

ANNUAL
INTEGRATED
REPORT
2022



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 our 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.

The **RE4IND** icon on the cover page aligns with **DRDGOLD's purpose of reversing the environmental legacy of mining.**

PERFORMANCE HIGHLIGHTS

FINANCIAL



Operating profit

R1 685.1m

We are proud that the business operated with resilience amidst a litany of local, national and global challenges and our Company has firmly held its own in FY2022.

Headline earnings per share

130.7cps

Cash operating cost/kg

R600 875

Free cash inflow

R871.6m

15 years

uninterrupted dividend declaration

OPERATIONAL AND GROWTH



Gold production

5 720kg

One of the core principles that informs our strategic thinking is that to thrive well, you need to survive well. Our gold production remained stable in the face of many challenges much of which pertain to our geological operating footprint, South Africa.

Volume throughput

28.2Mt

Yield

0.203g/t

Daggafontein TSF classified from a Mineral Resource to a Mineral Reserve

Development of FWGR's Driefontein 3 TSF currently underway

Commencement of Phase 1 of the solar project at Ergo

HEALTH AND SAFETY



ZERO ^{LA}
fatalities

Through the performance of a comprehensive, integrated risk assessment, we can take reasonable steps to reduce and ultimately eliminate health and safety threats and create a safe workplace for our employees.

1.84 ^{LA}

Lost time injury frequency rate (LTIFR)

0.66 ^{LA}

Reportable injury frequency rate (RIFR)

More than
99.6% of employees and contractors
fully vaccinated against COVID-19

^{LA} Limited assurance.

ENVIRONMENTAL



Environmental spend
R60.3m

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

24ha^{LA}

land clearance received for redevelopment

16ha

of land applications lodged with the NNR for approval for redevelopment

Dust exceedances

2%

2 642MI^{LA}

potable water consumption

^{LA} Limited assurance.

SOCIAL



Total social and economic development spend

R52.9M LA

Our programmes are designed to enable communities to create alternative livelihoods to support their families. We also aim to alleviate poverty and educate the youth.

R14.7m

training spend

23%

women in mining

74%

Historically disadvantaged South Africans

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In this 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 during the financial year from 1 July 2021 to 30 June 2022.

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 2022, which we filed with the United States Securities and Exchange Commission (SEC) on 28 October 2022. 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.



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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 FY2022, bears testimony to the resilience of a business model that has been several years in the making.

2 959

EMPLOYEES AND CONTRACTORS

IN THIS SECTION

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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 2021 to 30 June 2022.

REPORTING SCOPE AND BOUNDARY

This annual integrated report has been prepared to comply with the Integrated Reporting Framework and the Global Reporting Initiative (GRI) Standards.

The International Integrated Reporting Council (IIRC) and the Sustainability Accounting Standards Board merged to form the Value Reporting Foundation. As of August 2022, the IFRS Foundation assumed responsibility for the Integrated Reporting Framework, replacing the IIRC.

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), the 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. The JSE released its JSE Sustainability and Climate Change Disclosure Guidance in June 2022 as a response to significant recent increase in investor interest in sustainability and

climate change related issues. Although compliance is voluntary, we engaged an external expert to perform a gap analysis to identify areas in our reporting and management of business which can be improved on. Various recommended disclosures have been incorporated in this report and we endeavour to be compliant with the guidance in material respects in future annual integrated reports.

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 2020 to 30 June 2021 can be found on the company's website: <https://www.drdgold.com/investors/reports-and-results#ars2021>.

Our accompanying annual financial statements (AFS) for the year ended 30 June 2022 and notice of annual general meeting (NOM) for the year ended 30 June 2022, which includes summary consolidated financial statements, and the ESG Fact Sheet 2022 can be found on the company's website: <https://www.drdgold.com/investors/reports-and-results#ars2022>.

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. Material disclosures are typically those showing how we have created value for our various stakeholders, the various factors (positive or adverse) which impact our ability to create value as well as our impacts on the economy, communities, employees and the environment. These material issues have been included on page 10 of this report.

The JSE Sustainability and Climate Change Disclosure Guidance refers to the concept of double materiality and recommends that:

- Those sustainability issues that could reasonably be foreseen to meaningfully affect a company's operational and financial results, should be disclosed in an annual integrated report
- More detailed sustainability information relating to the organisation's management of its significant impacts of the economy, society and the environment should be disclosed

A formal analysis of the divergence between our current materiality considerations and the new materiality concept will be performed in FY2023 and reported on in the FY2023 annual integrated report.



Annual Integrated Report 2022



Annual Financial Statements 2022



ESG Fact Sheet 2022




Notice of Annual General Meeting 2022

ABOUT THIS REPORT continued

PROCESS FOLLOWED IN COMPILING THE INTEGRATED 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 Chief Financial Officer (CFO). Various personnel contribute to the drafting of the report, including Exco members, and this process is overseen by an integrated reporting project head. We also use the assistance of an external expert on integrated reporting to continually enhance the quality of our reporting.

HOW WE ENSURE THE INTEGRITY OF THE REPORT

The Exco and various heads of departments review the report before submission to the Board for review. Certain sections of the report are 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 independent assurance report can be found on pages  142 to 144.

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 Integrated Reporting Framework and complies in all material respects with the relevant statutory requirements of the various regulations governing disclosure and reporting by DRDGOLD. The annual integrated report, our AFS and NOM were formally approved by the Board at a meeting on 19 October 2022.

Tim Cumming

Chairman

28 October 2022

Queries should be addressed to:

Riaan Davel

Chief Financial Officer

Tel: +27 11 470 2608

Email: riaan.davel@drdgold.com



PROCESS FOLLOWED IN THE PREPARATION OF THE REPORT

Compiling our report

- Integrated 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

DRD GOLD MATERIALITY APPROACH AND VALUE DRIVERS

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

The review is also informed by the annual strategic alignment session held by the executive committee, whereby the most material issues in our business are evaluated on how to optimise enterprise

value, which is fundamentally driven by optimising our existing resource and new assets in our growth trajectory. The strategic alignment session also includes the impacts that our business has on our society and how we can improve their quality of life, the environment and how we can find ways to reduce water pollution, the quality of air and increase grey water usage.

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 onwards).

This report to our stakeholders reflects the same materiality lens applied by the Board and management of the Company (Management) in terms of risks and opportunities, strategic focus areas, performance measurement, outcomes and outlook that are aligned to our most important value drivers. In June 2022, the JSE released the JSE Sustainability Guidance which adopts the “double materiality” approach and recommends that:








- Those sustainability issues that could be foreseen to meaningfully affect a company’s operational and financial

results, should be disclosed in an annual integrated report

- More detailed sustainability information relating to the organisation’s management of its significant impacts on the economy, society and the environment should be disclosed

We have begun the process of considering the concept of “double materiality” and how this would affect disclosure in our integrated and sustainability reporting. This process will be reported on in the FY2023 annual integrated report.

The table below represents the outcomes of the 2022 materiality assessment:

						
Growth	Extraction and efficiency enhancements	Throughput capacity	Financial	Environmental	Social	Regulatory and governance
<ul style="list-style-type: none"> • Consolidation of the business of tailings in South Africa 	<ul style="list-style-type: none"> • Less consumption of power, water and chemicals • Mine all our resources for longer • Use of technology to improve extraction and plant efficiencies 	<ul style="list-style-type: none"> • Increasing our deposition capacity • Developing new reclamation sites • Infrastructure development 	<ul style="list-style-type: none"> • Containment of production costs • Generation of positive free cash flows • Limiting our exposure to debt • Dividend yield and regularity 	<ul style="list-style-type: none"> • Rehabilitated land affected by mine waste • Concurrent vegetation • Potable water consumption and energy consumption • Carbon footprint • Dust monitoring and mitigation • Environmentally friendly tailings dams 	<ul style="list-style-type: none"> • Improving air quality • Reduction of water pollution • Poverty alleviation (urban farming) • Safe workplace • Growth and development of employees • Fair and equitable remuneration 	<ul style="list-style-type: none"> • Adherence to laws and regulations • Effective stakeholder engagement • Ethics and good corporate governance • Safe tailings dams

LEADERSHIP REVIEW



Tim Cumming / Chairman



Niël Pretorius / (CEO)

“Our purpose: Restoring nature by reversing the environmental impacts of mining.”

We remain as committed as ever to our vision of playing a meaningful and growing role in the drive to roll back the environmental legacy of mining through our various strategic focus points.

There is ever-increasing attention being paid by an array of stakeholders to the environmental and social responsibilities of mines in terms of their operations and we

are positioning ourselves to be leaders in addressing these challenges when it comes to the retreatment and management of mine tailings, and to do so in a sustainable way while adding shareholder value in the process.

Nonetheless, the locations of our current operations are beset with myriad of political, economic and social challenges which continue to create threats and risks to our business. These require appropriate mitigation and responses to ensure our sustainability and also inform the strategic need for further diversification over time.

Despite these challenges, the Company performed well during the year, remains

financially strong and is well positioned to build and grow further in years to come.

After the extraordinary production and revenue highs of FY2021, which left us with just under R2.2 billion in cash at year end, we guided marginally lower production, higher costs and an increase in capital investment for FY2022.

It was a nervous start, with the outbreak of riots in KwaZulu-Natal triggered by the arrest of former president, Jacob Zuma, seemingly aimed at undermining the economy. It highlighted the vulnerability of the logistical supply-line from the Durban harbour to Gauteng. It also emphasised how overly dependent on road transport our economy had become, and the extent of the demise of South Africa’s railway infrastructure. The potential risk for further anomic social unrest with concomitant impacts on businesses and property given the high levels of unemployment and low incomes in South Africa was also highlighted.

Summer brought challenges of its own – the outbreak of the Omicron variant of COVID-19 dealt a devastating blow to South Africa’s hospitality industry and denied our economy hundreds of millions in associated inflow of foreign currency, contributing to an already tired local mood, while operationally we had to find ways to deal with the combined effect

of fifty-four days of load shedding, significant rainstorms and a three-month-long strike at Sibanye Gold.

Our operations coped well with these challenges. We managed temporary shortages in reagent supplies by drawing from surplus inventory between operations and, although volume throughput was negatively affected, our ability to separate clean and dirty water at reclamation sites enabled us to keep our plants stable and operating at the requisite densities. Our ability to curtail load from the national electricity supply grid coupled with very significant backup capacity at crucial infrastructure enabled us to keep interruptions in production to an absolute minimum, and we used the additional elution capacity we had installed at the Ergo plant to boost its volume throughput capacity as part of its evolution to a higher volume, lower grade throughput profile, to treat 861 tonnes of Far West Gold’s loaded carbon during the entire Sibanye Gold strike, not losing a single ounce due to labour interruption.

We also increased the contribution in tonnes from mechanically reclaimed material from several legacy sites which we took on two years ago as part of a ‘loose-ends’ programme to bring these sites to final clean-up in line with our stated purpose.

LEADERSHIP REVIEW continued

Although more expensive on a per tonne basis, it is also illustrative of our approach to rehabilitate through mining, since these materials, whilst more cumbersome to reclaim, are lifted from the ‘floor’ of former reclamation sites and are typically higher in grade. It therefore boosted head-grade, albeit at a higher per tonne cost.

Production for the year was therefore satisfactory, coming in at the higher end of guidance at 5 720kg (3kg lower than FY2021) benefiting gold unit costs, which were in line with guidance.

Although the average Rand denominated gold price received was down from FY2021, it remained favourable at an average of R894 409/kg, and still approximately 30% up over five years.

Production for FY2022 was satisfactory at

5 720kg

The gold price remained at approximately

30% up over five years

The result was our second-best performance operationally and financially over five years, with only FY2021 yielding better outcomes. We generated R872 million in free cash, invested R584 million in capital, returned R513 million in dividends for a yield of 6% and paid R448 million in income and employee taxes. We added R339 million to our cash pile, increasing it to R2.526 billion at financial year end. Our balance sheet remains strong with a current ratio of 4.9:1 and we are well positioned to invest in the future of the business.

For FY2023, we are guiding production of between 160 000 and 180 000 oz, marginally lower than the FY2022 actual. Lower anticipated production and the combined effect of double-digit increases in electricity costs and inflationary pressure on reagents, equipment, and steel due to global and local logistical, manufacturing and supply-line disruptions as well as increased costs on security measures, drive guidance on cash operating costs higher to R685 000/kg.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

Sustainable Development (SD) has for many years been core to our strategy and in most of our presentations we offer examples of our efforts to deliver integrated value, or value that overlaps the various capital stocks that make-up the sustainable development capital bouquet.

This means that DRDGOLD’s reporting on ESG, which in essence is a means to measure certain aspects of SD, is factual – a storyline that is already over ten years in the making.

We believe that an important part of our delivery on ESG is that it does not come at the cost of quality or shareholder return. This is only possible if ESG is an embedded part of the business to the point where value in one capital stock also enhances value in one or two others.

Of the SD capital stocks, and the least objectively measurable in currency terms, is social capital. And yet, of all the elements of the SD composite, it is the one that could be most damaging if not responsibly managed. If part of the objective of business is to prevent premature closure and to optimise one’s resource base, an unsafe working environment and a toxic culture are certain ways to fail. The same applies to the social environment within which business operates. It is foolish to assume that a business can exist as an island of stability in an ocean of anarchy and social instability. It assumes survival through more severe and increasingly higher fences, instead of creating social partnerships for mutual benefit where ultimately no fences are needed.

These beliefs are strongly embedded in both our internal and external social relations. In addition to promoting a culture of success, we strive to create a working environment where staff are free to live-out personal

values based on respect and dignity. We explicitly endorse these values through our stated value-set and our initiatives to promote a workplace that is emotionally and physically safe. Closely related to this is our campaign to promote inclusivity, which has received more attention over the last two years in particular and is now serving as the platform from which we are driving a gender-based violence (GBV) campaign to eradicate GBV through healthy behaviours and attitudes.

Our community development strategy, which drives programmes to alleviate poverty through sustainable self-empowerment, is ever expanding. Our ‘My Food’, ‘My Future’, ‘My Business’ and ‘My Stock’ programmes have been presented to more than 8 000 individuals and take-up has accelerated after COVID-19, especially among younger people.



LEADERSHIP REVIEW continued

We have also resumed extra-classes in mathematics, science and accounting at eight schools in our areas of influence, presented by teachers in the employ of our Company.

All these programmes and the social networks that were established in the process, now provide a platform for the next phase in our social capital strategy of promoting the development of self-sustainable communities by growing and leveraging the informal economy. Several of the programmes that were developed in collaboration with the University of Pretoria's E-Enterprises are being incorporated in our new set of social and labour plans. These programmes are specifically designed around five key developmental pillars categorised under:

- Quality of life
- Economic model
- Environment and infrastructure
- IR and digitisation
- Sport, arts and culture

From an environmental governance perspective, our operating model is a unique 'business for the times', and our ambitions in this regard are what define our purpose – to restore nature by reversing the environmental impacts of mining. We produce gold from discarded tailings using mostly grey water – a process that is waste neutral with a slight footprint in terms of potable water consumption. It removes tailings from where it was dumped, cleaning up the environment, removing a source of pollution and dust nuisance, and improving the quality of life of those who live in the proximity of its workings. The land cleared this year takes the total area cleared by DRDGOOLD over the past 10 years to a total area of 710 hectares.

Now with a 20MW solar power plant approved for construction in FY2023, dealt with in more detail later in this review, we will add renewable energy to our operational make-up to produce product from **waste** with **renewable power** and **recycled water**. Ultimately, we plan to have 60MW of solar

power generating capacity, which will reduce our carbon footprint by approximately 154 000 tonnes of CO₂e per annum and, in addition to reducing operating risk and cost, add an estimated R807m in carbon credits over the life of the facility.

A part of mining that has become very prominent in the recent past, and for good reason, is tailings storage management. Because of its potential impact on quality of life, safety and the broader environment, greater transparency and adherence to a growing body of internationally endorsed standards have become the order of the day. This year saw the introduction of an External Tailings Review Panel, replacing our former

review board, and ongoing enhancement of our line-of-sight management system through interactive, digital technology. Our measuring and monitoring systems range from both deep within the tailings storage facilities (TSFs) to monitor phreatic surface, to satellite surveillance to detect any changes in shape. Our governance and controls framework includes a quarterly dashboard summary of key dynamics to the Board.

CAPITAL INVESTMENT

We are guiding R1.4 billion in capital investment for FY2023. Our approach to capital investment is to plan expansively and implement incrementally and within our means.

We produce gold from discarded tailings using mostly grey water.

We will add renewable energy to our operational make-up.



A 20MW solar power plant has been approved for construction in FY2023.

“DRDGOLD navigates these challenges through innovative strategies and smart capital investments.”

This way we believe we balance opportunity and risk by systematically developing the business to its full potential, without overextending it or assuming disproportionate risk.

The findings of the Fraser Institute, which in its latest report ranked South Africa amongst the ten least attractive mining investment destinations globally out of 84, raise several important factors weighing down on investment in South Africa. These are important findings that require due consideration when deciding to invest. The fact of the matter is that South Africa remains too good a jurisdiction in terms of its mineral endowment to simply turn one's back on, particularly in our industry whose potential in terms of extracting value in a responsible manner from both gold and PGM tailings is unmatched.

Like many other companies in South Africa, DRDGOLD navigates these challenges of societal instability, poor service delivery, poor standards of political governance and clumsy policy through innovative strategies and smart capital investments. As a result, there are many successful companies in South

Africa that offer compelling value relative to their international peers. As a major contributor to the fiscus, the mining industry is also not entirely without influence. It played an important role in trying to influence the ruling party, which is deeply committed to the notion of centralised control, to relinquish its monopoly on the generation of power in reducing the limitations and red tape on private power generation. And, on this aspect of the battle for the soul of the ruling party, the balance appears to have swung towards the more moderate camp of our country's president, with an increasing number of former seemingly untouchable, corrupt officials who in the past benefited from state capture, finally being arrested, and charged. However, the extent of this shift towards holding leaders and officials accountable for corruption and incompetence remains disappointingly small and slow, aided by a continual ploy of the accused to use a combination of denial together with the mechanics of the legal system to postpone resolution or judgements.

Counterbalancing the issues and risks highlighted by the Institute's report involves an investment approach that involves

'owning' certain risks and becoming increasingly self-reliant - to the point almost of a parallel economy. As it is, since the completion of our centralised water circuit in 2019, very little of our water needs are supplied by the state and, although we collaborate closely with the authorities, most of our security and asset protection requirements are provided by private operators. It is a recurring theme in the private sector, where the state falls short, private capital steps in and finds solutions for complex problems, in the process becoming increasingly resilient and independent of the state.

Not surprisingly, with Eskom's unreliability and its exorbitant current and future pricing very prominent on our risk radar, electricity supply is the next item in the context of this theme. A large chunk of the capital budget for this year, just over R600 million,

will go to the construction of a solar power plant of 20MW and related infrastructure. This is the first phase of a project that will ultimately see 60MW of installed PV generating capacity and a 140MWh storage facility and is an especially important part of the systematic bolstering of the resilience of our business model. However, apart from ensuring our own supply of reliable green energy, the net present value on this project is exceptionally good and is financially an excellent investment. Furthermore, once completed, this project should enable us to produce 'green gold' which may be an unmatched feature globally.

It is also within this broader interpretation of jurisdictional risk that Ergo is establishing a new reclamation site, pump station and pipe infrastructure at the 60Mt Rooikraal Dam, due to come into production in the final quarter of FY2023.



LEADERSHIP REVIEW continued

Ergo will file an application to amend the Brapan/Withok TSF final life design, that ultimately brings the tailings deposition facility to its finality in terms of extent, operation, rehabilitation and management. The implemented final design would result in alignments with the Global Industry Standard on Tailings Management and regulatory bodies, increase deposition capacity, improve operation/management and bring about the sustainable closure of the facility.

Far West Gold Recoveries (FWGR) has dedicated just over R130 million to establish a pump station and accompanying infrastructure at the 50Mt Driefontein #3 Dam, due to come into operation in the final quarter of FY2023.

We are of the view that our capital investment approach is responsible,

Ergo is establishing a new reclamation site, pump station and pipe infrastructure.

FWGR is establishing a pump station and accompanying infrastructure.

and that these capital investments are proportionate, justifiable and necessary.

South Africa is a constitutional democracy with a strong independent judiciary that courageously upholds the basic liberties of our citizenry – an important assurance to the private sector, whose determination and innovation lie at the heart of the economic resilience of our country and on which we rely to motivate the capital commitments we make to optimise the exploitation of our mineral resource, while delivering into our broader purpose.

We also seek support for our re-investment strategy in the current state of macro-dynamics that affect the gold price. Record high inflation, a sharp decline in equities (especially technology), global recession and international turmoil have traditionally all been strong supporting dynamics for the gold price. This is counterbalanced by the strong anti-gold sentiment in the West, enduring US Dollar strength on the back of quantitative tightening and a series of increases in the Fed Funds Interest Rate. A recent statement by Federal Reserve chair, Jerome Powell that, “We must keep at it until the job is done,” suggests that, for now, the Fed is determined to curb inflation, the fact that this “may bring some pain to households and business” notwithstanding.

The reality though is that the United States is in a technical recession (two consecutive quarters of negative GDP growth), the “wealth effect” that supported consumer spending has all but evaporated, and

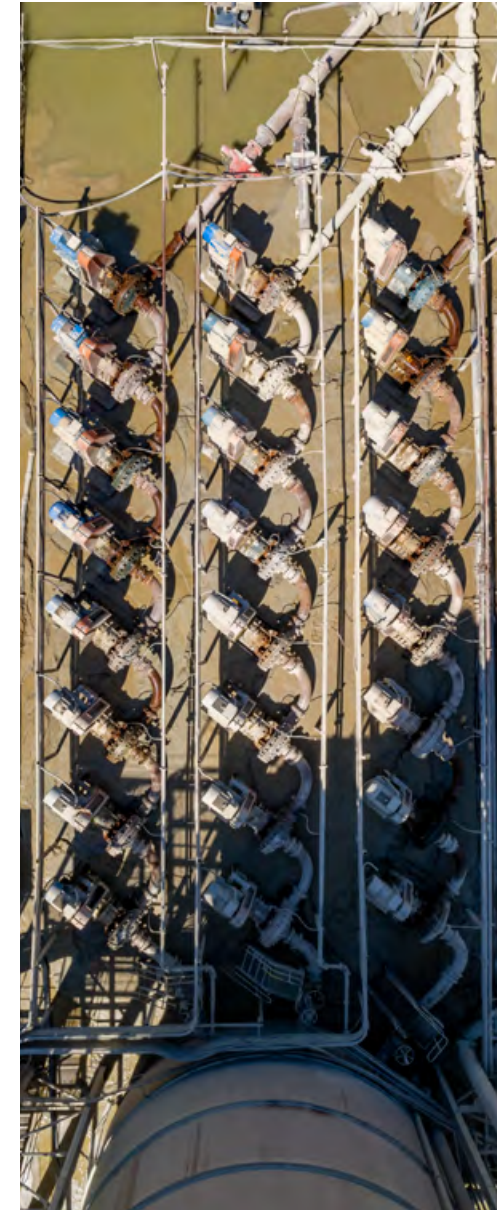
the cost of utilities, fuel, electricity, food and fuel has risen sharply, causing CPI to rapidly outpace private hourly earnings, and causing some commentators to suggest that it is a mere matter of time before the Fed blinks, and reverts to a more dovish stance of easier money conditions.

Internationally the situation is no better – China’s economy is reeling from the collapse of an overheated property market, and Europe is experiencing rampant energy inflation, the worst drought in 500 years, ongoing armed conflict in Ukraine and a sharp rise in food prices. All of these add to the turmoil.

These are dynamics that historically supported gold as a “store of value” and serve as further motivation to invest in the business to sustain its ability to access and treat its gold resource base. In our business, a high gold price is meaningless if one does not have the infrastructure and capacity to produce it.

NEAR AND MEDIUM-TERM BUSINESS DEVELOPMENT

Ergo currently has approximately fifteen active sites, several of which are legacy clean-up sites. Of these, six are due for final closure by the end of FY2023. We envisage that by 2025, Ergo will have reduced its total number of active sites to between five and seven, treating between 1.8 and 2.2 million tonnes per month. By then head-grade from internally sourced material will have stabilised at between 0.26 and 0.34g/t mostly from high volume slimes-sites, which will reduce the amount of milling required and the costs associated with it.



LEADERSHIP REVIEW continued

Phase II of the FWGR ramp up is planned in two stages over eight years.

Fewer sites also mean fewer moving parts and reduced complexity, which should go some way in offsetting the impact of lower head-grade.

The FWGR ramp up (Phase II) is now planned in two stages over a period of eight years, informed by-and-large by our approach to secure sufficient tailings deposition capacity to establish FWGR as a potential consolidation play of tailings retreatment in the Far West Rand. An application is to be submitted this year to amend the design for our proposed Regional Tailings Storage Facility (RTSF). The amended design, which we can demonstrate is no less effective than the current design in terms of environmental containment, and which offers a greater margin of safety, will cost just over R1 billion less to build. An intra-group collaboration between FWGR and Sibanye-Stillwater's gold division, Sibanye-Gold, provides a bridging solution pending the completion of this regulatory process. A TSF belonging to Sibanye-Gold is to be converted to a cyclone

dam to increase its capacity to 780 million tonnes. This will provide adequate capacity for FWGR's tailings storage requirements for four years starting at and including 2026, to the end of 2029. In FY2024 we plan to start construction to double the monthly throughput capacity of Driefontein #2 Plant to 1.2 million tonnes and from 2026 its actual monthly throughput is targeted at 780 000 tonnes.

Part of the plan is to, by 2029, have lifted deposition capacity to a monthly rate of 1.2 million tonnes. During this period - 2026 and 2029 - we will decide the best option to further increase processing capacity to 1.8 million tonnes per month, be it a new plant, or the refurbishment and repurposing of existing plant infrastructure, the goal being to have 1.8 million tonnes of installed throughput capacity by 2030.

OTHER OPPORTUNITIES

The global community is irreversibly committed to the transition to net zero, its determination matched only by the vigour with which it opposes mining, illustrated most strikingly by the words of United Nations Secretary General, Antonio Guterres at COP126 speaking out against "treating nature like a toilet, burning and drilling and mining our way deeper".

Our very substantial investment in renewable energy to feed the requirements of a business model that already relies predominantly on recycled water and that produces product from mine waste, brings us ever closer to our ideal of a circular economy model – a model that we believe reduces the tension between environmental awareness and metals production.

We further believe that to expand our range to include the production (from tailings) of metals used in the generation and storage of renewable energy is an elegant solution to the dilemma of responsible sourcing of metals to drive the net zero ideal. For that reason, we remain fully aligned and supportive of Sibanye-Stillwater's strategy to expand its capacity into this part of the industry. As the proverbial pilot fish, following it where it goes, to take up and develop tailings opportunities at its existing and new ventures, remains a compelling avenue for growth that could potentially position our company very favourably for what is likely to be an exceptionally long bull-cycle in future metals.

Tim Cumming / Chairman

Niël Pretorius / Chief Executive Officer
28 October 2022



CHIEF FINANCIAL OFFICER'S REVIEW

“With a very favourable cash position and no bank debt, we look forward to expanding our exciting business model and continue to roll back the environmental legacy of mining, adding to the quality of life for all our stakeholders.”

Riaan Davel / Chief Financial Officer
28 October 2022



In a financial year filled with challenges, amongst others, the highest summer rainfall in many years, loadshedding, security threats, cost and supply pressures and societies in distress, we are exceptionally proud of the results achieved. We beat our gold production guidance, came in at expected cash operating costs per kilogram and progressed our extensive capital programme as planned.

FWGR continued to reap the benefits from its high-yielding Phase 1 and Ergo delivered remarkable stability in a complex environment. For the Group, gold production remained stable year-on-year while cash operating costs per kilogram increased by 11%, evidencing local and world-wide pressure on costs. Even though the average gold price received decreased by 3% to R894 409/kg, we generated free cash flow of R871.6 million, after capital spend of R584.1 million. Then, with cash dividends of R513.3 million, we ended the financial year with cash and cash equivalents of R2 525.6 million.

After declaring an interim dividend during the financial year of 20 cents per share, we also declared a final dividend of 40 cents per share. This marks the Company's fifteenth consecutive financial year in which it is paying a dividend. The dividend yield at 30 June 2022 was 6.1%. We are delighted to continue paying dividends, while also keeping cash available for the growth phase that the Company is embarking on.

With a very favourable cash position and no bank debt, we look forward to expanding our exciting business model and continue to roll back the environmental legacy of mining, adding to the quality of life for all our stakeholders.

As set out in the value added statement on page 39, there was a slight decrease of 2% in the total economic value distributed 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 FY2023, we look forward to continuing stability at both operations, navigating costs

pressures and generating cash, and taking further steps in setting up the expansion of both operations. I am also very excited about the green energy project being implemented at Ergo right now.

Financial performance scorecard

		2022	2021
Gold produced	kg	5 720	5 723
	oz	183 902	183 999
Gold sold	kg	5 714	5 734
	oz	183 709	184 352
Volume throughput	Mt	28.2	29.1
Cash operating costs	R per kg	600 875	540 338
All-in sustaining costs	R per kg	721 684	626 247
Average gold price received	R per kg	894 409	917 996
Operating profit	Rm	1 685.1	2 170.7
Operating margin	%	32.9	41.2
Capital expenditure	Rm	584.1	395.7
Free cash inflow	Rm	871.6	1 126.8
Borrowings	Rm	-	-
Dividend declared	cps	60	80

PROFITABILITY

CHIEF FINANCIAL OFFICER'S REVIEW continued

GOLD PRODUCTION

The Group's gold production for the year was only marginally lower at 5 720 kg, reflecting a 3% decline in throughput from 29.1Mt to 28.2Mt, while the average yield increased by 3% from 0.197g/t to 0.203g/t. Gold production at Ergo decreased by 3% to 4 156kg due to a 4% decline in throughput from 23.0Mt to 22.1Mt. Yield at Ergo was slightly higher from 0.186g/t to 0.188g/t reflecting the retreatment of greater volumes of higher-grade sand material. FWGR production increased by 7% from 1 460kg to 1 564kg despite a 1% decrease in volume throughput to 6.1Mt. The average yield increased by 8% from 0.237g/t to 0.257g/t as reclamation of the Driefontein 5 dump draws towards completion.

CASH OPERATING COSTS

Total cash operating costs increased by 13% from R3 072.7 million to R3 463.8 million. Ergo's cash operating costs increased by 13% from R2 666.5 million to R3 009.8 million. FWGR's cash operating costs increased by 12% from R406.2 million to R454.0 million. Both operations experienced cost pressures, driven substantially by the increases in the costs of key consumables, electricity, diesel, steel and cyanide which contributed to the increase in cash operating costs. Group cash operating costs per kilogram increased by 11% to R600 875/kg from R540 338/kg, reflecting the increase in cash operating costs for Ergo and FWGR.

ALL-IN SUSTAINING COSTS (AISC)

AISC increased by 15% from R3 590.9 million to R4 123.7 million because of increases in cash operating costs and increase in sustaining capital expenditure for both operations. The Group's AISC per kilogram was R721 684/kg compared to R626 247/kg in FY2021. Ergo's AISC per kilogram was R826 891/kg compared to R704 503/kg due to an increase in cash operating costs and an increase in sustaining capital expenditure from R240.7 million to R364.1 million. FWGR's AISC per kilogram was R396 762/kg compared to R377 210/kg due to an increase in cash operating costs and increase in sustaining capital expenditure from R110.8 million to 132.2 million.

OPERATING PROFIT

Operating profit was down 22% at R1 685.1 million in FY2022 from R2 170.7 million mainly due to a 3% decrease in the average Rand gold price received and cost pressures which resulted in a 13% increase in cash operating costs.

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 FY2022 results, keeping all other variables constant:

REVENUE	10% decline in gold price = R4.6 billion
	10% increase in gold price = R5.6 billion
OPERATING PROFIT	10% decline in gold price = R1.2 billion
	10% increase in gold price = R2.2 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
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
2022	894 409	600 875	1 685.1*

* Comprised of Ergo and FWGR operating profit of R730.3 million (2021: R1 244.6 million) and R954.8 million (2021: R926.1 million) respectively.

DIVIDEND DECLARED

We declared a dividend of 60cps in respect of FY2022 despite a decrease in cash generated for the year, delivering on our policy to pay out a dividend in respect of each financial year. We continue to show strength in our liquidity position, with no bank debt.

