DRDGOLD is in compliance with the Companies Act and all laws of establishment specifically relating to its incorporation and reference to operating in conformity with its Memorandum of Incorporation.
 Set key performance measures and targets for value creation, as well as execute the approved strategy	<ul style="list-style-type: none"> Continually evaluates the general viability of the business and its status as a going concern Reviewed the liquidity and solvency of the Company on a continuous basis Executed the approved strategy Set targets in respect of the Phase II development of FWGR and expansion of Brakpan/Withok TSF at ERGO Approved the FY2021 budget
 Appropriate appointment and delegation to management	<ul style="list-style-type: none"> Formal delegation captioned in an authority framework that is reviewed on a regular basis Appointment of CEO for the effective management and day-to-day running of the business Appointment of a Company Secretary on a permanent basis, with a wealth of experience and qualification Support and provide guidance at all times to the Board
 Stakeholder engagement and issues reports on the Company's activities and performance	<ul style="list-style-type: none"> Performed with the assistance from the Audit Committee Integrated and sustained stakeholder communication programme in place Internal finance team led by the CFO who is evaluated by the Audit Committee Integrity of reporting maintained with assistance from internal and external auditors External service provider and the Company Secretary in place to assist with adherence to JSE Listing Requirements and other legal requirements
 Governance and oversight of risk management	<ul style="list-style-type: none"> Performed with the assistance of the Risk Committee Approved the integrated risk management strategy Comprehensive risk management process in place Risk tolerance and appetite levels set and reviewed Internal audit assists management in evaluating the process for managing key operational, financial and compliance risk Internal risk officer in place to monitor and review the Group risk register and submits a risk report at each Risk Committee meeting
 Technology and information governance	<ul style="list-style-type: none"> IT governance charter in place to set out policies, procedures and performance metrics which work together with the IT governance framework IT governance framework in place to standardise business processes across the Group Annual update received on IT risks, including business continuity, back-ups and offsite storage and security of network and information, all risks presented were deemed to be within tolerance levels and not considered material IT integrated planning project commenced
 Governance of remuneration throughout the Company to ensure fair and responsible remuneration practices	<ul style="list-style-type: none"> Performed with the assistance from the Remuneration Committee More information available in the remuneration report

CORPORATE GOVERNANCE CONTINUED

Evaluation of the Board

Every year, an external party conducts a Board evaluation process on the performance and effectiveness of the Board as a whole, the committees, the Chairman and the Company Secretary. The evaluation is based on responses to interviews and questionnaires completed by directors and management.

The 2021 review indicates that the Board is satisfied with the overall effectiveness and functioning of the procedures and processes in place to ensure that the Company is compliant and very effective in dealing with its legal and regulatory responsibilities. The Board is satisfied that it has carried out its responsibilities in accordance with the Board Charter. The Board is satisfied that the committees are effective. The Board is satisfied that the Audit Committee provides independent guidance to the integrity of the Company's reporting.

Our Company Secretary

The role of the Company Secretary is key to ensuring that we comply with relevant laws, regulations and applicable codes of good practice and keep the Board informed and updated of their legal responsibilities. Her primary responsibilities include the following:

Provide guidance to the Directors about their duties, responsibilities and powers

Ensuring all shareholder, Board and committee minutes of meetings are properly recorded in accordance with the Companies Act	Reporting to the Board on any failure to comply with the Group's MOI
Making Directors aware of laws relevant to or affecting the Group	Drafting the Board Charter and terms of reference of the Board committees
Drafting the Race and Gender Diversity Policy of the Company	Ensuring dispatch to shareholders of the annual financial statements in accordance with the law

In August 2021, the Company appointed an independent facilitator to evaluate the performance of the Board and Company Secretary. Questionnaires were completed and interviews were conducted with each Director. The questionnaires included a section on the performance of the Company Secretary. The report states that the Company Secretary is effective in the performance of her duties. The Board confirms that the Company Secretary is not a Director of DRDGOLD and that there is an arm's length relationship between her and the Board, which is based only on professionalism. The Board also confirms that they are satisfied with the competence, qualifications and experience of the Company Secretary.

DETAILED COMMITTEE REPORTS

Audit Committee

Chairman: JA Holtzhausen

Other members: KP Lebina, CD Flemming and JJ Nel

Purpose of the Audit Committee: To assist the Board in ensuring the integrity of financial and non-financial reporting and the internal control environment of the Company.

Roles and responsibilities:

- External auditors, audit process of the Audit Committee and financial reporting
- Internal audit
- Integrated reporting and assurance model
- Assess the external auditor's and designated external audit partner's suitability for appointment in accordance with the JSE Listings Requirements and the information detailed in paragraph 22.15(h) therein
- Ensure that the Company has established appropriate financial reporting procedures and that those procedures are operating, which should include consideration of all entities included in the consolidated group IFRS financial statements, to ensure that it has access to all the financial information of the issuer to allow the issuer to effectively prepare and report on the financial statements of the Company.

Key activities:

- Meet each quarter with the external auditors, internal audit and the CFO
- Review the audit plans of the internal auditors to ascertain the extent to which the scope of the

audits can be relied upon to detect weaknesses in internal controls

- Review the annual and interim financial statements prior to their approval by the Board members
- Make recommendations to appoint, reappoint or remove the external auditor and the designated external audit partner, in terms of the JSE Listings Requirements, as well as determining their remuneration and terms of engagement
- Pre-approve all audit and non-audit services provided by the external auditors.

The internal audit function is performed in-house with the assistance of Pro-Optima Audit Services Proprietary Limited. Internal audits are performed at all DRDGOLD operating units and aim to review, evaluate and improve the effectiveness of risk management, internal controls and corporate governance processes.

KPMG Inc. was reappointed by shareholders at the 2020 AGM to perform DRDGOLD's external audit function.

Significant deficiencies, material weaknesses, instances of non-compliance, and exposure to high risk and development needs are brought to the attention of operational management for resolution. The committee members have access to all the records of the internal audit team.

DRDGOLD's internal and external auditors have unrestricted access to the Chairman of the Audit Committee and, where necessary, to the Chairman of the Board and the CFO. All significant findings arising from audit procedures are brought to the attention of the committee and, if necessary, to the Board.

CORPORATE GOVERNANCE CONTINUED

Section 404 of Sarbanes-Oxley Act (SOX) stipulates that management is required to assess the effectiveness of the internal controls surrounding the financial reporting process. The results of this assessment are reported in the form of a management attestation report that has to be filed with the SEC as part of the Form 20-F. Additionally, DRDGOLD's external auditors are required to express an opinion on the operating effectiveness of internal controls over financial reporting, which is also contained in the Company's Form 20-F. In terms of the JSE Listings Requirements, the Audit Committee is satisfied that appropriate financial reporting procedures are in place and are operating.

Annual financial statements

The Directors are required by the Companies Act to maintain adequate accounting records. They are responsible for the preparation of the AFS, which fairly presents the state of affairs of the Group at the end of each financial year, in conformity with IFRS and the Companies Act. The AFS includes amounts based on judgments and estimates made by management.

The Directors are of the opinion that the Group financial statements fairly present the financial position as at 30 June 2021 and the financial performance and cash flows for the year then ended, and deal with all significant matters.

The Directors have reviewed the Group's business plan and cash flow forecast for the year ending 30 June 2022. On the basis of this review, and in light of the current financial position and existing borrowing facilities, the directors are satisfied that the Group is a going concern and has adequate

financial and capital resources to ensure its continued operational existence.

To comply with requirements for reporting by non-US companies registered with the SEC, DRDGOLD prepares its AFS on Form 20-F in accordance with IFRS. The Audit Committee has obtained and considered sufficient information from KPMG Inc. to perform an assessment of the suitability for re-appointment of KPMG Inc. and Mr Riegert Stoltz, the designated auditor and is satisfied that KPMG Inc. and Mr Riegert Stoltz are independent of DRDGOLD, and the Group is satisfied with the quality of service. The Audit Committee has ensured that the re-appointment of KPMG Inc. will be presented and included as a resolution at the next AGM.

Evaluation

For the year under review, the Audit Committee members were all satisfied with the overall functioning of the committee. The Board was also satisfied that the committee members, collectively, have the requisite academic qualifications and/or experience in, *inter alia*, economics, finance, accounting, law, corporate governance, commerce, industry and human resources management as required by Section 94(5) of the Companies Act read with Regulation 42 thereof.

In terms of the Companies Act and the JSE Listings Requirements, the Audit Committee considered and was satisfied with the adequacy of the expertise and experience of the CFO, Riaan Davel.

Risk Committee

Chairperson: KP Lebina

Other members: TJ Cumming, DJ Pretorius, JJ Nel, CD Flemming

Purpose of the Risk Committee:

To monitor the risk management performance on behalf of the Board and ensure that the Company implements its risk management framework

Roles and responsibilities:

- Oversee the development and annual review of a policy and plan for risk management to recommend for approval to the Board
- Ensure that risk management assessments are performed on a continuous basis
- Ensure that reporting on risk management is complete, timely, accurate and accessible
- Oversee that the risk management plan is widely disseminated throughout the company and integrated in the day-to-day activities of the company
- Ensure that frameworks and methodologies are implemented to increase the possibility of anticipating unpredictable risks
- Ensure that management considers and implements appropriate risk responses
- Ensure co-ordination with the audit committee who will be responsible for the risk management process as far as internal controls, financial reporting and IT risks are concerned.

Key activities:

Review and monitor the processes and procedures for risk identification, analysis and quantification

- Review the processes implemented to monitor the ongoing management of risks and ensure that continuous monitoring by management takes place

- Review reports from internal audit on the effectiveness of the processes and procedures of risk management
- Submit an annual report to the Board on the effectiveness of the total risk management and assessment process and outcomes, including a register of the company's key risks
- Make recommendations to the Board concerning the levels of tolerance and appetite, and monitoring that risks are managed within the levels of tolerance and appetite as approved by the Board
- Review the group's compliance with legal and regulatory provisions, its memorandum of incorporation, code of ethics and the rules established by the Board and any significant breaches thereof.

An important aspect of risk management is the transfer of risk to third parties to protect the Group from disaster. DRDGOLD's major assets and potential business interruption and liability claims are therefore covered by the Group insurance policy, which encompasses all the operations.

Most of these policies are held through insurance companies operating in the UK, Europe and South Africa.

Evaluation

For the year under review, Risk Committee members were all satisfied with the overall functioning of the committee.

CORPORATE GOVERNANCE CONTINUED

Remuneration Committee

Chairman: JJ Nel

Other members: TJ Cumming, TVBN Mnyango, JA Holtzhausen, EA Jeneke

Purpose of the Remuneration Committee:

To assist the Board to ensure the Company remunerates directors and executives fairly and responsibly and the disclosure of directors and executive remuneration is accurate, complete and transparent.

