

2019



ANNUAL INTEGRATED REPORT
Mine. Enhance. Sustain.

OUR PURPOSE

To optimally mine our resources for the benefit of our shareholders by offering competitive returns and ongoing exposure to the gold price and in the process clean up and rehabilitate the legacy of mining for the enduring benefit of the communities within our areas of influence.

OUR COMPETITIVE ADVANTAGE



- Our team has, over time, developed and matched the right technology and systems to create a robust and resilient model that enables us to set up and maintain logistic and engineering infrastructure capable of treating vast quantities of mine tailings in a complex environment
- We have established relationships that we can leverage for growth both in the gold space and in terms of other commodities



2019 AT A GLANCE: PERFORMANCE HIGHLIGHTS



FINANCIAL

11%

increase in revenue to R2 762.1 million

5%

increase in operating profit to R371.8 million

4%

rise in all-in sustaining costs

12th

consecutive year of dividend payment

R279.5m

cash balance at year end, borrowings fully paid at year end

OPERATIONAL

6%

rise in production to 4 977kg

0.197g/t
yield

ENVIRONMENTAL

21%

decline in externally sourced potable water usage

R45.8m

spent on rehabilitation

135.5ha

land clearance received for redevelopment

GROWTH

FWGR transaction effective – increasing Mineral Reserves

from 3.28Moz to 5.77Moz

SOCIAL

R17.0m

spent on skills and development projects for local communities



Invested R330.7m

in new capital infrastructure and refurbishment of FWGR Phase 1 which was in production within four months

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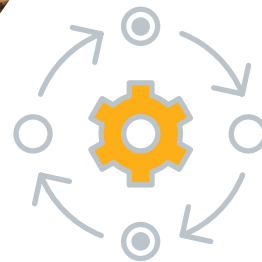
FORWARD-LOOKING STATEMENTS

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

These risks include, without limitation, those described in the section entitled "Risk Factors" included in our Form 20-F for the fiscal year ended 30 June 2019, which we filed with the United States Securities and Exchange Commission (SEC) on 31 October 2019. 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.

SECTION

1



OVERVIEW

DRDGOLD is the only South African mining company focused solely on the retreatment of surface gold tailings. The Company's performance in FY2019 is testimony to the resilience of a business model that has been several years in the making.



ABOUT THIS REPORT

In this annual integrated report, we address the performance and sustainable value creation of Ergo Mining Proprietary Limited (Ergo) and Far West Gold Recoveries Proprietary Limited (FWGR), the reclamation operations owned and managed by DRDGOLD Limited (DRDGOLD or the Group or the Company), during the financial year from 1 July 2018 to 30 June 2019.

Reporting scope and boundary

Information is presented in an integrated manner, using five* capitals, as defined by the International Integrated Reporting Council (IIRC), guided by matters that have a material impact on value creation within the Group and the Global Reporting Initiative (GRI) Standards which we have transitioned to for the first time in this report.

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 2017 to 30 June 2018 can be found on the Company's website: www.drdgold.com/investors-and-media/annual-reports/2018

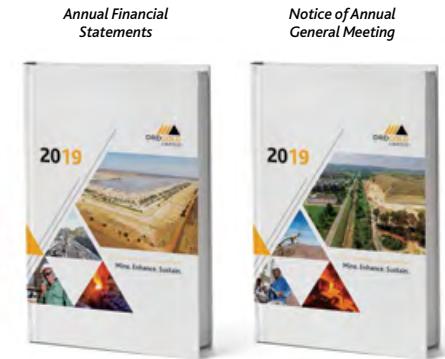
Our accompanying Annual Financial Statements (AFS) for the year ended 30 June 2019 and notice of annual general meeting (NOM) for the year ended 30 June 2019, which includes summary consolidated financial statements, can be found on the Company's website: www.drdgold.com/investors-and-media/annual-reports/2019

Selected sustainability key performance indicators, marked as LA in this report, have been assured by an independent assurance provider, KPMG Services Proprietary Limited.