Summarised group statement of profit and loss

	2022 Rm	2021 Rm
Revenue	5 118.5	5 269.0
Cost of sales	(3 741.5)	(3 388.2)
Gross profit from operating activities	1 377.0	1 880.8
Administration expenses and other costs	(161.2)	(64.0)
Other income	91.3	0.1
Finance income/ (expense) – net	151.0	146.7
Profit before tax	1 458.1	1 963.6
Income tax	(334.3)	(523.7)
Profit for the year	1 123.8	1 439.9

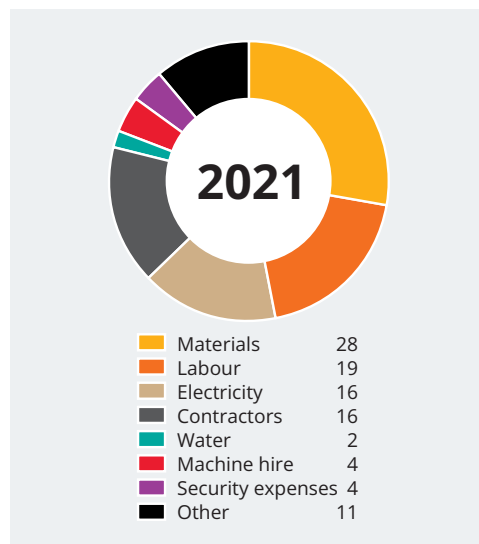
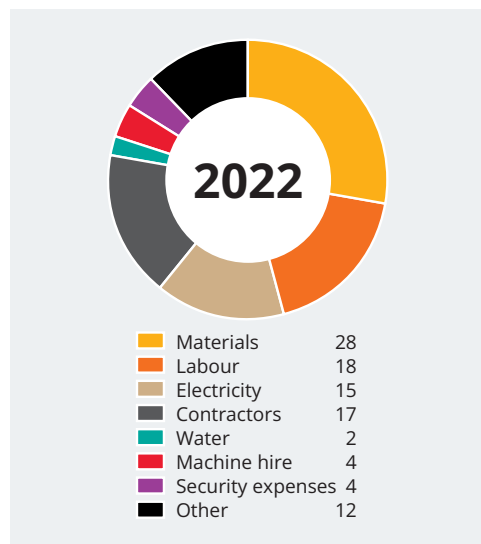
REVENUE

Revenue decreased by 3% to R5 118.5 million, comprising R3 704.9 million by Ergo and R1 413.6 million by FWGR. This is due mainly to the decrease in the average gold price received by 3% from R917 996/kg to R894 409/kg and a decrease of 20Kg of gold sold.

COST OF SALES

Cost of sales is mainly made up of materials, labour, electricity, contractors and depreciation and has increased to R3 741.5 million from R3 388.2 million in FY2021.

OPERATING COSTS (%)



ADMINISTRATION EXPENSES AND OTHER COSTS

Included in administration expenses and other costs in FY2021 is the cash settled long-term incentive (CLTI) benefit which has reduced by R44.3 million to Rnil, as the CLTI was fully settled on 5 November 2020. It was replaced with a new equity settled long-term incentive scheme which was approved by the shareholders on 2 December 2019.

Further included in administration and other costs is the expense for the new equity settled long-term incentive scheme which increased by 15% from R16 million

to R18.4 million. The first grant was made on 2 December 2019 and vests in two tranches, 50% on the second anniversary and 50% on the third anniversary of the grant date respectively. The Group settled the first tranche on 2 December 2021 using its treasury shares. The second and third grants were made on 22 October 2020 and 20 October 2021, respectively. These grants will vest on their third anniversaries.

Other contributing factors to the increase in administration and other costs is increases in exploration expenses and other project costs, increases in short-term incentives as well as increased spend in information technology.

FINANCE INCOME/(EXPENSE) - NET

Finance income increased from R216.2 to R225.8 million mainly as a result of the increase in cash and cash equivalents held during the year and increases in interest rates during the year. Finance expense increased from R69.5 million to R74.8 million. Included in the finance expense is the unwinding of provision for environmental rehabilitation of R45.0 million compared to R44.7 million in FY2021. The remainder of the increase is as a result of a decrease in the present value of the payments made under protest resulting from an increase in the discount period and discount rate.

INCOME TAX

Both Ergo and FWGR were in tax paying positions in the current year. However, less tax was paid during the year due to lower profits and higher capital expenditure. On 23 February 2022, the Minister of Finance announced in his budget speech that the corporate income tax (CIT) rate will reduce from 28% to 27% for companies with years of assessment commencing on or after

1 April 2022. The mining operations of the Group accounts for income tax using the gold mining tax formula as opposed to the CIT rate. The gold mining tax formula was changed from $Y=34-170/X$ to $Y=33-165X$ for years of assessment commencing on or after 1 April 2022. It was further announced that the lowering of the CIT rate will be implemented alongside additional amendments to broaden the CIT base by limiting interest deductions and assessed losses. 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 rate of Ergo has decreased from 25% to 22% as a result of the change in the gold mining tax formula, an increase in the life of mine and a change in forecasted profitability. The forecast weighted average tax rate of FWGR has decreased from 30% to 29% as a result of the change in the gold mining tax formula. The total impact of the reduction in the deferred tax rate is a reduction in the deferred tax liability by R45.1 million, of which R19.4 million can be attributed to the change in the gold mining tax formula.



CHIEF FINANCIAL OFFICER'S REVIEW continued

Summarised group statement of financial position

	2022 Rm	2021 Rm
Non-current assets		
Property, plant and equipment	3 084.1	2 809.7
Investments in rehabilitation obligation funds and other funds ¹	710.8	652.2
Other non-current assets ²	191.8	207.6
Deferred tax asset	14.5	5.8
Current assets		
Inventories	389.3	340.0
Tax receivables	12.6	8.6
Trade and other receivables	149.5	144.1
Cash and cash equivalents	2 525.6	2 180.0
Total assets	7 078.2	6 348.0
Equity	5 439.9	4 820.4
Non-current liabilities		
Provision for environmental rehabilitation	517.7	570.8
Deferred tax liability	451.9	377.1
Post-retirement and other employee benefits	10.4	10.3
Non-current portion of lease liabilities	32.8	37.9
Current liabilities		
Trade and other payables	598.4	509.8
Other current liabilities ³	27.1	21.7
Total equity and liabilities	7 078.2	6 348.0

¹ Description of financial statement caption has changed as it now includes funds other than rehabilitation.

² Includes payments made under protest and investments in other entities of R40.4 million (2021: R40.5 million) and R151.4 million (2021: R167.1 million) respectively.

³ Includes lease liabilities of R19.5 million (2021: R16.9 million) and current tax liabilities of R7.6 million (2021: 4.8 million).

PROPERTY, PLANT AND EQUIPMENT

Capital additions for the year were R584.1 million. Additions of R15.9 million were made to the IFRS 16 right of use asset which is included as part of property, plant and equipment. Capital additions at Ergo included:

- Installation of new pump stations and piping for sites currently included in the life of mine
- Installation of medium voltage grid connection works as part of the solar plant project

Capital additions at FWGR related mainly to sustaining business improvements and the further development of the Phase II project. More information is provided in the Operational performance section on pages 77 and 78.

INVESTMENTS IN REHABILITATION OBLIGATION FUNDS AND OTHER FUNDS

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 Group made a decision to change its method of providing for environmental rehabilitation from funding in a specific rehabilitation trust to financial guarantees which is an allowed method in terms of the National Environmental Management

Act. The new ring-fenced policy related to the funds was concluded. In this regard, the rehabilitation trust transferred a total amount of R579.5 million to the new ring-fenced policy with Guardrisk Insurance Company Limited (GICL) in terms of which GICL issued rehabilitation financial guarantees. All the required approvals for the change in method and transfer of the rehabilitation trust funds were obtained from the Department of Mineral Resources and Energy and a thorough consideration of tax and legal impacts were completed prior to the funds being transferred to GICL.

Other funds

During the current year, premiums were paid into the Guardrisk cell captive for the build-up of self-insurance of the Group's directors and officers. These are existing funds within the cell captive which were previously part of the old environmental rehabilitation policy held for purposes of obtaining financial guarantees. The policy came to an end during the financial year, but the funds remained within the cell captive for future applications.

OTHER NON-CURRENT ASSETS

Included in non-current assets are equity investments at fair value through other comprehensive income of R151.4 million (FY2021: R167.1 million). This is comprised mainly of DRDGOLD's 11.3% interest in Rand Refinery Proprietary Limited, the fair value of which is estimated at R136.1 million at 30 June 2022 compared to R119.3 million at 30 June 2021.

CHIEF FINANCIAL OFFICER'S REVIEW continued

The fair value is estimated using the income approach and discounted cash flow method, with both observable and non-observable inputs. The increase is mainly as a result of an increase in cash on hand and a decrease in the discount rate. DRDGOLD's interest in Australian listed company, West Wits Mining, is also included in the balance. The investment decreased from R43.5 million in FY2021 to R10.7 million in FY2022 due mainly to a decrease in the share price of West Wits Mining Limited.

TRADE AND OTHER RECEIVABLES

Included in trade and other receivables is R75.1 million of VAT receivable (FY2021: R50.2 million), other debtors which includes the balance outstanding of R31.7 million (FY2021: nil) for an insurance claim for business interruption caused by the regulatory lockdown pursuant to the COVID-19 pandemic and prepayments of R19.2 million (FY2021: R17.4 million).

INVENTORIES

Included in inventories is R75.1 million gold in process (FY2021: R59.6 million), R51.9 million ore stockpiles (FY2021: R52.9 million), R64.8 million of gold bullion (FY2021: R49.9 million) and R197.5 million relating to consumable stores (FY2021: R177.6 million).

CASH AND CASH EQUIVALENTS

Cash and cash equivalents increased by R338.6 million (FY2021: increased by

R464.9 million) after paying dividends of R513.6 million (FY2021: R640.9 million), capital addition of R584.1 million (FY2021: R395.7 million) and paying income tax of R262.7 million (FY2021: 452.1 million).

PROVISION FOR ENVIRONMENTAL REHABILITATION

The provision for environmental rehabilitation decreased by R53.1 million as a result of the following:

- Change in estimate recognised in profit or loss of R2.2 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 R67.2 million, decreasing the provision as updates were made during the current year to the Ergo life of mine, resulting in the inclusion of the Daggafontein TSF as a mineral reserve on a planned basis, increasing the life of mine. During the current year, updates were also made to the FWGR life of mine, changing the expected timing of cash rehabilitation outflows.
- Payments of R28.7 million (FY2021: R56.8 million) made for vegetation of 38ha of the Brakpan/Withok TSF, 3ha of the Daggafontein TSF and 17ha of the Driefontein 4 TSF occurred during the year.
- Unwinding of R45.0 million (FY2021: R44.7 million) was recognised.

As a result of the decision made by the Group to change the method of providing for environmental rehabilitation from funding in a specific rehabilitation trust to financial guarantees, the decommissioning and restoration liabilities are now funded by the rehabilitation financial guarantees issued by Guardrisk Insurance Company Limited to the Department of Mineral Resources and Energy (DMRE) amounting to R614.0 million (FY2021: R430.1 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. The increase was partially offset by a decrease in the forecast weighted average deferred tax rate from 25% to 22% for Ergo and from 30% to 29% for FWGR.

TRADE AND OTHER PAYABLES

The increase in trade and other payables is as a result of the increase in the STI bonus accrual and other increases in provisions and accruals. The current ratio has slightly decreased from 5.0:1 in FY2021 to 4.9:1 in FY2022.

Summarised group statement of cash flows

	2022 Rm	2021 Rm
Net cash inflow from operating activities	1 497.8	1 573.4
Net cash outflow from investing activities	(626.2)	(446.6)
Net cash outflows from financing activities	(533.0)	(653.5)
Net increase in cash and cash equivalents	338.6	473.3
Effect of exchange rate fluctuations on cash	7.0	(8.4)
Cash and cash equivalents at the beginning of the year	2 180.0	1 715.1
Cash and cash equivalents at the end of the year	2 525.6	2 180.0
Included in net cash flows from operating activities:		
Working capital changes	62.9	(194.9)
Trade and other receivables	25.7	6.9
Other non-current assets	(15.2)	(8.1)
Inventories	(18.9)	(44.7)
Trade and other payables and employee benefits	71.3	(149.0)

CHIEF FINANCIAL OFFICER'S REVIEW continued

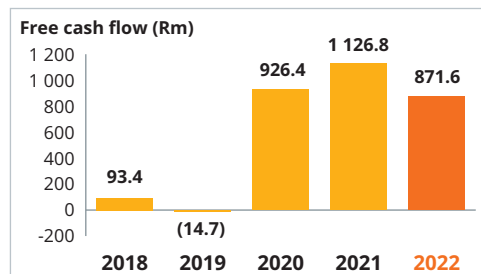
NET CASH FLOWS FROM OPERATING ACTIVITIES

Free cash inflow was R871.6 million in comparison with free cash inflow of R1 126.8 million in FY2021, mainly due to the decrease in operating profit and increase in capital spend.

Free cash flow is a measure used as a 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 R584.1 million capital expenditure (FY2021: R395.7 million) and environmental payments of R25.4 million (FY2021: R51.0 million).



WORKING CAPITAL CHANGES

Working capital changes generated a cash inflow of R62.9 million in comparison with a cash outflow of R194.9 million in the previous year, mainly as a result of a decrease in trade and other receivables and an increase in the trade and other payables balance at year end.

Capital spend

	Rm
2018	125.9
2019	347.4
2020	181.1
2021	395.7
2022	584.1

OUTLOOK

Due to marginally lower than expected yield, we expect production for FY2023 to be lower than the actual production for FY2022, between 160 000 and 180 000 ounces, with volume throughput still the primary determining factor. We guide cash operating costs at approximately R685 000/kg and expect a total capital investment of approximately R1 400 million.



THREE-YEAR REVIEW

		2022	2021	2020
GROUP OPERATING RESULTS				
Ore milled	'000t	28 189	29 111	26 280
Yield	g/t	0.203	0.197	0.206
Gold produced	kg	5 720	5 723	5 424
	oz	183 902	183 999	174 385
Gold sold	kg	5 714	5 734	5 437
	oz	183 709	184 352	174 804
Average price received	R/kg	894 409	917 996	768 675
	\$/oz	1 829	1 854	1 527
Cash operating costs	R/kg	600 875	540 338	482 417
	\$/oz	1 229	1 091	958
Sustaining capital expenditure	Rm	496.4	353.0	164.2
All-in sustaining costs	R/kg	721 684	626 247	541 475
	\$/oz	1 476	1 265	1 075
GROUP PERFORMANCE INDICATORS				
Operating margin	%	32.9	41.2	37.3
All-in sustaining costs margin	%	19.4	31.8	29.7
Headline earnings per share	cps	130.7	168.4	82.4
Return on equity	%	20.7	29.9	15.7
ASSET AND DEBT MANAGEMENT				
Free cash inflow ¹	Rm	871.6	1 126.8	926.4
Current ratio	times	4.9	5.0	2.9
Debt to equity ratio		-	-	-
Interest cover ²	times	13.9	19.0	23.1
Net asset value per share	cents	629	558	467
MARKET VALUE AND SHAREHOLDER RETURNS				
Market price per share	cents	988	1 493	2 695
Ordinary shares in issue		864 588 711	864 588 711	864 588 711
Market capitalisation	Rm	8 542	12 908	23 301
Price earnings ratio	times	7.5	8.9	32.7
Market/book ratio	times	1.6	2.7	5.8
Dividend declared per share ³	cents	60	80	85
Dividend yield	%	6.1	5.3	3.2

¹ Cash flow from operating activities less cash flow from 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 FY2022, net interest is positive i.e. interest income exceeded interest expense.

³ Dividend of 40cps declared subsequent to year end, in respect of FY2022.



THREE-YEAR REVIEW continued

		2022	2021	2020
GROUP SUSTAINABILITY INDICATORS				
Total economic value distributed	Rm	4 236	4 331	3 983
Value distributed to employees-salaries, wages and other benefits	Rm	650	598	573
Total socio-economic development spend	Rm	52.9 ^{LA}	48.9 ^{LA}	32.5
Fatalities		0 ^{LA}	0 ^{LA}	0
Lost time injury frequency rate		0.66 ^{LA}	0.80 ^{LA}	1.27
Reportable injury frequency rate		1.84 ^{LA}	0.40 ^{LA}	0.96
Women in mining (% of total staff)	%	23	23	23
Historically disadvantaged South Africans	%	74	72	73
Cyanide	tonnes	6 824 ^{LA}	6 799 ^{LA}	6 976
Scope 1 CO ₂ emissions	tonnes	8 103 ^{LA}	7 449 ^{LA}	6 923
Scope 2 CO ₂ emissions	tonnes	406 634 ^{LA}	404 609 ^{LA}	364 950
Total CO₂ emissions	tonnes	414 835 ^{LA}	412 145 ^{LA}	372 025
Electricity consumption	MWh	376 513 ^{LA}	381 707 ^{LA}	350 914
Diesel consumption	litres	782 333 ^{LA}	800 799 ^{LA}	654 446
Natural gas consumption	Gj	108 506 ^{LA}	96 189 ^{LA}	92 077
Potable water sourced externally	MI	2 642 ^{LA}	2 968 ^{LA}	2 659
Total dust exceedances		28 ^{LA}	4 ^{LA}	8
Concurrent vegetation of tailings storage facilities ¹	hectares	58 ^{LA}	115 ^{LA}	66
Land rehabilitated and clearance from National Nuclear Regulator ²	hectares	24 ^{LA}	– ^{LA}	27
EXCHANGE RATES				
Average rate	R:US\$	15.21	15.40	15.66
Closing rate	R:US\$	16.27	14.27	17.32

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) from FY2021.

² 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. In FY2022, 24ha of land clearance certificates were received and applications in respect of 16ha of rehabilitated land were lodged with NNR for approval. A cumulative amount of 70ha remains outstanding from previous years for approval by the NNR.

^{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.

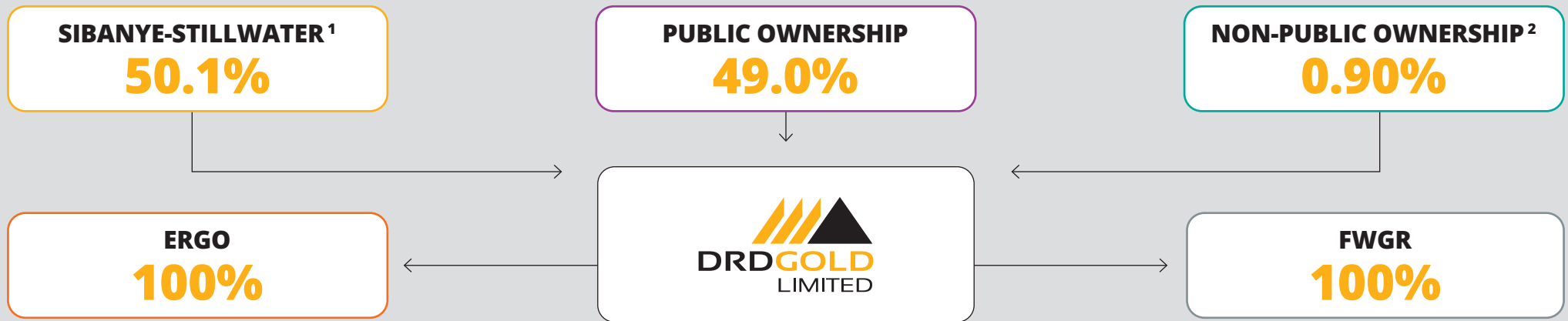


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WHO WE ARE

DRDGOLD is one of the oldest primary listings on the JSE. Our secondary listing is on the NYSE. We focus on the retreatment of surface gold tailings in the East Rand and far West Rand of Gauteng.



KEY FEATURES

Revenue
R5.1 billion

Market capitalisation
R8.5 billion

Employees
943

Specialist service providers
2 016

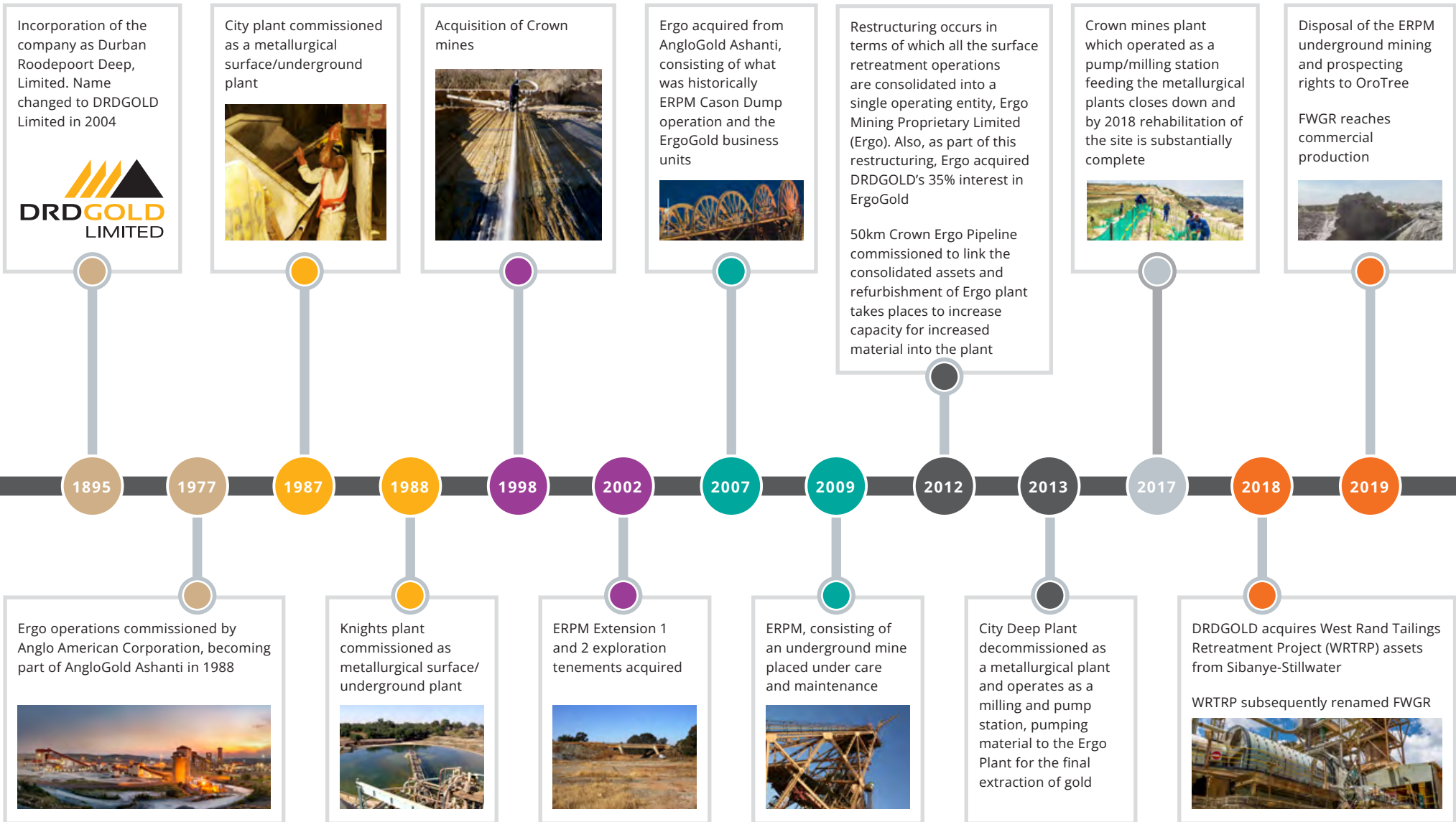
Mineral Resources
9.81Moz

¹ Sibanye Gold Proprietary Limited trading as Sibanye-Stillwater.

² Includes shareholding by subsidiary, EMO, of 0.76% and shareholding by directors of the Company of 0.13%. 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 with our BBBEE partners entailing a roll-up of shareholding included the substitution of their 26% shareholding in EMO for 8.1% and 2.4% shareholding in DRDGOLD Limited respectively. At 30 June 2022, Khumo and the DRDSA Empowerment Trust held nil shares in DRDGOLD.

OUR HISTORY



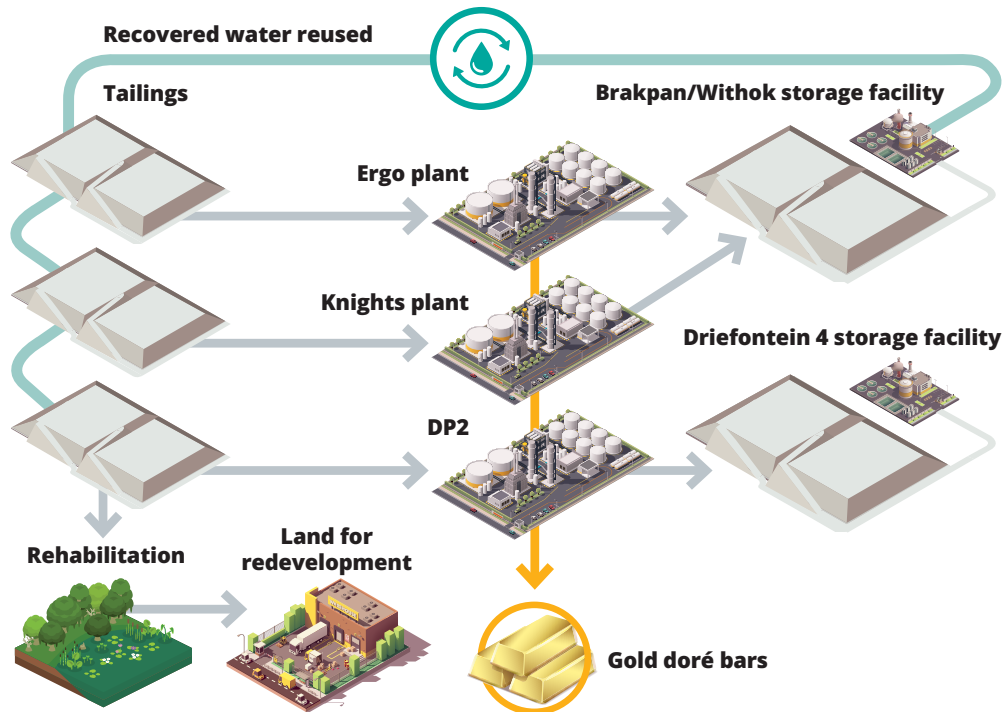
OUR BUSINESS MODEL

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 also do not create any new mine-waste and our entire resource is in mine dumps. 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 39.

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

OUTPUTS

The mine waste we process is not returned to where it was originally dumped, but is stored 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 as we do not produce new waste product. 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 720Kg

(2021: 5 723Kg)

28.2Mt
mining waste repositioned

(2021: 29.1Mt)

414 835t CO₂e^{LA}
emissions

(2021: 412 145t CO₂e)



FINANCIAL CAPITAL





KEY INPUTS

DRDGOLD is primarily a business enterprise and capital is invested with the view to grow the equity of our shareholders 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 – R871.6 million in the reporting period – and return excess cash to shareholders by way of interim and final dividends – this year was our 15th 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. To maintain this value profile, we take a conservative position to debt exposure and capital management. We ended the current reporting period with cash and cash equivalents of R2.5 billion (2021: R2.2 billion) and continue to show strength in our liquidity position, with no bank debt. Our liquidity is further enhanced by the current higher than expected Rand gold price levels.

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 15 uninterrupted years, making a total distribution of 60 SA cents per share for the year.	 Value preserved
We remain committed to investing in the sustainability and growth of our business – In FY2022, R584.1 million (FY2021: R395.7 million) of capital was invested in the business.	 Value created
Our Company's stock is known for 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 2021 at R14.93 per share to R9.88 per share at 30 June 2022.	 Value eroded
Cash and cash equivalents increased by R338.6 (FY2021: increased by R473.3 million) after making the aforementioned capital investments, and paying dividends of R513.3 million, income tax of R262.7 million and PAYE of R184.9 million.	 Value created

OUR 5 CAPITALS



FINANCIAL CAPITAL



MANUFACTURED AND INTELLECTUAL CAPITAL



HUMAN CAPITAL



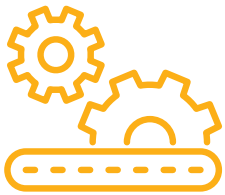
NATURAL CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL



R871.6 million free cash inflow



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 grammes/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 requires that we make extensive use of technology to monitor plant-performance that captures roughly 40 000 distinct data inputs per minute. We manage our plants pro-actively toward a distinct set of operating parameters that allow us to maintain 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, and to keep a tight handle on input costs.

KEY OUTCOMES

At FWGR, construction of pumping infrastructure at the Driefontein 3 dump has begun and reclamation is expected to start in May 2023, with gold content grades anticipated to be similar to those of the Driefontein 5 dump.



Value preserved

The Group's gold production for the year was 3kg lower than last year at 5 720kg, reflecting a slight decline in throughput from 29.1Mt to 28.2Mt. The decrease in throughput for both our operations was mitigated by the increase in yields. Ergo's yield increased from 0.186g/t to 0.188g/t whilst FWGR yield increased from 0.237g/t to 0.257g/t resulting in total yield of the Group of 0.203g/t.



Value preserved

Ergo is now turning its attention to the recovery and retreatment of the 4L39 dump through the Ergo plant. Ergo has also begun the development of the Rooikraal dump, reclamation of which is expected to start toward the end of FY2023.



Value preserved



Total throughput per month through all three plants **2.4Mt**

OUR 5 CAPITALS



FINANCIAL CAPITAL



MANUFACTURED AND INTELLECTUAL CAPITAL



HUMAN CAPITAL



NATURAL CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL



HUMAN CAPITAL

KEY INPUTS

With long-term sustainability, good corporate governance and the wellbeing of our staff in mind, we seek to embed a values-driven culture of safety, mutual respect, empowerment, resilience, diversity and the desire to succeed.

We employ 943 full time employees and 2 016 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, Ergo Business Development 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 (2021: nil)



Value preserved

Our lost time injury frequency rate (LTIFR), referring to the number of injuries causing a loss of shift(s) per million hours worked, was 1.84^{LA} (2021: 0.80^{LA}), comparing favourably to the industry average of approximately 4.51

R650 million paid in salaries (2021: R598 million) and R184.9 million in PAYE



Value preserved

74% of employees in managerial and supervisory positions are HDPs (2021: 72%)



Value preserved

23% of all employees are women (2021: 23%), compared to the industry average of 14%



Value preserved

R14.7 million spent on training and development of our employees (2021: R12 million)



Value preserved

OUR 5 CAPITALS



FINANCIAL CAPITAL



MANUFACTURED AND INTELLECTUAL CAPITAL



HUMAN CAPITAL



NATURAL CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL



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 rehabilitate and restore areas that have been impacted by mining.

Our key inputs into our operations are volume throughput from the mine dump sites which we reclaim; 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.



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 have increased from 0.27% of samples to 2% due to a mixture of dust caused by mine dumps as well as developments outside of the Group operations. An external independent expert has been engaged to conduct an assessment of the dust exceedances detected in the current year to investigate the total number of exceedances caused by mining operations and/or developments outside the Group operations. Investigations are currently ongoing to ascertain the exact cause of these exceedances.

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 62% of process water makeup is recirculated back from the Brakpan/Withok TSF. Treated acid mine drainage accounts for approximately 11% of water usage, approximately 1% from Rondebult wastewater treatment, and approximately 18% 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 54% of our process water requirements.



Value eroded



Value preserved

OUR 5 CAPITALS



FINANCIAL CAPITAL



MANUFACTURED AND INTELLECTUAL CAPITAL



HUMAN CAPITAL



NATURAL CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL



NATURAL CAPITAL continued

KEY INPUTS continued

Tonnages milled

28.2Mt

(2021: 29.1Mt)

Electricity consumption

376 513Mwh^{LA}

(2021: 381 707Mwh)



KEY OUTCOMES continued

Water consumption continued

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 decreased 13% from 2 813MI^{LA} in FY2021 to 2 460MI^{LA} in FY2022. FWGR potable water consumption increased 17% from 156MI^{LA} in FY2021 to 182MI^{LA} in FY2022. Overall Group potable water consumption was therefore 11% lower from 2 968MI^{LA} in FY2021 to 2 642MI^{LA} in FY2022.

Environmental spend

Environmental spend decreased from R105.0 million in FY2021 to R60.3 million in FY2022.

Land rehabilitation

The reclamation of mine dumps for reprocessing is, by its very nature, rehabilitative of the land on which dumps are situated. Our aim is to reverse the environmental legacy of mining and to play a role in the sustainable use of reclaimed land.

In FY2022, 24ha^{LA} of land clearance certificates were received and 16ha of rehabilitated land have been lodged with the NNR for clearance and await approval.

^{LA} Limited assurance.



Value created



Value preserved



Value created

OUR 5 CAPITALS



FINANCIAL CAPITAL



MANUFACTURED AND INTELLECTUAL CAPITAL



HUMAN CAPITAL



NATURAL CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL



NATURAL CAPITAL continued

KEY INPUTS continued

Diesel consumption

782 333 LA

(2021: 800 799l)

Natural gas consumption

108 506GJ LA

(2021: 96 189Gj)



KEY OUTCOMES continued

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.

A total of 38ha of the Brakpan/Withok TSF, 3ha of the Daggafontein TSF and 17ha of the Driefontein 4 TSF were vegetated during the year.

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 404 609t^{LA} to 406 634t^{LA}. As part of our aim to reduce our carbon footprint, we have commenced Phase 1 of the Ergo solar energy project. More information can be obtained in the Climate change and green energy section on pages 63 and 64.