Roles and responsibilities:

- Annually review and recommend to the Board and to shareholders the appropriate remuneration for Board and Board committee members for their services as directors, for submission to the shareholders of the Company to be approved by special resolution at each annual general meeting of the Company
- Oversee the establishment of, and recommend to the Board for approval, a remuneration policy that articulates and gives effect to the Board's direction on fair, responsible and transparent remuneration (the Remuneration Policy), including the Company's general policy for the remuneration of the Executive Directors and Group Exco members including the design, structure and targets of short- and long-term incentive plans
- Review the results of the implementation and execution of the Remuneration Policy and oversee that it achieves the desired objectives, and make recommendations to the Board regarding any changes that should be effected to the Remuneration Policy

- Within the terms of the Remuneration Policy, determine the total individual remuneration package, including bonuses, incentive payments, retention payments, share awards and any other benefits of the Executive Directors and, in consultation with the Chief Executive Officer, the members of the Group Exco and any other executive whose total remuneration is comparable to, or higher than, that of Group Exco members
- Ensure that contractual terms on termination of the Executive Directors and Group Exco members' employment, and any payments made, are fair to the individual and the Company, that failure is not rewarded and that the duty to mitigate loss is fully recognised
- In determining such packages and arrangements, and in carrying out its duties under these terms of reference, give due regard to any relevant legal requirements, the provisions and recommendations in the King IV Report on Corporate Governance for South Africa, 2016 (King IV) and the JSE Listings Requirements
- Establish and review the share plan implementation arrangements.

Key activities:

- Monitor and review (at least annually) the terms and conditions of the Executive Directors' and Group Exco members' service agreements, taking into account information from comparable companies where relevant
- Determine any grants to the Executive Directors and other Group Exco members made in terms of the Company's short- and long-term incentive plans

- Consult with the Chief Executive Officer and/or the Chief Financial Officer in formulating the Remuneration Policy and when determining specific remuneration packages
- Monitor the effectiveness of existing short and long-term incentive plans and their performance conditions and consider recommending to the Board the adoption of new plans as appropriate
- Consider and recommend to the Board any change in the rules and allocation procedures governing the Company's incentive schemes
- Review and approve corporate goals and objectives relevant to the Executive Directors' remuneration and evaluate the Executive Directors' performance in light of those goals and objectives. The Committee shall make recommendations to the Board which shall determine the Executive Directors' levels of remuneration based upon this recommendation
- Evaluate the remuneration structure of the Executive Directors and Group Exco members and ensure that they are fairly rewarded, in the context of overall employee remuneration taking into account the Company's performance and remuneration philosophy. In addition, the Committee shall review and approve bonuses and inflationary adjustments for the Executive Directors and Group Exco members.

Evaluation

For the year under review, Remuneration Committee members were all satisfied with the overall functioning of the committee.

Nominations Committee

Chairman: GC Campbell

Other members: JA Holtzhausen, EA Jeneke, TVBN Mnyango, KP Lebina

Purpose of the Nominations Committee:

To assist the Board to ensure that the Board has the appropriate composition to execute its duties effectively.

Roles and responsibilities:

- Ensure the establishment of a formal process for the appointment of directors
- Ensure that inexperienced directors are developed through a mentorship programme
- Ensure that directors receive regular briefings on changes in risks, laws and the appropriate contribution
- Oversee the development and implementation of continuing professional development programmes for directors
- Consider the performance of directors and take steps to remove directors who do not make an appropriate contribution
- Drive an annual process to evaluate the Board, Board committees and individual directors
- Ensure that formal succession plans for the Board, Chief Executive Officer and senior management appointments are developed and implemented.

Evaluation

For the year under review, the Nominations Committee members were all satisfied with the overall functioning of the committee.

GOVERNANCE CONTINUED

Social and Ethics Committee

Chairman: EA Jeneker

Other members: AJ Davel, TVBN Mnyango, CD Flemming

Purpose of the Social and Ethics Committee:

The Social and Ethics Committee is tasked with the day-to-day operational sustainability of the business, to ensure the Company conducts its business in an ethical, responsible and properly governed manner and to have oversight for reviewing and/or developing policies, governance structures and practices for sustainability.

Roles and responsibilities:

- Promote transformation within the Group and economic empowerment of previously disadvantaged communities, particularly within the areas where the Group conducts business
- Strive towards achieving equality at all levels of the Group, as required by the South African Constitution and other legislation, taking into account the demographics of the country
- Conduct business in a manner that is conducive to the attainment of internationally acceptable environmental and sustainability standards

Key activities:

- To monitor the Group's activities with regard to the 10 principles set out in the United Nations Global Compact Principles and the Organisation for Economic Co-operation and Development recommendations regarding corruption, the Employment Equity Act 55 of 1998 and the Broad Based Black Economic Empowerment Act 53 of 2003
- Records of sponsorship, donations and charitable giving
- The environment, health and public safety, including the impact of the Group's activities and of its products or services
- Labour and employment
- Review and recommend the Group's Code of Ethics
- Review and recommend any corporate citizenship policies
- Review significant cases of employee conflicts of interests, misconduct or fraud, or any other unethical activity by employees of the Group

Evaluation

For the financial year under review, the Social and Ethics Committee members were all satisfied with the overall functioning of the committee.

Attendance at committee meetings:

Audit committee:

Attendance by members at the audit committee meetings held during FY2021

Director	24 August 2020 ¹	21 October 2020 ²	9 February 2021	4 May 2021
JA Holtzhausen	✓	✓	✓	✓
KP Lebina	✓	✓	✓	✓
JJ Nel	✓	✓	✓	✓
CD Flemming ³	–	–	✓	✓

¹ Prior to 22 October 2020, the audit committee formed part of the audit and risk committee

² Prior to 22 October 2020, the audit committee formed part of the audit and risk committee

³ CD Flemming joined the audit committee with effect from 22 October 2020

Risk committee:

Attendance by members at the risk committee meetings held during FY2021

Director	24 August 2020 ¹	21 October 2020 ²	9 February 2021	4 May 2021
JA Holtzhausen ³	✓	✓	–	–
KP Lebina ³	✓	✓	✓	✓
JJ Nel	✓	✓	✓	✓
CD Flemming ⁴	–	–	✓	✓
TJ Cumming ⁴	–	–	✓	✓
DJ Pretorius ⁴	–	–	✓	✓

¹ Prior to 22 October 2020, the risk committee formed part of the audit and risk committee

² Prior to 22 October 2020, the risk committee formed part of the audit and risk committee

³ JA Holtzhausen stepped down as member and chair of the risk committee and KP Lebina succeeded him as chair with effect from 22 October 2020

⁴ CD Flemming, TJ Cumming and DJ Pretorius joined the risk committee with effect from 22 October 2020

CORPORATE GOVERNANCE CONTINUED

Remuneration committee:

Attendance by members at the remuneration committee meetings held during FY2021

Director	24 August 2020 ¹	21 October 2020 ²	9 February 2021	4 May 2021
KP Lebina ³	✓	✓	–	–
GC Campbell ³	✓	✓	–	–
TVBN Mnyango ⁴	✓	✓	✓	✓
EA Jeneker	✓	✓	✓	✓
JJ Nel ^{4,5}	–	–	✓	✓
JA Holtzhausen ⁵	✓	✓	✓	✓
TJ Cumming ⁵	–	–	✓	✓

¹ Prior to 22 October 2020, the remuneration committee formed part of the remuneration and nomination committee

² Prior to 22 October 2020, the remuneration committee formed part of the remuneration and nomination committee

³ KP Lebina and GC Campbell stepped down as members of the remuneration committee with effect from 22 October 2020

⁴ JJ Nel replaced TVBN Mnyango as chair of the remuneration committee with effect from 22 October 2020

⁵ JJ Nel, JA Holtzhausen and TJ Cumming joined the remuneration committee with effect from 22 October 2020

Nominations committee:

Attendance by members at the nominations committee meetings held during FY2021

Director	24 August 2020 ¹	21 October 2020 ²	9 February 2021	4 May 2021
TVBN Mnyango ³	✓	✓	–	–
GC Campbell ⁴	✓	✓	✓	✓
EA Jeneker	✓	✓	✓	✓
KP Lebina	✓	✓	✓	✓
TJ Cumming ^{4,5}	–	–	✓	✓
JA Holtzhausen ⁵	✓	✓	✓	✓

¹ Prior to 22 October 2020, the nominations committee formed part of the remuneration and nomination committee

² Prior to 22 October 2020, the nominations committee formed part of the remuneration and nomination committee

³ TVBN Mnyango stepped down as a member of the nominations committee with effect from 22 October 2020 and re-joined the nominations committee with effect from 19 August 2021

⁴ GC Campbell will step down as member and chair of the nominations committee and TJ Cumming will replace him as chair of the nominations committee with effect from 1 December 2021

⁵ JA Holtzhausen was previously a member of the nominations and remuneration committee. He joined the nomination committee with effect from 22 October 2020

TJ Cumming joined the nominations committee with effect from 22 October 2020

Social and ethics committee:

Attendance by members at the social and ethics committee meetings held during FY2021

Director	24 August 2020 ¹	21 October 2020 ²	9 February 2021	4 May 2021
DJ Pretorius ¹	✓	✓	–	–
EA Jeneker	✓	✓	✓	✓
TVBN Mnyango	✓	✓	✓	✓
CD Flemming ²	–	–	✓	✓
AJ Davel ²	–	–	✓	✓

¹ DJ Pretorius stepped down as a member of the social and ethics committee with effect from 22 October 2020

² CD Flemming and AJ Davel joined the social and ethics committee with effect from 22 October 2020



REMUNERATION REPORT



CHAIRMAN'S LETTER

It is with pleasure that I present DRDGOLD's annual remuneration report for FY2021, being my first as Chairman of the Remuneration Committee, on behalf of the Remuneration Committee and the Board of Directors.

This report contains two sections. Part A focuses on remuneration governance and policy and Part B focuses on remuneration of executive directors, prescribed officers, senior management, and fees paid to non-executive directors.

During these unprecedented times associated with the COVID-19 lockdown regulations, it was gratifying to note that the Company's Remuneration Policy continued to drive positive outcomes and guided the executive directors, prescribed officers and senior management in their efforts to achieve stellar results and deliver on DRDGOLD's strategic objectives.

The Company continued to pay all employees in full during the various phases of lockdown and did not need to reduce the staff complement. These are remarkable achievements, given the difficulties that so many other employers in the economy faced at the time.

The Company met most of its performance metrics during the year under review, emphasising the value of aligning remuneration strategy with both individual and Company performance.

During the year in question:

- The remuneration policy and implementation report, Long-term incentive (LTI) and director fees were tabled for non-binding advisory votes at the Annual General Meeting (AGM) held on 1 December 2020. The results were as follows:

- Endorsement of the Remuneration policy: Votes in favour – 99.60%
- Endorsement of the Implementation report: Votes in favour – 99.78%
- Approval of Non-executive Directors' remuneration: Votes in favour – 95.99%
- PwC performed a benchmarking assignment to assess the appropriateness of the remuneration of the Non-executive Directors, both in terms of structure and in quantum. The Remuneration Committee unanimously recommended to the Board that non-executive recommendations contained in the PwC report be adopted and approved by the Board. These recommendations will be submitted for shareholders' approval at the forthcoming AGM
- The Remuneration Committee resolved to benchmark all three components (guaranteed remuneration, STI and LTI) of the remuneration of

the executive directors as well as that of the Chief Operating Officer against peers and the market. Deloitte was mandated to perform this function and submitted its findings to the Remuneration Committee in August 2021. Of specific interest to the Committee was how ESG considerations are currently reflected in the remuneration of our executive directors, how this impacts behaviour and whether or not this aspect should be incorporated more explicitly in the remuneration of our executives. The Remuneration Committee is currently engaged in a number of work streams emanating from the Deloitte report. Any changes will be communicated to shareholders at the appropriate time.