* In terms of the International Integrated Reporting <IR> Framework, developed by the IIRC, six capitals (financial, manufactured, intellectual, human, social and relationship, and natural) enable organisations to communicate value creation over time, and thus provide insight into the resources and relationships used and affected by an organisation. DRDGOLD combines manufactured and intellectual capital into a single capital (manufactured)

Our approach to materiality

This report provides information that we believe is of material interest to our stakeholders who should be able to make an informed assessment of DRDGOLD's ability to generate value over time. DRDGOLD acquired FWGR on 31 July 2018, and this was under development for most part of the year and reached commercial production on 1 April 2019. We have therefore included information related to FWGR as far as we believe it is material to the interests of our stakeholders. Furthermore, KPMG Services Proprietary Limited has not provided assurance over sustainability key performance indicators for FWGR. As all the information in this report is material, we do not provide a list of "material issues" but have sought to ensure that all the information relates to matters that have a material impact on value creation within the Group.



Our business model (pages 19 to 20) shows how we create value. Our ability to create value is determined by our operating environment (pages 24 to 27), Risks and mitigations (pages 28 to 31), our key stakeholder groups (pages 33 to 34) and the efficiency with which we deploy capital and resources in the context of the above. Our strategic objectives (pages 22 to 23) are linked to our material risks and opportunities. We have therefore determined the relevance of the issues we report and the significance of these issues to our business and stakeholders.

Responsibility and approval

We, the board of directors of DRDGOLD (Board), including the Audit and Risk 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 International 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 integrated report, our AFS and NOM were formally approved by the Board at a meeting on 24 October 2019.

Geoffrey Campbell

Chairman
24 October 2019

Queries should be addressed to:

Riaan Davel
Chief Financial Officer
Tel: +27 (0)11 470 2608
Email: riaan.davel@drdgold.com

CHAIRMAN'S LETTER

DRDGOLD reported strong results for the year ended June 2019 at a time when the gold mining sector in South Africa is facing very challenging times as a result of labour unrest and disruption to power supplies.

We declared a 20 cents per share (cps) dividend which reflects not only the strong cash flow from operations, but also the positive outlook for the year ahead.

The story for DRDGOLD over the last years has been one of building on our strength as the preeminent player in reprocessing the vast gold dumps in and around Johannesburg. This is achieved through the continuous improvement of our technical skills and increasing the efficiency of our operations.

During the last year, we expanded our operations through the successful commissioning of the FWGR operations which we acquired from Sibanye Gold Limited trading as Sibanye-Stillwater (Sibanye-Stillwater) on 31 July 2018.

It is a testament to the skill and dedication of the DRDGOLD operational team that the plant was built and commissioned as planned, the R192 million borrowed to build the plant was subsequently repaid before year end, and furthermore, at the

end of a year when we spent R347 million on investing in our operations, the cash position of the Company remained strong. The newly acquired operations add lower-cost operations to the portfolio and are a blueprint for future expansion.

It was also a year when we were reminded of the importance of the gold price. DRDGOLD has a clear strategy to be largely unhedged. During the last year, we entered into a modest hedging programme to protect against the potential damage from a sudden fall in the gold price while we had capital commitments for the FWGR development. In the long term, being tied into the gold price is a good thing for a South African company as can be seen from the rand price of gold during the last 15 years. Our long-term strategy is to ensure that we can weather the dips in the gold price and take full advantage of the peaks.

This is why adding the FWGR operations to the portfolio is so important to the long term sustainability of DRDGOLD. We are all reminded that past performance is not a guide to the future but it would be a foolhardy investor who bets against the rand gold price in the long term.

The reasons for the increasing rand gold price are not hard to see. South Africa faces extremely tough challenges in the years ahead. Mismanagement of major infrastructure projects has led to concerns about continuing electricity supply and the need for more government bailouts and news of high levels of violent crime are worrying. We will continue to manage the risk through engagement with the communities in which we operate and also look to technology to minimise our reliance on Eskom for electricity. However, we expect to be reliant on Eskom for our base load electricity for the foreseeable future.