^{LA} Limited assurance.



Value preserved



Value eroded

OUR 5 CAPITALS



FINANCIAL CAPITAL



MANUFACTURED AND INTELLECTUAL CAPITAL



HUMAN CAPITAL



NATURAL CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL



ENVIRONMENTAL SPEND
R60.3 million



LAND VEGETATED
58ha LA



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.

KEY OUTCOMES

The BBL programme has empowered close to 8 000 participants with skills and infrastructure to produce healthy food, generate an income, grow a business and trade in the market. A total of 783 economic opportunities were created via the BBL Programme. Through our partnership with the University of Pretoria, we were able to expand a programme in the pursuit of creating self-sustaining communities.



Value created

Over the years, thousands of pupils from eight schools in our areas of influence have taken advantage of the maths, science and accounting programme. We have now fully resumed the programme post the COVID-19 pandemic.



Value preserved

R52.9 million^{LA} spent on socio-economic development, including through the BBL Programme (2021: R48.9 million^{LA}).



Value created

^{LA} Limited assurance.

Although the ownership threshold to qualify for recognition for B-BBEE procurement has been increased from 26% HDP-owned to 51%, we still achieved a spend of 61% total discretionary spend with B-BBEE companies (2021: 50.2%).



Value preserved

OUR 5 CAPITALS



FINANCIAL CAPITAL



MANUFACTURED AND INTELLECTUAL CAPITAL



HUMAN CAPITAL



NATURAL CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL

continued

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 seriously focused on maintaining the relationships with these stakeholders in an ethical manner as well as in communicating our Company values to them.



KEY OUTCOMES

A total of 27 communities reached by our social labour plan and CSI projects (2021: 25).



Value preserved

A total of 518 community members on learnerships (2021: 317).



Value preserved

A total of 398 learners took advantage of our maths, science and accountancy programme (2021: 662).



Value preserved



SPENT ON SOCIO-ECONOMIC DEVELOPMENT

R52.9m LA



COMMUNITIES REACHED BY OUR PROJECTS

27

OUR 5 CAPITALS



FINANCIAL CAPITAL



MANUFACTURED AND INTELLECTUAL CAPITAL



HUMAN CAPITAL



NATURAL CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL

WHERE WE OPERATE

FWGR

The Company has two major production footprints – the Far West Gold Recoveries Proprietary Limited (FWGR) operation to the west . . .

Mineral Reserves of
2.46Moz

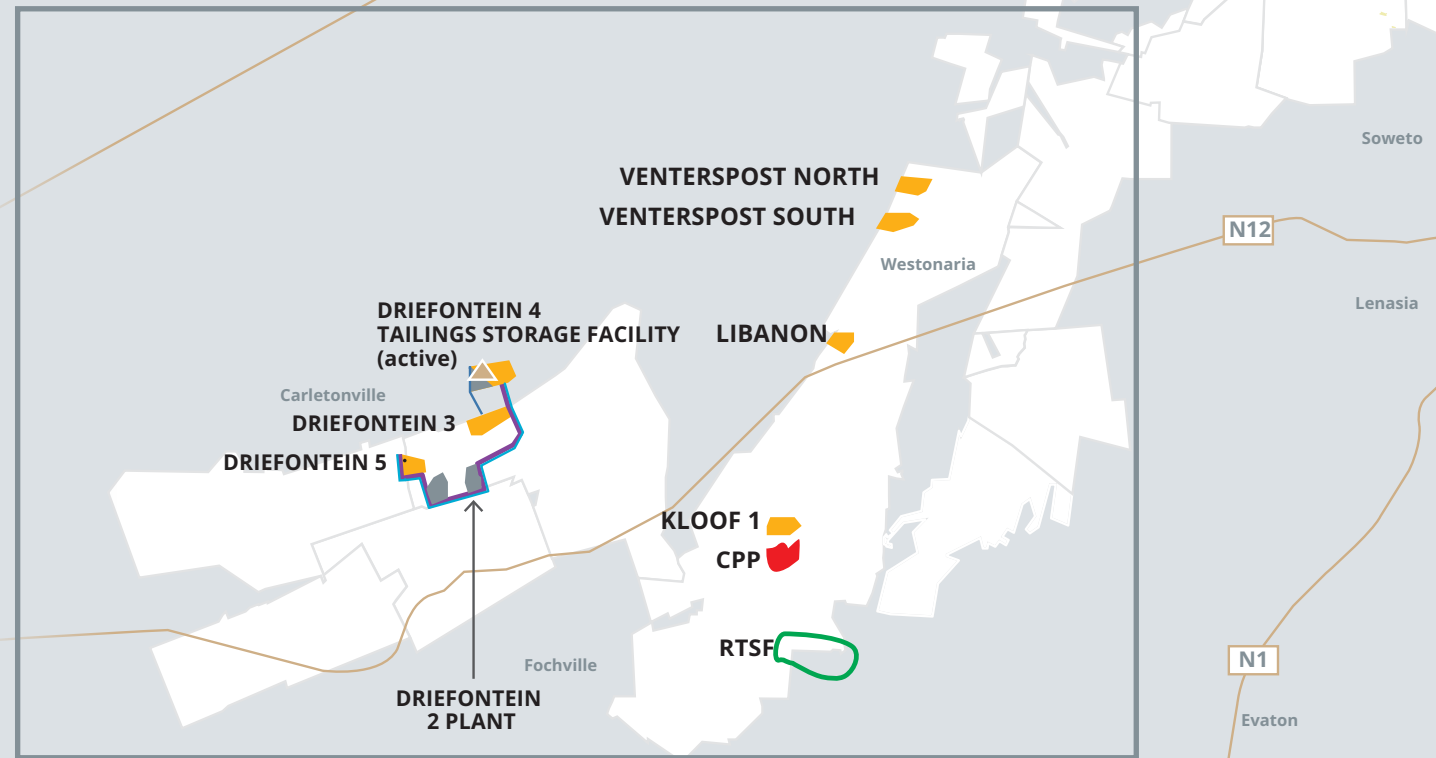
1 processing plant with a capacity of
600 000tpm
(Driefontein 2 plant)

1 tailings storage facility with a capacity of
500 000tpm
(Driefontein 4 TSF)

LEGEND

-  Slurry pipelines in use
-  Water pipelines
-  Mineral Reserves
-  Active mining site
-  Mineral Resources
-  Tailings Storage Facility (active and decommissioned)
-  Central Processing Plant
-  Regional Tailings Storage Facility

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



WHERE WE OPERATE continued

ERGO

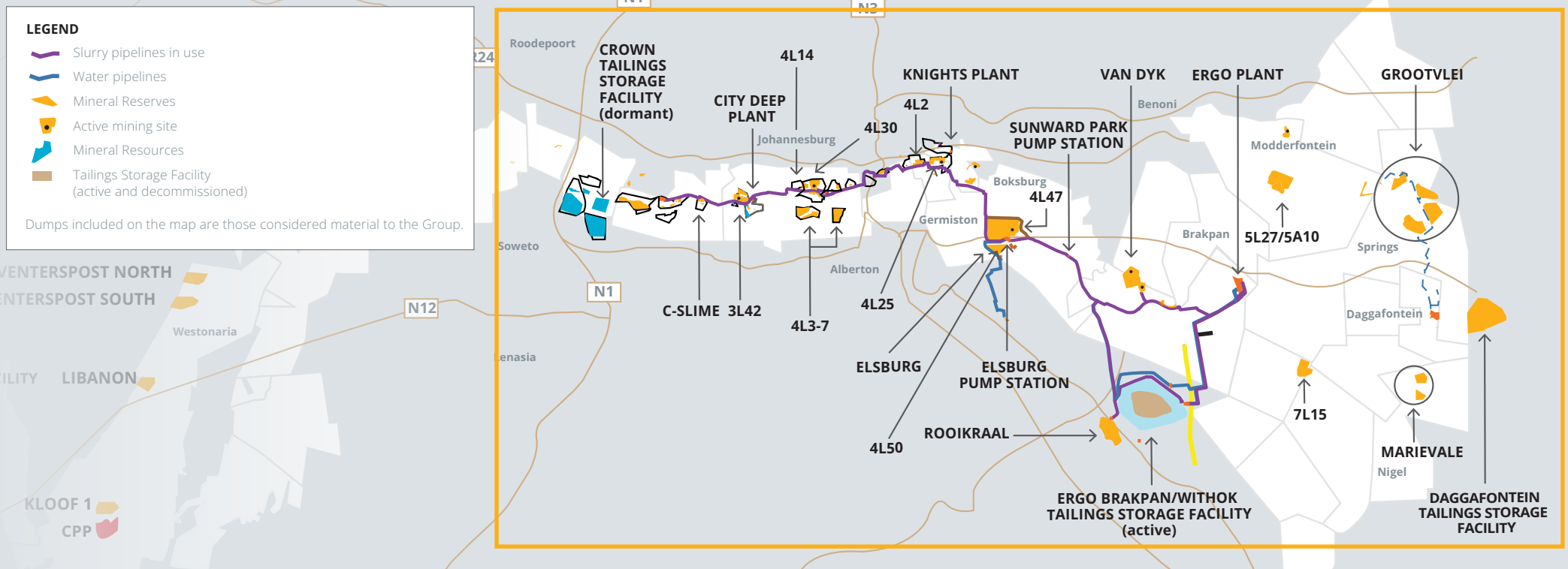
... and Ergo Mining Proprietary Limited (Ergo), a major surface gold tailings retreatment operation extending from central Johannesburg to Ekurhuleni in the east.

Mineral Reserves of
3.58Moz

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
2.0Mtpm
(Brakpan/Withok TSF)



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.

VALUE ADDED STATEMENT

	2022 Rm	2022 %	2021 Rm	2021 %
VALUE ADDED				
Sale of precious metals	5 119	96	5 269	97
Income from investments	189	4	190	3
Income from disposal of property, plant and equipment and financial instruments	7	-	*	-
Total value added	5 315	100	5 459	100
VALUE DISTRIBUTED				
Suppliers				
Paid to suppliers for materials and services	2 940	55	2 539	47
Employees				
Salaries, wages and other benefits (excluding PAYE)	531	10	375	7
Community				
Total social economic development spend	53 ^{LA}	1	49 ^{LA}	*
Government				
Current taxation	263	5	452	8
PAYE	119	2	223	4
Providers of capital				
Dividends to ordinary shareholders ¹	514	10	684	13
Interest on borrowings	23	*	9	*
Total economic value distributed	4 236	84	4 331	79
Re-invested in the Group	872	16	1 128	21

¹ Dividend declaration in respect of FY2022 includes the final dividend of 40cps declared in August 2022.
Dividend declaration in respect of FY2021 includes a final dividend declared of 40cps, declared in August 2021.

^{LA}Limited assurance

* Less than 1%

CREATING VALUE FOR OUR STAKEHOLDERS

2022

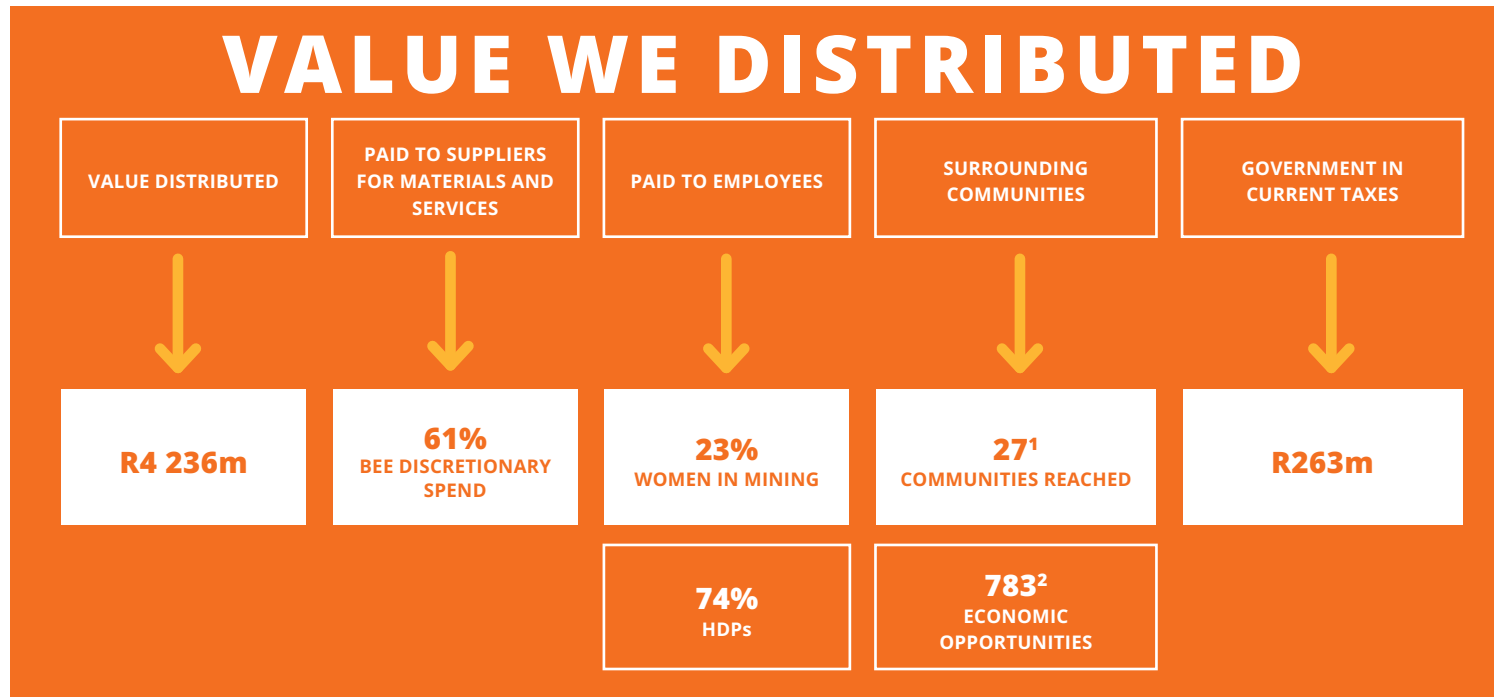
Total value added	Total economic value distributed	Re-invested in the Group
R5 315m	R4 236m	R872m



THE VALUE WE CREATED AND DISTRIBUTED continued

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.



DIVIDENDS DECLARED TO SHAREHOLDERS 15-YEAR **UNINTERRUPTED DIVIDEND DECLARATION**

¹ Five communities in the Far West Rand, nine communities in the Ekurhuleni area and 13 communities in the City of Johannesburg area.

² Refers to economic opportunities created through the BBL Programme. These are families who are now able to live off or can generate an income of approximately R10 000 per annum from their farming initiative.



STRATEGY AND OUTLOOK

Several years ago, we adopted the principles of sustainable development as the “golden thread” to inform our thinking and the deployment of resources of capital. We seek to create overlapping and integrated “value” and develop projects in such a way that each creates value in multiple capital stocks of sustainable development.

OUR STRATEGIC THINKING

					
<p>CIRCULAR ECONOMY</p> <p>We recycle tailings, restoring nature in the process</p>	<p>ENVIRONMENTAL LEGACY</p> <p>Our aim is to reverse the environmental legacy of mining and to play a role in the sustainable use of reclaimed land</p>	<p>BUSINESS ENVIRONMENT</p> <p>Business needs a stable environment within which to prosper, we therefore strive to improve the quality of life of those living in proximity to our operations</p>	<p>ADAPTABILITY</p> <p>Being adaptable and retaining our nimbleness as we grow and potentially expand into other products and services applying our system</p>	<p>BUSINESS CONTINUITY</p> <p>To thrive well, you need to be able to survive well, and therefore business continuity and resilience are foremost in our thinking</p>	<p>HEDGING</p> <p>We are an unhedged gold producer and would only hedge in exceptional circumstances to achieve a specific purpose</p>
					
<p>CAPITAL</p> <p>We strive to be responsible and reliable custodians of the capital of our shareholders and of the assets under our management</p>	<p>PEOPLE AND TECHNOLOGY</p> <p>We are process focussed and combine smart people with smart technology to deliver a process that is both predictable, reliable and efficient, and that limits the impact of our operations on communities and the environment</p>	<p>WATER</p> <p>We use mostly recycled water (always looking to both minimise and reduce the use of potable water)</p>	<p>GREEN ENERGY</p> <p>We aim to systematically increase our usage of green power as part of our commitment to minimise the burden we place on nature and natural resources</p>	<p>CULTURE</p> <p>With long-term sustainability, good corporate governance and the wellbeing of our staff in mind, we seek to embed a values-driven culture of safety, mutual respect, empowerment, resilience, diversity and the desire to succeed</p>	<p>PROTECTION</p> <p>We are entitled to protect our staff and our assets and will therefore take whatever measures are required to ensure their safety and protect them from harm in the workplace</p>

STRATEGIC FOUNDATION



RESOURCE OPTIMISATION	MINE TO CLOSE	EMBEDDED RESILIENCE	INTEGRATED VALUE BASED ON SD CAPITAL STOCKS
<ul style="list-style-type: none"> • Mine to scale – low grade requires mega-volume • Optimal blend of material maintained to reach as much resource as possible • Extraction efficiency per tonne managed to second decimal • Cost efficiency driven on a per tonne basis 	<ul style="list-style-type: none"> • Rehabilitation through mining – discarded tailings removed, retreated and permanently stored on modern facility • Concurrent rehabilitation – no lag in rehabilitation and mining life of site • Land is restored to sustainable use when reserve is depleted 	<ul style="list-style-type: none"> • No-hedge policy requires balancing ability to survive and opportunity to thrive • Designed redundancy in throughput and back-up power • Mechanised and extensively automated • Alternative, sustainable sourcing of grey process water 	<ul style="list-style-type: none"> • Deployment of capital and resource designed to achieve value overlap between different sustainability capital stocks • CSI designed to achieve enhanced social stability • Grey process water reduces risk of supply and costs less • Renewable energy reduces carbon footprint, reduces risk of supply and costs less

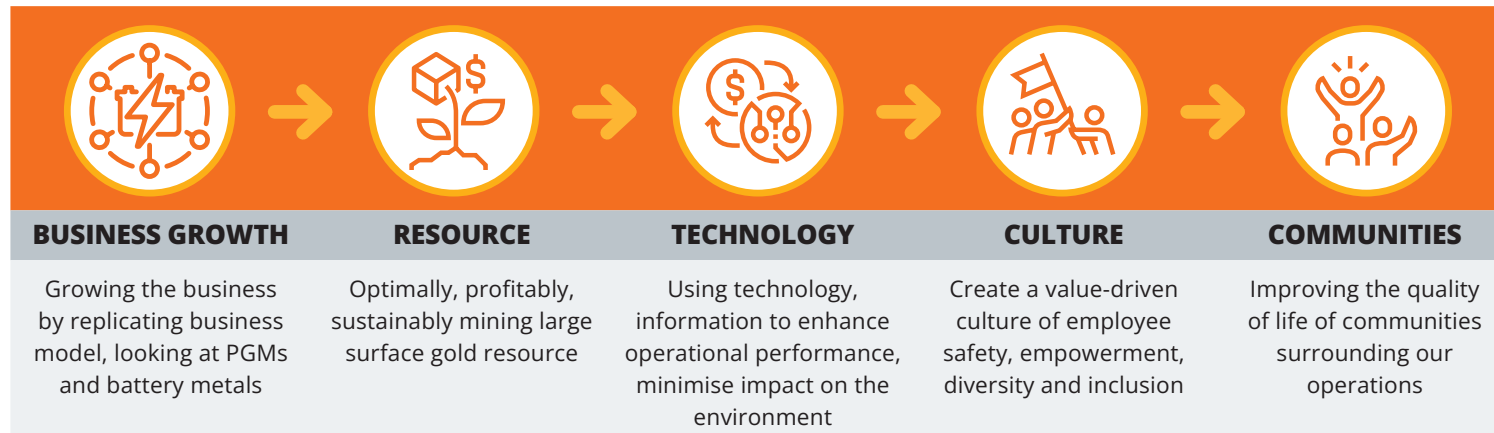
STRATEGIC ESSENTIALS



SAFETY	STRONG FOCUS ON CASH FLOW	ECONOMIES OF SCALE	MECHANISATION AND TECHNOLOGY DRIVEN
<ul style="list-style-type: none"> • Maintaining physically and emotionally safe workplace • Promote culture of safety • Appropriate combination of training and equipment • Learning culture 	<ul style="list-style-type: none"> • Capital and resources deployed toward sustainable positive cash flow • Uncompromising discipline in cost management • Ongoing pursuit of embedded resilience and robustness • Full exposure to gold price 	<ul style="list-style-type: none"> • Large, concentrated resource • Large processing plants with appropriate logistical infrastructure • Mega-volume tailings storage facilities (TSF) • Access to adequate water and power 	<ul style="list-style-type: none"> • Extensive mechanisation and automation • Skilled operators from urbanised, sophisticated and diverse workforce • Correct match of technology and personnel key in maintaining operational stability and security of assets and staff

STRATEGIC FOCUS AREAS

With the strategic foundation and essentials, we identified the following 5 strategic focus areas to which we deliver into and measure our progress against:



In practice, this strategy has translated into an unwavering focus on profit and free cashflow, to which 15 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 RTSF 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) SDGs which we influence directly, and the RGMPs by the WGC:

Focus points	Key differentiators	Strategic objectives	2022 priorities	What we achieved	2023 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 Large on-surface resource Low gearing – for expansion and green projects 	<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 – obtain regulatory approvals for Brakpan/Withok TSF final life design and upgrade Mineral Resources to Mineral Reserves FWGR – obtain amendment to regulatory approvals for the RTSF and start development 	<ul style="list-style-type: none"> Upgrade of Mineral Resources and Mineral Reserves of Ergo with Daggafontein TSF classified as a Mineral Reserve. Application to be made to amend certain aspects of RTSF design, pending which an interim deposition solution is pursued with Sibanye-Gold 	<ul style="list-style-type: none"> Final approvals on the Brakpan/Withok TSF final life design to be obtained Start planning for the expansion of DP2
<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 mega volume plant and TSF infrastructure Extensive in depth knowledge and experience in mega volume, micro-extraction tailings retreatment 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"> 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 	<ul style="list-style-type: none"> Free cash inflow of R871.6 million Cash operating costs per kilogram of R600 875/kg Successfully completed Successfully completed Successfully completed 15th consecutive year of paying dividends 	<ul style="list-style-type: none"> Generate a positive free cash flow Cash operating costs of R685 000/kg Commissioning of Rooikraal TSF at Ergo for reclamation Commissioning of Driefontein 3 TSF at FWGR for reclamation Capital investment of R1.4 billion budgeted

STRATEGY AND OUTLOOK continued

Focus points	Key differentiators	Strategic objectives	2022 priorities	What we achieved	2023 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 • Net water neutral gold producer (gold from existing waste) • 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"> • Obtain regulatory approval and commence with development of the solar power PV and battery storage project • To integrate planned maintenance with ignition process control systems 	<ul style="list-style-type: none"> • Completed definitive feasibility study on solar power and battery storage project and development of phase I of the project is currently underway 	<ul style="list-style-type: none"> • Completion of phase 1 of solar project • Kick start information technology strategic projects
<p>Create a value driven culture of employee safety, empowerment, diversity, inclusivity and the desire to succeed</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"> • Optimisation of the integrated risk management application 	<ul style="list-style-type: none"> • Risk identification and evaluation ongoing and overseen by risk team • Zero fatalities^{LA} • RIFR: 0.66^{LA} • LTIFR: 1.84^{LA} • Women in mining at 23% • HDPs at 74% 	<ul style="list-style-type: none"> • Decrease number of injuries at Ergo • Continued 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 spend 1% of total working costs 	<ul style="list-style-type: none"> • Partner with the University of Pretoria to create an integrated community regeneration model 	<ul style="list-style-type: none"> • Through the partnership with E-Enterprises of the University of Pretoria we expanded the initiative with 21 bespoke social and micro-economic development programmes • Dust exceedances recorded at 1.9%. Dust exceedances were caused by a mixture of mine operations and third-party developments. Investigations on actual cause of exceedances underway 	<ul style="list-style-type: none"> • Complete investigation into FY2022 dust exceedances and put in place mitigation controls where necessary

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 and sustainably mining large surface gold resource	Using information technology to enhance operational performance and minimise impact on environment	Create a value-driven culture of employee safety, empowerment, diversity and inclusion	Improving quality of life of communities surrounding operations
Worsening security conditions	■	■	■		■
Uncertain political environment	■	■		■	■
Limited tailings storage capacity	■	■	■ ■		
Eskom supply failure and rising electricity prices	■	■	■ ■		
Social unrest	■	■		■	■
Social licence to operate	■	■	■	■	■
Complexity of legal and regulatory compliance	■	■			
Supply chain risks	■	■	■		
Capital projects progress	■	■	■		
Cybercrime	■	■	■ ■		
Extreme weather		■			■
Water cost and availability	■	■	■ ■		

■ Threat
 ■ Opportunity
 ■ Address
 ■ ■ Address/Opportunity

STRATEGY AND OUTLOOK continued

STRATEGIC OUTLOOK 2023

We believe that to thrive well, you need to be able to survive well, and therefore business continuity and resilience are foremost in our thinking. With long-term sustainability, good corporate governance and the wellbeing of our staff in mind, we seek to embed a values-driven culture of safety, mutual respect, empowerment, resilience, diversity and the desire to succeed.

SHORT TERM 2022 TO 2023	MEDIUM TERM 2023 TO 2027	LONG TERM 2028 AND BEYOND
<ul style="list-style-type: none"> • Ergo and FWGR – continue focus on cash-generation, cost control in a high-inflation environment and efficiency, further setting up the business for the next growth phase • Ergo – progress regulatory approvals for the Brakpan/Withok TSF final life design • Ergo – complete Phase 1 of the solar project which includes the construction of a 20MW solar farm on Ergo-owned land. It also includes the upgrading to 88kV of the current power line from Eskom to the Eskom substation at the Brakpan/Withok TSF • FWGR – commission the Driefontein 3 TSF for mining • FWGR – progress approvals and planning for Leewdoorn conversion 	<ul style="list-style-type: none"> • 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 • DRDGOLD – implement various data initiatives and strategic information technology projects to consolidate our data and unlock value in data and analytics through “one source of the truth” • Ergo – consider optimal use/other opportunities for the Knights and Flotation Fine-Grind Plants • Ergo – obtain approval for the final life design of the Brakpan/Withok TSF to optimise life of mine developing toward the Far East Rand • Ergo and FWGR – look to “crack the code” by increasing overall yield/reducing overall residue through better use of technology and information • FWGR – obtain regulatory approval for and build of the 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 • Technology – big data, next quantum steps in “cracking the code” and develop models in terms of integrated, sustainable tailings management solutions • Platinum group metals and battery metals – consider opportunities through our anchor shareholder, locally and internationally 	<ul style="list-style-type: none"> • DRDGOLD – consolidate all surface tailings in South Africa and look to international opportunities for surface mining • Ergo and FWGR – unlock land value and promote sustainable land use in collaboration with Government (Corridor of Freedom), state agencies/public/private partnerships and emerging operators • Water technology – optimise our water reticulation systems, utilisation and re-use of grey or treated water in the form of acid mine drainage (AMD) and treated sewerage, as part of protecting South Africa’s water resources

RISKS AND OPPORTUNITIES

DRDGOLD conducts its business within a distinct operating environment that to a large extent includes urbanised areas. This adds a layer of complexity to both the business model and the risk context. Risk management is therefore critical to the success of the business as it focuses on addressing uncertainties in a proactive manner with the aim of minimising threats, maximising opportunities and optimising the achievement of objectives.

RISK MANAGEMENT APPROACH AND PROCESS

The Group'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 and integrates the company's strategy with internal processes to ultimately create value.

The Group has developed an integrated combined assurance model based on guidance from King IV, COSO Enterprise Risk Management Framework and ISO 31000:2018, with key objectives to support risk management efforts undertaken to manage the risks to an acceptable level as well as maximise the level of risk, governance and control oversight over the Group's risk universe. The Group has also developed a Risk Management Policy statement which captures the Group's commitment toward a risk management philosophy that:

- Creates value and improves performance
- Promotes the health, safety and well-being of our employees and communities

as well as the other stakeholders affected by the Group's activities

- Protects the assets of the Group

The Board has ultimate responsibility to oversee risk management, including those risks relating to economic, environmental, social and governance as they are intrinsically linked to our strategic focus areas. Through its Risk Committee, the Board has delegated the development of risk mitigation policies and procedures to management, supported by the Group's risk management function which is responsible for the overall governance of risk and for monitoring the success of controls and mitigation plans. The Board's Risk 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.

High level overview of the identification of risks:

1. Engagement with relevant stakeholders through workshops and brainstorming sessions
2. Site visits

3. Review of incidents and event loggings
4. Review of global risk information and global risk trends
5. Ongoing review of our operating environment through events affecting our operations, news, media articles and the internet

We ask ourselves the "what," "why," "where," "when," and "how" of events that may occur across certain defined areas or that may impact the value drivers of the business. The nature and characteristic of each risk is described, and a view is taken on the current level of risk it poses considering the nature and effectiveness of controls that are in place and conditions that prevail.

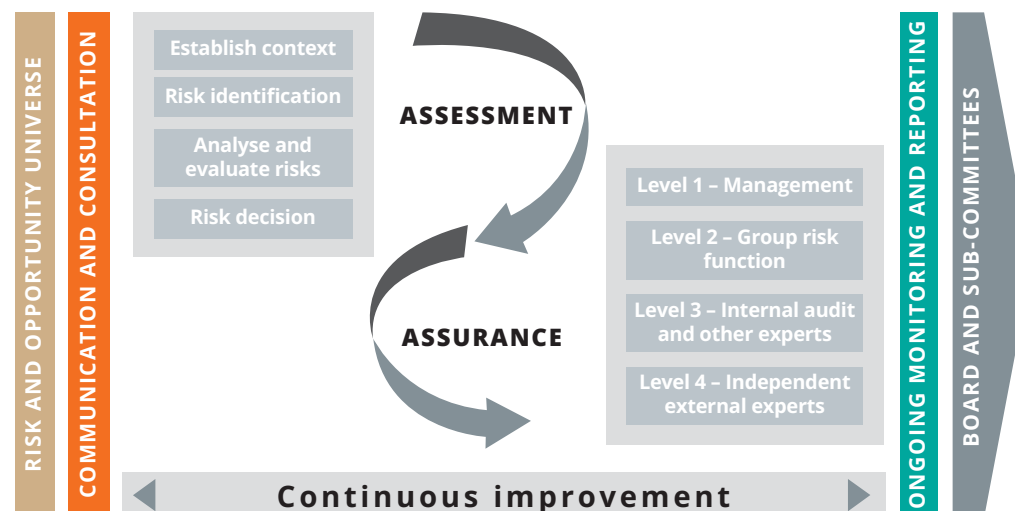
A target level is then set for each risk, a course of action decided and allocated to a specific risk owner to pursue.