Lastly, I would like to confirm that your Remuneration Committee remains absolutely committed to upholding good corporate governance and remuneration best practice, in line with the guidelines provided by the King Commission.

REMUNERATION REPORT CONTINUED

PART A – REMUNERATION GOVERNANCE AND POLICY

Remuneration governance

Effective 22 October 2020, the Remuneration and Nominations Committee, separated into two separate committees – Remuneration Committee and Nominations Committee. The Remuneration Committee consists of majority independent Non-executive Directors and oversees DRDGOLD’s Remuneration Policy, the implementation thereof and ensuring remuneration best practice within the Group. The CEO and CFO are standing invitees to the meetings. They have no vote at the meetings and are not present when their remuneration or performance is discussed. There were no deviations from the remuneration policy during the financial year.

The Remuneration Committee held four meetings during the financial year ended 30 June 2021 with attendance as follows:

Committee members	Meetings attended
JJ Nel (Chairman) ^{1,2}	4/4
TVBN Mnyango ²	4/4
GC Campbell ³	2/4
EA Jeneker ¹	4/4
KP Lebina ³	2/4
JA Holtzhausen ¹	4/4
TJ Cumming ¹	2/4

Meetings attended while in office.

¹ JJ Nel, JA Holtzhausen and TJ Cumming joined the remuneration committee with effect from 22 October 2020. JJ Nel, JA Holtzhausen were previously members of the remuneration and nominations committee.

² JJ Nel replaced TVBN Mnyango as chair of the committee with effect from 22 October 2020.

³ KP Lebina and GC Campbell stepped down as members of the remuneration committee with effect from 22 October 2020



REMUNERATION POLICY

Our remuneration policy is aligned with strategy

DRDGOLD is committed to maintaining a Remuneration Policy that is aligned to the company’s business strategy and performance objectives to create opportunities for employees to develop their careers resulting in rewards aligned with the attraction and retention of human capital and value creation. Our remuneration policy and practices are aligned with stakeholder interests. The Remuneration Committee is satisfied that the policy has achieved its objectives.

The core principles of our policy are as follows:

- Fair and responsible compensation**

DRDGOLD is committed to non-discriminatory employment practices. Remuneration is therefore fairly and equitably distributed within occupational levels and should there be any discrepancies in occupational job levels, these are justified according to the level of responsibility, the complexity of the position, length of service and qualifications.
- Promote an ethical culture within the group and responsible corporate citizenship**

It is important that our policy complements our Group’s core values whilst supporting the achievement of our performance objectives. Employees are not remunerated solely on a set of rigid financial performance objectives but rather they are developed in their trades and professions and evaluated based on their commitment to ethical values, and ultimately, for creating a sustainable business.
- Attract and retain competent employees**

In an increasingly competitive labour market, it is important to motivate individual and team performance to create a high-performance culture. This will ensure that the company’s safety standards are maintained and value is created for the business and stakeholders, to manage the total cost of employment as well as to achieve the most effective returns for the company’s investment in its people.
- Competitive reward strategy**

The company’s reward strategy will include guaranteed pay, variable pay, performance-based reward, learning and development and the creation of a high-performance culture and a safe working environment.
- A healthy and safe environment**

Our company has developed various internal procedures guided by legislation to prevent injuries and fatalities. This cannot be achieved without the commitment of employees to adhere to these various safety protocols. Our remuneration strategy should therefore facilitate an environment where all employees feel safe.

REMUNERATION REPORT CONTINUED

KEY ELEMENTS OF THE REMUNERATION POLICY

There are three main elements that make up DRDGOLD's reward approach:

Reward element 1 – Guaranteed pay

Objective and operation

The guaranteed package is determined by the need to attract and retain the skills and competencies required in the organisation. Job grades, reflecting the level of responsibility and conceptual complexity of job roles, are established through the application of the Paterson methodology, which is used throughout the South African mining sector. To apply this, benchmarking is conducted to compare the fairness and market competitiveness of guaranteed packages at the different job levels. This is done annually for employees graded 18 "Paterson DL" and above. All other employees are remunerated based on a negotiated and approved wage agreement. Benchmarking is based on South African national and mining industry companies. We believe these organisations are our competitors for sought-after skills, and therefore deemed to be a reasonable, relevant and defensible selection from which key skills could be gained or to whom key skills could be lost.

Within a range applicable to the job level, individual remuneration is decided with reference to compensable factors, which are neither arbitrary nor discriminatory in terms of the Employment Equity Regulations and the Employment Equity Act.

Performance measures

On a bi-annual basis, individuals agree on their performance objectives for the period and the KPIs which will be used to measure their performance against these objectives. An individual's attributes are weighted and development plans agreed. Evaluation takes place bi-annually/quarterly on a rating scale of 0 to 5.

Reward element 2 – Short-term Incentives

Objective and operation

The intent of the STI scheme remains to reward excellence and to incentivise behaviours and outcomes that drive the Company's broader sustainability goals, production and financial targets and which serve the interest of shareholders. The scheme is dynamic and is constantly being scrutinised by the Remuneration Committee and Board.

We have adopted a pool-based incentive scheme, based on modified free cash flow, which drives a strong culture of teamwork with all participants, who thus work towards a single goal of maximising free cash flow, which is an easy measure to understand. A consistent increase in free cash flow should translate into an increasing share price and dividends, thereby aligning participant and shareholder interests.

Participants are the executives, prescribed officers, senior management graded 19 and above "Paterson DU," and corporate employees who do not participate in the operations' profit share schemes. All other employees in the Group graded "Paterson DL" and below participate in a profit share scheme aligned to the performance of the respective operations.

Performance measures

The STI is funded out of a pool created from the Free Cash Flow (FCF) generated by DRDGOLD in the financial year:

- Free Cash Flow is defined as cash generated from operations, less capital expenditure (Capex), and tax. In the budgeting process, if the Group believes that any Capex, Investment or other items should be excluded or amortised or treated in any different way for determining FCF at the end of the year, they may make representations to the Remuneration Committee on the treatment of such item/s for the purposes of calculating FCF for the STI pool. The Remuneration Committee has absolute discretion in approving the treatment of such items
- An STI Pool of up to 15% of FCF is created
- The STI Pool is modified as per the Tables below

Modifiers of the incentive pool

To drive strategic initiatives, the short-term incentive pool is modified by up to 20% for isolated non-achievements of targets and up to 50% for systemic or repetitive non-compliance. The modifiers are approved by the Remuneration Committee. These strategic initiatives and their measures are assessed at the beginning of each financial year to ensure that current strategies are driven in that year.

The strategic modifiers and their weightings are communicated to participants at the beginning of each financial year to ensure understanding and compliance.

The Group performance measures set out by the Remuneration Committee and the weightings for FY2021 are as follows:

Strategic initiatives modifiers

- Environmental: 4%
- Safety: 4%
- Social development: 4%
- Labour development: 4%
- Transformation: 4%

Fatality modifier

- Up to 25% per fatality, depending on the degree of culpability of the company, as assessed by the Remuneration Committee
- If the fatality is as a result of a breakdown in or disregard for a safety culture, the STI Pool can be modified by up to 100% at the Remuneration Committee's discretion

Production modifier

The calculated STI Pool may be modified, upwards or downwards, based upon gold (kg) produced measured against budget, as follows:

STI pool production modifier

Gold (kg) produced: % of budget	STI pool adjustment
< 93%	-10%
93% to < 97%	-5%
97% to < 103%	0%
103% to < 107%	+5%
≥ 107%	+10%

REMUNERATION REPORT CONTINUED

Distribution of the Incentive pool

The STI pool, after any moderation, will be distributed as follows:

- 90% formulaically, *pro-rata* to each individual's "% of STI Pool", as determined below and possibly moderated for individual performance as follows:

Individual performance moderator

Individual Performance Rating	Modifier %
< 2	-100%
2 to < 2.25	-80%
2.25 to < 2.5	-60%
2.5 to < 2.75	-40%
2.75 to < 3	-20%
≥ 3	0%

- 10% on a discretionary basis
- Each participant's "% of STI Pool" will be determined, taking *inter alia* the following factors into account:
 - All-inclusive package of the individual for the financial year;
 - Market-related STI data applicable to the category; and
 - The level of accountability and responsibility of the role of the individual.

Because there is likely to be a portion of the 90% formulaic pool distribution unallocated, due to some individuals with performance ratings of less than 3, this unallocated portion plus the 10% discretionary pool will be allocated by the Executive Committee after recommendations from line management. The Remuneration Committee will approve any allocations from the 10% discretionary pool to Executive Committee members.

Individual allocations under the 90% formulaic allocation are capped as follows:

- Category 18 "Paterson DL" and below – 15% of the individual's all-inclusive package for the year
 - Category 19 "Paterson DU" and above – 100% of the individual's all-inclusive package for the year
- To be able to reward exceptional individual performance appropriately, the formulaic plus discretionary allocations may exceed this amount, but these instances, if any, would be subject to the Executive Committee's and ultimately the Remuneration Committee's approval.

Further considerations for the CEO and CFO

For the CEO and CFO (executive directors) the formulaically calculated STI amounts will be reviewed by the Remuneration Committee, which has absolute discretion to further modify the STI amounts, upwards or downwards:

- If compelling, exceptional and objective circumstances warrant such application of discretion; and
- To ensure that the STI amounts awarded are balanced and equitable

Executive directors' STI amounts may be settled in a combination of cash and DRDGOLD shares (deferred bonus shares), with the Remuneration Committee having discretion to make up to 40% of the award in deferred bonus shares.

Deferred Bonus Shares will vest/be released to the executive directors as follows:

- 50% after 9 months; and
- 50% after 18 months

- The following provisions apply to the deferred bonus shares:

- The executive director needs to be in active service and not under notice of resignation on the vesting dates to be eligible to receive the deferred bonus shares and any dividends accrued thereon; and
- The deferred bonus shares carry voting and dividend rights; however, the dividends will accrue and will only be paid out upon the vesting/release of the shares to which the dividends relate.

Termination rules

The following describes participation rules in the event of terminations:

- Death** – Estate benefits on a *pro-rata* basis
- Normal retirement at age 65/permanent disability, early retirement after age 55, retrenchment (including voluntary retrenchment)** – *Pro-rata* basis
- Dismissal** – Forfeiture
- Resignation** – Need to be in active service and not under resignation at payment date to be eligible to receive payment

Reward element 3 – Long-term incentive scheme

Objectives and operation

Executive directors, prescribed officers and senior management graded 19 and above "Paterson DU," participate in the Long-term incentive scheme

Long-term incentives are designed to retain key staff and allow for an opportunity to earn rewards determined with reference to the share price performance of the Group. It is indirectly the shareholders' reward of key executive directors, prescribed officers and senior management staff

through the value that the market places on DRDGOLD's shares.