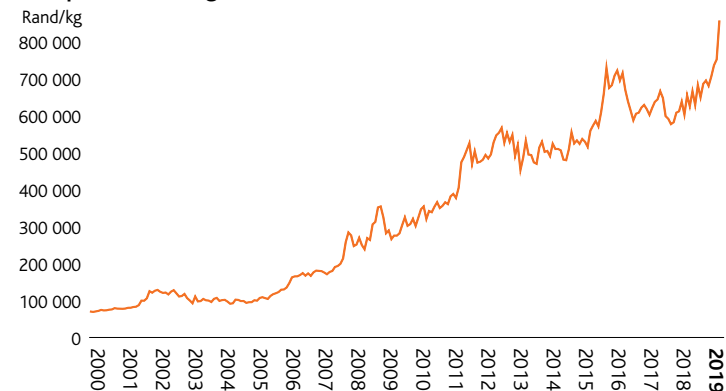
We will continue to seek opportunities to expand our operations in South Africa and there is clearly potential to expand the Far West operations provided that there is a reliable supply of electricity along with a stable and fair regulatory environment in which we can operate. We will also look to acquire other assets and, in this regard, the lack of international investor appetite and perceived country risk gives us a competitive advantage.

As DRDGOLD builds on its success and looks to expand its operations, one of the challenges is to attract and nurture future talent that we need for our growing business. Through our bursary and mentoring programmes we are developing the people that we require. We also recognise the wealth of

experienced personnel that we have within our Company and the value that they contribute to the success of the Company. Our goal is to build a company that retains and attracts talented people who wish to work together for the benefit of our stakeholders and the environment and create value for our shareholders.

We look forward to the year ahead with lower cost and expanding operations, opportunities for further growth and a buoyant gold price.

Gold price in ZAR/kg



Geoffrey Campbell
Chairman
24 October 2019



CEO'S REVIEW

DRDGOLD's existing assets at Ergo and our newly acquired Far West Gold Recoveries (FWGR) assets combined to produce very encouraging operating and financial results for financial year 2019, highlighted by a complete extinguishing of debt, a fourfold increase in dividend, improved operating results at Ergo and the construction and commissioning of the FWGR project.

These operating and financial results are in stark contrast with the events of 2019 that headlined in the South African media of labour unrest, electricity supply constraints, diminishing confidence in the economy and social discontent. The realities of our operating environment required though, that we kept a keen eye on every dial.

We are not an island immune to the challenges of operating a mining operation in South Africa. Years of investment in electricity back-up capacity; a centralised water management system; a mining method that diminishes the impact of rain storms on volume throughput; an information management system

that provides an interactive second-by-second report of the status of our reduction works; and a labour force that is both knowledgeable and by and large committed to the success of the business, have enabled us to weather the storm and improve production year-on-year from our existing asset base.

Against the backdrop of loan cover ratios that had to be kept in check and would have been at their most acute at the end of December 2018 when we anticipated our draw-down balance from our revolving credit facility to be at its highest, we took some revenue protection in the form of a zero cost collar. We steered clear of a default, and

closed out the collar with a gain of roughly R2 million. With FWGR's first phase in full flight and Ergo delivering to call, we are back at full exposure to spot, a position that has been very good for our cash flows in the past few months.

So, it seems our model and strategy are keeping us in the eye of the storm amidst the turmoil around us, but the combination of mills that are running to capacity, good extraction efficiencies and a rampant gold price is coming through strongly in the numbers. We choose to believe that our situation is not co-incidental. For many years we have been developing systems and strategies that improve the robustness

of our model within the existing and anticipated constraints of our environment. We will continue to invest, and perhaps accelerate investment in business improvement and innovation to an extent. Things will change, like they always do, and as a price-taker we need to be even better prepared for the next cycle.