Our top risks are ones which typically have the following characteristics:

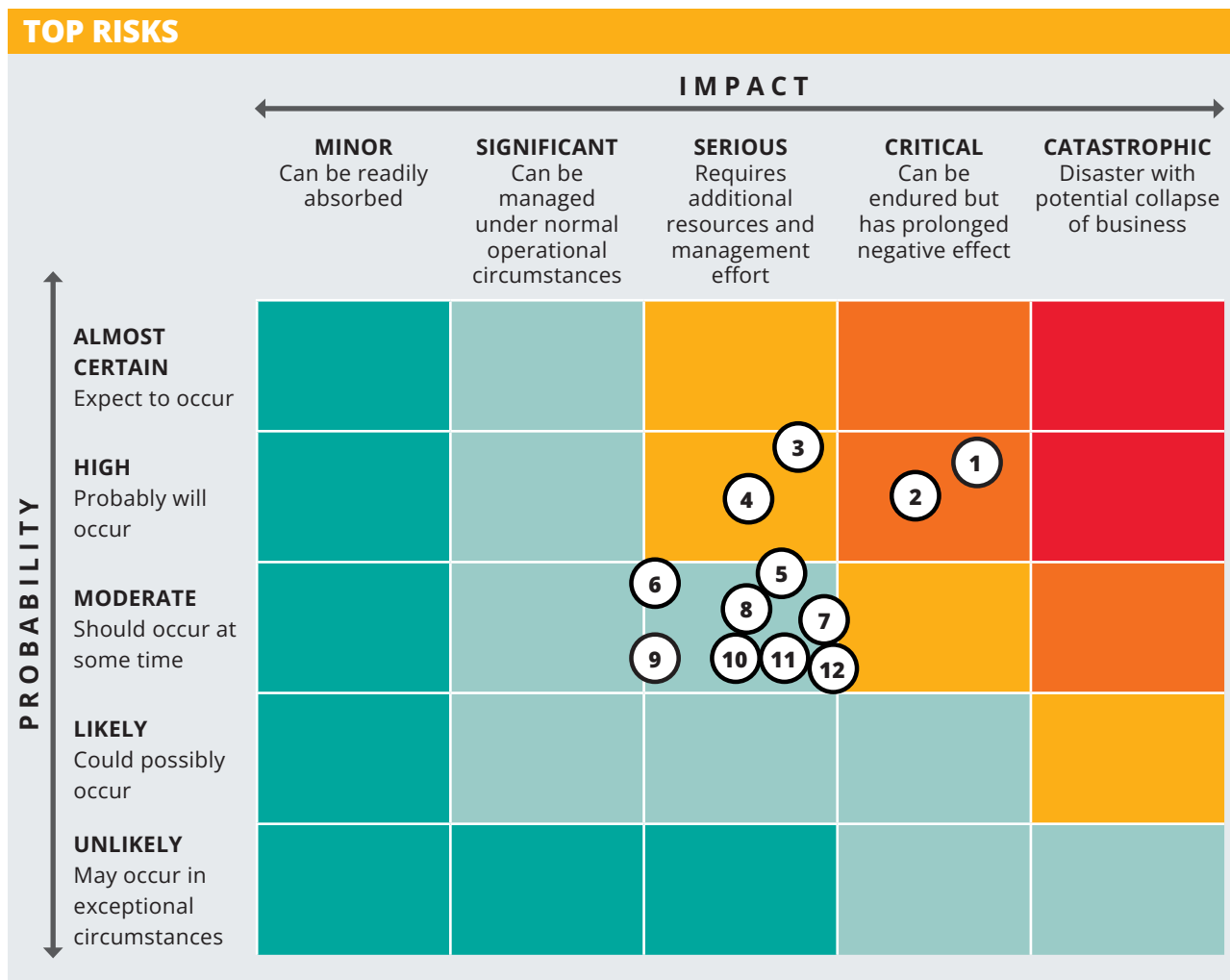
1. Aligned to strategic outcomes
2. Risks in which the response could provide diversification/business development opportunities and other positive rewards or opportunities
3. Where the risk response timing is critical
4. Significant climate-related risks
5. Ones requiring significant financial intervention

The risk identification process is informed by our integrated risk and assurance framework depicted in the diagram below:

Integrated risk and assurance framework



RISKS AND OPPORTUNITIES continued



Catastrophic: potential disaster that could lead to collapse of business and is fundamental to the achievement of objective.	Moderate: event which can be managed but requires additional resources and management effort.
Critical: event which can be endured but which may have a prolonged negative impact and extensive consequences.	Low: event which can be managed under normal operating conditions.
High: event that requires substantial additional management and other resource inputs to contain.	

TOP RESIDUAL RISK RANKING

2022	2021	
1	4	Worsening security conditions
2	*	Uncertain political environment
3	2	Limited tailings capacity
4	1	Eskom electricity supply and high prices
5	3	Social unrest
6	7	Threat to social and operating licences
7	*	Complexity of legal / regulatory compliance
8	6	Supply chain
9	*	Capital projects progress
10	*	Cybercrime
11	9	Extreme Weather
12	10	Water cost and availability

* New entries into top risks ranking







COVID-19

Covid-19 is unlikely to impact business due to the successful vaccination rollout. The danger period is globally accepted as over, as demonstrated by the lifting of restrictions around the world.



RISKS AND OPPORTUNITIES continued

Related strategic focus area	Risk context and potential consequence	Risk response
<p>1. Worsening security conditions</p> <p>Strategic focus areas:</p> 	<p>The current strained economic and uncertain political environment contribute to the ongoing social unrest concerns and rise in criminal activities in the country. The number of illegal miners within our operating footprint is also increasing. These issues pose threats both to the safety of our employees and our operations and contribute to increasing security-related costs.</p>	<p>Deployment of sophisticated security technological solutions and expansion thereof is ongoing. We form part of a security network that works closely with other mining houses and various law enforcement agencies aimed at addressing criminal activities.</p>
<p>2. Uncertain political environment</p> <p>Strategic focus areas:</p> 	<p>Heightened social, political and economic uncertainty and structural challenges may trigger increasing service delivery protests; also contributing to adverse crime trends.</p> <p>Unrealistic expectations created by local government and non-governmental organisations could lead to increased demand by local communities for support/assistance.</p> <p>Uncertainty within the South African political and economic context is expected to continue in the future and will impact business and investor confidence.</p>	<p>We participate in forums together with local communities, industry and government to remain abreast of political matters and to strengthen relationships.</p> <p>We promote direct engagement with peer businesses and regulators on issues that have an adverse impact on the business to encourage positive change.</p> <p>Given the volatility of the South African operating context, the company has an agile capital investment and business approach.</p>
<p>3. Limited tailings capacity</p> <p>Strategic focus areas:</p> 	<p>The large volumes of material that are processed at our operations are deposited on tailings storage facilities with a finite capacity. Additional facilities will be required to ensure adequate deposition capacity for the future and to take full advantage of the resources available.</p> <p>Extensive regulatory requirements and approval timeframes requires ongoing management and other resource inputs to ensure additional deposition facilities when required.</p>	<p>Additional deposition facilities have been identified and the regulatory approval processes are in progress. The initiative is actively driven by management in consultation with a team of external strategic, technical and legal experts. Life of mine plan modelling informs the deposition lifetime of the existing facilities and this is continuously monitored using the tailings management programme already in place.</p>







RISKS AND OPPORTUNITIES continued

Related strategic focus area	Risk context and potential consequence	Risk response
<p>4. Eskom electricity supply and high prices</p> <p>Strategic focus area:</p> 	<p>Eskom continues to implement annual tariff increases that are significantly higher than inflation. The future of power security is uncertain for several reasons, including supply interruptions due to load shedding, ongoing power outages due to diminishing skill sets, and ongoing issues with infrastructure maintenance. The above issues could have major implications: the disruption of operational processes could affect production targets/ gold output which would almost certainly result in financial pressures.</p>	<p>To address the operational pressures following power outages, emergency generators are in place for critical areas of the operations. These areas are therefore able to remain operational during outages. Importantly, the time taken to 'reboot' the critical areas and integrate them back into the production process following a power outage is also reduced.</p> <p>An internal load reduction plan to optimise production areas is in place where possible. Additionally, we have a functional relationship with Eskom and can proactively manage the load curtailment agreement that is in place.</p> <p>The construction of a solar power plant has been approved to provide alternative back-up power and assist in reducing future electricity costs. It also offers other opportunities e.g. exporting surplus power to the grid and/or diverting power to other DRDGOLD sites. The project will also assist with the reduction of our carbon footprint.</p>
<p>5. Social unrest</p> <p>Strategic focus areas:</p>  	<p>The rising cost of living and exceptionally high fuel prices introduce the prospect of unrest and protest. Lack of service delivery at all levels of government and political instability contribute to a growing sense of frustration which, left untreated, has the potential to flare into smaller riots or possibly even widespread looting similar to that experienced in July 2021. This could cause damage to property, harm to people and disrupt operations.</p>	<p>We are committed to improving the quality of life of communities in our areas of operation. We engage actively through community leaders to gain an understanding of community expectations and to better address their needs.</p> <p>Our social and labour plan initiatives offer opportunities where we strive to improve our local economic enterprise development programmes.</p> <p>Our security strategy/programmes have been expanded to include initiatives in surrounding communities.</p>
<p>6. Threat to social and operating licences</p> <p>Strategic focus areas:</p>   	<p>Failure to operate in a sustainable and responsible manner and increasing pressures and demands on business by local communities, NGOs and other non-government organisations could negatively impact our licence to operate and damage our reputation. The company will be increasingly exposed to this risk should social and economic conditions in the country continue.</p>	<p>We are committed to operating in a sustainable and responsible manner and to improving the quality of lives of those residing in the communities around our operations. These commitments are outlined in our social and labour plan and CSI initiatives, and our efforts are continuously monitored and reported on. Through ongoing stakeholder engagement with government structures, local communities and NGOs, we strive to strengthen our relationships in order to promptly and effectively address concerns raised.</p>

RISKS AND OPPORTUNITIES continued

Related strategic focus area	Risk context and potential consequence	Risk response
7. Complexity of legal / regulatory compliance		
<p>Strategic focus areas:</p>  <p>SOCIAL REGULATORY AND GOVERNANCE</p>	<p>Complexity and uncertainty within the regulatory environment are exacerbated by ineffective regulators. Lack of communication between government and regulators remains an issue that may increase the cost of compliance. Changes to legislation continue and those that adversely impact our business and growth projects may result in increased project costs, potential delays and may also affect future planning.</p>	<p>We aim to manage this uncertainty through engagement with key stakeholders and industry associations and by ensuring that we have access to specialised knowledge. Through our Minerals Council South Africa membership, we also participate in industry consultation on proposed legislative changes.</p>
8. Supply chain		
<p>Strategic focus areas:</p>  <p>OPERATIONAL AND GROWTH FINANCIAL</p>	<p>The global economic environment, geopolitical tensions as well as inflationary pressures worldwide have highlighted the interdependencies of supply chains. The risk of dependency on key suppliers requires ongoing focus and proactive management.</p> <p>The unavailability of critical material such as reagents and critical equipment may affect production and operating costs resulting in loss of revenue. Delays in supplies, freight costs and higher than inflationary increases for capital equipment are crucial elements for new projects.</p>	<p>Our supplier management plan includes constant monitoring of supply chain risks and the development of future mitigation strategies. We have secured key supply demands through supplier contracts and are continuously seeking diversification of our supplier pool. Ongoing initiatives are also pursued in the recovering of reagents and the use of alternative sources of reagents.</p>
9. Capital projects delivery		
<p>Strategic focus areas:</p>  <p>OPERATIONAL AND GROWTH FINANCIAL</p>	<p>Regulatory and supply chain challenges as well as pressures from key stakeholders may impact project delivery and returns. Failure to develop and operate projects in line with expectations and forecasts could negatively impact business performances.</p>	<p>Robust project governance and processes have been put in place to ensure expected project deliverables. Stakeholder relationships and rigorous life of mine planning forms an essential element of all projects.</p>

RISKS AND OPPORTUNITIES continued

Related strategic focus area	Risk context and potential consequence	Risk response
<p>10. Cybercrime</p> <p>Strategic focus areas:</p>  	<p>Cyber attacks have globally become more frequent and sophisticated. Increased use of technology heightens the exposure to cybercrime which may result in the loss of sensitive information, disruption of operations and financial loss.</p>	<p>We continuously monitor cyber security controls in real time and perform vulnerability assessments. We have conducted a cyber maturity assessment using an external cyber security expert. We continuously conduct self-assessments and these, together with periodic independent assurance reviews, contribute to the adequacy and effectiveness of mitigation controls. To minimise operational disruptions and potential production downtime and to support effective business recovery in the event of a cyber incident, we have a disaster recovery plan and insurance coverage in place.</p>
<p>11. Extreme weather</p> <p>Strategic focus areas:</p>  	<p>As a result of climate change, extreme weather events such as droughts, floods, heatwaves and severe storms are on the increase. Specifically, the increase in intensity of events, such as thunderstorms on the Highveld, where our operations are situated, will impact 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>Extreme weather events cannot be prevented. It remains a priority to ensure that the impact on employees, surrounding communities and interruption of operational processes are limited when the events happen. Measures include operations protocols, site planning and additional infrastructure to absorb the impact of these events.</p> <p>As part of our commitment to reducing our carbon footprint, we have commenced the process of constructing a solar PV plant and a power storage facility at Ergo. This is expected to reduce our scope 2 reported carbon emissions by 40%. Management continues to investigate ways in which the project can be extended to other operations within the Group as we transition into green energy.</p> <p>We also manage our water usage by reducing reliance on potable water and increasing the use of grey water.</p>
<p>12. Water cost and availability</p> <p>Strategic focus areas:</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 to provide for any shortfall in water.</p> <p>Water shortages would result in higher cost of water that may adversely affect operational and financial results.</p>	<p>We have systematically been reducing our usage of and reliance on potable water through investment in water reticulation infrastructure to access recycled and grey water, including an integrated, closed circuit water delivery system which delivers into more than 70% of our process water requirements. A further 11% is grey water sourced from sewerage works or AMD and 18% is harvested from lakes that capture and contain rain and storm-water run-off. We manage our water in such a way that process and grey water options are exhausted first before potable water options are explored.</p>

TOP 5 OPPORTUNITIES FOR THE GROUP

1	Increase in Mineral Reserves and Mineral Resources base	We reported an increase in reserves and the life of mine for Ergo. We will continue to evaluate further opportunities for both Ergo and FWGR in pursuit of regional consolidation to the East and West of Johannesburg.	Occurred – further work to incorporate more resources in the future.
2	Diversification into PGMs and battery metals	Our relationship with Sibanye-Stillwater adds an important 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.	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, in the pursuit of “big data” opportunities in future.	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 world standard in what we may wish to promote as “evidence of our presence” and can be replicated anywhere in the world where large-scale mining has taken place.	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.	Busy implementing our own green power solution

FOCUS AREAS FOR ENTERPRISE RISK MANAGEMENT FOR 2023:

1. Managing the risks associated with the construction of the solar power project
2. Formulating policies related to ESG including climate change
3. Managing risks related to various other projects being implemented throughout the Group
4. Relooking at risks associated with our various stakeholder relationships




OUR OPERATING ENVIRONMENT

A number of factors create a situation that either promote or hinder our ability to deliver into our strategy and succeed as a Company. Although the Rand denominated gold price has held up during the year, we continue to operate in an environment with a litany of challenges including those of rising input costs, infrastructure attacks, climate change, community unrest, deteriorating service delivery and war. The challenges do provide opportunities to be agile, constantly seeking ways to conduct business better, and also to be part of the solution.

An analysis of these dynamics and the DRDGOLD response to them, is set out here:

 See the Strategy and outlook section for more information

 See the Risks and opportunities section for more information

SOCIAL LANDSCAPE AND SOCIAL LICENSE TO OPERATE

The growing frustration of society due to lack of government service delivery and slow reformative action against unemployment lead to increased protests and conflict, affecting communities in and around our operations. Furthermore, South Africa has one of the highest inequality rates in the world. The official unemployment continues to increase and currently standing at an alarming rate of 33.9% and employment amongst youth, 46.5%.

These low unemployment rates and high inequality contribute to high and increasing rates of crime, particularly theft, robberies, murders and gender-based violence. These are symptoms of societies with low employment rates and stagnant economies. Illegal mining is an increasing threat to the security of communities and business, which is becoming difficult for the state to control. Gold mines continue to be targeted, particularly during these times of high gold price levels. Johannesburg has a unique history that mines, 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.

DRDGOLD'S RESPONSE

The increase in 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. Several initiatives have been put in place 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.

Our approach to environmental management and social development is informed by the ideals of sustainable development. It requires that rehabilitation takes place concurrently with mining, as part of day-to-day operations, and 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 of communities living in close proximity to historical mine dumps, in particular by addressing the presence of dust. Certain dumps, the ones containing gold, are retreated and permanently removed. The dumps that function as tailings storage facilities and thus not removed are cladded and permanently vegetated with various indigenous species of grass and shrubs to prevent dust from being lifted from these areas by the wind.

We are committed to operate in a sustainable and responsible manner and to improve the 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.

TOP RISKS

• Social unrest

The rising cost of living, rampant inflation and very high levels of unemployment contribute to social instability that lead to unrest and protest action. Lack of service delivery at all levels of

government and political instability contribute to a growing sense of frustration that regularly flares into smaller riots and at times, widespread looting as was the case in July 2021. This could cause damage to property, harm to people and disrupt operations.

OUR OPERATING ENVIRONMENT continued

TOP RISKS continued

- **Threat to social operating license and other permits**

Failure to operate in a sustainable and responsible manner and increasing pressures and demands on business by local communities, and other non-government organisations (NGOs) could negatively impact our social licence to operate and damage our reputation. The Company will be increasingly exposed to this risk should social and economic conditions in the country continue.

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.

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

- Developed new programmes within our broad-based livelihoods (BBL) programme in collaboration with the University of Pretoria's E-Enterprises. Several of these programmes are now to be included in our next series of social and labour plans to contribute to the development of self-sustainable communities by growing and leveraging the informal economy

OPPORTUNITY

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

RISING COSTS AMIDST GLOBAL INFLATION

Many countries are reporting high inflation prompting reserve banks to increase interest rates. The South African consumer price index (CPI) breached the upper range of the South African Reserve Bank inflation target of 3% to 6%. CPI was reported at 7.8% in July 2022, a 13-year high. Inflation faced by mines typically is higher than CPI. Our cash operating costs/kg were 11% higher in the current year. This was substantially driven by increases in the cost of key consumables, diesel, steel and cyanide. The future of these price increases remains uncertain. While the gold price remains favourable, cost containment measures will have to be tightened to navigate through this and deliver big capital projects within budget.

DRDGOLD'S RESPONSE

Our operations go through an annual budgeting and planning process which involves sensitivities and scenario analysis on planning assumptions. Regular operational and financial performance reviews and reporting are in place. There are ongoing initiatives to improve cost efficiencies and reduce the consumption from state supplied utilities, namely potable water and electricity. Our procurement department continuously reviews supply prices from suppliers and contractors to ensure that competitive prices are received.

TOP RISKS

- **Supply chain**

The global economic environment, geopolitical tensions as well as inflationary pressures worldwide have highlighted the interdependencies of supply chains. The risk of dependency on key suppliers requires ongoing focus and proactive management.

The unavailability of critical materials such as reagents and critical equipment may affect production and operating costs resulting in loss of revenue. Delays in supplies, freight costs and higher than inflationary increases for capital equipment are crucial elements for new projects

- **Capital projects delivery**

Regulatory and supply chain challenges as well as pressures from key stakeholders may impact project delivery and returns. Failure to develop and operate projects in line with expectations and forecasts could negatively impact business performance.

We are always looking at ways to slow the increase of prices and save costs by making ongoing improvements in processes and efficiencies, with technology playing a pivotal role in this regard. For example, an 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.

Project governance and processes have been put in place to ensure expected project deliverables.

OPPORTUNITY

Rising costs have prompted a fresh look into the structure of our operations, the sequencing reclamation sites and the blending of material of different reclamation sites, to ensure that the optimal model from a value creation perspective is achieved.

STRATEGY

Our strategy remains to optimally, profitably and sustainably mine our large surface gold resource by maintaining the right balance between volume throughput and costs, by focusing on extraction efficiency and by blending high and lower grade feed material from different sites.

OUR OPERATING ENVIRONMENT continued

FLUCTUATIONS IN THE RAND GOLD PRICE

DRDGOLD is an unhedged gold producer taking 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 US Dollar price averaged 1 889 per ounce for FY2022. The price is currently under pressure having averaged \$1 750 per ounce in the months of July and August 2022. These declines were offset by a weakening in the Rand against the Dollar as the latter strengthened as a result of quantitative tightening and the hiking of interest rates by the US Fed. The Rand averaged R16.77/\$1 for FY2022 and R15.21/\$1 for the months of July and August 2022.

Therefore, the Rand denominated gold price remains high at an average of 943 542/kg, which is higher than the average gold price received by DRDGOLD in FY2022 of R894 409/kg compared to R917 996/kg in FY2021.

The DRDGOLD share price responded to the decrease in gold price having decreased from R14.93 at 30 June 2021 to R9.88 at 30 June 2022.

TOP 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

DRDGOLD'S RESPONSE

DRDGOLD is a price taker and takes full, unhedged downward and upward exposure to the Rand denominated gold price.

Since we have no control over the gold price, we closely manage the dynamics over which we have some measure of control and that we can influence, namely costs and operational efficiency.

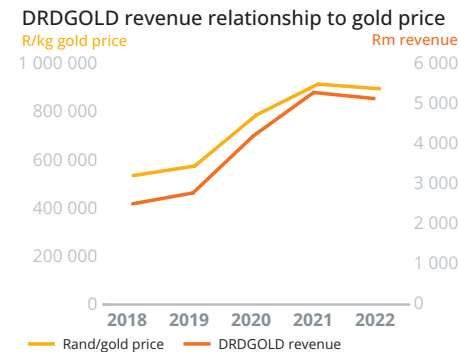
We limit our vulnerability to a drop in the price of gold in Rand terms – the currency in which we incur our costs – by monitoring and controlling our costs carefully with the approach stated above. We also work hard to increase the value of each unit of gold-bearing material (typically expressed in 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:

globally turned to gold and gold stock as a safe-haven asset.

The gold price has subsequently retreated somewhat but remains at levels higher than before the pandemic. The Rand/Dollar exchange rate remains volatile because of economic uncertainty and perceived political and economic instability.

- 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
- It remains the least capital-intensive way to grow production

This position of full exposure to the gold price is illustrated in the graph below:



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

GREEN ENERGY, RISING ELECTRICITY COSTS AND ELECTRICITY DISRUPTIONS

Eskom, South Africa's state-owned power utility, has been subjecting South Africans to rolling blackouts for more than a decade. Its inability to perform necessary maintenance due to lack of skills, rampant corruption and a dire financial situation, has resulted in ever increasing breakdowns and higher levels, or phases of blackouts. Finally, after obstinately refusing to relinquish its monopoly on power supply and distribution, the South African government was forced to accept the inevitable – that it is incapable of providing reliable, affordable and adequate power to supply all the needs of the South African economy – and has substantially freed up the regulatory restrictions on private power generation. It will be several years though, before the situation is reversed and for the time being, load shedding and above inflation rate increases will continue. Eskom has asked the power regulator, NERSA, for a 32% increase for 2023, a request that has been met by strong push-back from business and society. Following the easing of restrictions the mining industry, which is a major consumer of electricity, consuming approximately 30% of the national electricity supply has been moving quickly, opting for renewable energy usage to decrease these

burdens and contribute to the country's 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.

Electricity currently makes up approximately 15% of our total operating costs, which is still generally lower than that of an underground mining operation.

The draft explanatory memorandum of the Taxation Laws Amendment Bill proposes that amendment to section 5(2) of the Carbon Tax Act to provide for the carbon tax rate adjustment by US\$1, US\$2 and US\$3/t CO₂e for 2023, 2024 and 2025 tax period ending on 31 December using the average exchange rate as defined in the Income Tax Act. The rate will thereafter increase gradually to US\$20/t CO₂e in 2026 and at least to US\$30/t CO₂e in 2030. Currently under phase 1 an amount of R120/t CO₂e is applicable. Although the decarbonisation of electricity as an energy supply must nevertheless be prioritised by both the country and industries at large to decarbonise the economy, the increased proposed rates denominated in US Dollar is expected to have an adverse impact on business.

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 blackouts, 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 TSF, 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 have commenced with the construction of a solar power project whose value proposition is that of decreasing our cost of electricity consumption, reduction of our carbon footprint, generation of carbon credits, and achieving stable electricity feed reducing power dips. For more information on the solar project, refer to pages 63 and 64 of the Climate change and green energy section.

At operational level, we maintain a functional relationship, honouring the curtailment arrangements that are in place, to avoid the complete interruption of supply during blackouts.

TOP RISKS

• Eskom supply failure and rising electricity prices

Eskom continues to implement annual tariff increases that are significantly higher than inflation. The future of power security is uncertain for a number of reasons including supply interruptions due to load shedding, ongoing power outages due to diminishing skill sets, and ongoing issues with infrastructure maintenance. The above issues could have major implications: the disruption of operational processes could affect production targets/gold output which would almost certainly result in financial pressures.

• Extreme weather

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.

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 or to other operations to alleviate power supply shortages in South Africa and decarbonise electricity generation in the country.

There is also an opportunity to create "green jobs" and upskill our employees.

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

OUR OPERATING ENVIRONMENT continued

DECLINE IN SA GOLD MINING PRODUCTION

Mining production in South Africa decreased by 8.4% year-on-year in July 2022.

Gold production in South Africa decreased by 60% from approximately 252.6t in 2007 to approximately 105t in 2021. Higher-grade reserves have by and at large been depleted, mines have been deeper and geologically more complex, which requires more capital investment in infrastructure to mine safely and sustainably. The investment climate is not confidence inspiring, though and multiple factors contribute to a poor investment appetite in the industry. Challenges include rolling blackouts, rail network decay, higher production costs, labour disputes and illegal

mining. A deterioration in the capacity and standards of the South African Police Services, coupled with an increase in crime, including organised and violent crime have increased the risk to staff and to infrastructure, resulting in increased spending on private security. The Fraser Institute ranked South Africa amongst the ten least attractive jurisdictions for investment in mining. All this has contributed to a collapse in exploration spending.

This is in contrast with global gold production trends where gold production has increased by 43% from approximately 2 497.8t in 2007 to 3 580.7t in 2021.

OPPORTUNITY

- To diversify our commodities production portfolio to include the production of PGMs and battery metals. South Africa is currently the world's largest exporter of platinum. Given the global commitment to net zero, PGMs and future metals will become increasingly important to deliver into the infrastructure and technology required to achieve this pursuit. In this regard our relationship with Sibanye-Stillwater is key to unlocking growth opportunities and to expanding into the production of these metals from tailings.
- DRDGOLD has developed into a leading and standard-setting authority in the

retreatment of tailings for the production of gold. We offer 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 Group. The unique combination of skills, technology and systems that we have developed over the years and that enable 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

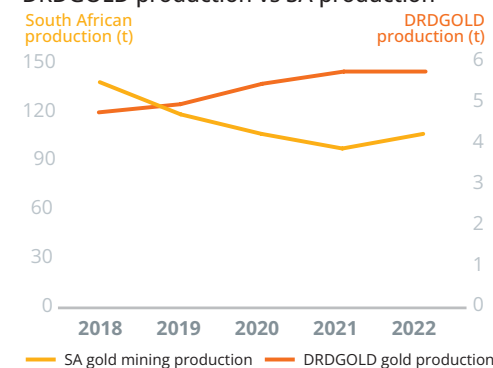
DRDGOLD'S RESPONSE

Our long-term drive to enhance resilience and the systems introduced in the process has improved the robustness of the business and has enabled us to successfully navigate most of the challenges that come our way. The most capital-effective way to reverse a trend of production decline is to improve extraction efficiencies and economies of scale. Our relationship with Sibanye-Stillwater further contributes to resilience and optionality. A point in case is the collaboration with its gold division to provide interim tailings deposition capacity pending our application to the regulator to amend the design of the environmental containment measures of the proposed RTSF that forms part of FWGR Phase II. In addition, work is continuing apace to start retreating the 50Mt Driefontein #3 Dam in FY2023. An application to the regulator is being prepared for the final life design of the Brakpan/Withok TSF and, after years of work done on the Daggafontein TSF, it has been classified as a Mineral Reserve. These projects are, however, planned amidst a regulatory approval process which is clumsy and one-dimensional. This situation requires us to maintain 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.

The graph below illustrates DRDGOLD's production in tonnes over the years in comparison to the gold mining industry.

DRDGOLD production vs SA production



TOP RISKS

• Capital projects delivery

Regulatory and supply chain challenges as well as pressures from key stakeholders may impact project delivery and returns. Failure to develop and operate projects in line with expectations and forecasts could negatively impact business performances.

• Tailings capacity

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

OUR OPERATING ENVIRONMENT continued

DIGITISATION AND INNOVATION

The mining industry plays a vital role in supporting the sustainability and growth of the world's economic activities. Yet mines are still regarded a dangerous enterprise and a threat to the environment. To improve both safety and environmental governance, many mines are looking into information technology to create systems that modernise business processes, improve safety and make mining "greener" by containing the impact of mining on the environment. In the same vein, digitisation and smart systems are applied to optimise productivity and increase automation using real time data. Data driven systems are also increasingly used for predictive maintenance of equipment and machinery, instead of time-based maintenance.

DRDGOLD'S RESPONSE

We strive to match information technology and personnel in a way that improves operational stability and controls, and the security of staff and that of our assets. Under the guidance of our newly appointed Chief Information Officer, a road map has been put in place to establish a digital platform to integrate and align our information management systems and to supplement it with compatible systems where gaps have been identified. The use of real-time data is being extended beyond the monitoring and recording of material throughput, to now also include planning and tracking tools, such as tracking the movement of yellow machines. These various initiatives are described in more detail on page 66 in the Digitally enabling our organisation section.

TOP RISKS

• Cybercrime

Cyber-attacks have globally become more frequent and sophisticated. Increased use of digital technology heightens exposure to cybercrime which may result in the loss of sensitive information, disruption of operations and financial loss.

OPPORTUNITY

The complexity of our orebody, the environmental demands of operating footprint, increasing regulatory requirements, the scale of the logistics involved in our model and the socio-economic realities of the areas in which we operate require a level of situational awareness and a skillset in management that is unique and valuable. We aim to establish an information technology platform that is capable of integrating the skillset of our employees and current management systems to put us in a position where we can contain costs, achieve stable volume throughput and improve recoveries.

STRATEGY

- Using technology and information to enhance operational performance and to minimise the impact on the environment



OUR OPERATING ENVIRONMENT continued

SOUTH AFRICA'S WATER CHALLENGE

Our surface retreatment operations are reliant on water to transport slimes from reclamation areas to the processing plant and to the TSFs.

South Africa is a water scarce country and has a limited water distribution infrastructure. We therefore are at risk of water shortages due to droughts, and disruptions in supply related to infrastructure. Experts warn that South Africa is headed for a water crisis not dissimilar to the challenges the country is experiencing in terms of electricity supply and that the capital investments required to averting it could be up to R1 trillion.

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 and fresh water.



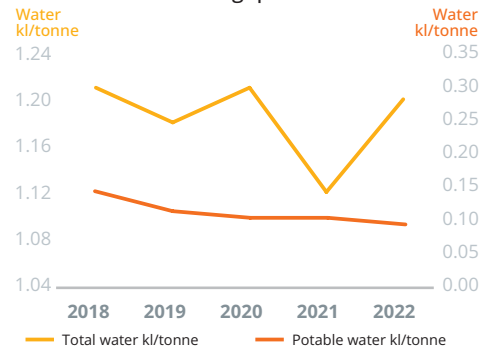
DRDGOLD'S RESPONSE

We use mostly recycled water, always looking to both minimise and reduce the use of potable water.

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 11% is grey water sourced from sewerage works or acid mine drainage (AMD) and 18% is harvested from lakes that capture and contain rain and storm water run-off. Potable water consumption decreased from 2 968MJ^{1A} to 2 642MJ^{1A}.

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



TOP RISKS

• 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 long 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.



OPPORTUNITY

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.

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.

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. One of the key findings of the Frasers Institute weighing on South Africa's investment appeal, is lack of regulatory certainty. Although the industry successfully challenged the Mining Charter III in the High Court, that set aside certain provisions of the charter on the basis that it was purported legislation (as opposed to policy) providing some certainty to the industry. Turnaround in obtaining permits and regulatory approvals remains slow, delaying the execution of key capital projects. The increasing prominence of ESG is also resetting the standard on transparency and sustainability and society generally is far more environmentally and socially aware, applying increasing pressure through providers of capital and the regulator to enforce compliance. The failure of a tailings dam in September 2022 at a diamond reclamation operation at Jagersfontein, added to the scrutiny of dam safety and the regulatory dispensation designed to ensure the safe and responsible management of tailings dams in South Africa.

DRDGOLD'S RESPONSE

Although Mining Charter III was found to be a policy document rather than legislation, the Minerals Council, of which DRDGOLD is a member, 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.

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. Our drive is to optimise our resources and deliver sustainable and integrated value from an economic, social and environmental point of view. Building and running sustainable mines forms the core of our strategy and operating model.

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 in 2018 of an Independent Tailings Review Panel
- Redesign of RTSF incorporating natural and synthetic liners, optimising the footprint and cost
- Challenging legislation where appropriate after undertaking specialist studies to prove our case

TOP RISKS

• Complexity of legal/regulatory compliance

Complexity and uncertainty within the regulatory environment are exacerbated by ineffective regulators. Lack of communication between government and regulators remains an issue that may increase the cost of compliance. Changes to legislation continue and those that are averse to our business and growth projects may result in increased project costs, potential delays and they may also affect future planning.

OPPORTUNITY

Technology – big data, quantum steps in “cracking the code” and tailormade, integrated management solutions to promote sustainability.

STRATEGY

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



CLIMATE CHANGE AND GREEN ENERGY

We produce gold from mine waste, using mostly grey water, and soon, renewable energy. We aspire to enhance our value proposition and to grow our profile as a green miner to produce, in addition to gold, the metals that will drive green economies. This value proposition is integrated into the strategic objective “use technology and information to enhance operational performance and to minimise the impact on the environment”.

Through our enterprise risk management process overseen by the Risk Committee, we identified two key risks related to climate change which remain as part of our top 20 risks in the organisation:

Extreme weather (impact of climate change on our operations)



As a result of climate change, extreme weather events such as droughts, extreme rainfall and wind are on the increase. Specifically, the increase in intensity of events, such as thunderstorms on the Highveld, where our operations are situated, will impact our operations. Currently, the Group has R3 billion worth of property, plant and equipment recognised on our balance sheet. Major property, infrastructure and/or environmental damage as well as loss of human life could also be caused by extreme weather events.