The November 2015 Phantom Share Scheme had a finite term of 5 years, the final 50% settlement occurred on 5 November 2020. Upon vesting these awards were paid using the seven-day volume weighted average price (VWAP) of the DRDGOLD share price on the JSE for the seven days preceding the date of vesting. The vesting was measured over three, four and five years, subject to individual performance and service conditions. The individual was required to have attained an average individual performance rating of at least 2.5 out of a rating of a maximum rating of 5. Furthermore, the individual was required to be in active service and not under notice of resignation at the settlement payment date.

A revised long-term incentive scheme was implemented and approved by shareholders on 2 December 2019, to replace the November 2015 Phantom Share Scheme. It is designed to follow contemporary trends in executive remuneration and the rules of good governance. Its terms were decided following a benchmarking exercise by PwC and after further consultation with 21st Century, a remuneration and reward and consulting firm.

Participants in the scheme are incentivised by way of DRDGOLD equity in the form of full value Conditional shares.

Annual awards of Conditional Shares are made in two forms:

- 80% of the award will be in Performance Shares; and
- 20% of the award will be in Retention Shares

The target award value will be referenced to a market-related quantity of shares per level, and

REMUNERATION REPORT CONTINUED

will be adjusted based upon individual performance as follows:

Individual rating	% of target value awarded
< 2.75	0
2.75 to < 3.00	50
3.0 to < 3.75	100
3.75 to < 4.5	133.33
4.5 to < 5.0	166.67
5.0	200

An allocation of 5 860 760 conditional shares was awarded to all qualifying employees on 2 December 2019 and 1 979 860 was awarded to all qualifying employees on 22 October 2020.

Performance measures

The **Conditional Shares** will vest three years after the award date. The scheme also makes provision for 50% of the awards granted on 2 December 2019 to vest in calendar year 2021 (being 2 years after the award date) and the remaining 50% to vest in 2022 (being 3 years after the award date). This is a once-off vesting measure to ensure uninterrupted annual vesting and retention of skills as the final vesting of awards under the outgoing scheme will be in calendar year 2020. These have the same vesting conditions explained below except a vesting period of two years and three years respectively.

Performance Shares (80%) will vest subject to service and performance conditions as follows:

- DRDGOLD's Total Shareholder Return (TSR) over the three-year vesting period exceeding DRDGOLD's Weighted Average Cost of Capital – if achieved, 40% of the Conditional Shares awarded will vest

DRDGOLD's TSR over the three-year vesting period compared to a comparator peer group, as follows:

Percentile of peers	% of Conditional Shares vesting
< 25th percentile	0
25th to < 50th percentile	10
50th to < 75th percentile	30
≥ 75th percentile	40

Retention Shares (20%) will vest subject to:

- Attaining a threshold individual performance rating over the three-year vesting period; and
- The participant being in active service and not under notice of resignation at the settlement date

Termination rules

The following describes participation rules in the event of terminations:

- **Death** – The Remuneration Committee has discretion to allow vesting to the estate of the deceased that would vest in the 12 months following the date of death
- **Normal retirement at age 65/permanent disability/early retirement after age 55 and retrenchment (including voluntary retrenchment)** – The Remuneration Committee has discretion to allow vesting of the awards that would vest in the 12 months following the last day of service
- **Dismissal** – Forfeiture of all unvested awards
- **Resignation** – Vesting of awards is subject to the participant being in active service and not under notice of resignation at settlement date
- **Disciplinary actions** – Vesting suspended pending outcome of any disciplinary action. If dismissal, then forfeiture of all unvested awards. If not dismissed, vesting occurs in accordance with the rules and participation continues

GOVERNANCE AND ADMINISTRATION OF REWARD ELEMENTS

The Remuneration Committee has the authority to amend, in part or in its entirety, or withdraw the short-term and long-term incentive schemes, at any time and will review the incentive schemes each year to ensure that the correct strategies of DRDGOLD are being driven by the incentive scheme. Short-term incentive payments are made after DRDGOLD's provisional results have been signed off by the external auditors.



REMUNERATION REPORT CONTINUED

REMUNERATION CONSULTANTS

The Remuneration Committee engages independent consultants to assist in fulfilling its remuneration mandates.

During the FY2021, the committee engaged PwC to perform a benchmarking exercise on the remuneration of all jobs graded "Category 18" and above "Paterson DL". PwC was also engaged to perform a benchmarking exercise on the remuneration of Non-executive Directors. We engaged Deloitte to perform a benchmarking exercise on the remuneration of executive directors.

The Board is satisfied that PwC and Deloitte are independent and objective service providers.

NON-EXECUTIVE DIRECTORS' REMUNERATION POLICY

The objective of the Non-executive Directors' remuneration policy is to compensate them fairly for their roles in steering the Group toward the achievement of its strategic objectives and applying good corporate governance principles.

Their remuneration is based on the following principles:

- They do not participate in the short- or the long-term incentive schemes as participation could be seen to compromise their independence and the impartiality of their oversight role
- Fees are benchmarked against South African national and mining industry companies and non-South African industry companies to ensure that they remain competitive. In addition, the complexity, scale and locality of the Group's operations and the governance environment in which it functions are taken into account in order to ensure that candidates of the required experience and skill are sourced and retained for service on the Board

- Receive fixed retainers made up of a base fee and committee fee as outlined in clause 30 of the MOI as well as section 66(8) and (9) of the Companies Act, 2008
 - Reimbursed for travel expenses on official business where necessary, as well as other direct business-related expenses
 - Fees are reviewed annually. The last increase proposed and approved was at the AGM December 2020.
 - PwC compiled a benchmarking analysis report against an appropriate comparator group of companies consisting of JSE listed companies on fees paid to NEDs. This report was presented to the Remuneration Committee on 18 August 2021.
- Key considerations in determining these fees are as follows:
1. Total proposed fees do not differ materially from the current fees. Fees were compared to comparator companies, although difficulties were experienced in finding the relevant comparator companies, due to the nature of DRDGOLD's operations.
 2. The Chairman's and lead independent non-executive director's (LID) fees are made 'all inclusive.' This is considered normal practice. i.e.: no additional committee fees are charged.
 3. The total fee for the Chairman of the Board has increased by 2.9%. Mr Geoffrey Campbell will formally retire as an independent Non-executive Director and Chairman of the Board at the AGM and will be replaced by Mr Timothy Cumming.
 4. The LID all-inclusive fee is a slightly higher than the current total. There is a graduation of fee levels from chair to LID to general board member, therefore the increase is considered reasonable.
 5. The practice of having double fees for chairs of committees has been discontinued. There is one fee for Chair and another fee for a member of each committee. This is considered normal practice.
 6. The board fee for non-executive members, excluding the Chairman of the Board and LID is reduced and committee membership and chair of committees' fees are increased. In both instances, to levels in line with the company's peers.
 7. There is also a graduation in fees across the respective Committees, based on the work and time they entail. The Audit Committee fees are the highest, followed by the Remuneration Committee and Risk Committee, and then the other committees.
 8. Each Non-executive Director will serve on three committees. This results in the Non-executive Directors earning relatively the same total as before.

The Board has considered the proposed changes to the structure of the fees between the base fee and the committee fees and the following changes

Non-executive Directors' fees during FY2021:

Non-executive Director's role	Annual retainer Rand fee	
	2021	2020
Chairperson of the Board ¹	1 457 944	1 388 518
Lead independent director ¹	672 274	640 261
Board member ¹	647 975	617 119
Audit Committee and Risk Committee Chairperson ²	32 399	30 856 ³
Audit Committee and Risk Committee member	32 399	30 856 ³
Remuneration Committee and Nominations Committee Chairperson ²	24 299	23 142
Remuneration Committee and Nominations Committee member	24 299	23 142
Social and Ethics Committee Chairperson ²	24 299	23 142
Social and Ethics Committee member	24 299	23 142

will be proposed for approval at the AGM on 30 November 2021.

Non-executive directors' fees proposed for FY2022:

Non-executive director's role	Annual retainer Rand fee
Chairperson of the Board	1 500 000
Lead independent director	850 000
Board member	430 000
Audit Committee Chairperson	180 000
Other committees' Chairperson	140 000
Audit Committee member	120 000
Risk Committee and Remuneration Committee member	100 000
Nominations Committee and Social and Ethics Committee member	90 000

- It was agreed that *ad hoc* fees for additional work by a Non-executive Director would only be paid in respect of out of the ordinary circumstances.

REMUNERATION REPORT CONTINUED

Non-executive Directors' fees during FY2021 continued:

Ad-hoc work rates	Rand fee	
	2021	2020
Daily fee	24 299	23 142
Hourly rate	3 240	3 086
Half-day fee for participating by telephone in special board meetings	12 150	11 571

¹The Chairman of the Board, lead independent director and other Non-executive Directors receive committee fees

²The Chairman of the sub-committees received fees as both Chairman and Member

³For FY2020, fee applicable to combined audit and risk committee

NON-BINDING ADVISORY VOTES ON THE REMUNERATION POLICY

DRDGOLD welcomes feedback from shareholders and the remuneration policy and implementation report will be tabled for separate non-binding advisory votes by shareholders at the upcoming AGM, as recommended by King IV. In the event that either or both are voted against by 25% or more of the voting

rights entitled to be exercised by shareholders at the AGM, we would seek to engage with shareholders and would invite shareholders to forward their reasons or concerns in writing. DRDGOLD will then arrange for further engagement in this regard.

The remuneration policy, implementation report, long-term incentive scheme and non-executive director fees were tabled for non-binding advisory votes at the AGM held on 1 December 2020.