Whereas this approach of pro-active risk management has stood us in good stead in the down cycle (and rewards us in the up), we are entering a new dynamic in our story. We are of the view that our information technology, which enables us to set up operations that combine very large volume throughput with



Commercial



Social



Environmental

BENEFITS



Niël Pretorius
Chief Executive Officer
24 October 2019

CEO'S REVIEW CONTINUED

extremely sensitive recoveries, is capable of being repeated elsewhere. FWGR was up and running in less than six months and generating more operating cash flows than its monthly operating costs in no time. We also have a very healthy balance sheet, no debt and a strong and supportive relationship with Sibanye-Stillwater.

The combination of these offers a strong platform for growth, which intuitively could assume a three-pronged format: firstly, there is the opportunity of improving recoveries and efficiencies of existing operations (we are still leaving up to 50% of the gold entering our plants behind in the tail); secondly, there are strategic opportunities associated with our existing footprint; and thirdly, Sibanye-Stillwater has a vast footprint with a host of surface resources that as yet have not received any value recognition but which could within the context of our Company, and add to our operating profile and resilience. All three of these strategic streams are receiving our attention and are being presented for consideration to our Board.

We remain firmly of the view that our model, which has at its core the fundamentals of sustainable development, could play a role of growing importance in the South African mining landscape.

We are better resourced than ever and could start to give new momentum to some of the community-based initiatives that are important to us, but that in the past may have had a modest slice from a small pie.

We are determined more than ever to improve the quality of life of those living near our facilities by containing the environmental impacts of our operations and restoring former sites through rehabilitation. We hope to build better relations with these communities and earn their trust by keeping our word and becoming a recognised role-player in cleaning up where they live and restoring their dignity.

All of DRDGOLD's current operating assets are South Africa-based. For the near term, this is likely to remain the case. Following the acquisition of FWGR, we spent just over R330.0 million in operating

infrastructure and established an asset which has been value-accretive in terms of net cash-flows per share right off the bat, the issuance of 265 million additional shares notwithstanding. Our Company's market capitalisation has moved to within R3 billion, up from R1.7 billion less than 12 months ago. As much as being South African attracts a country discount, we believe our model offers compelling value beyond that discount and should attract the attention of more and more astute investors. We intend to build on this brand which has at its essence a focus on cash flow, limited debt, full exposure to spot, optimisation through business improvement and a strong social conscience.

Our goodwill and the newly established relationship with Sibanye-Stillwater now also present the opportunity to expand our operations further through growth. We believe that this is possible as an addition to, and not in place of, our core principles and value proposition.



FINANCIAL PERFORMANCE

We aim to optimise our use of financial capital by concentrating on areas of the business that enable us to control costs, maximise margins and, ultimately, generate cash. Delivering financial value is what qualifies us as a business and enables us to pursue integrated, sustainable value-add.

CFO review

It has been an excellent year from a financial capital perspective with our investment in FWGR starting to pay off and Ergo showing resilience as a business. Gold production increased by 6% and all-in sustaining costs (AISC) per kilogram only increased by 4% in comparison to the prior year, enabling us to generate an operating cash flow of R288.3 million. Our free cash was only negative by R14.7 million, after spending R347.4 million on the acquisition of property, plant and equipment and raising and repaying debt of R192 million, ending the year with zero debt and R279.5 million of cash and cash equivalents.

As a result, we extended our dividend paying history with a dividend of 20cps. This is the twelfth consecutive financial year of the Company paying a dividend. We are delighted that this financial year's dividend of 20cps is four times the interim dividend declared in the financial year ended 30 June 2018. We stated at the time of acquiring FWGR that we were determined to ensure that the consequent 38% dilution of earnings from Ergo, would be compensated for by the 62% our existing shareholders

would acquire in the new project. I am delighted, therefore, that this acquisition not just matched the dilution, but was accretive to the net cash earnings of our existing shareholder base.

With the funds at our disposal and with no external debt, we run our operation and transform the other capital resources in an integrated manner to make our business sustainable and to fulfil our mandate to all our stakeholders.

As set out in the Value Added Statement on page 21, total economic value distributed increased by 15% year-on-year and we were able to make an economic contribution to various stakeholders, including shareholders, suppliers, employees and communities. Consequently, as a business, we continue to add value and distribute to the South African economy.