The cost and availability of water (Impact of climate change on our operations)



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 it is the medium we use to carry mine waste, as a slurry from the reclamation site to our reduction works for processing through a network of interconnected pipelines over large distances. Most of our water requirements are met from recycled water, treated sewerage and acid mine drainage, and from harvesting water from the natural environment through a series of water usage licenses. We use potable water only in exceptional circumstances where water quality is essential for the process at hand, for example, the irrigation of vegetation on tailings, for consumption and for sensitive equipment like gland-service pumps, relying on a third-party provider to supply this water. Water shortages will also result in a higher cost of water that may adversely affect operational and financial results.

Electricity purchased from Eskom contributes more than 95% of the total reported carbon emissions of the Group's operations. Therefore, the main response to this risk has been identified as pursuing alternative green energy self-generation which will also mitigate risks in our operations such as rising costs and reliable supply of power.

The Ergo plant's electrical demand peaks at 18MVA and the Brakpan/Withok tailings storage facility (TSF) at 8MVA. Ergo operates 24-7-365 and the plant currently receives power at 6.6kV via Eskom's 88kV Vlakfontein distribution line. The TSF receives power at 11kV via Eskom's 88kV Mapleton distribution line.

A few years ago, DRDGOLD embarked on a journey to explore the self-generation of electricity. Feasibility studies with the aim to select the most appropriate technology were conducted. The aim was to create a sustainable solution for the rising cost of energy procured from Eskom and continuous power supply disruptions. A decision was made to create a hybrid model that involved a measure of self-generation while remaining connected to the national grid and installing storage



capacity. This would provide a cost saving, both from self-generation and from charging our battery modules at off-peak tariffs, and providing uninterrupted, consistent supply of power during blackouts. This system is designed to ultimately generate 60MW of power to supply the Ergo plant and Brakpan/Withok TSF. The battery storage system (BESS) is designed to a capacity of 140MWh.

CLIMATE CHANGE AND GREEN ENERGY continued

The solar plant will be constructed in two phases:

PHASE 1

Construction of a 20MW solar farm equidistant between the Ergo plant and the Brakpan/Withok TSF. The plant is to be built on land owned by Ergo – the target completion date for this is April 2023.

Phase I will also entail the following:

- An upgrade of the current power line from Eskom to the Eskom substation at the Brakpan/Withok TSF
- Provision to the Ergo plant with its required power, via a new 22kV overhead line from the Brakpan/Withok TSF substation as well as the new solar farm
- Excess power generated from the new solar farm can be fed to the Brakpan/Withok TSF via a second new 22kV overhead line to secure a dual feed for redundancy purposes

The targeted completion date for Phase I is November 2023.

PHASE 2

Phase II will entail:

- Installation of the BESS also equidistant between the Ergo plant and the Brakpan/Withok TSF - will comprise a lithium battery-based solution, capable of providing up to 100MWh of power to both the plant and the TSF
- Extension of the solar farm by an additional 40MW of generating capacity

The targeted completion date for Phase II is November 2023.

R600 million of a total estimated R2 billion of capital is expected to be invested in this project in FY2023. To ensure timeous completion and management of associated risks to the project, the project was designed and is to be executed around five key pillars:



PROJECT RISK MANAGEMENT: GOVERNANCE

The entire project is overseen by the DRDGOLD Exco, who in turn reports to the Board. A team of inhouse engineers and contractors have been employed to assist with the successful development of the project. Various independent experts were also engaged to advise on management

and perform quality-control checks on the design and execution plans. Due to the size of the project, a thorough risk assessment was undertaken to ensure that appropriate mitigation actions are implemented. This risk assessment is integrated into the enterprise risk management process at a Group level, which is overseen by the Risk Committee.



Electricity purchased from Eskom contributes more than 95% of the total reported operational carbon emissions

The table below sets out the value created for the business and the impact it will have on the environment, the economy and society.

Value created for the business:

- Reduced cost of producing gold
- Secure and uninterrupted production
- Reduction in carbon footprint by approximately 154 000 tCO₂e, nearly 40% of total reported carbon emissions
- Fixed electricity tariffs and escalation rates
- Back up capabilities
- Longer life of mine
- Generation of carbon credits of approximately R800 million

Impact on environmental, economy and society:

- Lower carbon emissions as part of the green transition and decarbonisation of our economy
- Creation of green jobs in our society
- Reduced spillages and inefficiencies caused by power dips
- Remaining tied to the Eskom national grid with potential of generating excess power to be wheeled back into the grid
- Reduced electricity demand freeing up capacity to mitigate load shedding at large

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.

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DIGITALLY ENABLING OUR ORGANISATION

Information Technology (IT) is now well underway to be referred to as Information and Technology (I&T) at DRDGOLD. We have taken strides forward in establishing stable infrastructure, from a local and enterprise perspective, adequate and frequently audited cyber security platforms, awareness campaigns, and very importantly initiated the building and establishment of data platforms to accommodate large sets of data, machine learning capabilities, deep analytics and near future big data. I&T continues to make progress in establishing itself as a business strategic partner, trusted advisor and included in business in its planning and design. An increase in the collaboration with the engineering department and instrumentation also assists in leveraging the most viable technologies to be investigated and possibly used practically at DRDGOLD.



Enterprise-wide, focus is now on making our infrastructure, data, and integration platforms scalable and extensible, to cater for the organic and inorganic organisational growth for DRDGOLD.

OUR VISION

Our aspiration is to move past static and retroactive reporting and leverage our data and automation, to optimise our available resources, generate accurate data and trigger predictive and prescriptive analytics.

Innovation and technology have also been a key focus area going forward, spearheaded by data acquisition and interrogation. The sentiment of, “progressing rapidly, using technology and data wherever possible and beneficial, to optimise DRDGOLD’s operations and subsequently slipstream us into the future”, still stands firm. Our objective is to take structured, unstructured, qualitative, and quantitative data and create decision making models that are free from risk and error, and produce positive results that are repeatable and trusted.

CYBER RISK

With global chaos through conflict, crime, and recession, as well as DRDGOLD becoming more data and technology intensive, we generate and expose a greater surface area for cybercrime assaults. As a result, we are continuously monitoring, improving and hardening our security posture, internally and externally according to global best practices.

We also are in the process of doing physical assessments of our I&T and Operational Technology (OT) systems and technology landscapes in order to continuously improve our security posture in a practical manner as well.

As mentioned previously, achieving these aspirations requires consideration of necessary and critical IT essentials. These include IT infrastructure, cyber security, and governance, which are essential to DRDGOLD’s technology roadmap. 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 continuing 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.

DIGITALLY ENABLING OUR ORGANISATION continued

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.

We have implemented various initiatives to respond to the cyber security risks identified in these assessments including:

Infrastructure Initiatives:

- Refresh and upgrade of the local area network (LAN)
- Upgrade of the wide area network (WAN)

Security Initiatives:

- Implementation of securolytics for real-time visibility, vulnerability detection and monitors for any malicious or device-specific abnormal communications to reduce Internet of Things (IoT) risks
- Implementation of securolytics IoT appliance to identify IoT devices, scan them for vulnerabilities and perform profiling and behaviour analytics on compromised IoT devices
- Implementation of alert logic managed detection and response (MDR) to provide vital information on our security posture and detect threats to our business

- Alert logic is the only MDR provider that delivers comprehensive coverage for public clouds, Software as a Service (SaaS), on-premises and hybrid environments
- Rapid7 secures our modern network, provides a unified solution for vulnerability management, monitoring, reporting and addressing IT risk
- Nessus Professional is an industry standard vulnerability assessment tool
- Mimecast and Sendmarc for email security which includes targeted threat protection, URL protection and user security awareness training
- Automated patch management to maintain a maximum level of health on our IT network
- Microsoft Defender for Endpoint is an enterprise security platform designed to help enterprise networks prevent, detect, investigate and respond to advanced threats

This year, the executive committee and Board set aside a budget for various data initiatives and strategic projects to establish a data lake to consolidate and unlock value in data and analytics through “one version of the truth”.



DIGITALLY ENABLING OUR ORGANISATION continued

INTELLECTUAL CAPITAL

The executive committee and Board have approved various initiatives that 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 Control Objectives for Information Technologies (COBIT) standard of management and governance of IT using a holistic approach.

These include:



Data initiatives:

Establishing a data lake:

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 consolidating and unlocking value in data and analytics through “one version of the truth”

Information council

Establish a Data Governance Council aimed at the following key disciplines of data governance, structure, analytics governance, data audits, and risk mitigation supporting POPIA, SOX and King IV requirements



Yellow machinery hire

Optimising costs, productivity, processes and creating business cases for automation and digitalisation for the industrial machinery at Ergo using the data lake, artificial intelligence and algorithms for deep insight and analytics



Strategic projects

Integration platform (iPaas)

An iPaaS (Integration Platform as a Service) is a platform to be established to standardise and augment how applications on the DRDGOLD system and application landscape are integrated, which will simplify automation, business process and data sharing

Life of mine

Creating a more robust process and system for near real-time outputs based on integrated inputs to deliver on approved long-term plans for our mines and help attain our corporate goals

Integrated financial reporting tool

Analytics and reporting tool for reporting, integration of data and different system from sources/systems



People solution

Relook at all applications associated with our employees and derive an architecture that supports human resource systems, health and safety, time and attendance, and the Medical Centre

Pipeline management

An initiative to proactively use data and analytics to manage our pipelines and avoid breakdowns and potential catastrophic events

HEALTH AND SAFETY REVIEW

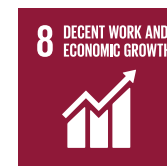
One of our strategic objectives is to “create a value driven culture of employee safety, empowerment diversity and inclusivity”.

Our employees are our most valuable asset and to deliver into our strategy, we

must maintain a physically and emotionally safe workplace, by promoting a culture of safety, combining training and equipment appropriately and mainlining a culture of continuous learning. Post the COVID-19 pandemic, we continue to support the drive to ensure that all our employees, contractors and visitors are fully vaccinated.



In continuously striving for this, we ultimately deliver into UN SDG 8: Decent work and economic growth.



ZERO ^{LA} fatalities

0.66 ^{LA}

Reportable injury frequency rate (RIFR)

1.84 ^{LA}

Lost time injury frequency rate (LTIFR)

HEALTH AND SAFETY MANAGEMENT

In South Africa, there are three main pieces of legislation which must be complied with which include:

- Mine Health and Safety Act
- Occupational Diseases in Mines and Works Act
- Compensation for Occupational Injuries and Diseases Act

In addition, policies and procedures are in place to ensure the safe operation of our mines. The Social and Ethics Committee, through delegation by the Board, is accountable for the health and safety of employees. A risk assessment team is in place to implement the risk management process from a health and safety perspective. Treating of injuries is part of our duty of care therefore several employees are trained in different levels

of first aid. Ergo has an onsite clinic 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.

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 FY2022, the Group contributed R45.1 million (FY2021: R46.4 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.

	ERGO	FWGR	2022	ERGO	FWGR	2021
Number of fatalities	_ ^{LA}	_ ^{LA}	_ ^{LA}	_ ^{LA}	_ ^{LA}	_ ^{LA}
Reportable injuries	5	-	5	3	-	3
RIFR	0.76 ^{LA}	_ ^{LA}	0.66 ^{LA}	0.47 ^{LA}	_ ^{LA}	0.40 ^{LA}
LTI	14	-	14	5	1	6
LTIFR	2.14 ^{LA}	_ ^{LA}	1.84 ^{LA}	0.78 ^{LA}	0.97 ^{LA}	0.80 ^{LA}
Minor injuries	12	2	14	19	-	19
Total hours worked (millions)	6.5	1.1	7.6	6.4	1.0	7.4
Part-time health and safety representatives	105	11	116	100	7	107
Ratio of part-time health and safety representatives to one employee	1:24	1:20	1:24	1:20	1:20	1:20
Section 54 notices	1	-	1	-	-	-
Section 55 notices	1	-	1	-	-	-

^{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 property 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 and annual inductions to ensure communication and engagement with our employees and contractors on site. Various health and safety campaigns were also initiated during FY2022 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, an evaluation module, a job safety analysis module, a planned task observation module and an investigation module. A risk assessment team is in place to perform an initial assessment on risks to continuously identify existing hazards and possible events. The risk assessment team will also ensure that appropriate mitigation actions are in place.

Renewed focus

- With the easing of the COVID-19 regulations, a decision was made to re-introduce all physical safety meetings, visible field leadership and supervisory measures that were in place pre-COVID-19 such as:
 - the Daily toolbox talks
 - Weekly safety meetings
 - Plant health and safety committee meetings
- Visible felt leadership – a team consisting of Area Managers, Engineers, Foremen, Safety representatives and safety officers visit a section of the plant on a weekly basis. All safety issues are noted, and the area is continuously re-visited until the safety standards have improved
- Increased safety audits and management dashboards to focus on critical issues and hazard hotspots on a weekly basis to proactively manage the safety risks

- Continuous re-enforcement of the appropriate safety culture and behaviour
- Full and comprehensive incident investigations and presentation of findings and remedial actions to the management team

COVID-19 vaccinations

In order to strive for the total safety of our employees we continued to use the Vooma initiative information from the Minerals Council South Africa as a tool to motivate our employees to get vaccinated. This was done by communicating it during toolbox talks, safety meetings and individual consultation with employees. FWGR also took the initiative to invite the Department

of Health to fast track the vaccination process. At ERGO transport was arranged to take employees to the nearest vaccination clinic. FWGR has achieved a 100% vaccination rate of employees and contractors, with Ergo achieving a 99.6% vaccination rate for both employees and contractors.

World AIDS Day

The first of December worldwide is known as the "World AIDS Day". During the year a wellness day was held at each of the Ergo operations. A "Know your status" questionnaire was completed by employees who were given the opportunity to attend voluntary counselling and testing.



HEALTH AND SAFETY REVIEW continued

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 FY2022 through pamphlets and medical surveillance.

The following topics were part of this ongoing initiative:

- Gender-based violence
- Kidney health
- Flu vaccination/prevention
- COVID-19 vaccinations
- Various causes of cancer
- Recognition of silent heroes

	2022	2021
Medical examinations performed	1 764	2 164
Employees tested for HIV	140	176
Employees counselled for HIV	1 764	250
Number of TB cases reported	6	4
Cases of silicosis and asbestosis reported	2	-

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.

Silicosis and dust

There were two cases of silicosis or asbestosis reported in FY2022 for Ergo. In FY2021, there were no cases 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.

Noise-induced hearing loss

	Number of cases	Cases concluded	Pending cases
Reported in FY2020	-	-	-
Reported in FY2021	2	1	1
Reported in FY2022	8	1	7

OUTLOOK

We will continue to drive the zero harm focus by ensuring that all deviations noted during health and safety inspections are closed out in the shortest possible time frame to avoid the occurrence of incidents. Our investigations will be focused on the “no repeat” principle based on the hierarchy of control principle.



SOCIAL VALUE-ADD



Total social and economic spend
R52.9m LA
 (2021: R48.9m^{LA})

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.

SOCIAL CAPITAL INVESTMENT AT A GLANCE

61%

total discretionary spend with BBBEE companies

518

members of the community on learnerships

398

learners took advantage of our maths, science and accountancy programmes

783

economic opportunities created

206

BBL learning groups established

Social licence to operate

Our social labour plan (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 FY2022, our total discretionary spend with BBBEE companies was 61.0%, compared to 51% in the previous year.

Total discretionary spend with BBBEE companies

61.0%

SOCIAL VALUE-ADD continued

Our total socio-economic development (SED) spend is broken down as follows:

Project	Outcome	Area	2022 R	2021 R
Vegetation rehabilitation	Local youth employment	Geluksdal	1 588 782	2 717 525
Crown Complex Consortium	Local community development	Local communities around Crown Complex	4 159 966	3 840 295
Broad-Based Livelihoods (BBL) Programme	Local economic development	Tsakane, Soweto and Merafong	7 182 050	7 327 838
Metallurgical research at Wits University	Metallurgical research	Braamfontein, Johannesburg	1 500 000	1 200 000
Crown logistics	Economic development	Soweto, Ekurhuleni	1 708 155	791 001
Employee training	Upskilling	Gauteng	14 639 144	12 040 828
Employee home loans	Home ownership	Gauteng	475 478	403 500
Community training	Local youth development	Local communities	20 923 350	18 055 560
Donations	Corporate social investment (CSI) spend	Gauteng	796 840	2 506 014
Total SED spend			52 973 763^{LA}	48 882 561^{LA}

^{LA}Limited assurance

EDUCATING OUR COMMUNITIES

Maths, science and accountancy

Our maths, science and accounting teaching programmes were severely impacted by COVID-19 and the disruption it has brought about in the schools that we support. Since the new academic year commenced in January 2022, the teaching program has returned to normal.

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 707 869 was spent on bursaries during FY2022 (FY2021: R1 555 091).

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. To date 518 members from the community have completed their Mining Qualification Authority learnerships.

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 R2 296 840 (FY2021: R3 706 013) 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.

In the current financial year, the partnership with Wits was renewed for a further 5 years and we committed to funding of R1.5 million per year.

The school will continue to assist 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.

SOCIAL VALUE-ADD continued

Improved gold recoveries are a key enabler to growing our reserves and extending our life of mine (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 2022

	2022 R	2021 R
Maths, science and accountancy	1 430 695	1 353 733
Learnerships	17 784 785	15 146 736
Bursaries	1 707 869	1 555 091
Total	20 923 350	18 055 560

OUTLOOK

The University of Pretoria Enterprises Research Project completed 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”. The project identified five strategic pillars for the model and 27 possible sub-groups (projects) for consideration for social and labour planning.

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 six 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 six years later, we continue to see our vision for local economic development come alive.

The BBL programme is successfully mobilising people at the bottom of the socio-economic pyramid to be economically active and earn independent incomes, 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 over 8 000 participants across Ekurhuleni, the city of Johannesburg 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 old entrepreneurs rising up to become productive and economically active members of society, beacons of hope to those around them. A total of 783 impoverished households across DRDGOLD’s footprint have earned a vegetable tunnel (an incentive for those who apply what they have learnt and have taught others).

A BBL vegetable tunnel increases production yield and quality, and

significantly increases the income earning potential of the owner by approximately R10,000 per year from their tunnel production.



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.







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 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 features 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 Intranet 	<ul style="list-style-type: none"> Job security Fair remuneration Career development and training Health and safety 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 Fair and transparent processes

OUR STAKEHOLDER GROUPS continued

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 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 Environmental impact Health, safety and security related issues Community Human Resources Development 	<ul style="list-style-type: none"> SLP concluded geared towards entrepreneurship and poverty alleviation Projects geared toward community development, in particular our Broad-Based Livelihoods 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 Mining Charter compliance 	<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. Our model is extremely sensitive to volume and extraction efficiencies. Rising costs and diminishing grade means that we need to optimise every tonne by reclaiming as much gold from it as we can. Maintaining the required throughput capacity is an essential element of unit cost management (R/t). This involves establishing and maintaining the requisite infrastructure to deliver the right mix at the appropriate rate to the plant, while implementing measures to counteract throughput risk.

2022	ERGO	FWGR	GROUP
Volume throughput ('000t)	22 111	6 078	28 189
Gold production (kg)	4 156	1 564	5 720
Yield (g/t)	0.188	0.257	0.203
Cash operating costs per kilogram (R/kg)	718 676	291 302	600 875

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
Cash operating costs per kilogram (R/kg)	629 585	276 174	540 338

OVERVIEW OF GROUP OPERATIONS

The Ergo plant currently treats around 1.7Mtpm of material. A total of 1.2Mtpm of 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 currently treats up to 180ktpm. 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. 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 are operated by trained individuals with 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. Sand is reclaimed using mechanical front-end loaders, repulped with water on vibrating screens and pumped to the plants.

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 funding appropriate research projects by post-graduate students with a view to improving Ergo's operating efficiencies and the evaluation of alternative process options. This partnership with Wits was renewed for a further five years and Ergo will contribute funding of R1.5 million per year.

In-house research capability

Ergo enhanced its research capabilities in 2019 and 2020. Additional metallurgical

resources were recruited, and a second research facility was constructed and equipped, also servicing the rapidly growing interest 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

Our aim is to establish an information technology platform capable of rapid and dynamic integration of ever-evolving technology tools, to adapt to a changing reality and to consider our position on automation both with regard to:

- Its potential impact on employment
- Our position on the nature of the interface or social relationship between people and automated technology

We must develop capacity and the skillset to execute and to integrate the logistical ability to move large volumes, turn environmental liabilities into profit, have adequate information, analysis and test work and ensure that management systems fit.

OPERATIONAL PERFORMANCE continued

These include optimising costs, productivity for industrial machinery at Ergo, creating more robust processes and systems for near real-time outputs based on integrated inputs to deliver on approved long-term plans. Refer to page 66 for the Digitally enabling our organisation section for more information on the various other projects currently underway.

ERGO OPERATIONS

Production

Gold production at Ergo decreased by 3% from 4 263kg to 4 156kg mainly as a result of a decrease in volume throughput by 4%. This was mainly due to persistent power interruptions and a decision to continue with difficult clean-up sites to reduce environmental liabilities.

The average yield increased by 1% from 0.186g/t to 0.188g/t. Reclamation of significant remnant sand dumps in legacy reclamation areas situated to the north of the Ergo plant continues 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 a further four to five years. 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. 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 Indicated Mineral Resource to a Mineral Reserve following ongoing work over the past few years from additional drilling, sampling and analyses which took place. The last regulatory requirements will be obtained for the final life design of the Brakpan/Withok TSF. This has led to an increase in the life of mine of Ergo to 19 years. Despite the Daggafontein TSF being classified to a Mineral Reserve, the TSF has been evaluated for its capacity to accept tailings and remains an option as an additional TSF if required.

Capital projects

Ergo's capital spend was R424.2 million. Capital expenditure included civil work, pumping and pipeline infrastructure for the development of Rooikraal TSF for mining towards the end of FY2023 and the upgrade of the 4A8 pump station. The Rooikraal TSF is situated to the east of the Ergo plant. Capital expenditure also included procuring slurry and water pipelines for the Marievale dumps. Lastly, we will commence with infrastructure upgrades for the first phase of the solar power project. The project is considered significant to the operations of Ergo in stabilising electricity feed to

prevent power dips, which adversely affect production and spills, which have adverse impacts on our environment. In addition, the project will lower the power supplied by the City of Ekurhuleni and Eskom, and lower electricity supply costs. The solar power project will also deliver into our strategy of using technology and information to enhance operational performance and to minimise the impact on the environment. For more information on the solar power project, refer to pages 63 and 64 of the Climate change and green energy section.

FWGR OPERATIONS

Production

Gold production at FWGR was 7% higher at 1 564kg despite a marginal decrease in volume throughput at 6.1Mt which is in line with the TSF capacity constraint. Better than budgeted yields were achieved from the Driefontein 5 reclamation site as it nears completion.

Tailings storage facility

The Driefontein 4 TSF 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. Delays in obtaining regulatory approval have affected the expected dates of the construction of the previously reported RTSF. Management is currently working to resolve this. During the current year, management considered alternative plans should the RTSF be delayed further, based on information at hand. The Sibanye-Stillwater Leeudoorn TSF was evaluated as a viable interim alternative to the RTSF, while regulatory approvals are obtained. Furthermore, the expansion of DP2 to 1.2Mt as an alternative to Central Processing Plant (CPP) is currently being considered.

Capital projects

FWGR' capital spend for FY2022 was R159.8 million. Capital was spent on final design work on the CPP, with the design work also being applicable to the potential expansion of DP2. Capital was also expended on the new 45m diameter thickeners to allow full closed circuit milling, which was commissioned in March 2022, and the commencement of construction of the Driefontein 3 reclamation site, which is expected to be commissioned in the last quarter of FY2023.

OUTLOOK

The first phase of the solar project is expected to be completed by the end of the 2023 financial year end. We are looking to complete the upgrade of the 4A8 pump station and continue with the clean-up of remnant sites. We are planning on commissioning two reclamation sites – Rooikraal TSF at Ergo and Driefontein 3 TSF at FWGR by the end of the last quarter of FY2023. A significant financial investment is required for these and other projects of R1.4 billion.

EMPLOYEE RELATIONS



Value distributed to employees – salaries, wages and other benefits

R650m

(2021: R598m)

With long-term sustainability, good corporate governance and the wellbeing of our staff in mind, we seek to embed a values-driven culture of safety, mutual respect, empowerment, resilience, diversity and the desire to succeed.

EMPLOYEE RELATIONS AT A GLANCE

943

employees

2 016

specialist providers

23%

women in mining

74%

HDPs

R14.7m

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

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 – assisting with wills and estate planning
- Vehicle and home loan advisory assistance
- Retirement planning
- Budgeting

Gender-based violence (GBV)

DRDGOLD's workforce comprises 23% women, and it is our duty and priority to ensure the physical and emotional safety of all women. GBV 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. In the prior year, we launched a GBV 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

EMPLOYEE RELATIONS continued

impacts of gender-based violence and the contribution everyone can make in 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 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 assist in applying for home loans.

To date, 25 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 Programme 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 R17.2 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 FY2022, 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. 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.

	2022	2021
Employee training spend (Rm)	14.7	12.0
Training days	3 355	3 470
Number of employee training sessions	1 022	736
Average employee training hours per day	6	6

EMPLOYEE ENGAGEMENT

We aim to promote communication among employees from the bottom up and provide an environment conducive to multi-disciplinary problem solving and decision making. There were no work stoppages due to disputes between DRDGOLD and its employees for FY2022.

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.

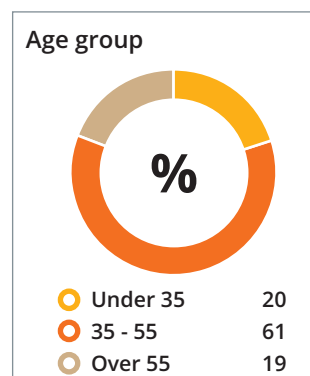
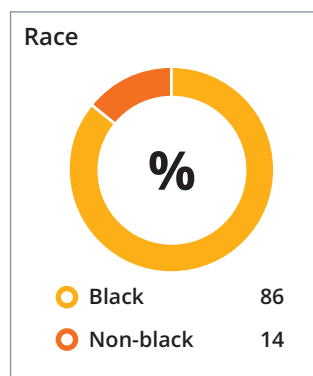
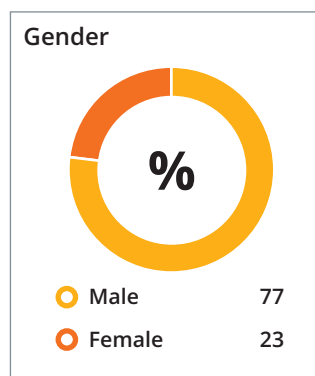


EMPLOYEE RELATIONS continued

DIVERSITY PROFILE OF TOTAL EMPLOYEES (EXCLUDING CONTRACTORS)

Employees	Number
Gender	
Male	726
Female	217
Total	943
Race	
Black ¹	808
Non-black	135
Total	943
Age group	
Under 35	186
35 - 55	579
Over 55	178
Total	943

¹ Includes African, Coloured and Indian employees



	2022	2021
Permanent employees	943	953
Specialist service providers	2 016	1 838
Number of new employees	54	47
Number of terminations	64	56
Employee turnover	% 8	6
Human rights incidents	-	-
Women in mining		
Women in management	% 21	21
Total women in mining	% 23	23
HDPs	% 74	72
Union affiliation (in the collective bargaining unit)		
NUM	% 60	57
AMCU	% 27	30
SOLIDARITY	% *	*
UASA	% 6	6
Non-union	% 7	7

20% of our employees do not fall within the collective bargaining unit

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

HDPs of total employees

	Male	Female	%
Board	6	3	44
Top management	2	-	50
Senior management	3	2	40
Middle management	38	14	54
Junior management	242	57	75

EMPLOYEE RELATIONS continued

Employee misconduct

Unfortunately, we had an incident of employee misconduct where a senior employee accepted a payment in exchange for providing a contract to a third party. The employee admitted to receiving money after video footage revealed the handover of a box containing money. A thorough investigation is still ongoing and corruption charges have been laid against the employee. DRDGOLD has a code of conduct in place for employees and various measures are in place to raise awareness to all employees and contractors. An anonymous whistle-blower hot line is also in place and is available to employees and contractors to report incidences.

REMUNERATION

DRDGOLD offers competitive remuneration packages and incentives to our employees. The national minimum wage has increased from R21.69 per hour to R23.19 per hour with effect from 1 March 2022 at a minimum wage of R23.19 an hour or R4 058 per month (dependent on hours worked). The single person living wage is between R5 582 and R9 648. The gross basic salary for entry level employees per month is R13 010 for Ergo and R12 443 for FWGR (Ergo: R12 159 and FWGR: R11 521).

We were very fortunate to have a stable industrial relations climate at both our operations amidst the political, economic and social challenges which continue to create threats and risks to our business. DRDGOLD has a decentralised bargaining model with each operation responsible for their own collective bargaining. All employees are given the freedom to join a union upon appointment and may change their affiliation at any stage. This is done by Human Resource Officers at inception of employment and will in future also be included in induction. A three-year wage agreement was reached with organised labour at FWGR in November 2021.

Subsequent to year end, a three-year wage agreement was reached for Ergo with effect from 1 July 2022 with the following terms:

- **Year 1 (01 July 2022 to 30 June 2023):**
 - Category 4 to 5: 9.5%
 - Category 6 to 9: 8%
 - Category 10 to 16: 6.5%
- **Year 2 and year 3 annual increase:**
 - Category 4 to 5: 9.5%
 - Category 6 to 9: 8%
 - Category 10 to 16: 6.5%

Should the average CPI rate provided by Statistics South Africa for years 2 and 3 be higher, this will constitute the increments that will be implemented.

Cost of labour relative to the gold mining industry

	DRDGOLD	Industry ¹
Labour as a percentage of operating cost (%)	18	46
Production per employee per annum (kg produced/total employees and contractors)	1.9	1.1
Average pay per employee (excluding contractors) per annum (R'000)	689	381

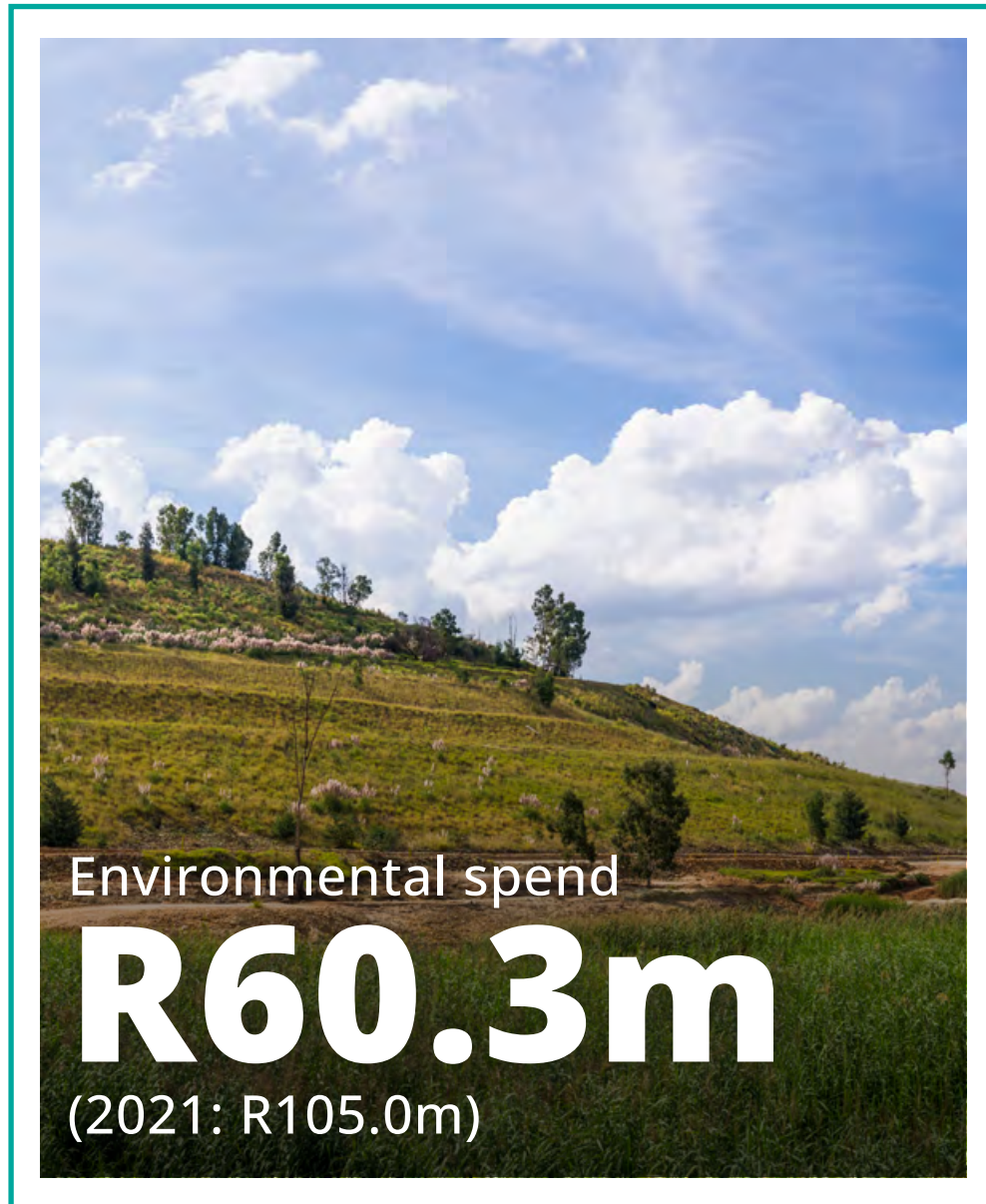
¹ Based on information from gold mining companies for the year ended 31 December 2021 and 30 June 2022

OUTLOOK

Our employees are our most valuable asset, and we strive to create a working environment where staff are free to live-out personal values based on respect and dignity. GBV has become a pandemic in our country, and it is a priority to create a safe working environment for our employees. As part of our initiatives to promote a workplace that is emotionally and physically safe, we are driving GBV campaigns in the first half of the 2023 financial year to eradicate gender violence through healthy behaviours and attitudes.