PART B: IMPLEMENTATION REPORT OF REMUNERATION POLICY FOR FY2021

Total guaranteed pay outcomes

Executive Directors and Prescribed Officers

	Movement ¹ %	2021	2020
		R'000	R'000
CEO	5.0	6 927	6 596
CFO	5.0	3 892	3 706
Operations director	5.0	3 892	3 706
Company Secretary	N/A	1 260	1 209

¹The executive directors and prescribed directors received a 5% increase in FY2021. Percentage movement is impacted by roundings to the nearest R'000

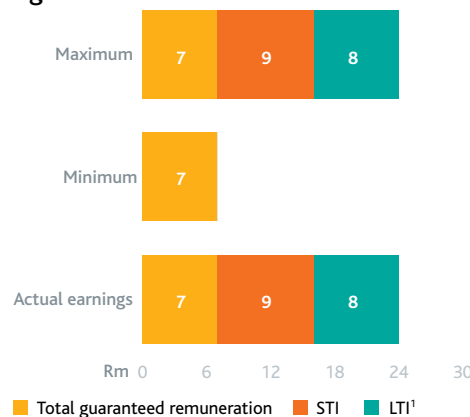
Average salary increases

	2021 %	2020 %
Prescribed officers (July each year)	5	5
Senior management (January each year)	5	5
Middle and junior management (July each year)	5.5	5.5
Unionised and non-unionised (July each year) – ERGO	5.5	5.5
Unionised and non-unionised (July each year) – FWGR	7.7	7.8
Consumer Price Index ¹	3.3	4.1

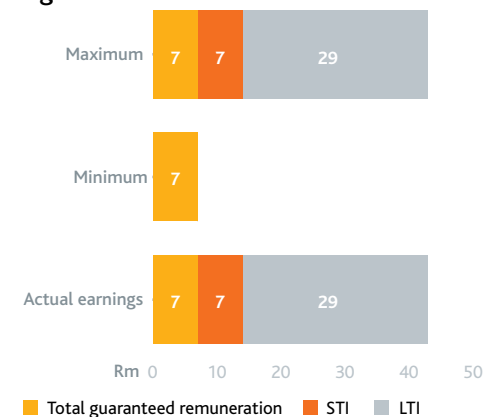
¹Annual average consumer price index for calendar year 2021 and 2020 respectively

Description of total single figure remuneration by executive director

CEO remuneration based on total single figure remuneration 2021



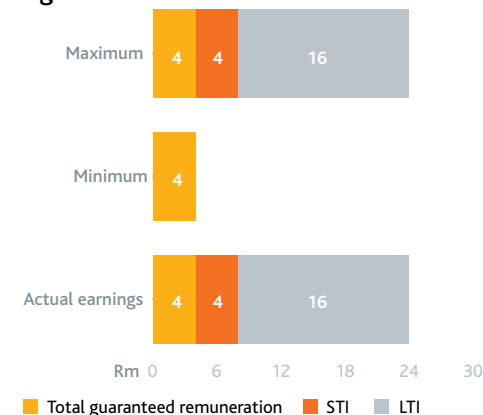
CEO remuneration based on total single figure remuneration 2020



CFO remuneration based on total single figure remuneration 2021



CFO remuneration based on total single figure remuneration 2020



¹In FY2020, cash-settled LTI was included, reflecting fair value of R24.80 per share. In FY2021, equity settled LTI vesting 2 December 2021 is reflected at fair value of R14.93

REMUNERATION REPORT CONTINUED

TOTAL REMUNERATION

Directors' and prescribed officers' remuneration

The tables below illustrate the total single figure of remuneration and the total cash equivalent received reconciliation in R'000 for directors and executive management. Executive management includes the executive directors and prescribed officers, who are also referred to as the executive committee of the group.

Total single figure remuneration

Name	2021					2020			
	Remuneration earned during the period but not yet settled					Remuneration earned during the period but not yet settled			
	Total guaranteed remuneration ¹	Short-term Incentives related to this cycle	Discretionary short-term incentives related to this cycle	Unvested equity settled LTI ³	Total single figure remuneration	Total guaranteed remuneration	Short-term Incentives related to this cycle	Unvested cash settled LTI ²	Total single figure remuneration
Executive directors									
DJ Pretorius	7 253	6 927	1 732	7 763	23 675	6 904	6 597	28 910	42 411
AJ Davel	4 089	3 891	973	3 757	12 710	3 890	3 706	16 241	23 837
Prescribed officers									
WJ Schoeman	3 877	3 891	973	3 757	12 498	3 689	3 706	16 241	23 636
R Masemane ⁴	–	–	–	–	–	697	–	–	697
E Beukes ⁴	1 357	1 292	–	554	3 203	976	930	–	1 906
	16 576	16 001	3 678	15 831	52 086	16 156	14 939	61 392	92 487
Non-executive directors									
GC Campbell	1 545	–	–	–	1 545	1 573	–	–	1 573
EA Jeneke	794	–	–	–	794	861	–	–	861
JA Holtzhausen	712	–	–	–	712	714	–	–	714
TVBN Mnyango	724	–	–	–	724	728	–	–	728
JJ Nel	756	–	–	–	756	685	–	–	685
KP Lebina	769	–	–	–	769	705	–	–	705
TJ Cumming	681	–	–	–	681	–	–	–	–
CD Flemming	674	–	–	–	674	–	–	–	–
	6 655	–	–	–	6 655	5 266	–	–	5 266
Grand Total	23 231	16 001	3 678	15 831	58 741	21 422	14 939	61 392	97 753

¹ Includes contributions made by the company to the Sanlam Group Life plan and medical contributions

² For FY2020, unvested cash settled LTI refers to the old November 2015 scheme which was fully settled on 5 November 2020, reflected at fair value at 30 June 2020 of R24.89 per share

³ For FY2021, unvested equity settled LTI refers to the 2 December 2019 awards expected to vest on 2 December 2021. This is reflected at fair value of R14.52 per share

⁴ R Masemane resigned on 30 September 2019. E Beukes appointed on 1 October 2019

REMUNERATION REPORT CONTINUED

Total cash equivalent received reconciliation

Name	2021								2020							
	Remuneration earned during the period but not yet settled				Cash Long-term Incentives Paid during the period				Remuneration earned during the period but not yet settled				Long-term Incentives Paid during the period			
	Total single figure remuneration	Short-term Incentives earned during the period but not yet paid	Unvested equity settled LTI	Short term incentives related to previous cycle paid during the period	Grant date fair value @ R2.26	Market movement since grant date	Vesting fair value @ R18.62	Total cash equivalent received reconciliation	Total single figure remuneration	Short-term Incentives earned during the period but not yet paid	Unvested cash settled LTI	Short term incentives related to previous cycle paid during the period	Grant date fair value @ R2.26	Market movement since grant date	Vesting fair value @ R7.31	Total cash equivalent received reconciliation
Executive directors																
DJ Pretorius	23 675	(8 725)	(7 763)	4 948	2 625	19 002	21 627	33 762	42 411	(4 948)	(28 910)	4 668	1 574	3 520	5 094	18 315
AJ Davel	12 710	(4 864)	(3 757)	2 780	1 475	10 675	12 150	19 019	23 837	(2 780)	(16 241)	2 622	885	1 977	2 862	10 301
Prescribed officers																
WJ Schoeman	12 498	(4 864)	(3 757)	2 780	1 475	1 977	12 150	18 807	23 636	(2 780)	(16 241)	2 565	885	1 977	2 977	10 042
R Masemane	–	–	–	–	–	–	–	–	697	–	–	1 186	–	–	–	1 883
E Beukes	3 203	(1 292)	(554)	698	–	–	–	2 055	1 906	(697)	–	–	–	–	–	1 209
	52 086	(19 745)	(15 831)	11 206	5 575	31 654	45 927	73 643	92 487	(11 204)	(61 393)	11 041	3 344	7 474	10 818	41 750
Non-executive directors																
GC Campbell	1 545							1 545	1 573							1 573
EA Jeneker	794							794	861							861
JA Holtzhausen	712							712	714							714
TVBN Mnyango	724							724	728							728
JJ Nel	756							756	685							685
KP Lebina	769							769	705							705
TJ Cumming	681							681	–							–
CD Flemming	674							674	–							–
	6 655							6 655	5 266							5 266
Grand total	58 741	(19 745)	(15 831)	11 206	5 575	31 654	45 927	80 298	97 986	(14 939)	(61 393)					43 513

REMUNERATION REPORT CONTINUED

DRDGOLD phantom share scheme

Directors/prescribed officers	2021						
	Opening balance Number	Granted Number	Vested Number	Proceeds R'000	Average exercise price R/share	Forfeited/lapsed Number	Closing balance Number
Executive directors							
DJ Pretorius	1 161 504	–	(1 161 504)	21 627	18.32	–	–
AJ Davel	652 516	–	(652 516)	12 150	18.32	–	–
	1 814 020	–	(1 814 020)	33 777		–	–
Prescribed officer							
WJ Schoeman	652 516	–	(652 516)	12 150	18.32	–	–
	652 516	–	(652 516)	12 150		–	–
Total	2 466 536	–	(2 466 536)	45 927		–	–

Directors/prescribed officers	2020						
	Opening balance Number	Granted Number	Vested Number	Proceeds R'000	Average exercise price R/share	Forfeited/lapsed Number	Closing balance Number
Executive directors							
DJ Pretorius	1 858 407	–	(696 903)	5 094	7.31	–	1 161 504
AJ Davel	1 044 026	–	(391 510)	2 862	7.31	–	652 516
	2 902 433	–	(1 088 413)	7 956		–	1 814 020
Prescribed officers							
WJ Schoeman	1 044 026	–	(391 510)	2 862	7.31	–	652 516
R Masemane	637 168	–	–	–	–	(637 168)	–
	1 681 194	–	(391 510)	2 862		(637 168)	652 516
Total	4 583 627	–	(1 479 923)	10 818		(637 168)	2 466 536

The fair value of unvested phantom shares at 30 June 2021 was R24.89. The fair value at grant date of these awards was R2.26

REMUNERATION REPORT CONTINUED

DRDGOLD new equity settled share scheme

Directors/prescribed officers	2021				
	Opening balance	Granted number	Closing balance	Fair Value at grant date (R'000) ¹	Fair Value of unvested awards as at 30 June 2021 (R'000) ¹
Executive directors					
DJ Pretorius	1 069 321	332 497	1 401 818	8 813	17 333
AJ Davel	517 522	160 919	678 441	4 265	8 388
	1 586 843	493 416	2 080 259	13 078	25 721
Prescribed officers					
WJ Schoeman	517 522	160 919	678 441	4 265	8 388
E Beukes	76 362	23 744	100 106	629	1 238
	593 884	184 663	778 547	4 894	9 626
Total	2 189 727	678 079	2 858 806	17 972	35 347

¹The average fair value per share at grant date is R6.29. The average fair value per share at 30 June 2021 is R12.36 per share. Fair value as at year end determined using Monte Carlo model, based on share price of R14.93 at 30 June 2021, risk free rate of between 3.8% and 4.9%, dividend yield between 3.93% and 6.34% and volatility of between 64.95% and 71.15%.