In FY2020, we look forward to seeing the full benefits of Ergo's completed capital projects and the attainment of steady-state operations at FWGR Phase 1 flowing through to the Group bottom-line. We expect also to advance the planning for commencement of FWGR Phase 2.

Financial performance at a glance

Revenue
R2 762.1m

Cash operating costs
R499 749/kg

Operating profit
R371.8m

Free cash outflow
R14.7m
after investing R347.4m

Zero debt
Raised and repaid
R192m

Operating environment
Key issues material to our financial capital

Fluctuations in the rand gold price – page 24

Rising electricity prices and Eskom supply disruptions – page 25



Riaan Davel
Chief Financial Officer

FINANCIAL PERFORMANCE CONTINUED

Key performance indicators

		Ergo	FWGR	Total 2019	Total 2018
Gold production ¹	kg	4 493	333	4 826	4 679
	oz	144 453	10 706	155 159	150 423
Gold sold ¹	kg	4 478	305	4 783	4 653
	oz	143 971	9 806	153 777	149 604
Cash operating costs	R per kg	512 439	313 443	499 749	458 866
All-in sustaining costs	R per kg	521 907	450 820	524 713	505 622
Average gold price received	R per kg	575 592	605 246	577 483	534 344
Operating profit	Rm	282.8	89.0	371.8	355.2
Operating margin	%	11.0	48.2	13.5	14.3

¹ Excludes 151kg (4 855oz) from FWGR that was produced before the date of commercial production. The costs and revenues related to this gold were capitalised in accordance with IFRS

Gold production

Total production increased 5% to 4 826kg (FY2018: 4 679kg), mainly due to 333kg produced by FWGR. Total production excludes 151kg produced by FWGR before the date of commercial production. Gold production from Ergo was 4% lower at 4 493kg due to a 5% decline in ore milled to 23 162 000t as a result of electricity supply disruptions and challenges on some reclamation sites. Ergo's average yield was slightly higher at 0.194g/t, a consequence both of higher-grade sand material milled and high-grade Knights material retreated. The total yield for the Group

was 0.197g/t, up from 0.193g/t with the inclusion of FWGR.

Cash operating costs

Total cash operating costs were up 12% from R2 159.7 million in FY2018 to R2 422.9 million. Cash operating costs per kilogram increased by 9% to R499 749/kg in FY2019. This excludes costs incurred by FWGR before the date of commercial production as these were capitalised to property, plant and equipment as preproduction costs. The increase in cash operating costs is mainly due to an increase in Ergo sand milling costs and inflation. The weighted cost of power increased by 8.3%, water by

12.2% and reagents by 6.2%. FWGR costs were R111.8 million for the year, mostly incurred for the three months after the date of commercial production on 1 April 2019.

All-in sustaining costs

AISC increased by 4% to R524 713/kg. A consequence primarily of higher operating cash costs at Ergo, offset by a decrease in sustaining capital expenditure and a non-recurring credit of R60.0 million relating to a change in estimate of the provision for environmental rehabilitation. FWGR's AISC of R450 820/kg contributed to a lower Group AISC.