ENVIRONMENTAL VALUE-ADD



Our aim is to reverse the environmental legacy of mining and to play a role in the sustainable use of reclaimed land. We are process focussed and combine smart people with smart technology to deliver a process that is both predictable, reliable and efficient, and that limits the impact of our operations on communities and the environment.

ENVIRONMENTAL VALUE ADD AT A GLANCE

Solar power plant development has commenced	24ha ^{LA} of NNR land clearance certificates were received	2 642MI ^{LA} Potable water consumption	R60.3m spent on rehabilitation activities	58ha ^{LA} vegetated
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No fines of monetary value or directives for non-compliance with environmental laws and regulations were imposed on the Group in FY2022.

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 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.

DRDGOLD has spent more than
R365.7m
on various rehabilitation activities in the past 5 years

ENVIRONMENTAL VALUE-ADD continued

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 2022 is R517.7 million (gross financial provision: R815.1 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.

Environmental spend

	2022 Rm	2021 Rm
Tailings complex (vegetation, dust suppression and cladding, among others)		
Crown Complex	15.4	17.4
Brakpan/Withok	19.1	34.7
Daggafontein	3.6	8.6
Driefontein 4	5.3	5.5
Reclamation sites (vegetation and dust suppression, among others)		
Crown sites	6.7	13.8
Rehabilitation insurance expense	3.8	5.9
Historic spillage clean-ups	3.9	4.5
Ergo sites	0.5	7.0
FWGR sites	1.5	0.3
Demolition of plant and infrastructure	0.5	7.4
Total	60.3	105.0

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 R365.7 million on various rehabilitation activities (including controlling dust) in the five years preceding FY2022.

Concurrent vegetation is ongoing on active tailings facilities with 38ha (FY2021: 68.5ha) of side slope vegetation completed at the Brakpan/Withok TSF and 3ha vegetation undertaken at the Daggafontein TSF (FY2021: 20ha). Vegetation spend was lower than the previous years due to Daggafontein TSF side slope vegetation being completed in the first quarter of the year, and less cladding and vegetation due to challenges with increased rainfall which occurred in FY2022 compared to FY2021.

In FY2022, 17ha (FY2021: 19ha) were vegetated at the FWGR Driefontein 4 TSF. 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, 16ha were cleared and a cumulative of 1.5ha has been vegetated. In the coming financial year, FWGR will continue to vegetate the cleared land.

Preparation for the reclamation of the Driefontein 3 dump has begun and reclamation is expected to commence in the last quarter of FY2023.

We have received land clearance certificates for an area covering approximately 23.6ha from the NNR, releasing this valuable land within the City of Johannesburg for development. During the current year applications in respect of 16ha of land were lodged with the NNR for approval. A total of 70ha remains outstanding from previous years for approval by the NNR.

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.

ENVIRONMENTAL VALUE-ADD continued

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 once reclaimed, all water is delivered to the Brakpan/Withok TSF where it is decanted into return water dam facilities and reused in the process after treatment. 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 TSF – all of it is contained by way of return water dams, evaporation ponds and dust suppression systems 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 the affected stormwater run-off *in situ* and release the clean stormwater to the environment, all aimed at preventing the affected stormwater 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.

Return water is the first priority within our water management system. Now, just over 62% 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 11% 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 30MI

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 18% is from lakes and dams (consisting of 44% from Cinderella dam in Boksburg and 56% from Rosherville dam in City Deep) 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 9% of total water consumption over the past three years. Potable water consumed decreased by 11% to 2 460MI^{LA}. Total water used has increased by 2% to 26 387MI^{LA} at our Ergo operation.

ERGO

	2022		2021	
	MI	%	MI	%
Potable water sourced externally	2 460 ^{LA}	9	2 813 ^{LA}	11
Rondebult wastewater	27	*	46	*
Surface water extracted	4 691	18	4 210	17
Water recycled in process	16 302	62	17 233	66
TCTA water (AMD)	2 907	11	1 683	6
Total water used	26 387^{LA}	100	25 985^{LA}	100

^{LA}Limited assurance

FRESHWATER CONSUMPTION SOURCES

		2022	2021
Cinderella dam	MI	2 084	1 624
Rosherville dam	MI	2 607	2 586
Total surface water extracted	MI	4 691	4 210

FRESHWATER CONSUMPTION INTENSITY

		2022	2021
Gold production	kg	5 720	5 723
Surface water extracted	MI	4 691	4 210
Total surface water use per kg produced	MI/kg	1.2	1.4

ENVIRONMENTAL VALUE-ADD continued

At FWGR, we currently use all the water harvested from Driefontein 4 TSF (Dam 4). This amounts to approximately 54% of our process water requirements. The balance is made up from underground mine dewatering. Potable water consumption is 2% and limited to drinking, change houses and flocculant makeup for usage in the plant.

In the prior year, we made improvements to the return water pumping infrastructure with new pumps, a new pipeline, and new power supply to allow 100% of the water requirement to be pumped back to the plant thus ensuring that the return water dams will not overflow even in a one in 50-year storm 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.

FWGR

	2022		2021	
	MI	%	MI	%
Potable water sourced externally	182 ^{LA}	2	155 ^{LA}	2
Underground water extracted	3 233	44	2 681	38
Water recycled in the process	4 019	54	4 161	60
Total water used	7 434^{LA}	100	6 997^{LA}	100

^{LA}Limited assurance

TOTAL WATER USE

		2022	2021
Potable water sourced externally	MI	2 642 ^{LA}	2 968 ^{LA}
Total water used	MI	33 819 ^{LA}	32 982 ^{LA}
Percentage	%	8	9

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 they are not deemed to be significant.

^{LA}Limited assurance

WATER POLLUTION

Environmental stewardship is critical to both our operations, and we have taken preventative actions as well as remedial actions as previously mentioned in the Water and wastewater management section on page 84 to minimise water discharge to the environment. Any water discharge is contained either through paddocks on reclaimed sites, storm water run-off and water systems that pump rain or excess water into the system.

Another possible source of water discharge is attributed mainly to compromised or aging piping that may cause leaks. As one of our preventative actions to avoid water discharge through compromised pipelines, we have an external independent expert that continuously inspects and monitors our pipelines to identify any water leaks to minimise water seepages to the environment. Furthermore, we have a comprehensive pipeline maintenance plan in place for replacing any compromised pipelines and the maintenance crew ensures that any identified leaks are attended to as soon as possible as water is critical for reclamation on our sites.

In our Annual financial statements 2022, we have disclosed a contingent liability for environmental rehabilitation for the potential pollution impact on ground water through seepage. For more information on the contingent liability, please refer to the Annual financial statements 2022 on our website www.drdgold.com/investors/reports-and-results#ars2022



ENVIRONMENTAL VALUE-ADD continued

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 1 200mg/m²/day.

Dust exceedances per type of area

	ERGO	FWGR
Residential area	19	–
Non-residential area	4	5
Total dust exceedances	23	5

At Ergo, 1 204 dust samples were analysed for exceedance during the year (FY2021: 1 230), and 23 exceedances were detected (FY2021: 2). Some 210 dust samples were analysed for exceedances at FWGR (FY2021: 250) and five exceedances were detected (FY2021: 2). Inspections reveal that a mixture of dust caused by mine dumps as well as developments outside of

the Group's operations was detected, with most relating to developments outside the Group's operations. An external independent expert has been engaged to conduct an assessment of the dust exceedances detected in the current year to investigate the total number of exceedances caused by mining operations. Due to the increase in dust exceedances mitigation measures will be put in place to ensure clear reporting of exceedances caused by our mining operations from those relating to developments outside our operations. This will be reported on, in the Annual integrated report 2023.

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.

We will continue to monitor dust fall-out and aim to reduce the dust exceedances through our rehabilitation programmes and mitigation measures.

An amount of R21.6 million (FY2021: R11.4 million) was spent on dust monitoring and suppression.

ERGO

	2022	2021
Total sites monitored	1 204	1 230
Total dust exceedances	23 ^{LA}	2 ^{LA}
Percentage	% 1.91	0.20

^{LA}Limited assurance

FWGR

	2022	2021
Total sites monitored	210	250
Total dust exceedances	5 ^{LA}	2 ^{LA}
Percentage	% 2.38	0.80

^{LA}Limited assurance

TOTAL DUST EXCEEDANCES

	2022	2021
Total sites monitored	1 414	1 480
Total dust exceedances	28 ^{LA}	4 ^{LA}
Percentage	% 1.98	0.27

^{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 has slightly decreased from 381 707Mwh to 376 513Mwh and we will continue to employ various initiatives to further reduce our electrical consumption. The following have proven effective in this regard: sizing pumps for maximum efficiency, relining pipelines with HDPE liners to reduce friction, using variable speed drives, soft starts, and continuously monitoring consumption.

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.

Greenhouse Gas (GHG) Emissions

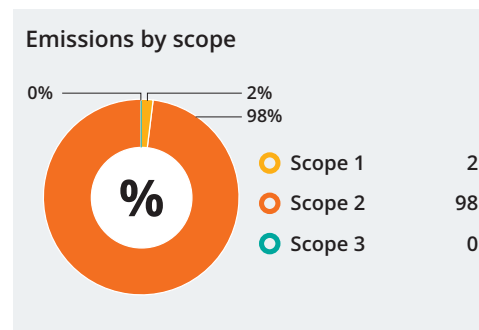
Our scope 1 carbon emissions relate mostly to consumption of diesel by machinery and equipment as well combustion of gas during our elutions process. Indirect emissions are a result of the use of Eskom power (Scope 2 carbon emissions). We base travel emissions (Scope 3 carbon emissions) on reported kilometres claimed by our employees during the financial year. In the next financial year, we will be relooking at the basis of reporting of our scope 3 carbon emissions, to be more relevant.

The pie chart indicates how dominant electricity use continues to be in our overall emission profile.

During the financial year, an external independent expert performed an assessment of our GHG emissions for the 2021 calendar year. The assessment was conducted on those GHG emissions that result from diesel use by onsite vehicles or stationary industrial equipment and natural gas consumed through two Sasol pipelines running onto the property at Ergo. The assessment was conducted in accordance with the following:

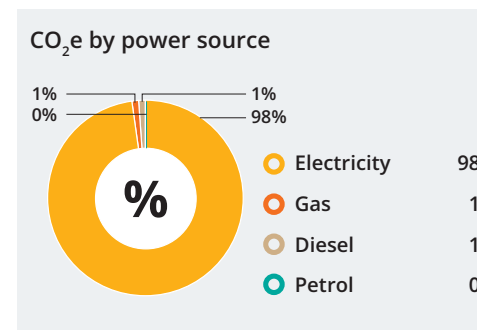
- The National GHG Emission Reporting Regulations (the regulations)
- The Technical Guidelines for Monitoring, Reporting and Verification of GHG Emissions by Industry (Technical Guidelines)

The Scope 1 GHG emissions for the 2021 calendar year was determined to be 5 655 tCO₂e which attracted a carbon tax of R217 760. FWGR is currently below capacity threshold and currently does not pay carbon tax.

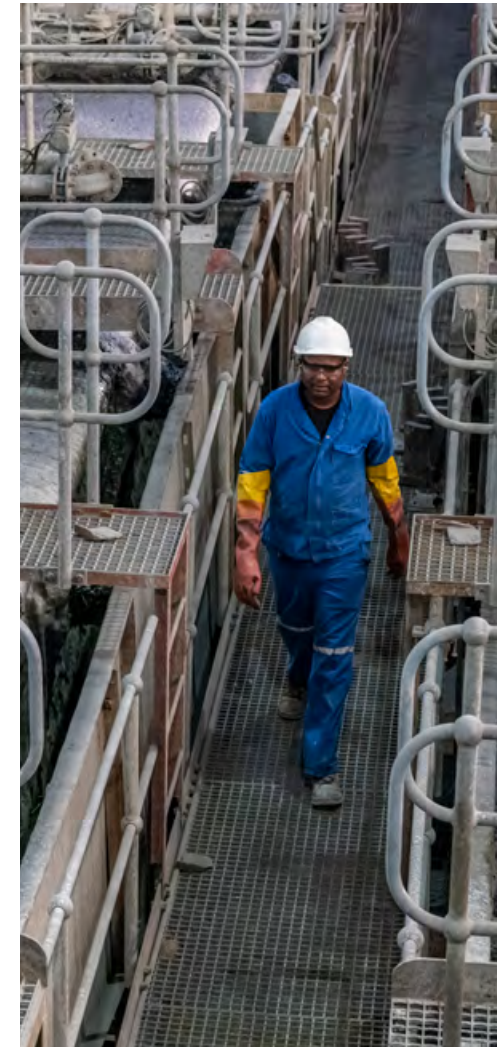


The first phase of the solar power plant project is currently under development and will comprise the construction of a 40MW solar farm on Ergo-owned land, equidistant between the Ergo plant and the Brakpan TSF, some 10km to the south-west, coupled with battery storage of 140MWh. It also includes the upgrading to 88kV of the current power line from Eskom to the Eskom substation at the Brakpan/Withok TSF. The plan is for the solar farm to deliver clean, green power into Ergo's total power needs on an ongoing basis from around April 2023 and we aim to shrink our carbon footprint by approximately 154 000 tonnes of CO₂e per annum. Cost savings, for so long as the sun shines, will also be an enormous advantage. Refer to page 63 for the Climate change and green energy section for more information.

Regarding FWGR, the current plan is to "plug" FWGR into the macro renewable energy plans of Sibanye-Stillwater given the 50.1% ownership of DRDGOLD by Sibanye-



Stillwater, and geographical proximity of FWGR to Sibanye-Stillwater's deep-level gold mining operations on the far west extremity of the Witwatersrand Basin.



ENVIRONMENTAL VALUE-ADD continued

ENERGY CONSUMPTION AND EMISSIONS

		2022		
		Ergo	FWGR	Total
Electricity consumption	MWh	324 504 ^{LA}	52 009 ^{LA}	376 513 ^{LA}
Diesel consumption	litres	757 034 ^{LA}	25 299 ^{LA}	782 333 ^{LA}
Natural gas consumption ¹	Gj	108 506 ^{LA}	– ^{LA}	108 506 ^{LA}
Total energy intensity ²	(Gj/tonne milled)	0.95	0.14	0.78
CO₂e emissions³				
Scope 1	tonnes CO ₂ e	8 038 ^{LA}	65 ^{LA}	8 103 ^{LA}
Scope 2	tonnes CO ₂ e	350 464 ^{LA}	56 170 ^{LA}	406 634 ^{LA}
Scope 3	tonnes CO ₂ e	91	6	97
Total	tonnes CO ₂ e	358 594^{LA}	56 241^{LA}	414 835^{LA}
Total CO ₂ e per gold kilogram produced ⁴	tonnes CO ₂ e/ gold kg	86.3	36.0	72.5
Nitrogen oxides (NOx) emissions	tonnes	1 412	220	1 632
Sulphur oxides (SOx) emissions	tonnes	2 716	435	3 151
Volatile organic compound emissions	tonnes	4	–	4
Carbon monoxide emissions	tonnes	11	–	11
Particulate emissions	tonnes	124	19	143

		2021		
		Ergo	FWGR	Total
Electricity consumption	MWh	326 285 ^{LA}	55 422 ^{LA}	381 707 ^{LA}
Diesel consumption	litres	776 513 ^{LA}	24 286 ^{LA}	800 799 ^{LA}
Natural gas consumption ¹	Gj	96 189 ^{LA}	– ^{LA}	96 189 ^{LA}
Total energy intensity ²	(Gj/tonne milled)	0.94	0.14	0.77
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 CO₂e	353 331^{LA}	58 814^{LA}	412 145^{LA}
Total CO ₂ e per gold kilogram produced ⁴	tonnes CO ₂ e/ gold kg	82.9	40.3	72.0
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

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

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

² Total energy intensity per tonne milled based on electricity, diesel and natural gas consumption reported.

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 other emissions (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).

⁴ CO₂e per unit of physical output based on gold production for FY2022 for Ergo, FWGR and Group of 4 156kg, 1 564kg and 5 720kg respectively. For FY2021 for Ergo, FWGR and Group of 4 263kg, 1 460kg and 5 723 kg respectively.

^{LA} Limited assurance

ENVIRONMENTAL VALUE-ADD continued

“20MW Solar PV plant in the pipeline with 60MW solar power generating capacity to shrink carbon-footprint with approximately 154 000 tons of CO₂ per annum. Cost savings, for so long as the sun shines, will also be an enormous advantage.”



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.

Primary reagents (tonnes)

	ERGO	FWGR	Total 2022	ERGO	FWGR	Total 2021
Cyanide consumption *	5 614 ^{LA}	1 210 ^{LA}	6 824 ^{LA}	5 361 ^{LA}	1 438 ^{LA}	6 799 ^{LA}
Steel (grinding)	3 496	1 297	4 793	4 207	1 360	5 567
Hydrochloric acid ¹	3 209	-	3 209	3 139	-	3 139
Caustic soda	1 980	18	1 998	2 028	1	2 029
Lime	55 236	19 373	74 609	58 922	20 269	79 191
Carbon	666	283	949	715	213	928

*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 FY2021 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

OUTLOOK

Our priority for the next year is to successfully complete the solar power project. A significant financial capital investment is also needed to enable us to do this, as we build on our goal to be a green miner, producing green metals, generating green energy to drive green economies.

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 6.04Moz. Our Mineral Resources are inclusive of our Mineral Reserves.

7.35Moz

Ergo Mineral Resources of which 3.58Moz are Mineral Reserves

2.46Moz

FWGR Mineral Resources of which 2.46Moz are Mineral Reserves

GROUP OVERVIEW OF MINERAL RESOURCES AND MINERAL RESERVES

The statement of Mineral Resources and Mineral Reserves as at 30 June 2022 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 2021 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 83 of this report as well as the ESG factsheet 2022, published on our website <https://www.drdgold.com/investors/reports-and-results#ars2022>.

DRDGOLD's Mineral Resources and Mineral Reserves are reported in accordance with the South African Code for Reporting of Exploration Results, 2016 (SAMREC Code), 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 of the new requirement of Subpart 1300 of Regulation S-K of the US Securities Act (Regulation S-K 1300), which has superseded Industry Guide 7. The new regulations require Technical Report Summaries (TRS) to be prepared and filed for material properties. These TRS can be accessed via EDGAR, and are also available on our website <https://www.drdgold.com/investors/reports-and-results#ars2022>.

DRDGOLD Limited owns 100% of Ergo Mining Proprietary Limited and Far West Gold Recoveries Proprietary Limited. The Mineral Resources and Mineral Reserves are 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 27.

GEOLOGICAL SETTING, MINERALISATION AND DEPOSIT TYPE

DRDGOLD's surface deposits are by-products or residue of the processing

MINERAL RESOURCES AND MINERAL RESERVES continued

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 known 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 and related infrastructure is included in Our business model section on page 28, in the What we do sub-section on page 28 as well as in the Operational performance section on page 77. Maps of DRDGOLD's operations can be found on pages 37 and 38.

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 (Sibanye Gold), a subsidiary of Sibanye-Stillwater Limited (Sibanye-Stillwater), 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.

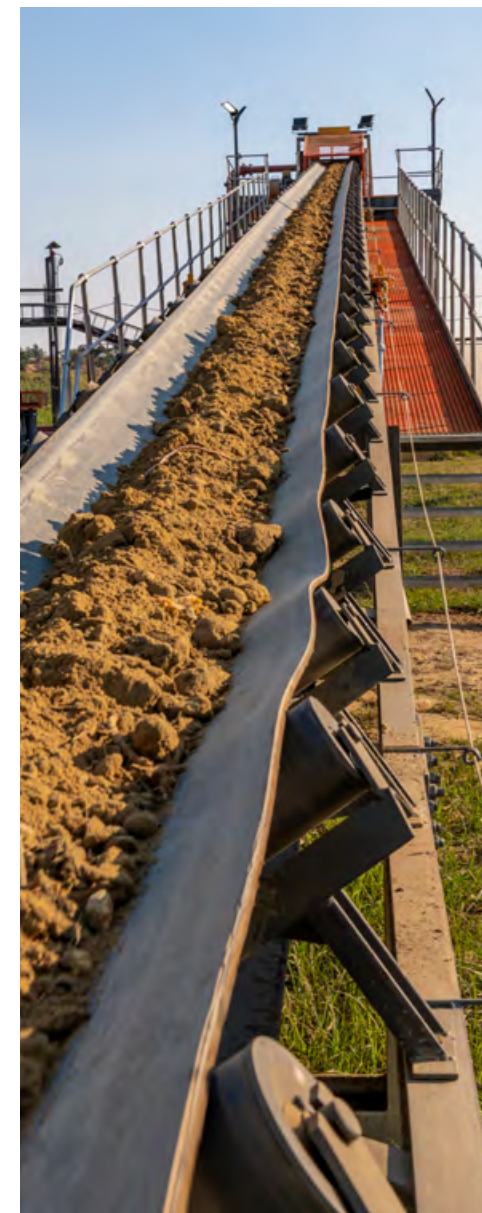
Impediments on rights to mine Grootvlei Complex

Ergo has a mining right over Grootvlei 6L14 dump via mining right GP158. The Company has submitted a renewal application of its prospecting rights over Grootvlei dumps 6L16, 6L17 and 6L17A to the DMRE. During the 2022 financial year, an external party

raised a conflicting claim of common law ownership of TSFs 6L16, 6L17 and 6L17A. Although the claim was merely on common law ownership and no attempt has been made to set aside the prospecting rights over the TSFs, the Grootvlei TSFs have been excluded from Mineral Reserves and the life of mine, and included in Mineral Resources.

Marievale TSFs

Ergo acquired the Marievale TSFs 7L5, 7L6 and 7L7 – in terms of a written notarial executed deed of sale during 2019 and took possession of the TSFs on 8 April 2019. It has since also obtained the requisite National Environmental Management Act, 1998 regulatory approvals to retreat the said TSFs. During the 2022 financial year, the owner of the land on which 7L5, 7L6 and 7L7 are situated – an estimated 36 524 tonnes out of the total 54 114 tonnes comprising the Marievale cluster – notified Ergo that in its view, the said TSFs had acceded to the land, and that it had become the owner of the TSFs. Ergo disputes the claim of legal title and the matter is to be referred to arbitration. All ownership requirements were met when the TSFs were purchased by Ergo and therefore the TSFs are still included in the Mineral Reserves. Whilst Ergo has received confident legal advice of the merits of its claim, in the event that the arbitration goes against Ergo, its Mineral Reserves will reduce by 0.35Moz (35.52Mt @ 0.29g/t). In as much as it then enters into a commercial arrangement with the land-owner, the financial benefit of this portion of the Marievale cluster will be reduced by whatever benefit is agreed to in favour of the land-owner.



MINERAL RESOURCES AND MINERAL RESERVES continued

Ergo has submitted a renewal application to the DMRE for the prospecting rights it holds over the 7L4 TSF. The entity that holds common law ownership rights over the land on which the TSF is situated as well as the TSF itself, has agreed to relinquish ownership in favour of Ergo provided that Ergo undertakes to make a notional amount payment, suitably remove the TSF and rehabilitate the land.

A draft contract setting out the terms of such agreement is awaiting final signature.

Refer to the Environmental value-add section on pages 83 to 90 in this report for details on environmental management and the financial performance and CFO review section on pages 17 to 22 for the funding thereof.

Mineral Resources reconciliation

	Tonnes Mt	Grade Au g/t	Au ounces Moz
Mineral Resources at 30 June 2021	1 114.36	0.28	10.12
Depletion of Mineral Resources – Ergo	(20.48)	0.33	(0.22)
Survey adjustments	(2.94)	0.20	(0.01)
Depletion of Mineral Resources – FWGR	(5.77)	0.45	(0.08)
Mineral Resources at 30 June 2022	1 085.15	0.28	9.81

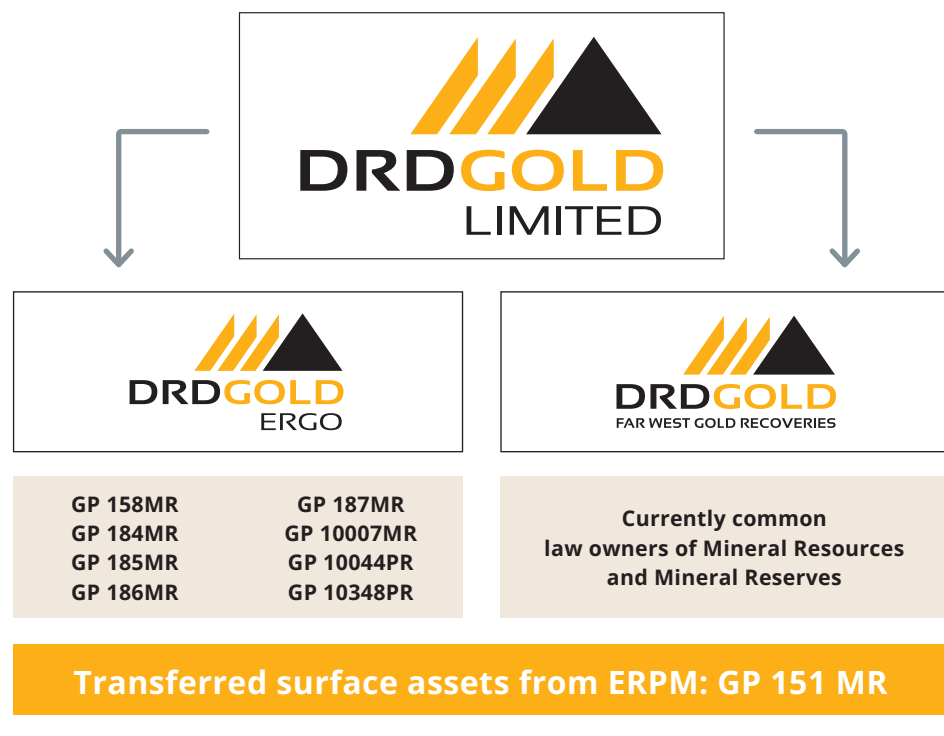
The figures contained in the table are rounded, which may result in minor computational discrepancies which are not deemed to be significant. Depletion is based on block model surveys.

Mineral Reserves reconciliation

	Tonnes Mt	Grade Au g/t	Au ounces Moz
Mineral Reserves at 30 June 2021	518.10	0.32	5.35
Depletion of Mineral Reserves – Ergo	(20.48)	0.33	(0.22)
Survey adjustments	(2.94)	0.20	(0.01)
Addition of Daggafontein TSF	192.79	0.24	1.49
Addition of various dumps	6.72	0.24	0.06
Exclusion of Grootvlei Dumps – 6L16, 6L17 and 6L17A	(66.04)	0.26	(0.55)
Depletion of Mineral Reserves – FWGR	(5.77)	0.45	(0.08)
Mineral Reserves at 30 June 2022	622.37	0.30	6.04

The figures contained in the table are rounded, which may result in minor computational discrepancies which are not deemed to be significant. Depletion is based on block model surveys.

DRDGOLD GROUP STRUCTURE AND ASSOCIATE LICENCES



MINERAL RESOURCES AND MINERAL RESERVES continued

GROUP SUMMARY

Ergo upgraded its Mineral Reserves and Mineral Resources. This led to the classification of Daggafontein TSF to a Mineral Reserve. Despite the Daggafontein TSF being classified to a Mineral Reserve, the TSF has been evaluated for its capacity to accept tailings and remains an option as an additional TSF if required. The upgrade also led to a number of dumps being classified from Probable Mineral Reserve to a Proven Mineral Reserve, notably the Rooikraal TSF, 0.47Moz (56.76Mt @ 0.26g/t).

Daggafontein TSF is the only Probable Mineral Reserve for Ergo. No Measured Mineral Resources were downgraded to a Probable Mineral Reserve.

DRDGOLD's Mineral Reserves increased by 13% from 5.35Moz (518.10Mt @ 0.321g/t) in FY2021 to 6.04Moz (622.37Mt @ 0.30gt) mainly as a result of the inclusion of the Daggafontein TSF as a Mineral Reserve in FY2022. This is despite Grootvlei being excluded from the LoM plan and being classified from a Mineral Reserve to a Mineral Resource due to land claims. Refer to page 92 for more information. The current Mineral Reserves reflect an operating life of 19 years for Ergo and 20 years for FWGR.

DRDGOLD's Mineral Resources decreased by 3% to 9.81Moz (1 085.15Mt @ 0.29g/t), in comparison to 10.12Moz (1 114.36Mt @ 0.283g/t) in FY2021 mainly due to depletion.

DRILLING PROGRAMME

DRDGOLD began a drilling programme in September 2016, aimed at re-evaluating its surface gold tailings. There was no significant work performed on the drilling programme 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).

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 experienced geologists from the RVN Group. A comprehensive Quality Assurance and Quality Control programme was implemented. On various 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 page 95 for more information). Bulk density measurements were undertaken using a Troxler densitometer.

Phase I and Phase II drilling allowed for the conclusion for sufficient work in 2022 to classify Daggafontein TSF from an Inferred Mineral Resource to an Indicated Mineral Resource of 1.49Moz (192Mt @ 0.24g/t). The entire Indicated Mineral Resource was converted to a Probable Mineral Reserve after a pre-feasibility study was completed. A total of 0.2Moz (21.3Mt @ 0.24g/t) remains classified as an Inferred Mineral Resource due to the presence of surface water.

Ergo's mining method is to mine the entire dump, as to mine only a portion of dump will lead to adverse environmental impacts. The SEC regulation SK 1300 does not permit inferred resources to be included in the life of mine. The SAMREC Code however does permit this, if justifiable.

The Daggafontein dump is only scheduled to be mined from 2031, by which time the water is expected to have dried off. The Inferred Mineral Resource amount is 4.9% of the total tonnages through the life of mine and therefore deemed not material.

EVALUATION METHODOLOGY

Different methodologies are used for the 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).



MINERAL RESOURCES AND MINERAL RESERVES continued

No selective mining is the result of four 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
- 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 a study is undertaken to determine whether reasonable prospects for eventual economic extraction exist.

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 the base of the dams at greater depths. 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 by experienced geologists. Contaminants such as rock, soil, ash or any other foreign material are also captured in log sheets. Samples are packaged and sent to two analytical laboratories:

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

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 sizes of between 0.5Mt and 214Mt.

Different estimation techniques are applied to best suit the TSF. Mineral Resources are reported as *in situ*.

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 adjustments 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 and slime 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	41	100	90.86	0.24
FWGR	54	100	85.23	0.15



MINERAL RESOURCES AND MINERAL RESERVES continued

The exclusion of purchased sand or slime 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.

FWGR reclaims footwall material where deemed economically viable. This practice could imply the application of an appropriate modifying factor in the derivation of Mineral Reserves when not part of the Mineral Resource estimate. Suitable records are being kept to assess the materiality of this practice on the Mineral Reserve estimate and if material may be included in future Mineral Reserve estimates.

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.

Mineral Reserves are reported as material delivered to the processing plants.

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

-  Worsening security conditions
-  Limited tailings capacity
-  Eskom electricity supply and high prices
-  Threat to social and operating licenses
-  Complexities of legal/regulatory compliance
-  Capital projects progress
-  Extreme weather
-  Water cost and availability

The detailed description of these risks and mitigating actions are included in the Risks and opportunities section on pages 48 to 54.

Furthermore, there is a risk that a sustained decline in the Rand denominated gold price could adversely affect the estimation of Mineral Reserves. Refer to Our operating environment section on page 57 for discussions on the fluctuations in the Rand gold price.

Refer to the CFO's review on pages 17 to 22 for production figures and the Environmental value-add section for the environmental management disclosure on page 83.

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 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 FY2022.

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 last independently updated by Sound Mining Solution Proprietary Limited (Sound Mining) in FY2021 as part of the definitive feasibility study 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 16 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. He is a director of The RVN Group Proprietary Limited.

The designated Competent Person, in terms of the SAMREC Code, responsible for the compilation and reporting of Ergo's Mineral Reserves is Professor Steven Rupprecht (BSc (Mining Engineering); PhD (Mechanical Engineering)). Professor Rupprecht is an associate Principal Mining Engineer at The RVN Group Proprietary Limited and is a registered fellow at The South African Institute of Mining and Metallurgy (FSAIMM Reg. no. 701013) located at the Minerals Council South Africa, Rosebank Towers, 19 Biermann Avenue, Rosebank, Johannesburg, South Africa. Professor Rupprecht has 35 years' experience in gold Mineral Reserve estimation in southern Africa.