Directors/prescribed officers	2020		
	Granted number	Fair Value at grant date (R'000) ¹	Fair Value of unvested awards as at 30 June 2020 (R'000) ¹
Executive directors			
DJ Pretorius	1 069 321	4 780	27 171
AJ Davel	517 522	2 313	13 150
	1 586 843	7 093	40 321
Prescribed officers			
WJ Schoeman	517 522	2 313	13 150
E Beukes	76 362	341	1 940
	593 884	2 654	15 090
Total	2 180 727	9 747	55 411

¹Fair value per share at grant date is R4.47. Fair value per share at 30 June 2020 is R25.41

REMUNERATION REPORT CONTINUED

The performance of the CEO and CFO was measured as follows:

Short-term goals

Key performance indicator	Description	Measure	
		FY2021	FY2020
Net free cash flow	Free cash inflow of R1 126.8 million compared to free cash inflow of R926.4 million	Achieved	Achieved
Production	6% increase in gold produced compared to a 9% increase in gold produced in FY2020	Achieved	Achieved
Costs	Cash operating costs increased 12% from R482 417/kg to R540 338/kg All-in sustaining costs per kilogram increased 16% from R541 475/kg to R626 247/kg	Achieved	Achieved
Share price	Underperformed the index of gold stocks in FY2021, outperformed in FY2020	Achieved	Achieved
Internal controls over financial reporting	No material non-compliance	Achieved	Achieved
Safety	No fatalities in FY2021 and FY2020	Achieved	Achieved

Long-term goals

Key performance indicator	Description	Measure	
		FY2021	FY2020
Resource optimisation	Addition of Marievale mineral reserves at Ergo (FY2019 82% increase as a result of FWGR acquisition)	Achieved	Achieved
Growth and strategic development	Definitive feasibility study completed and Brakpan/Withok extension at an advanced stage	Achieved	Achieved
Sustainability	Stable consumption of potable water at 9%	Achieved	Achieved
Environmental practice	Dust emissions stable at 0.27% of all samples taken through continuous vegetation and dust suppression (0.52% in FY2020)		
Social value	Poverty alleviation: BBL Programme reached over 4 500 participants	Achieved	Achieved
	Youth education: more than 662 learners at eight schools participating in mathematics, science and accountancy programmes		



REMUNERATION REPORT CONTINUED

STI Scheme

During the current year, the cash pool was modified for safety (1%) and for production (10%). After these modifications, the remaining pool was still above the ceiling which the STI scheme permitted.

Directors' service contracts

Service contracts have been concluded with executive directors as well as the non-executive directors.

Executive directors have minimum term employment contracts with DRDGOLD. Following expiry, such minimum period service agreements may be terminated upon notice of up to three months, provided that such termination is otherwise substantively and procedurally fair. Other than accumulated retrenchment entitlements, there are no lump sum payments on termination, loss of office awards, or automatic entitlement to short- and long-term incentives other than in terms of the Group's approved incentive plans.

Non-executive directors have fixed-term contracts (they expire unless expressly renewed). Details of the service contracts are set out in the following table.

The directors had no conflicting interests during the year under review and up to the date of issue of the AFS.

Director	Title	Year first appointed	Unexpired term of service contract as at 30 June 2021
DJ Pretorius	Chief Executive Officer	2008	12 months
AJ Davel	Chief Financial Officer	2015	12 months
GC Campbell	Non-executive Chairman	2002	4 months
TJ Cumming	Non-executive Director	2020	13 months
CD Flemming	Non-executive Director	2020	13 months
JA Holtzhausen	Non-executive Director	2014	9 months
EA Jeneker	Non-executive Director	2007	4 months
KP Lebina	Non-executive Director	2019	22 months
TVBN Mnyango	Non-executive Director	2016	19 months
JJ Nel	Non-executive Director	2018	19 months





OTHER INFORMATION

DRDGOLD is a world leader in gold production from tailings retreatment. We seek to mine our mineral resources profitably and sustainably while adding social and economic value and releasing previously sterilised land, through rehabilitation, back to the greater Johannesburg and Far West Rand for redevelopment.

REPORTING IN LINE WITH GRI STANDARDS

The GRI's Sustainability Reporting Standards (core compliance) and their Mining Sector Supplement were adopted as the basis for DRDGOLD's Annual Integrated Report 2021.

KPMG Inc has provided limited assurance (LA) on selected information – see the Independent assurance statement on pages 116 to 117.

GRI standard	Disclosure number	Disclosure title	Section and page
GENERAL DISCLOSURES			
Organisational profile	102-1	Name of the organisation	About this report: 8
	102-2	Activities, brands, products, and services	Our business model: 23 to 30
	102-3	Location of headquarters	Administration and contact details: 121
	102-4	Location of operations	Where we operate: 31 and 32
	102-5	Ownership and legal form	Who we are: 21
	102-6	Markets served	Our business model: 23 Financial performance: 13 to 17
	102-7	Scale of the organisation	Employee relations: 66
	102-8	Information on employees and other workers	Employee relations: 66 to 68
	102-9	Supply chain	Our operating environment: 45
	102-10	Significant changes to the organisation and its supply chain	Our operating environment: 45
	102-11	Precautionary Principle or approach	Environmental value-add: 69 to 74
	102-12	External initiatives	About this report: 8 Our operating environment: 45 to 51
	102-13	Membership of associations	Our operating environment: 45 to 51 About this report: 8
Strategy	102-14	Statement from senior decision-maker	CEO's review: 11
	102-15	Key impacts, risks, and opportunities	Risks and opportunities: 40 to 44
Ethics and integrity	102-16	Values, principles, standards, and norms of behaviour	Corporate governance: 86 to 95
	102-17	Mechanisms for advice and concerns about ethics	Corporate governance: 86
	102-18	Governance structure	Corporate governance: 87
	102-19	Delegating authority	Corporate governance: 86 to 95
	102-20	Executive-level responsibility for economic, environmental, and social topics	Corporate governance: 86 to 95
	102-21	Consulting stakeholders on economic, environmental, and social topics	Our stakeholder groups: 61
	102-22	Composition of the highest governance body and its committees	Board composition: 88 to 89 Detailed Committee reports: 91 to 95
	102-23	Chair of the highest governance body	Corporate governance: 87
	102-24	Nominating and selecting the highest governance body	Board composition: 88 to 89
	102-25	Conflicts of interest	Corporate governance: 87 Social and Ethics Committee report: 94
	102-26	Role of highest governance body in setting purpose, values, and strategy	Corporate governance: 90

REPORTING IN LINE WITH GRI STANDARDS CONTINUED

GRI standard	Disclosure number	Disclosure title	Section and page
GENERAL DISCLOSURES			
Ethics and integrity continued	102-27	Collective knowledge of highest governance body	Directors and management: 84 and 85
	102-28	Evaluating the highest governance body's performance	Corporate governance: 90 and 91
	102-29	Identifying and managing economic, environmental, and social impacts	Social and ethics committee: 94
	102-30	Effectiveness of risk management processes	Risks and opportunities: 40 to 44
	102-31	Review of economic, environmental, and social topics	Social and ethics committee: 94
	102-32	Highest governance body's role in sustainability reporting	Social and ethics committee: 94
	102-33	Communicating critical concerns	Our stakeholder groups: 61 to 62
	102-34	Nature and total number of critical concerns	Our stakeholder groups: 61 to 62
	102-35	Remuneration policies	Remuneration report: 96 to 108
	102-36	Process for determining remuneration	Remuneration report: 96 to 108
	102-37	Stakeholders' involvement in remuneration	Remuneration report: 96 to 108
	102-38	Annual total compensation ratio	None
	102-39	Percentage increase in annual total compensation ratio	None
Stakeholder engagement	102-40	List of stakeholder groups	Our stakeholder groups: 61 to 62
	102-41	Collective bargaining agreements	Employee relations: 66 to 68
	102-42	Identifying and selecting stakeholders	About this report: 8 Our stakeholder groups: 61 to 62
	102-43	Approach to stakeholder engagement	Our stakeholder groups: 61 to 62
	102-44	Key topics and concerns raised	Our stakeholder groups: 61 to 62
Reporting practice	102-45	Entities included in the consolidated financial statements	About this report: 8
	102-46	Defining report content and topic boundaries	About this report: 8
	102-47	List of material topics	Our material issues: 9
	102-48	Restatements of information	None
	102-49	Changes in reporting	About this report: 8
	102-50	Reporting period	About this report: 8
	102-51	Date of most recent report	About this report: 8
	102-52	Reporting cycle	About this report: 8
	102-53	Contact point for questions regarding the report	About this report: 8
	102-54	Claims of reporting in accordance with the GRI Standards	About this report: 8
	102-55	GRI content index	Reporting in line with GRI Standards: 110 to 115
	102-56	External assurance	Independent assurance practitioner's report: 116 and 117

REPORTING IN LINE WITH GRI STANDARDS CONTINUED

GRI standard	Disclosure number	Disclosure title	Section and page
MANAGEMENT APPROACH			
Management approach	103-1	Explanation of the material topic and its boundary	Our material issues: 9 Our stakeholder groups: 61 to 62 Throughout this report
	103-2	The management approach and its components	Our stakeholder groups: 61 to 62 Throughout this report
	103-3	Evaluation of the management approach	Our stakeholder groups: 61 to 62 Throughout this report Remuneration report: 96 to 109
ECONOMIC PERFORMANCE			
Economic performance	201-1	Direct economic value generated and distributed	The value we created and distributed: 33 to 34
	201-2	Climate change	Our operating environment: 46 to 48 Risks and opportunities: 40 to 44 Environmental value-add: 69 to 74
	201-3	Defined benefit plan obligations and other retirement plans	Remuneration report: 96 to 108
	201-4	Financial assistance received from government	None
Market presence	202-1	Ratios of standard entry-level wage by gender compared to local minimum wage	Employee relations: 68
	202-2	Proportion of senior management hired from the local community	None
Indirect economic impacts	203-1	Infrastructure investments and services supported	CFO's review: 13 to 17
	203-2	Significant indirect economic impacts	CFO's review: 13 to 17
Procurement practices	204-1	Proportion of spending on local suppliers	Value added statement: 33 Social licence to operate: 58
Anti-corruption	205-1	Operations assessed for risks related to corruption	None
	205-2	Communication and training about anti-corruption policies and procedures	Corporate governance: 86
	205-3	Confirmed incidents of corruption and actions taken	Corporate governance: 86
Anti-competitive behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Corporate governance: 86

REPORTING IN LINE WITH GRI STANDARDS CONTINUED

GRI standard	Disclosure number	Disclosure title	Section and page
ENVIRONMENTAL PERFORMANCE			
Materials	301-1	Materials used by weight or volume	Primary reagents: 74
	301-2	Recycled input materials used	Environmental value-add: 69 to 74
	301-3	Reclaimed products and their packaging materials	Operational performance: 63 to 65
Energy	302-1	Energy consumption within the organisation	Energy consumption: 73
	302-2	Energy consumption outside of the organisation	None
	302-3	Energy intensity	Energy consumption: 73
	302-4	Reduction of energy consumption	Energy consumption: 73
	302-5	Reductions in energy requirements of products and services	Energy consumption: 73
Water	303-1	Water withdrawal by source	Water consumption: 71 to 72
	303-2	Water sources significantly affected by withdrawal of water	Water consumption: 71 to 72
	303-3	Water recycled and reused	Water consumption: 71 to 72
Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Environmental value-add: 69 to 74
	304-2	Significant impacts of activities, products, and services on biodiversity	Environmental value-add: 69 to 74
	304-3	Habitats protected or restored	None
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	None
	MM1	Amount of land (owned or leased and managed for production activities or extractive use) disturbed or rehabilitated	Rehabilitation: 16, 23, 38, 59, 69 to 72
	MM2	The number and percentage of total sites identified as requiring biodiversity management plans according to stated criteria, and the number (percentage) of those sites with plans in place	Rehabilitation: 16, 23, 38, 59, 69 to 72
Emissions	305-1	Direct (Scope 1) GHG emissions	Energy consumption: 73
	305-2	Energy indirect (Scope 2) GHG emissions	Energy consumption: 73
	305-3	Other indirect (Scope 3) GHG emissions	Energy consumption: 73
	305-4	GHG emissions intensity	Energy consumption: 73
	305-5	Reduction of GHG emissions	Energy consumption: 73
	305-6	Emissions of ozone-depleting substances (ODS)	None
	305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Energy consumption: 73