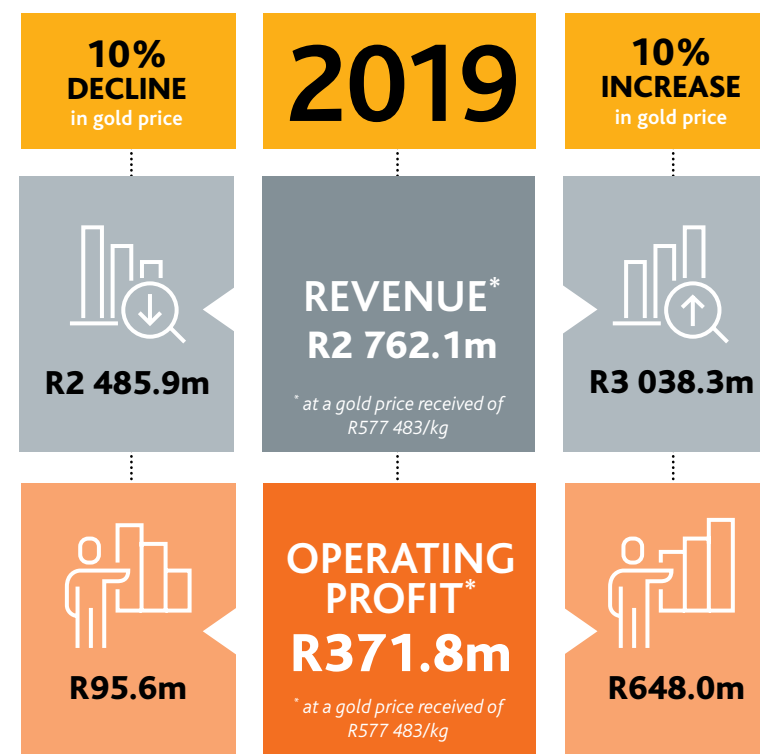
Operating profit

Operating profit increased from R355.2 million to R371.8 million mainly as a result of a contribution of R89.0 million from FWGR. Operating margin decreased from 14.3% to 13.5%. As a high volume-based business that treats low grade material, our profits are driven by our ability to feed the required tonnages through the plant to enable maximum

plant efficiencies, coupled with the use of technology within our metallurgical plants.

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 FY2019 results, keeping all other variables constant:



FINANCIAL PERFORMANCE CONTINUED

Despite the fluctuations in the gold price, we have been able to deliver steady profits over the years, proving the resilience of the Ergo operation. FWGR will enhance the performance of the Group as was evident in its contribution of R89.0 million to operating profit for the three months to 30 June 2019. The table below illustrates a five-year analysis of operating profit delivery at each level of the average gold price received.

	Average gold price received R per kg	Total operating profit Rm
2015	451 297	384.3
2016	546 142	434.8
2017	548 268	256.8
2018	534 344	355.2
2019	577 483	371.8

Dividend declared

Post financial year end, we declared a dividend of 20cps in respect of FY2019 enabled by a positive cash and liquidity position, with no debt.

Summarised group statement of profit and loss

	2019 Rm	2018 Rm
Revenue	2 762.1	2 490.4
Cost of sales	(2 553.9)	(2 347.7)
Gross profit from operating activities	208.2	142.7
Administration expenses and other costs	(90.9)	(90.7)
Other income	7.9	–
Finance (expenses)/income – net	(20.1)	(19.6)
Profit before tax	105.1	32.4
Income tax	(26.6)	(25.9)
Profit for the year	78.5	6.5

Revenue

Revenue increased by 11% due to an increase in gold sold of 3% and in the gold price received of 8%. FWGR contributed R184.6 million, mostly from the date of commercial production.

Cost of sales

Cost of sales is mainly made up of materials, labour, electricity, contractors and depreciation and has increased to R2 553.9 million from R2 347.7 million in FY2018. This can be attributed to increases in milling and transportation costs from the ball mills installed at the Ergo plant, the costs incurred by FWGR of R131.3 million and inflationary increases.

Administration expenses and other costs

Included in administration expenses and other costs is the long-term incentive expense of R21.4 million which has remained relatively stable overall from the prior financial year.

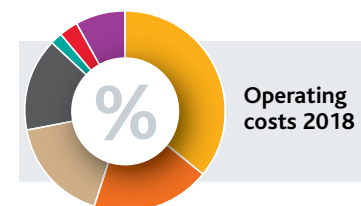
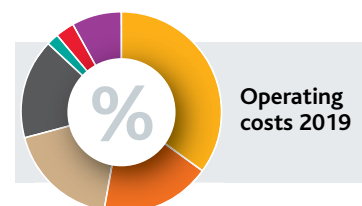
Finance (expense)/income – net

Finance income increased from R38.8 million to R58.3 million. This is as a result of interest income earned on the investment in rehabilitation trust funds for FWGR being acquired. Finance expense increased from R58.4 million to R78.4 million, as a result of the unwinding of provision for environmental rehabilitation acquired for FWGR. Interest incurred on the Revolving Credit Facility (RCF) was mainly capitalised to property, plant and equipment.