MINERAL RESOURCES AND MINERAL RESERVES continued

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 16 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, Rosebank Towers, 19 Biermann Avenue, Rosebank, 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, Rosebank Towers, 19 Biermann Avenue, Rosebank, Johannesburg, South Africa.

DRDGOLD has written confirmation from the Competent Persons that the information disclosed in 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.

Exploration

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

- R1 million spent on assessing Leeudoorn as a viable deposition facility alternative, as we wait for regulatory approvals on the build of the RTSF
- Exploration activities ongoing in FY2022 on the Brakpan/Withok TSF final life design – R4.6 million was spent in this regard

There were no Inferred Mineral Resources included in feasibility studies.

Competent Persons	Title	Address	Qualifications	Years' experience
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)	16
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	35
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	16
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

DECLARATION

The gold price used for determination of Mineral Resources and Mineral Reserves under the SAMREC Code is R914 294/kg (US\$1 823/oz and R15.60/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 and legal impediments on mineral rights have been disclosed on page 92. 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 92 of this report.

MINERAL RESOURCES AND MINERAL RESERVES continued

MINERAL RESOURCES AS AT 30 JUNE 2022

	MEASURED				INDICATED			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo	266.25	0.309	82.24	2.64	568.21	0.250	141.40	4.55
FWGR	229.37	0.333	76.39	2.46	-	-	-	-
Total Mineral Resources as at 30 June 2022	495.62	0.320	158.63	5.10	568.21	0.250	141.40	4.55
Total Mineral Resources as at 30 June 2021	518.09	0.321	166.46	5.35	574.95	0.250	143.70	4.61

	INFERRED				TOTAL			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo	21.32	0.240	5.12	0.16	855.78	0.267	228.76	7.35
FWGR	-	-	-	-	229.37	0.333	76.39	2.46
Total Mineral Resources as at 30 June 2022	21.32	0.240	5.12	0.16	1 085.15	0.281	305.15	9.81
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

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.



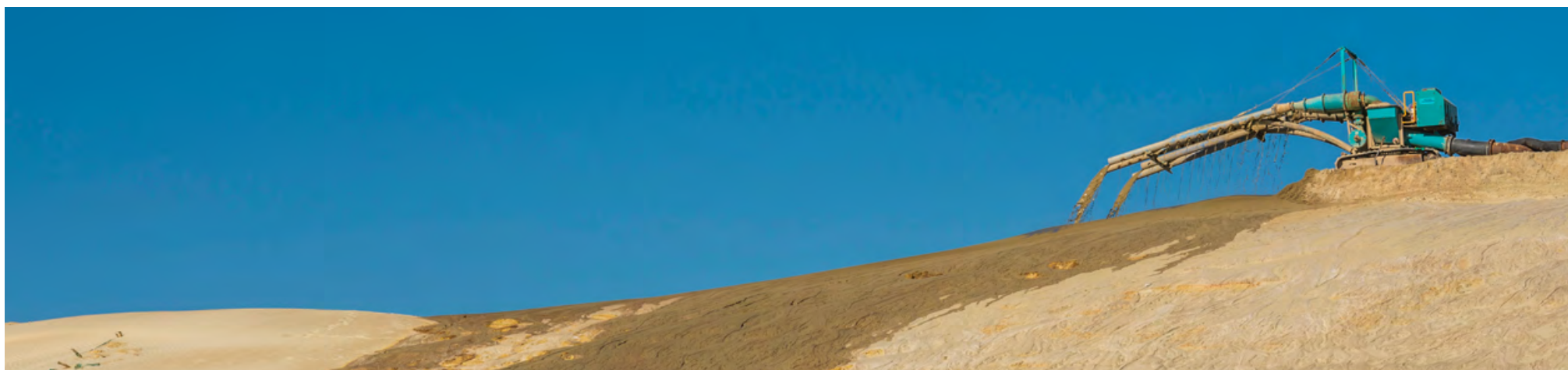
MINERAL RESOURCES AND MINERAL RESERVES continued

MINERAL RESOURCES AS AT 30 JUNE 2021

	MEASURED				INDICATED			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo	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	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	1135.16	0.284	322.87	10.39

Mineral Resources reported include Mineral Reserves.



MINERAL RESOURCES AND MINERAL RESERVES continued

MINERAL RESERVES AS AT 30 JUNE 2022

	PROVED Delivered to plant			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo	200.21	0.325	65.02	2.09
FWGR	216.49	0.334	72.15	2.32
Total Mineral Reserves as at 30 June 2022	416.70	0.341	137.17	4.41
Total Mineral Reserves as at 30 June 2021	251.63	0.333	83.60	2.68

	PROBABLE Delivered to plant			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo	192.79	0.240	46.27	1.49
FWGR	12.88	0.330	4.24	0.14
Total Mineral Reserves as at 30 June 2022	205.67	0.250	50.51	1.63
Total Mineral Reserves as at 30 June 2021	266.47	0.311	82.85	2.67

	TOTAL MINERAL RESERVES Delivered to plant			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo	393.00	0.283	111.29	3.58
FWGR	229.37	0.333	76.39	2.46
Total Mineral Reserves as at 30 June 2022	622.37	0.302	187.68	6.04
Total Mineral Reserves as at 30 June 2021	518.10	0.321	166.45	5.35

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

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.

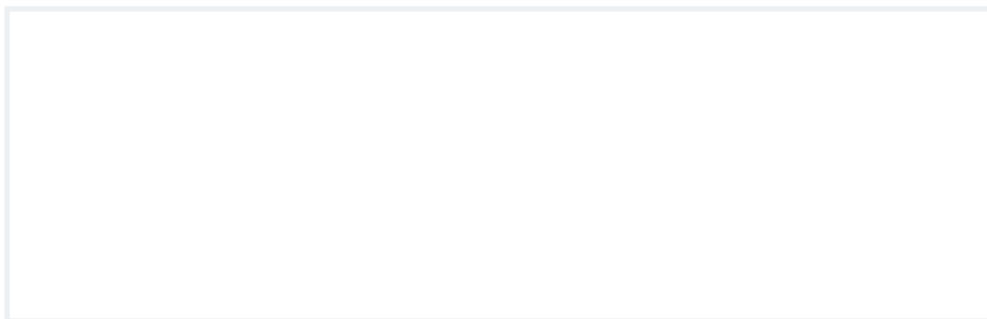


IN THIS SECTION

- 102** Directors and management
- 104** Corporate governance
- 118** Remuneration report

DIRECTORS AND MANAGEMENT

EXECUTIVE DIRECTORS



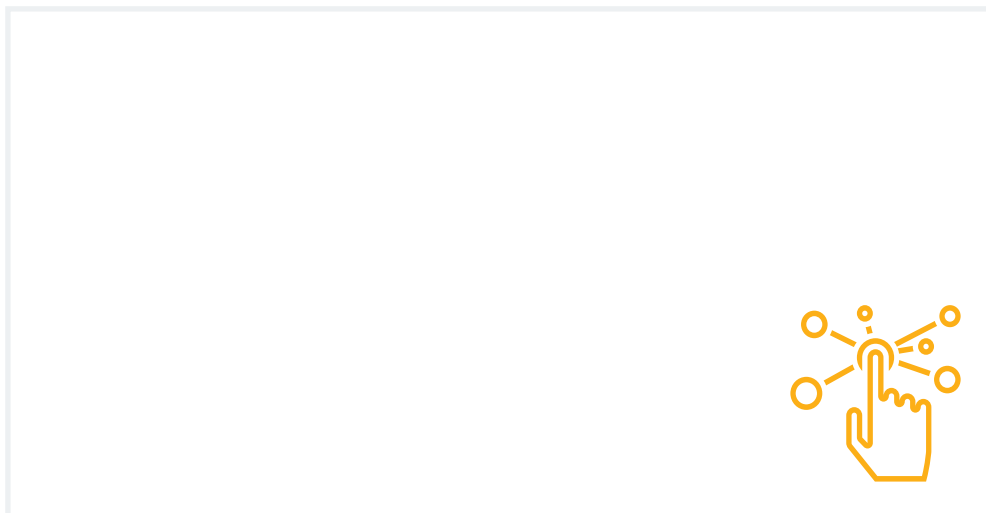
1

Niël Pretorius (55)
BProc, LLB, LLM
Chief Executive Officer
 • Member: Risk Committee

2

Riaan Davel (46)
BCom (Hons), MCom, CA (SA)
Chief Financial Officer
 • Member: Social and Ethics Committee

NON-EXECUTIVE DIRECTORS



1

Tim Cumming (64)
BSc (Hons) (Civil Engineering), MA (Philosophy, Politics and Economics)
Non-Executive Chairman
 • Chairman: Board (appointed 1 December 2021)
 • Chairman: Nominations Committee
 • Member: Risk Committee, Remuneration Committee

2

Edmund Jeneker (60)
Chartered Director (SA), B Hons, IEDP, M.Inst.D., SAIPA
Lead Independent Non-Executive Director
 • Chairman: Social and Ethics Committee
 • Member: Remuneration Committee and Nominations Committee

3

Toko Mnyango (57)
Dip Juris, BJuris
Independent Non-Executive Director
 • Member: Social and Ethics Committee, Nominations Committee and Remuneration Committee

4

Johan Holtzhausen (76)
BSc (Geology and Chemistry), BCompt (Hons), CA(SA)
Independent Non-Executive Director
 • Chairman: Audit Committee
 • Member: Remuneration Committee and Nominations Committee

5

Jean Nel (50)
BAcc (Hons), CA (SA), CFA (AIMR)
Independent Non-Executive Director
 • Chairman: Remuneration Committee
 • Member: Audit Committee and Risk Committee

6

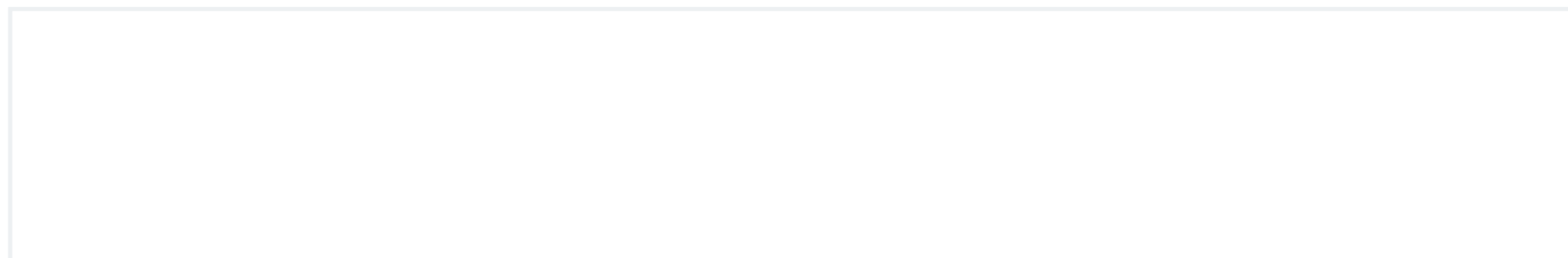
Prudence Lebina (41)
BCom. Higher Diploma (Accounting), Certificate in Business Leadership, CA (SA)
Independent Non-Executive Director
 • Chairperson: Risk Committee
 • Member: Audit Committee and Nominations Committee

7

Charmel Flemming (39)
BAcc (Hons) CA (SA)
Independent Non-Executive Director
 • Member: Audit Committee, Risk Committee and Social and Ethics Committee

DIRECTORS AND MANAGEMENT continued

MANAGEMENT



1

Thulo Mogotsi Moletsane (54)
BA, LLB
*CHAIRMAN AND NON-EXECUTIVE
DIRECTOR: ERGO MINING OPERATIONS
PROPRIETARY LIMITED*

2

Jaco Schoeman (48)
**National Diploma (Analytical
Chemistry), BTech (Analytical
Chemistry)**
CHIEF OPERATING OFFICER

3

Shalin Naidoo (45)
BTech, MBA
*CHIEF INFORMATION AND TECHNOLOGY
OFFICER*

4

Henry Gouws (53)
**National Higher Diploma (Extraction
Metallurgy), MDP**
*MANAGING DIRECTOR: ERGO MINING
PROPRIETARY LIMITED*

5

Mark Burrell (60)
BCom (Accounting), MDP
*FINANCIAL DIRECTOR: ERGO MINING
PROPRIETARY LIMITED*

6

Kevin Kruger (54)
**BscEng (Mechanical Engineering),
MDP, PMD, Government Certificate of
Competency (Mines)**
*MANAGING DIRECTOR: FAR WEST GOLD
RECOVERIES PROPRIETARY LIMITED*

7

Henriette Hooijer (42)
BCom (Hons), CA(SA)
*FINANCIAL DIRECTOR: FAR WEST GOLD
RECOVERIES PROPRIETARY LIMITED*

8

Elise Beukes (45)
BProc
COMPANY SECRETARY

CORPORATE GOVERNANCE

Important elements of our culture include loyalty, shared responsibility, information sharing, transparency and avoiding conflicts of interest. Practices and procedures are designed to ensure the integrity of decision-making while remaining both nimble and robust. Governance, as a distinct theme or value-proposition, is approached as both a platform and an all-encompassing umbrella for execution and reporting – a system for decision making, controls and risk management. The Board plays an active role in providing guidance and strategic insight, over and above the oversight role it performs.

These cannot be implemented successfully without the Board and management's commitment to effective and ethical leadership.

We have identified the following as a schematic way of looking at governance:



Endorsement of values which drive our system, as our source of energy



The axis around which everything turns – sustainable development-based integrated thinking which in turn drives the main gear comprising of our capital, our skills and our system



These drive an integrated set of gears comprising our key strategic thrusts, shaped to deliver an overlapping and integrated suite of financial, environmental and social value



Foundational is the commitment by our Board and management 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'.

We pursue the "spirit of the law" by making sure we are fully familiar with the letter and purport of the law.

Key focus areas are:

- Increased alignment with the conscripts of Empowering Sustainable Decisions, World Gold Council Responsible Mining Principles and the UN Sustainable Development Goals
- Accurate, reliable, complete and fairly presented financial and non-financial reporting in accordance with International Financial Reporting Standards (IFRS) and its Integrated Reporting Framework
- Compliance with our JSE and NYSE listing requirements and reporting standards
- Safe and responsible tailings management

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 conducting our business
- Promoting a corporate culture that is open
- Socially and environmentally responsible behaviour



CORPORATE GOVERNANCE continued

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. In the current financial year, we did not receive any tip-offs of any instances of possible unethical behaviour via the hotline. However, an instance of employee misconduct by a senior employee was reported and corruption charges have been laid against the employee. For more information on the misconduct, please refer to page 82 of the Employee relations section.

Fines and incidences of corruption

An anti-corruption policy is in place and communicated to employees on a regular basis. In the prior year, we engaged an external consultant to present a refresher training on the Foreign Corrupt Practices Act (FCPA), which is enforced by the SEC and the Department of Justice. Annually, we engage an external consultant to present our annual ethics refresher training to encourage our employees to continue acting in good faith, with utmost honesty and integrity.

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 FY2022.

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

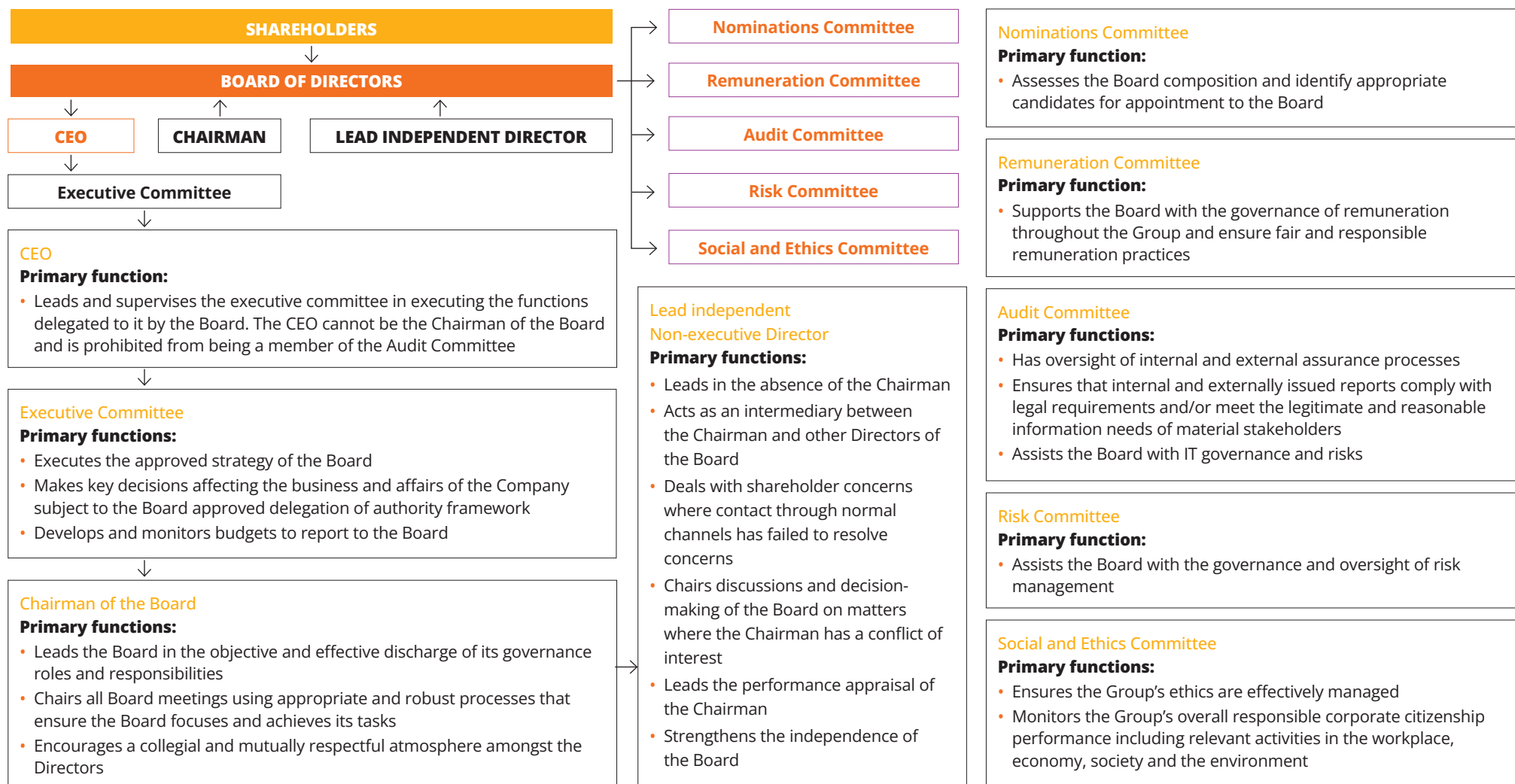


Governance of remuneration throughout the Company, to ensure fair and responsible remuneration practices



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

Tim Cumming, a Non-executive Director of the Company was appointed as Chairman of the Board of Directors and the Nominations Committee with effect from 1 December 2021, replacing Geoff Campbell who resigned as Director and Chairman of the Board with effect from 1 December 2021.

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

The Board constituted an Investment Committee who had their first meeting on 6 October 2022 to consider prospective projects, acquisitions and disposals in line with DRDGOLD's strategy and to ensure that adequate due diligence procedures are followed. The Investment Committee also conducts other investment-related

functions as delegated to it by the Board from time to time, as governance oversight increases as the DRDGOLD Group continues to grow. Members of this committee include Jean Nel (Chairman), Johan Holzhausen, Prudence Lebina, Edmund Jeneker and Tim Cumming. The CEO, CFO and COO are invitees.

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 Broad-Based Black Economic Empowerment Act 53 of 2003 (B-BBEE 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 B-BBEE Act. On this basis, DRDGOLD's percentage delivers 44% 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

COMPLIMENTARY EXPERTISE OF BOARD MEMBERS

The Board is satisfied that it possesses the appropriate mix of knowledge, skills, experience, diversity and independence to enable it to execute its responsibilities toward the Group.



CORPORATE GOVERNANCE continued

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 six independent Non-executive Directors and one 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. Edmund Jeneker has been a member of the Board since 2007. The former Non-executive Chairman of the Board, Geoff Campbell, who was categorised as independent, had been on the Board since 2002 and fulfilled the role of Chairman from

2006 to November 2021. 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.

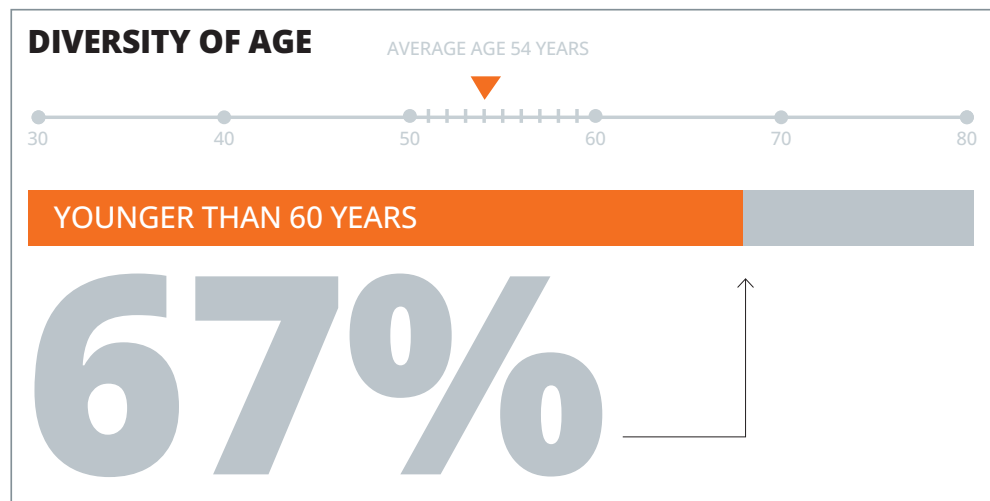
The Board is comfortable that the current composition of the Board and the Board committees contributes to effective collaboration as well as a balanced distribution of power so that no individual has the ability to dominate decision making and no undue reliance is placed on any individual. Declarations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



CORPORATE GOVERNANCE continued



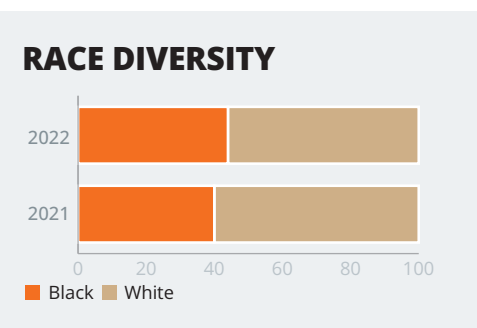
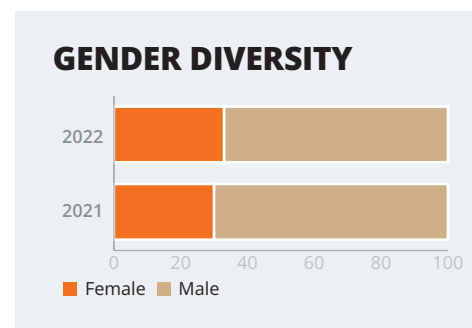
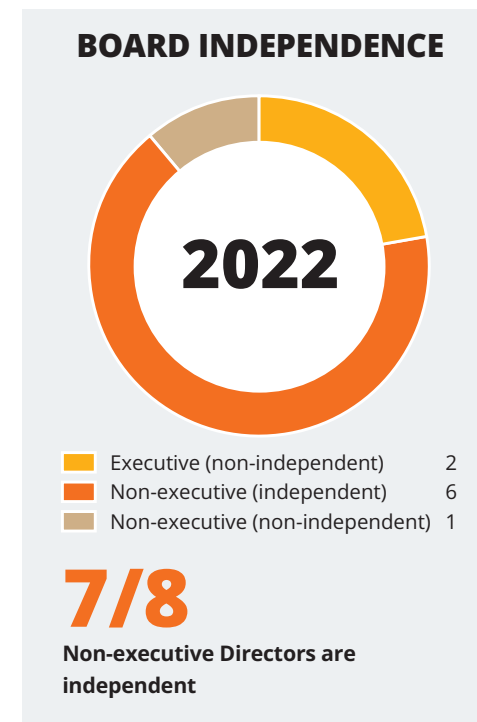
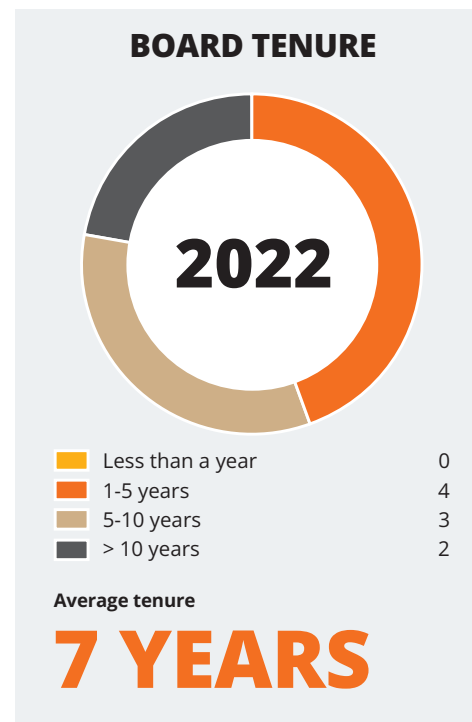
Attendance by Directors at Board meetings held during FY2022

Director	Designation	19 Aug 2021	21 Oct 2021	10 Feb 2022	5 May 2022
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	✓	✓	✓	✓


* GC Campbell resigned as independent Non-executive Director and Chairman effective 1 December 2021.

** TJ Cumming was appointed Non-executive Chairman effective 1 December 2021.

✓ 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  https://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 is operating in conformity with its MOI.
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, final design of the Brakpan/Withok TSF at Ergo and the solar project Approved the FY2022 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

Key performance indicators	Action points
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 Listings 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

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 2022 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 2022, the Company appointed an independent facilitator to evaluate the performance of the Board and Company Secretary, Elise Beukes. 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 it is satisfied with the competence, qualifications and experience of the Company Secretary.



CORPORATE GOVERNANCE continued

DETAILED COMMITTEE REPORTS

Audit Committee

Chairperson: 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 Company to allow the Company to effectively prepare and report on the financial statements of the Company.

Key activities:

- Meet with the external auditors, internal auditors and the CFO each quarter
- 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.

Pursuant to the requirements of the Mandatory Audit Firm Rotation issued by the Independent Regulatory Board for Auditors, a process began to appoint new external auditors for the DRDGOLD Limited Group. The process included identifying new auditors for the assurance of sustainability KPIs which has been carried out by KPMG South Africa Proprietary

Limited. The process was overseen by the Audit Committee. The Audit Committee recommended the appointment of BDO South Africa Incorporated (BDO) and designated partner, Jacques Barradas to the Board at its meeting held on 19 October 2022. The Board passed a resolution to recommend the appointment of BDO and designated partner, Jacques Barradas (who is accredited to perform audits of JSE-listed clients and accelerated filers for SEC purposes) for shareholder approval by presenting and including a resolution to be passed at the AGM taking place on 29 November 2022, pursuant to section 61(8) of the Companies Act.

The Audit Committee and the Board obtained sufficient information from BDO to perform an assessment of suitability of the appointment of BDO and is satisfied that BDO and Jacques Barradas are independent of DRDGOLD, and the Group is satisfied that

they will be able to deliver a quality audit.

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.

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.



CORPORATE GOVERNANCE continued

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 (AFS)

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 2022 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 2023. 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.

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 and 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



CORPORATE GOVERNANCE continued

- 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 MOI, 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.

Remuneration Committee

Chairperson: JJ Nel

Other members: TJ Cumming, TVBN Mnyango, JA Holtzhausen and EA Jeneker

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 committee members for their services as Non-executive 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 CEO and/or the CFO 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

CORPORATE GOVERNANCE continued

- 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

Chairperson: TJ Cumming

Other members: JA Holtzhausen, EA Jeneker, TVBN Mnyango and KP Lebina

Purpose of the Nominations Committee:

To assist the Board to ensure that it 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, CEO 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.

Social and Ethics Committee

Chairperson: EA Jeneker

Other members: AJ Davel, TVBN Mnyango and CD Flemming

Purpose of the Social and Ethics

Committee: 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

CORPORATE GOVERNANCE continued

- Records of sponsorship, donations and charity
- 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

Repositioning of the Social and Ethics Committee

During the financial year, the Chairman presented at the Social and Ethics Committee meeting about the new requirement to have competent or appropriately qualified members to oversee sustainability related issues, ESG and climate change, including the composition of the Social and Ethics Committee.

The Board is satisfied that the Chairman of the Social and Ethics Committee has sufficient expertise and experience to oversee sustainability related issues as he is a qualified ESG Competent Director and Climate Change Competent Director. In addition to this, the Board resolved that the other two non-executive directors also have the sufficient skills and expertise to serve as Board members of this committee and also serve on other Company Board committees. Regular updates and best practices are shared as and when they become available.

Furthermore, as the whole aspect of ESG and climate change in relation to sustainability reporting is an evolving process, our aim in the upcoming financial year is to have a structured approach to sustainability-related issues on our meeting agenda and management reports to ensure that we are incorporating all the themes and requirements.

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 FY2022

Director	18 August 2021	20 October 2021	9 February 2022	4 May 2022
JA Holtzhausen	✓	✓	✓	-
KP Lebina	✓	✓	✓	✓
JJ Nel	✓	✓	✓	✓
CD Flemming	✓	✓	✓	✓

Risk Committee:

Attendance by members at the Risk Committee meetings held during FY2022

Director	18 August 2021	20 October 2021	9 February 2022	4 May 2022
KP Lebina	✓	✓	✓	✓
JJ Nel	✓	✓	✓	✓
CD Flemming	✓	✓	✓	✓
TJ Cumming	✓	✓	✓	✓
DJ Pretorius	✓	✓	✓	✓

CORPORATE GOVERNANCE continued

Remuneration Committee:

Attendance by members at the Remuneration Committee meetings held during FY2022

Director	18 August 2021	20 October 2021	9 February 2022	4 May 2022
TJ Cumming	✓	✓	✓	✓
TVBN Mnyango	✓	✓	✓	✓
EA Jeneker	✓	✓	✓	✓
JJ Nel	✓	✓	✓	✓
JA Holtzhausen	✓	✓	✓	-
TJ Cumming	✓	✓	✓	✓

Nominations Committee:

Attendance by members at the Nominations Committee meetings held during FY2022

Director	18 August 2021	9 February 2022	4 May 2022
TVBN Mnyango ¹	-	✓	✓
GC Campbell ²	✓	-	-
EA Jeneker	✓	✓	✓
KP Lebina	✓	✓	✓
TJ Cumming ³	✓	✓	✓
JA Holtzhausen	✓	✓	-

¹ TVBN Mnyango joined as a member of the nominations committee with effect from 20 August 2021.

² GC Campbell stepped down as member and chair of the nominations committee with effect from 30 November 2021.

³ TJ Cumming replaced GC Campbell as chair of the nominations committee with effect from 1 December 2021.

Social and Ethics Committee:

Attendance by members at the Social and Ethics Committee meetings held during FY2022

Director	18 August 2021	20 October 2021	9 February 2022	4 May 2022
EA Jeneker	✓	✓	✓	✓
TVBN Mnyango	✓	✓	✓	✓
CD Flemming	✓	✓	✓	✓
Aj Davel	✓	✓	✓	✓



REMUNERATION REPORT

REMUNERATION COMMITTEE CHAIRMAN'S LETTER

“Good corporate governance is one of the cornerstones of any good business.”



It is with pleasure that I present DRDGOLD's annual remuneration report for FY2022 on behalf of the Remuneration Committee and the Board of Directors.

This report contains two sections. Part A focuses on remuneration governance and policy while Part B focuses on the remuneration of Executive Directors, Prescribed Officers, Senior management, and fees paid to Non-executive Directors.

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 in the year under review.

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

During the year under review:

- The Remuneration Policy and Implementation Report were tabled for non-binding advisory votes and the Directors' fees were tabled as a special resolution at the Annual General Meeting

(AGM) held on 30 November 2021 and approved. The results were as follows:

- Endorsement of the Remuneration Policy: Votes in favour – 98.76%
- Endorsement of the Implementation Report: Votes in favour – 99.02%
- Approval of Non-executive Directors' remuneration: Votes in favour – 94.45%
- The Remuneration Committee resolved to benchmark all three components guaranteed remuneration, short-term incentives (STI) and long-term incentives (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 October 2021. Of specific interest to the Remuneration Committee was how environmental, social and governance 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.

The Remuneration Committee notes increased recommendations of the disclosure of pay parity ratios to enhance transparency and assess the fairness of our remuneration policy and its ability to address inequalities, particularly on gender and race. We engaged the services of Deloitte to assist us in compiling the pay parity ratios in terms of the newly issued JSE Sustainability Disclosure Guide. Results will be tabled and considered at the upcoming Remuneration Committee meetings. We will endeavour to disclose these in the FY2023 Annual Integrated Report.