REPORTING IN LINE WITH GRI STANDARDS CONTINUED

GRI standard	Disclosure number	Disclosure title	Section and page
ENVIRONMENTAL PERFORMANCE			
Effluents and waste	306-1	Water discharge by quality and destination	Our operating environment: 48 Water consumption: 71 to 72
	306-2	Waste by type and disposal method	Operational performance: 63 to 65
	306-3	Significant spills	None Corporate governance: 86 to 95
	306-4	Transport of hazardous waste	Operational performance: 63 to 65
	306-5	Water bodies affected by water discharges and/or runoff	Environmental value-add: 69 to 74
	MM3	Total amounts of overburden, rock, tailings and sludges, and their associated risks	Our operating environment: 45 to 52 Environmental value-add: 69 to 74
	Environmental compliance	307-1	Non-compliance with environmental laws and regulations
MM10		Number and percentage of operations with closure plans	Rehabilitation: 69
Supplier environmental assessment	308-1	New suppliers that were screened using environmental criteria	None
	308-2	Negative environmental impacts in the supply chain and actions taken	Environmental value-add: 69 to 74 None
SOCIAL PERFORMANCE			
Employment	401-1	New employee hires and employee turnover	Recruitment: 67
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Remuneration report: 96 to 108 Remuneration policy: 96 to 108
Labour/management relations	402-1	Minimum notice periods regarding operational changes	Employee engagement: 66
	MM4	Number of strikes and lockouts exceeding one week's duration by country	Our operating environment: 50 None
Occupational health and safety	403-1	Workers representation in formal joint management-worker health and safety committees	Health and safety review: 55 to 57
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Health and safety review: 55 to 57
	403-3	Workers with high incidence or high risk of diseases related to their occupation	Health and safety review: 55 to 57
	403-4	Health and safety topics covered in formal agreements with trade unions	Our stakeholder groups: 61 to 62
Training and education	404-1	Average hours of training per year per employee	Employee relations: 66 to 68
	404-2	Programmes for upgrading employee skills and transition assistance programmes	Employee relations: 66 to 68
	404-3	Percentage of employees receiving regular performance and career development reviews	Employee relations: 66 to 68
Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	Board composition: 88 to 89
	405-2	Ratio of basic salary and remuneration of women to men	None
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	None

REPORTING IN LINE WITH GRI STANDARDS CONTINUED

GRI standard	Disclosure number	Disclosure title	Section and page
SOCIAL PERFORMANCE			
Freedom of association and collective bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	None
Child labour	408-1	Operations and suppliers at significant risk for incidents of child labour	None
Forced or compulsory labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	None
Security practices	410-1	Security personnel trained in human rights policies or procedures	None
Rights of indigenous peoples	411-1	Incidents of violations involving rights of indigenous peoples	None
Human rights assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	Our operating environment: 45 to 52 Employee relations: 66 to 68
	412-2	Employee training on human rights policies or procedures	Our operating environment: 45 to 52
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	None
Local communities	413-1	Operations with local community engagement, impact assessments, and development programmes	Social value-add: 58 to 60
	413-2	Operations with significant actual and potential negative impacts on local communities	Environmental value-add: 69 to 74 Throughout the report
	MM5	Total number of operations taking place in or adjacent to indigenous peoples' territories, and number and percentage of operations or sites where there are formal agreements with indigenous peoples' communities	None
Supplier social assessment	414-1	New suppliers that were screened using social criteria	None
	414-2	Negative social impacts in the supply chain and actions taken	None
Public policy	415-1	Political contributions	None
Customer health and safety	416-1	Assessment of the health and safety impacts of product and service categories	Not material
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	None
Marketing and labelling	417-1	Requirements for product and service information and labelling	Not material
	417-2	Incidents of non-compliance concerning product and service information and labelling	None
	417-3	Incidents of non-compliance concerning marketing communications	None
Customer privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None
Socio-economic compliance	419-1	Non-compliance with laws and regulations in the social and economic area	None Corporate governance: 86 to 95

INDEPENDENT ASSURANCE PRACTITIONER'S REPORT

TO THE DIRECTORS OF DRDGOLD LIMITED

Report on selected Key Performance Indicators

We have undertaken a limited assurance engagement on selected key performance indicators (KPIs), as described below, and presented in the 2021 Annual Integrated Report of DRDGOLD Limited (DRDGOLD) for the year ended 30 June 2021 (the Report). This engagement was conducted by a multidisciplinary team including social, environmental, carbon and assurance specialists with relevant experience in sustainability reporting.

Subject Matter

We have been engaged to provide a limited assurance conclusion in our report on the following KPIs, marked with a 'LA' on the relevant pages in the Report. The selected KPIs described below have been prepared in accordance with the GRI Standards, supported by DRDGOLD's internally developed guidelines (collectively referred to as DRDGOLD's reporting criteria).

Table 1: Scope of the KPIs prepared for the 2021 reporting period

Category	Selected KPIs	Scope of coverage
Natural Capital	Total water used	Ergo Mining Proprietary Limited (Ergo) & Far West Gold Recoveries Proprietary Limited (FWGR) & DRDGOLD Limited
	Potable water sourced externally	
	Electricity consumption	
	Diesel consumption	
	Natural gas consumption	
	Scope 1 CO ₂ e emissions	
	Scope 2 CO ₂ e emissions	
	Total CO ₂ e emissions	
	Total dust exceedances	
	Cyanide consumption	
Concurrent vegetation of tailings storage facilities		
Land rehabilitated and clearance from National Nuclear Regulator		
Human Capital	Fatalities	Ergo Mining Proprietary Limited (Ergo) & Far West Gold Recoveries Proprietary Limited (FWGR) & DRDGOLD Limited
	Lost Time Injury Frequency Rate (LTIFR)	
	Reportable Injury Frequency Rate (RIFR)	
Social Capital	Total socio-economic development spend	DRDGOLD Limited

Directors' Responsibilities

The Directors are responsible for the selection, preparation and presentation of the selected KPIs in accordance with DRDGOLD's reporting criteria. This responsibility includes the identification of stakeholders and stakeholder requirements, material issues, commitments with respect to sustainability performance and design, implementation and maintenance of internal control relevant to the preparation of the Report that is free from material misstatement, whether due to fraud or error. The Directors are also responsible for determining the appropriateness of the measurement and reporting criteria in view of the intended users of the selected KPIs and for ensuring that those criteria are publicly available to the Report users.

Inherent Limitations

Greenhouse gas emissions quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the *Code of Professional Conduct for Registered Auditors* issued by the Independent Regulatory Board for Auditors (IRBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)*.

KPMG Incorporated applies the International Standard on Quality Control 1, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Practitioner's Responsibility

Our responsibility is to express a limited assurance conclusion on the selected KPIs based on the procedures we have performed and the evidence we have obtained. We conducted our assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements other than Audits or Reviews of Historical Financial Information*, and the carbon emission assurance portion of our engagement in accordance with the International Standard on Assurance Engagements 3410, *Assurance Engagements on Greenhouse Gas Statements* (ISAE 3410), issued by the International Auditing and Assurance Standards Board. These standards require that we plan and perform our engagement to obtain limited assurance about whether the selected KPIs are free from material misstatement.

INDEPENDENT ASSURANCE PRACTITIONER'S REPORT CONTINUED

A limited assurance engagement undertaken in accordance with ISAE 3000 (Revised) and ISAE 3410 involves assessing the suitability in the circumstances of DRDGOLD's use of its reporting criteria as the basis of preparation for the selected KPIs, assessing the risks of material misstatement of the selected KPIs whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the selected sustainability KPIs.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. The procedures we performed were based on our professional judgment and included inquiries, observation of processes followed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- Interviewed management to obtain an understanding of the internal control environment, risk assessment process and information systems relevant to the sustainability reporting process;
- Inspected documentation to corroborate the statements of management in our interviews;
- Conducted interviews with relevant key personnel and data owners to understand data collection and report preparation processes, as well as the associated key controls;
- Inspected supporting documentation on a sample basis and performed analytical procedures to evaluate the data generation and reporting processes against the reporting criteria;
- Evaluated the reasonableness and appropriateness of significant estimates and judgements made by the directors in the preparation of the selected KPIs;
- Undertook site visits to Ergo and FWGR to corroborate selected information to complete the above-mentioned procedures; and
- Evaluated whether the selected KPIs presented in the Report are consistent with our overall knowledge and experience of sustainability management and performance at DRDGOLD.

The procedures performed in a limited assurance engagement vary in nature and timing, and are less in extent than for a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether DRDGOLD's selected KPIs have been prepared, in all material respects, in accordance with DRDGOLD's reporting criteria.

Limited Assurance Conclusion

Based on the procedures we have performed and evidence we have obtained and subject to the inherent limitations outlined elsewhere in this report, nothing has come to our attention that causes us to believe that the selected KPIs, as set out in the Subject Matter paragraph above for the year ended 30 June 2021 are not prepared, in all material respects, in accordance with DRDGOLD's reporting criteria.

Other Matters

Our report includes the provision of limited assurance on "concurrent vegetation of tailings storage facilities" and "land rehabilitated and clearance from National Nuclear Regulator". We were previously not required to provide assurance on these selected KPIs.

The maintenance and integrity of the DRDGOLD website is the responsibility of DRDGOLD management. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to either the information in the Report or our independent limited assurance report that may have occurred since the initial date of presentation on the DRDGOLD website.

Restriction of Liability

Our work has been undertaken to enable us to express a limited assurance conclusion on the selected KPIs to the Directors of DRDGOLD in accordance with the terms of our engagement, and for no other purpose. We do not accept or assume liability to any party other than DRDGOLD, for our work, for this report, or for the conclusion we have reached.

KPMG Inc.