Income tax

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 deferred tax rate increased from 20.3% to 22.0% because of an increase in forecast profitability of Ergo, leading to an increase in the tax charge. The forecasted deferred tax rate for FWGR is 30%.



Materials	35
Labour	18
Electricity	18
Contractors	16
Water	2
Machine hire	3
Other	8

Materials	36
Labour	19
Electricity	17
Contractors	15
Water	2
Machine hire	3
Other	8



FINANCIAL PERFORMANCE CONTINUED

Summarised group statement of financial position

	2019 Rm	2018 Rm
Property, plant and equipment	2 775.3	1 452.7
Investments in rehabilitation obligation funds	587.5	244.0
Other non-current assets ¹	41.1	37.4
Inventories	304.6	233.0
Tax receivables	4.1	–
Trade and other receivables	67.9	91.2
Cash and cash equivalents	279.5	302.1
Total assets	4 060.0	2 360.4
Equity	2 688.6	1 267.3
Provision for environmental rehabilitation	682.6	553.4
Deferred tax liability	193.2	163.7
Post-retirement and other employee benefits	37.4	40.6
Finance lease obligation – long-term	–	14.7
Trade and other payables	419.2	303.3
Other current liabilities	39.0	17.4
Total equity and liabilities	4 060.0	2 360.4

¹ Includes payments made under protest and investments in other entities of R31.1 million and deferred tax asset of R10.0 million

Property, plant and equipment

Property, plant and equipment includes FWGR acquired assets at fair value of R1 225.6 million, investment in the development of FWGR of R330.7 million, and Ergo additions of R22.8 million. Depreciation was R169.1 million, which includes R25.7 million depreciation for FWGR from the date of commercial production.

Investments in rehabilitation obligation funds

The use of these funds in the environmental rehabilitation trust and the cell captive is

restricted and may only be used for environmental rehabilitation activities within the DRDGOLD group of companies. The increase in these investments is due to the FWGR acquisition adding R360.4 million and subsequent interest earned.

Cash and cash equivalents

Cash and cash equivalents reduced by R22.6 million (FY2018: increased by R48.4 million). Cash generated from operating activities increased by R54.5 million (FY2018: increased by R182.2 million). R330.7 million cash spend on the development of FWGR was funded in

part by the drawdown of R192.0 million of the RCF with ABSA Bank Limited. This debt was fully paid in May 2019.

R125 million of the initial R300 million RCF facility was dedicated to issue a bank guarantee in favour of Ekurhuleni Metropolitan Municipality reducing the available facility to R175 million. The facility remained undrawn at 30 June 2019.

R55.2 million environmental funds were received from the Guardrisk cell captive.

Provision for environmental rehabilitation

The provision for environmental rehabilitation increased as a result of the acquisition of FWGR which added R247.4 million at acquisition and the unwinding of the Group provision of R66.3 million. Rehabilitation payments were made of R27.5 million related to Ergo on

the rehabilitation work performed on the Brakpan/Withok tailings storage facility (TSF) and the Crown Complex.

At year end, a change in estimate decreasing the liability by R60.0 million was credited to the income statement. This was a result of updated vegetation and machine hire rates to recent service level agreements and actual rates incurred as well as, in line with the Group's strategy to reduce externally sourced potable water, alternative water sources found to be viable to meet the Crown Complex post closure water requirements.

A change in estimate of R97.0 million to decrease the liability related mainly to the FWGR was recognised to property, plant and equipment mainly as a result of the change in methodology used to calculate the provision. The at acquisition provision

was estimated based on what a market participant would pay for the liability and is now based on the FWGR individual rehabilitation plan which is in response to the current life-of-mine (LoM).

The decommissioning and restoration liabilities are funded by a combination of funds that have been set aside in an environmental rehabilitation trust fund as well as environmental guarantees issued by Guardrisk Insurance Company Limited to the Department of Mineral Resources (DMR) amounting to R427.3 million (FY2018: R427.3 million).