In the next financial year, the Remuneration Committee will also focus on reviewing the current short-term and long-term incentive schemes, with the assistance of independent consultants, Bowmans. More detail will be disclosed in our report in FY2023.

Lastly, I would like to confirm that your Remuneration Committee acknowledges the value that is added to the business through the application of fair remuneration strategies and remains absolutely committed to upholding good corporate governance and remuneration best practice, in line with the guidelines provided by the King Committee on Corporate Governance.

Jean Nel
Remuneration Committee Chairman
28 October 2022

GOOD GOVERNANCE

REMUNERATION REPORT continued

PART A – REMUNERATION GOVERNANCE AND POLICY

Remuneration governance

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 2022 with attendance as follows:

Committee members	Meetings attended
JJ Nel (Chairman)	4/4
TVBN Mnyango	4/4
EA Jeneke	4/4
JA Holtzhausen	3/4
TJ Cumming	4/4

REMUNERATION POLICY

Our remuneration policy is aligned with our 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 our 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 rewards, 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. DRDGOLD makes use of the Deloitte Remuneration channel to perform all benchmarking.

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 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 the 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 production modifier and individual performance moderator tables in this section



REMUNERATION REPORT continued

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 FY2022 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	-
103 to < 107	+5
≥ 107	+10

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	-

- 10% on a discretionary basis
- Each participant's "% of STI Pool" will be determined, taking inter alia the following factors into account:
 - A. All-inclusive package of the individual for the financial year
 - B. Market-related STI data applicable to the category
 - C. 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 Exco after recommendations from line management. The Remuneration Committee will approve any allocations from the 10% discretionary pool to Exco members.

Individual allocations under the 90% formulaic allocation are capped as follows:

- Category 18 "Paterson DL" – 50% and category C5 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 Exco's and ultimately the Remuneration Committee's approval.



REMUNERATION REPORT continued

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
- 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. No bonus shares have been issued to settle the STI in the current or prior year.

Deferred bonus shares will vest/be released to the executive directors as follows:

- 50% after 9 months
- 50% after 18 months
- The following provisions apply to the deferred bonus shares:
 - A. 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

- B. 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 (LTI) scheme. LTIs 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.

On 2 December 2019, a revised LTI scheme was implemented and approved by shareholders. 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 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
- 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 will be adjusted based upon individual performance as follows:

Individual rating	% of target value awarded
< 2.75	-
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, 50% of which vested on 2 December 2021. 1 979 860 was awarded to all qualifying employees on 22 October 2020 and 3 508 232 was awarded to all qualifying employees on 19 October 2021.

An allocation of 4 922 751 conditional shares was awarded to all qualifying employees on 19 October 2022.



REMUNERATION REPORT continued

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 2022. These have the same vesting conditions explained here 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	–
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
- 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 STI and LTI 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 subject to shareholder approval. The committee is in the process of reviewing the current STI and LTI schemes and more detail will be disclosed in our next report in FY2023.

STI payments are made after DRDGOLD's provisional results have been signed off by the external auditors.

JSE SUSTAINABILITY DISCLOSURE GUIDE

The JSE released its sustainability disclosure guidelines in June 2022. The guidelines recommend the following pay equality disclosures as part of social disclosure metrics:

- Ratio of CEO's total annual remuneration to the median, lower quartile and upper quartile of the total annual remuneration of all employees (excluding the CEO)
- Ratio of the average annual remuneration of the top 10% of the organisation's top earners, and the average annual remuneration for the bottom 10% of the lowest earners in the organisation
- Ratio of the total annual remuneration of women to men, and by race group, for each employee category, be "significant locations of operation" (as defined by the organisation)

DRDGOLD has engaged Deloitte to assist with the computation of these ratios in line with the JSE Sustainability Disclosure Guide and best practice guidance for consideration by the Remuneration Committee and disclosure in FY2023.

REMUNERATION CONSULTANTS

The Remuneration Committee engages independent consultants to assist in fulfilling its remuneration mandates.

REMUNERATION REPORT continued

During the FY2022, the committee engaged PwC to perform a benchmarking exercise on the remuneration of all jobs graded “Category 18” and above “Paterson DL”, on the remuneration of Non-executive Directors and 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 STI or LTI 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
- Reimbursed for travel expenses on official business where necessary, as well as other direct business-related expenses
- Fees are reviewed annually
- PwC compiled a benchmarking analysis report against an appropriate comparator group of companies consisting of JSE-listed companies on fees paid to non-executive directors. This report was presented to the Remuneration Committee on 18 August 2021. The last increase proposed and approved was at the AGM on 30 November 2021

Key considerations in determining these fees are as follows:

- 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
- 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

- Mr Geoffrey Campbell retired on 1 December 2021 as an independent Non-executive Director and Chairman of the Board at the AGM and has been replaced by Mr Tim Cumming
- There is a graduation of fee levels from chair to LID to general Board member, therefore the increase is considered reasonable
- The practice of having double fees for chairs of committees has been discontinued. There is one fee for the chair and another fee for a member of each committee – this is considered normal practice
- 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
- 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
- Each Non-executive Director will serve on three committees – this results in the Non-executive Directors earning relatively the same total as before

The following changes to the fee structure were approved at the AGM on 30 November 2021:

Non-executive Directors’ fees for FY2022:

Non-executive Director’s role	Annual retainer Rand fee
Chairperson of the Board ¹	1 500 000
Lead independent director ¹	850 000
Board member	430 000
Audit Committee Chairperson ²	180 000
Other Committees’ Chairperson ^{2,3}	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 payable in out of the ordinary circumstances.

¹ *The Fee per annum for the Chairman of the Board and the LID are all-inclusive fees i.e., they will not receive committee membership fees.*

² *The per annum fee for chairperson of a committee is inclusive of both as a chairperson of the committee and as a member of the committee.*

³ *The per annum fee for the chairperson of all committees except the Audit Committee.*

REMUNERATION REPORT continued

An increase of 5% will be proposed for 2023 for approval at the upcoming AGM on 29 November 2022.

Non-executive Directors' fees during FY2021:

Non-executive Director's role	Annual retainer Rand fee 2021
Chairperson of the Board	1 457 944
Lead independent director	672 274
Board member	647 975
Audit Committee and Risk Committee Chairperson	32 399
Other Committees' Chairperson	24 299
Audit Committee and Risk Committee member	32 399
Remuneration Committee member	24 299
Nominations Committee and Social and Ethics Committee member	24 299
Ad hoc work rates	Rand fee 2021
Daily fee	24 299
Hourly rate	3 240
Half-day fee for participating by telephone in special Board meetings	12 150

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 and the JSE Listings Requirements. 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, and implementation report, were tabled for non-binding advisory votes and the Non-executive Directors fees were tabled as a special resolution at the AGM held on 30 November 2021. Results were as follows:

- Endorsement of the remuneration policy: Votes in favour – 98.76%
- Endorsement of the implementation report: Votes in favour – 99.02%
- Approval of Non-executive Directors' remuneration: Votes in favour – 94.45%

PART B: IMPLEMENTATION REPORT OF REMUNERATION POLICY FOR FY2022

Total guaranteed pay outcomes

Executive Directors and Prescribed Officers

	Movement ¹ %	2022 R'000	2021 R'000
CEO	5	7 272	6 927
CFO	15	4 494	3 892
Operations director	15	4 494	3 892
Company Secretary ²	5	1 389	1 323

¹ Percentage movement is impacted by rounding to the nearest R'000.

² Amount restated from R1 260 000 in the prior year published report to R1 323 000 as disclosed above.

Pursuant to a benchmarking exercise performed with the assistance of Deloitte, the CFO and Operations Director received salary adjustments in FY2022.

Average salary increases

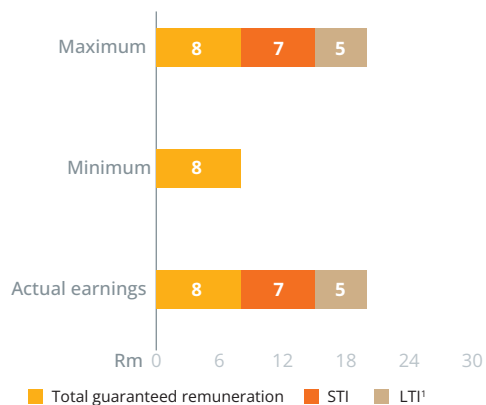
	2022 %	2021 %
CEO (July each year)	5.0	5.0
CFO and COO (July each year)	15.0	5.0
Company Secretary (July each year)	5.0	5.0
Senior management (January each year)	5.0	5.0
Unionised and non-unionised (July each year) – Ergo		
Category 4-5	7.0	7.0
Category 6-9	6.0	6.0
Category 10-16	5.5	5.5
Unionised and non-unionised (July each year) – FWGR		
Category 4-8	8.0	7.7
Category 5-16	6.0	5.5
Consumer Price Index ¹	5.5	3.3

¹ Annual average consumer price index for financial year 2022 and 2021 respectively.

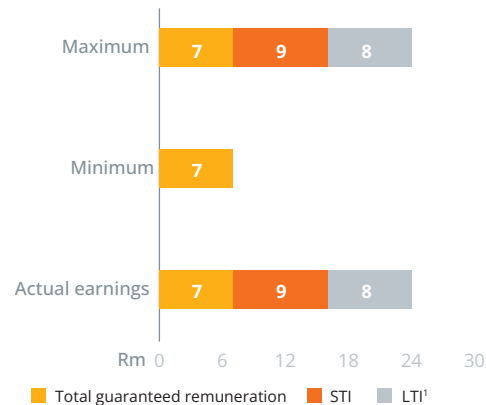
REMUNERATION REPORT continued

Description of total single figure remuneration by executive director

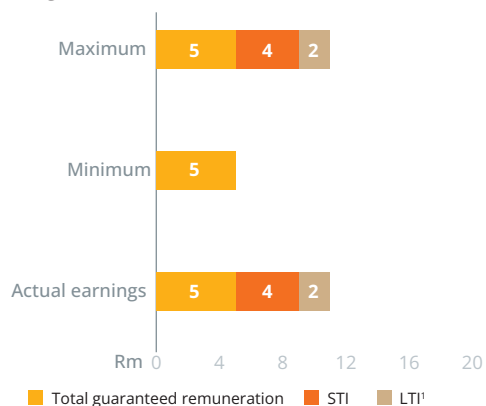
CEO remuneration based on total single figure remuneration 2022



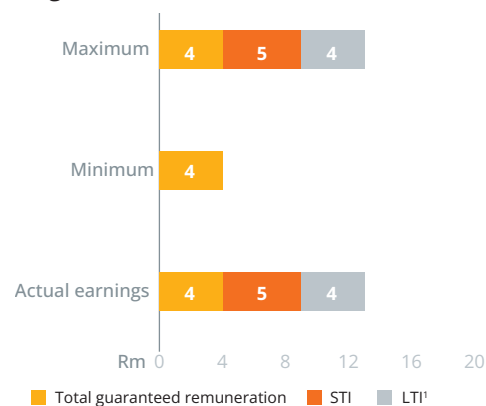
CEO remuneration based on total single figure remuneration 2021



CFO remuneration based on total single figure remuneration 2022



CFO remuneration based on total single figure remuneration 2021



¹ In FY2021, cash-settled LTI was included, reflecting fair value of R24.80 per share. In FY2022, equity settled LTI vesting 2 December 2022 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	2022					2021				
	Remuneration earned during the period but not yet settled					Remuneration earned during the period but not yet settled				
	Total guaranteed remuneration ¹	STI related to this cycle	Discretionary STI related to this cycle	Unvested equity settled LTI ²	Total single figure remuneration	Total guaranteed remuneration	STI related to this cycle	Discretionary STI related to this cycle	Unvested equity settled LTI ³	Total single figure remuneration
Executive Directors										
DJ Pretorius	7 647	7 273	-	5 069	19 989	7 253	6 927	1 732	7 763	23 675
AJ Davel	4 708	4 460	-	2 453	11 621	4 089	3 891	973	3 757	12 710
Prescribed Officers										
WJ Schoeman	4 464	4 460	-	2 453	11 377	3 877	3 891	973	3 757	12 498
E Beukes	1 432	1 274	-	362	3 068	1 357	1 292	-	554	3 203
	18 251	17 467	-	10 337	46 055	16 576	16 001	3 678	15 831	52 086
Non-executive Directors										
GC Campbell ⁴	659	-	-	-	659	1 545	-	-	-	1 545
EA Jeneke	884	-	-	-	884	794	-	-	-	794
JA Holtzhausen	808	-	-	-	808	712	-	-	-	712
TVBN Mnyango	772	-	-	-	772	724	-	-	-	724
JJ Nel	844	-	-	-	844	756	-	-	-	756
KP Lebina	817	-	-	-	817	769	-	-	-	769
TJ Cumming	1 267	-	-	-	1 267	681	-	-	-	681
CD Flemming	778	-	-	-	778	674	-	-	-	674
	6 829	-	-	-	6 829	6 655	-	-	-	6 655
Grand total	25 080	17 467	-	10 337	52 884	23 231	16 001	3 678	15 831	58 741

¹ Includes contributions made by the Company to the Sanlam Group Life plan and medical contributions.

² For FY2022, unvested equity settled LTI refers to the 2 December 2019 awards expected to vest on 2 December 2022. This is reflected at fair value of R9.48 per share.

³ For FY2021, unvested equity settled LTI refers to the 2 December 2019 awards which vested on 2 December 2021. This is reflected at fair value of R14.52 per share.

⁴ Resigned from the Board effective 1 December 2021.

REMUNERATION REPORT continued

Total cash equivalent received reconciliation

Name	2022								2021							
	Total single figure remuneration	Remuneration earned during the period but not yet settled		STIs related to previous cycle paid during the period	Equity Long-term Incentives settled during the period		Total cash equivalent received reconciliation		Total single figure remuneration	Remuneration earned during the period but not yet settled		STIs related to previous cycle paid during the period	Long-term Incentives paid during the period			Total cash equivalent received reconciliation
		STIs earned during the period but not yet paid	Unvested equity settled LTI		Grant date fair value @ R4.55	Market movement since grant date				Vesting fair value @ R14.02	STIs earned during the period but not yet paid		Unvested equity settled LTI	Grant date fair value @ R2.26	Market movement since grant date	
Executive Directors																
DJ Pretorius	19 989	(7 273)	(5 069)	8 659	2 433	5 063	7 495	23 802	23 675	(8 725)	(7 763)	4 948	2 625	19 002	21 627	33 762
AJ Davel	11 621	(4 460)	(2 453)	4 864	1 177	2 451	3 628	13 200	12 710	(4 864)	(3 757)	2 780	1 475	10 675	12 150	19 019
Prescribed Officers																
WJ Schoeman	11 377	(4 460)	(2 453)	4 864	1 177	2 451	3 628	12 956	12 498	(4 864)	(3 757)	2 780	1 475	1 977	12 150	18 807
E Beukes	3 067	(1 274)	(362)	1 292	173	362	535	3 258	3 203	(1 292)	(554)	698	-	-	-	2 055
	46 054	(17 467)	(10 337)	19 679	4 960	10 327	15 287	53 216	52 086	(19 745)	(15 831)	11 206	5 575	31 654	45 927	73 643
Non-executive Directors																
GC Campbell	659	-	-	-	-	-	-	659	1 545	-	-	-	-	-	-	1 545
EA Jeneker	884	-	-	-	-	-	-	884	794	-	-	-	-	-	-	794
JA Holtzhausen	808	-	-	-	-	-	-	808	712	-	-	-	-	-	-	712
TVBN Mnyango	772	-	-	-	-	-	-	772	724	-	-	-	-	-	-	724
JJ Nel	844	-	-	-	-	-	-	844	756	-	-	-	-	-	-	756
KP Lebina	817	-	-	-	-	-	-	817	769	-	-	-	-	-	-	769
TJ Cumming	1 267	-	-	-	-	-	-	1 267	681	-	-	-	-	-	-	681
CD Flemming	778	-	-	-	-	-	-	778	674	-	-	-	-	-	-	674
	6 829	-	-	-	-	-	-	6 829	6 655	-	-	-	-	-	-	6 655
Grand total	52 955	(17 467)	(10 337)	19 679	4 960	10 327	15 287	60 045	58 741	(19 745)	(15 831)	11 206	5 575	31 654	45 927	80 298

REMUNERATION REPORT continued

DRDGOLD new equity settled share scheme

Name	2022						
	Opening balance	Granted number	Vested number settled	Fair value of vested awards settled (R'000) ¹	Closing balance	Fair value at grant date (R'000) ²	Fair value of unvested awards as at 30 June 2022 (R'000) ²
Executive Directors							
DJ Pretorius	1 401 818	549 986	(534 661)	7 496	1 417 143	11 139	8 064
AJ Davel	678 441	292 796	(258 761)	3 628	712 476	5 600	4 054
	2 080 259	842 782	(793 422)	11 124	2 129 619	16 739	12 118
Prescribed Officers							
WJ Schoeman	678 441	292 796	(258 761)	3 628	712 476	5 600	4 054
E Beukes	100 106	39 275	(38 181)	535	101 200	795	576
	778 547	332 071	(296 942)	4 163	813 676	6 395	4 630
Total	2 858 806	1 174 853	(1 090 364)	15 287	2 943 295	23 134	16 748

¹ Conditional shares vested on 2 December 2021. The average fair value of the conditional shares settled was R14.02 each.

² The average fair value per share at grant date is R7.86. The average fair value per share at 30 June 2022 is R5.69 per share. Fair value as at year end was determined using the Monte Carlo model, based on share price of R9.88 at 30 June 2022, risk-free rate of between 5.5% and 7.4%, dividend yield of between 4.0% and 9.6%, and volatility of between 42.3% and 60.6%.

Name	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

¹ The 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 was determined using the 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 of between 3.93% and 6.34%, and volatility of between 64.95% and 71.15%.

REMUNERATION REPORT continued

DRDGOLD phantom share scheme

Directors/Prescribed Officers	2021						
	Opening balance	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 Officers							
WJ Schoeman	652 516	-	(652 516)	12 150	18.32	-	-
Total	2 466 536	-	(2 466 536)	45 927	-	-	-



REMUNERATION REPORT continued

The performance of the CEO and CFO was measured as follows:

SHORT-TERM GOALS

Key performance indicator	Description	FY2022	FY2021
Net free cash flow	Free cash inflow of R871.6 million compared to free cash inflow of R1 126.8 million	Achieved	Achieved
Production	Gold production was marginally lower at 5 720kg compared to 5 723kg of gold produced in FY2021	Achieved	Achieved
Costs	Cash operating costs increased 11% from R540 338/kg to R600 875/kg All-in sustaining costs per kilogram increased 15% from R626 247/kg to R721 684/kg	Achieved	Achieved
Share price	Underperformed the index of gold stocks in FY2022, outperformed in FY2021	Not Achieved	Achieved
Internal controls over financial reporting	No material non-compliance	Achieved	Achieved
Safety	No fatalities in FY2022 and FY2021	Achieved	Achieved

LONG-TERM GOALS

Key performance indicator	Description	FY2022	FY2021
Resource optimisation	Addition of Ergo's Daggafontein TSF as a Mineral Reserve and extension of the LoM	Achieved	Achieved
Growth and strategic development	Internal growth at Ergo to extend the LoM and opportunity identified for surface PGMs	Achieved	Achieved
Sustainability	Stable consumption of potable water at 9%	Achieved	Achieved
Environmental practice	Dust emissions increased to 2% of all samples taken through continuous vegetation and dust suppression (0.52% in FY2021). Investigations currently ongoing on how many exceedances relate to mine operations and how many relate to third party developments	Not achieved	Achieved
Social value	Poverty alleviation: BBL Programme reached over 8 000 participants Youth education: more than 662 learners at eight schools participating in mathematics, science and accountancy programmes	Achieved	Achieved

REMUNERATION REPORT continued

STI SCHEME

During the current year, the cash pool was modified for health and safety standards (-2%) and for production (5%). 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. On 1 July 2022, Mr DJ Pretorius entered into a new agreement of employment for a period of three years and thereafter it continues indefinitely until terminated by either party on not less than three months' written notice.

Mr AJ Davel entered into a new employment agreement effective from 1 July 2022 for a period of three years and thereafter it continues indefinitely until terminated by either party on not less than three months' prior written notice.

It has been the practice that Non-executive Directors have had fixed-term service contracts but going forward these will be adjusted such that the duration of their engagements as directors is aligned with the director rotation retirement requirements in terms of the Company's MOI and their re-election by shareholders at the relevant AGM. The directors had no conflicting interests during the year under review and up to the date of issue of the AFS.



OTHER INFORMATION

DRDGOLD seeks to mine our minerals resources profitably and sustainably while adding social and economic value.



IN THIS SECTION

- 134** Reporting in line with GRI Standards
- 142** Independent assurance practitioner's report
- 145** Glossary of terms and abbreviations
- 148** Administration and contact details

REPORTING IN LINE WITH GRI STANDARDS

DRDGOLD has reported in accordance with the GRI Standards and their Mining and Metals (MM) Sector Supplement in this Annual Integrated Report 2022.

KPMG has provided limited assurance (LA) on selected sustainability information as per the Independent assurance statement on pages 142 to 144.

GRI standard	Disclosure number	Disclosure title	Section	Page
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Organisational profile	102-1	Name of the organisation	About this report	8
	102-2	Activities, brands, products, and services	Overview	7
			About DRDGOLD	25
			Our business model	28
	102-3	Location of headquarters	Administration and contact details	148
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	102-5	Ownership and legal form	Who we are	26
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102-7	Scale of the organisation	Overview	7	
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GRI standard	Disclosure number	Disclosure title	Section	Page
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			Environmental value-add	83-90
	102-12	External initiatives	About this report	8
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Strategy	102-14	Statement from senior decision-maker	Leadership review	11-16
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	102-27	Collective knowledge of highest governance body	Directors and management	102-103
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GRI standard	Disclosure number	Disclosure title	Section	Page
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	102-30	Effectiveness of risk management processes	Risks and opportunities	48-54
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ECONOMIC PERFORMANCE <i>continued</i>				
Market presence	202-1	Ratios of standard entry-level wage by gender compared to local minimum wage	Remuneration report  120-125 Employee relations  82	
	202-2	Proportion of senior management hired from the local community	None	
Indirect economic impacts	203-1	Infrastructure investments and services supported	Social value-add  72-74	
	203-2	Significant indirect economic impacts	Social value-add  72-74	
Procurement practices	204-1	Proportion of spending on local suppliers	Social value-add  72	
Anti-corruption	205-1	Operations assessed for risks related to corruption	Corporate governance  104-105	
	205-2	Communication and training about anti-corruption policies and procedures	Corporate governance  104-105	
	205-3	Confirmed incidents of corruption and actions taken	Employee relations: Employee misconduct  82	
Anti-competitive behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Corporate governance  104-105	

GRI standard	Disclosure number	Disclosure title	Section	Page
ENVIRONMENTAL PERFORMANCE				
Materials	301-1	Materials used by weight or volume	Environmental value-add: Primary reagents  90	
	301-2	Recycled input materials used	Environmental value-add  83-90	
	301-3	Reclaimed products and their packaging materials	Operational performance  77-78	
Energy	302-1	Energy consumption within the organisation	Environmental value-add: Energy consumption  88-89	
	302-2	Energy consumption outside of the organisation	None	
	302-3	Energy intensity	Environmental value-add: Energy consumption  88-89	
	302-4	Reduction of energy consumption	Environmental value-add: Energy consumption  88-89	
	302-5	Reductions in energy requirements of products and services	Environmental value-add: Energy consumption  88-89	
Water	303-1	Water withdrawal by source	Environmental value-add: Water consumption  85-86	
	303-2	Water sources significantly affected by withdrawal of water	Environmental value-add  84-86	
	303-3	Water recycled and reused	Environmental value-add: Water consumption  85-86	

REPORTING IN LINE WITH GRI STANDARDS continued

GRI standard	Disclosure number	Disclosure title	Section	Page	
ENVIRONMENTAL PERFORMANCE <i>continued</i>					
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	 83-84	
	304-2	Significant impacts of activities, products, and services on biodiversity	Environmental value-add	 83-90	
	304-3	Habitats protected or restored	Environmental value-add: Rehabilitation	 83-84	
	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	Environmental value-add: Rehabilitation	 83-84
				Our business model	 28
	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	Environmental value-add: Rehabilitation	 83-84

GRI standard	Disclosure number	Disclosure title	Section	Page
Emissions	305-1	Direct (Scope 1) GHG emissions	Environmental value-add: Energy consumption	 88-89
	305-2	Energy indirect (Scope 2) GHG emissions	Environmental value-add: Energy consumption	 88-89
	305-3	Other indirect (Scope 3) GHG emissions	Environmental value-add: Energy consumption	 88-89
	305-4	GHG emissions intensity	Environmental value-add: Energy consumption	 88-89
	305-5	Reduction of GHG emissions	Environmental value-add: Energy consumption	 88-89
	305-6	Emissions of ozone-depleting substances (ODS)	None	
	305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	Environmental value-add: Energy consumption	 88-89
Effluents and Waste	306-1	Water discharge by quality and destination	Environmental value-add	 84-86
	306-2	Waste by type and disposal method	Environmental value-add	 84-86
	306-3	Significant spills	Environmental value-add	 84
	306-4	Transport of hazardous waste	Environmental value-add	 84-86

REPORTING IN LINE WITH GRI STANDARDS continued


GRI standard	Disclosure number	Disclosure title	Section	Page	GRI standard	Disclosure number	Disclosure title	Section	Page
ENVIRONMENTAL PERFORMANCE <i>continued</i>					Labour/management relations				
Effluents and Waste <i>continued</i>	306-5	Water bodies affected by water discharges and/or runoff	Environmental value-add	84-86	402-1	Minimum notice periods regarding operational changes	Employee relations: Employee engagement	80	
	MM3	Total amounts of overburden, rock, tailings and sludges, and their associated risks	Environmental value-add Our operating environment	84-86 55-62	MM4	Number of strikes and lockouts exceeding one week's duration by country	Employee relations: Employee engagement None	80	
Environmental compliance	307-1	Non-compliance with environmental laws and regulations	Environmental value-add None	83	Occupational health and safety				
	MM10	Number and percentage of operations with closure plans	Environmental value-add: Rehabilitation	83-84	403-1	Workers representation in formal joint management-worker health and safety committees	Health and safety review	69-71	
Supplier environmental assessment	308-1	New suppliers that were screened using environmental criteria	None		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	69-71	
	308-2	Negative environmental impacts in the supply chain and actions taken	Environmental value-add None	83-90	403-3	Workers with high incidence or high risk of diseases related to their occupation	Health and safety review	70-71	
SOCIAL PERFORMANCE					Training and education				
Employment	401-1	New employee hires and employee turnover	Employee relations	81	403-4	Health and safety topics covered in formal agreements with trade unions	Our stakeholder groups	75	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Remuneration report: Remuneration policy	120-125	404-1	Average hours of training per year per employee	Employee relations: Employee development	80	

REPORTING IN LINE WITH GRI STANDARDS continued

GRI standard	Disclosure number	Disclosure title	Section	Page
SOCIAL PERFORMANCE <i>continued</i>				
Training and education <i>continued</i>	404-2	Programmes for upgrading employee skills and transition assistance programmes	Employee relations: Employee development	80
	404-3	Percentage of employees receiving regular performance and career development reviews	Employee relations: Employee development	80
Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	Corporate governance: Board composition Employee relations	107-109 81
	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	
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	

GRI standard	Disclosure number	Disclosure title	Section	Page
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	Employee relations	81
	412-2	Employee training on human rights policies or procedures	None	
	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	72-74
	413-2	Operations with significant actual and potential negative impacts on local communities	Environmental value-add Throughout the report	83-90

REPORTING IN LINE WITH GRI STANDARDS continued

GRI standard	Disclosure number	Disclosure title	Section	Page
SOCIAL PERFORMANCE <i>continued</i>				
Local communities <i>continued</i>	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	
	414-1	New suppliers that were screened using social criteria	None	
Supplier social assessment	414-2	Negative social impacts in the supply chain and actions taken	None	
	415-1	Political contributions	None	
Public policy				
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	 105

INDEPENDENT ASSURANCE PRACTITIONER'S REPORT

Independent Assurance Practitioner's Limited Assurance Report on Selected Sustainability Key Performance Indicators

TO THE DIRECTORS OF DRDGOLD LIMITED

Report on selected key performance indicators

We have undertaken a limited assurance engagement on selected sustainability key performance indicators (selected sustainability KPIs), as described below, and presented in the Annual Integrated Report 2022 of DRDGOLD Limited (DRDGOLD) for the year ended 30 June 2022 (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 selected sustainability KPIs set out in the table alongside and marked with a 'LA' on the relevant pages in the Report. The selected sustainability KPIs described below have been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines, supported by DRDGOLD's internally developed guidelines (collectively referred to as DRDGOLD's reporting criteria).

Table 1: Scope of the 2022 limited assurance engagement

Category	KPI	Level of assurance	Boundary
Natural Capital	Total water used	Limited	Ergo Mining Proprietary Limited (Ergo) and Far West Gold Recoveries Proprietary Limited (FWGR) and 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		
Concurrent vegetation of tailings storage facilities			
Land rehabilitated and clearance from National Nuclear Regulator			
Human Capital	Number of Fatalities	Limited	
	Lost Time Injury Frequency Rate (LTIFR)		
	Reportable Injury Frequency Rate (RIFR)		
Social Capital	Rand value spent on socio-economic development projects (total SED Spend)	Limited	DRDGOLD Limited

INDEPENDENT ASSURANCE PRACTITIONER'S REPORT continued

Directors' responsibilities

The Directors are responsible for the selection, preparation and presentation of the selected KPIs in accordance with the accompanying DRDGOLD 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 sustainability 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 management

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 Inc. applies the International Standard on Quality Control 1, which requires the firm to design, implement and operate a system of quality management including policies or 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 sustainability 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 sustainability KPIs are free from material misstatement.

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 sustainability KPIs, assessing the risks of material misstatement of the selected sustainability 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 judgement 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.



INDEPENDENT ASSURANCE PRACTITIONER'S REPORT continued

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 sustainability KPIs
- Undertook site visits to Ergo and FWGR to complete the abovementioned procedures
- Evaluated whether the selected sustainability 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 sustainability KPIs have been prepared, in all material respects, in accordance with the accompanying DRDGOLD 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 sustainability KPIs, as set out in Table 1 in the subject matter section above for the year ended 30 June 2022 are not prepared, in all material respects, in accordance with DRDGOLD's reporting criteria.

Other matters

The maintenance and integrity of the DRDGOLD website is the responsibility of DRDGOLD's 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 sustainability 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 R G Stoltz

Chartered Accountant (SA)
Registered Auditor
Director

28 October 2022

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
Brakpan/Withok Tailings Storage Facility final life design	The Brakpan/Withok Tailings Storage Facility is the engineering design that ultimately brings the tailings storage facility to its finality in terms of extent, operation, rehabilitation and management. The implemented final design would result in alignments with the Global Industry Standard on Tailings management and regulatory bodies, increase deposition capacity, improve operation/management and bring about the sustainable closure of the facility
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
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
CPP	Central Processing Plant
CSI	Corporate social investment
Db(A)	A-weighted decibel, an expression of the relative loudness of sounds as perceived by the human ear
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

Term / Abbreviation	Description
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
ELTI	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

GLOSSARY OF TERMS AND ABBREVIATIONS continued

Term / Abbreviation	Description
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	An 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
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 DRDGOOLD / 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

Term / Abbreviation	Description
Measured Mineral Resource	A Measured Mineral Resource is that part of a Mineral Resource for which quantity, grade or quality, densities, shape, and physical characteristics are estimated with confidence sufficient to allow the application of Modifying Factors to support detailed mine planning and final evaluation of the economic viability of the deposit. Geological evidence is derived from detailed and reliable exploration, sampling and testing and is sufficient to confirm geological and grade or quality continuity between points of observation. A Measured Mineral Resource has a higher level of confidence than that applying to either an Indicated Mineral Resource or an Inferred Mineral Resource. It may be converted to a Proved Mineral Reserve or to a Probable Mineral Reserve
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
Mineralisation	The process or processes by which a mineral or minerals are introduced into rock, resulting in a potentially valuable deposit. It is a general term, incorporating various types, e.g. fissure filling, impregnation, replacement, etc
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 Factors	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

GLOSSARY OF TERMS AND ABBREVIATIONS continued

Term / Abbreviation	Description
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
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

Term / Abbreviation	Description
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
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

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Chief Financial Officer ⁵

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Independent Non-executive
Director ^{#1,3,4}

Edmund Jeneker

Lead independent Non-executive
Director ^{3,4,#5}

Jean Nel

Independent Non-executive
Director ^{1,2,#3}

Prudence Lebina

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Toko Mnyango

Independent Non-executive
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Charmel Flemming

Independent Non-executive
Director ^{1,2,5}

Company Secretary

Elise Beukes

Committee memberships during 2022

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.

SHARE TRANSFER SECRETARIES

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