Registered Auditor

Per P Lalla

Chartered Accountant (SA)

Registered Auditor

Director

28 October 2021

KPMG Crescent
85 Empire Road
Parktown
Johannesburg
2193

GLOSSARY OF TERMS AND ABBREVIATIONS

Term / Abbreviation	Description
AFS	Annual Financial Statements
AGM	Annual general meeting
AISC	All-in sustaining costs
AMCU	Association of Mineworkers and Construction Union, a labour union
AMD	Acid mine drainage
BBBEE	Broad-Based Black Economic Empowerment
BBL	Broad-Based Livelihoods Programme
BEE Act	Broad-Based Economic Empowerment Act
CEO/CFO	Chief Executive Officer/Chief Financial Officer
CIL	Carbon in leach: a process for extracting gold from slurry material
CLTI	Cash settled long-term incentive benefit
CoJ	City of Johannesburg
Competent Person	A Competent Person is a person who is registered with SACNASP, ECSA or SAGC, or is a Member or Fellow of the SAIMM, the GSSA, IMSSA or a Recognised Professional Organisation (RPO). These organisations have enforceable disciplinary processes including the powers to suspend or expel a member. The Competent Person must comply with the provisions of the relevant promulgated Acts. A Competent Person must have a minimum of five years relevant experience in the style of mineralisation or type of deposit under consideration and in the activity which that person is undertaking.
COVID-19	Coronavirus disease (COVID-19) is an infectious disease caused by the SARS-CoV-2 virus
cps	Cents per share
CSI	Corporate social investment
Db(A)	Decibel
DFS	Definitive Feasibility Study. Definitive engineering estimate of all costs, revenues, equipment requirements and production at a -5% to +10% level of accuracy. The study is used to define the economic viability of a project and to support the search for project financing
DMRE	Department of Mineral Resources and Energy
DRDGOLD	DRDGOLD Limited
DP2	Driefontein plant 2
DWS	Department of Water and Sanitation
EBDA	Ergo Business Development Academy NPC
EBITDA	Earnings before interest, taxes, depreciation and amortisation
ECSA	Engineering Council of South Africa

Term / Abbreviation	Description
ELI	Equity settled long-term incentive
EMO	Ergo Mining Operations Proprietary Limited (subsidiary of DRDGOLD)
EMP	Environmental management plan
Ergo	Ergo Mining Proprietary Limited, an operating company owned by DRDGOLD, which includes the City Deep, Knights and Brakpan sites from 3 July 2012
ERPM	East Rand Proprietary Mines Limited, wholly-owned by DRDGOLD, which is currently under care and maintenance
ERM	Enterprise-wide risk management
ESG	Environment, Social and Governance
Feasibility Study	A Feasibility Study is a comprehensive technical and economic study of the selected development option for a mineral project that includes appropriately detailed assessments of applicable Modifying Factors together with any other relevant operational factors and detailed financial analysis that are necessary to demonstrate at the time of reporting that extraction is reasonably justified (economically mineable). The results of the study may reasonably serve as the basis for a final decision by a proponent or financial institution to proceed with, or finance, the development of the project. The confidence level of the study will be higher than that of a Pre-Feasibility Study.
FWGR	Far West Gold Recoveries Proprietary Limited, an operating company owned by DRDGOLD which includes sites in the Carletonville area of Gauteng
GDP	Gross Domestic Product
GHG	Greenhouse gas emissions
GRI	Global Reporting Initiative
HDP	Historically disadvantaged people
HDPE lining	High Density Polyethylene lining
HDSA	Historically disadvantaged South African
Human rights incident	Includes violation of human rights. These include but are not limited to the right to life, freedom from slavery and torture, freedom of opinion and expression, the right to work and education
IFRS	International Financial Reporting Standards
IIRC	International Integrated Reporting Council
Indicated Mineral Resource	Indicated Mineral Resource, is that part of a Mineral Resource for which quantity, grade or quality, densities, shape and physical characteristics are estimated with sufficient confidence to allow the application of Modifying Factors in sufficient detail to support mine planning and evaluation of the economic viability of the deposit. Geological evidence is derived from adequately detailed and reliable exploration, sampling and testing and is sufficient to assume geological and grade or quality continuity between points of observation.

GLOSSARY OF TERMS AND ABBREVIATIONS CONTINUED

Term / Abbreviation	Description
Inferred Mineral Resource	An Inferred Mineral Resource is that part of a Mineral Resource for which quantity and grade or quality are estimated on the basis of limited geological evidence and sampling. Geological evidence is sufficient to imply but not verify geological and grade or quality continuity. An Inferred Resource has a lower level of confidence than that applying to an Indicated Mineral Resource and must not be converted to a Mineral Reserve. It is reasonably expected that the majority of Inferred Mineral Resources could be upgraded to Indicated Mineral Resources with continued exploration.
IoT	Internet of Things
JSE	Johannesburg Stock Exchange Limited
KPI	Key performance indicator
KPMG Inc	External auditors for DRDGOLD / Independent Assurance provider for selected sustainability key performance indicators in this report
LA	Limited assurance
LoM	Life-of-mine. Number of years that the operation is planning to mine and treat gold bearing material, taken from the current mine plan
LED	Local economic development
LTI	Long-term incentive
LTIFR	Lost time injury frequency rate. The number of lost time injuries (1-13 days) occurring per 1 million man hours worked
Metallurgical plant	Processing plant used to treat gold bearing material and extract the contained metals
Mineral Reserve	A Mineral Reserve is the economically mineable part of a Measured and/or Indicated Mineral Resource. It includes diluting materials and allowances for losses, which may occur when the material is mined or extracted and is defined by studies at Pre-Feasibility or Feasibility level as appropriate that include application of Modifying Factors. Such studies demonstrate that, at the time of reporting, extraction could reasonably be justified. The reference point at which Mineral Reserves are defined, usually the point where the ore is delivered to the processing plant, must be stated. It is important that, in all situations where the reference point is different, such as for a saleable product, a clarifying statement is included to ensure that the reader is fully informed as to what is being reported.
Mineral Resource	A Mineral Resource is a concentration or occurrence of solid material of economic interest in or on the Earth's crust in such form, grade or quality and quantity that there are reasonable prospects for eventual economic extraction. The location, quantity, grade, continuity and other geological characteristics of a Mineral Resource are known, estimated or interpreted from specific geological evidence and knowledge, including sampling.

Term / Abbreviation	Description
Mining Charter	The Broad-based Socio-economic Empowerment Charter for the South African Mining Industry developed in terms of Section 100 of the Mineral and Petroleum Resources Development Act of 2002, to set the framework, targets and timetable for effecting the entry of HDSAs into the mining industry
Modifying factor	Modifying Factors are considerations used to convert Mineral Resources to Mineral Reserves. These include, but are not restricted to, mining, processing, metallurgical, infrastructure, economic, marketing, legal, environmental, social and governmental factors.
MOI	Memorandum of Incorporation
Moz	Million ounces
MPRDA	Mining and Petroleum Resources Development Act 28 of 2002
NGO	Non-government organisation
NIHL	Noise-induced hearing loss
NNR	National Nuclear Regulator
NOM	Notice of meeting
NOx	Nitrogen oxides
NUM	National Union of Mineworkers, a labour union
NYSE	New York Stock Exchange
OroTree	OroTree Limited
Ounce/oz	One troy ounce which equals 31.1034768 grams
PFS	Pre-feasibility study. A Pre-Feasibility Study, is a comprehensive study of a range of options for the technical and economic viability of a mineral project that has advanced to a stage where a preferred mining method, in the case of underground mining, or the pit configuration, in the case of an open pit, is established and an effective method of mineral processing is determined. It includes a financial analysis based on reasonable assumptions on the Modifying Factors and the evaluation of any other relevant factors which are sufficient for a Competent Person, acting reasonably, to determine if all or part of the Mineral Resource may be converted to a Mineral Reserve at the time of reporting. A Pre-Feasibility Study is at a lower confidence level than a Feasibility Study
Probable Mineral Reserve	A Probable Mineral Reserve is the economically mineable part of an Indicated, and in some circumstances, a Measured Mineral Resource. The confidence in the Modifying Factors applying to a Probable Mineral Reserve is lower than that applying to a Proved Mineral Reserve
Proved Mineral Reserve	A Proved Mineral Reserve is the economically mineable part of a Measured Mineral Resource. A Proved Mineral Reserve implies a high degree of confidence in the Modifying Factors

GLOSSARY OF TERMS AND ABBREVIATIONS CONTINUED

Term / Abbreviation	Description
Rand Refinery	Rand Refinery Proprietary Limited
RCF	Revolving Credit Facility secured with ABSA Bank Limited (Acting through its corporate and Investment Banking division)
Rehabilitation	The process of restoring mined land to allow appropriate post-mining usage. Rehabilitation standards are determined and audited by the Department of Mineral Resources and Energy and address ground and surface water, topsoil, final slope gradients, waste handling and revegetation issues
RGMPs	Responsible Gold Mining Principles
RIFR	Reportable injury frequency rate. The number of reportable injuries requiring medical treatment per 1 million man hours worked
RTSF	Regional Tailings Storage Facility
PwC	PricewaterhouseCoopers
SACNASP	South African Council for Natural Scientific Professions
SAIMM	Southern African Institute of Mining and Metallurgy
SAMREC Code	The South African Code for Reporting of Exploration Results, Mineral Resources and Mineral Reserves, 2016 Edition
SEC	United States Securities and Exchange Commission
SED	Social Economic Development
SENS	Stock Exchange News Service

Term / Abbreviation	Description
SLP	Social and labour plan
Solar PV	Solar photovoltaic power generation
SOX	Sarbanes-Oxley Act of 2002
SOx	Sulphur oxides
SQL	Structured Query Language
STI	Short-term Incentives
TCTA	Trans-Caledon Tunnel Authority
Tailings	Finely ground rock from which valuable minerals have been extracted, may still include mineral particles
TPMS	Tailings Performance Management System
TSF	Tailings storage facility
TSR	Total Shareholder Return
Tailings dam	Dams or dumps created from residue after the economically recoverable metal has been extracted from tailings material, also known as tailings deposition sites/facilities
TCTA	Trans-Caledon Tunnel Authority
UASA	UASA – The Union, formerly the United Association of South Africa, a labour union
VWAP	Volume weighted average price

ADMINISTRATION AND CONTACT DETAILS

OFFICES

Registered and corporate

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DIRECTORS

Geoff Campbell*

Independent Non-executive Chairman #,4

Niël Pretorius

Chief Executive Officer²

Riaan Davel

Chief Financial Officer⁵

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Independent Non-executive Director^{1#,3,4}

Edmund Jeneker

Independent Non-executive Director^{3,4,5#}

Jean Nel

Independent Non-executive Director^{1,2,3#}

Prudence Lebina

Independent Non-executive Director^{1,2#,4}

Toko Mnyango

Independent Non-executive Director^{2,3,5}

Timothy Cumming

Non-executive Director^{2,3,4}

Charmel Flemming

Independent Non-executive Director^{1,2,5}

COMPANY SECRETARY

Elise Beukes

* *British*

Committee memberships during 2021

Denotes committee Chairman

¹ *Member of the Audit Committee*

² *Member of the Risk Committee*

³ *Member of the Remuneration Committee*

⁴ *Member of the Nominations Committee*

⁵ *Member of the Social and Ethics Committee*

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STOCK EXCHANGE LISTINGS

JSE

Ordinary shares

Share Code: DRD

ISIN: ZAE000058723

NYSE

ADRs

Trading Symbol: DRD

CUSIP: 26152H301

DRDGOLD's ordinary shares are listed on the JSE and on the NYSE, in the form of ADRs. The Company's shares are also traded on the Regulated Unofficial Market on the Frankfurt Stock Exchange, and the Berlin and Stuttgart OTC markets.

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Malan Scholes

Mendelow Jacobs

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Bankers

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Standard Bank of South Africa Limited

Website

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