Trade and other payables

Although the current ratio has decreased from 2:1 in FY2018 to 1.4:1 in FY2019, it still remains at acceptable levels to the Group.

Summarised group statement of cash flows

	2019 Rm	2018 Rm
Net cash flows from operating activities	288.3	233.8
Net cash flows from investing activities	(303.0)	(140.4)
Net cash flows from financing activities	(7.9)	(45.0)
Net (decrease)/increase in cash and cash equivalents	(22.6)	48.4
Cash and cash equivalents at the beginning of the year	302.1	253.7
Cash and cash equivalents at the end of the year	279.5	302.1
Included in net cash flows from operating activities:		
Working capital changes	73.8	14.6
Change in trade and other receivables	22.5	22.2
Change in other non-current assets	(11.7)	(27.4)
Change in inventories	(24.8)	(28.2)
Change in trade and other payables and employee benefits	87.8	48.0

FINANCIAL PERFORMANCE CONTINUED

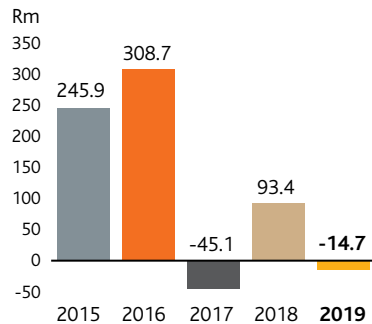
Net cash flows from operating activities

Free cash outflow¹ was R14.7 million in comparison with free cash inflow of R93.4 million in FY2018, mainly due to the capital spend on the development of FWGR.

Free cash flow is a measure used for 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.

Below is a five-year analysis of our ability to produce positive cash flows, after investing in projects to increase our manufactured resources and enhance natural capital. In FY2017, we completed work on the Central Water Distribution Facility and closed down the Crown plant.

Free cash flow

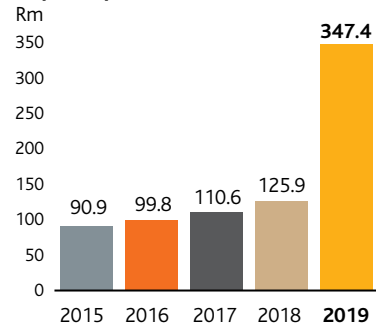


¹ Cash flow from operating activities less cash flow from investing activities

Working capital changes

Working capital changes generated a cash inflow of R73.8 million in comparison with a cash inflow of R14.6 million in the previous year mainly as a result of an increase in the trade and other payables balance at year end.

Capital spend



Conclusion

We achieved a very pleasing financial performance for the year largely driven by higher yields and the contribution of FWGR after date of commercial production. Part of the success of FWGR can be attributed to the knowledge and systems already implemented, tried and tested through challenging economic and operational conditions at Ergo. Ergo proved yet again to be a resilient business contributing healthy operating profits and cash flows during the year, proving our ability again to reclaim historical tailings in a profitable and sustainable manner. The generation of free cash flow remains our key financial objective and enables us to distribute value to all our stakeholders, including our employees and shareholders. We continue to invest in manufactured capital to help us manage recoveries and costs and are encouraged by the prospect of growing our capacity and LoM into the future.



Outlook

We will continue to pursue our strategy of optimally mining our large surface gold resource in a sustainable and profitable manner.

During FY2020, we are planning gold production of between 175 000oz and 190 000oz at cash operating costs of approximately R490 000/kg.

Our most significant trade-offs will be managing funding for capital expansion projects, containing costs, and increase the life of our operations all in our strategic pursuit to grow our business from this excellent platform created.

THREE-YEAR REVIEW

		2019	2018	2017
SUMMARISED GROUP OPERATING RESULTS¹				
Ore milled	t'000	25 230	24 281	24 958
Yield	g/t	0.197	0.193	0.171
Gold produced	kg	4 977	4 679	4 265
	oz	160 014	150 423	137 114
Gold sold	kg	4 934	4 653	4 268
	oz	158 632	149 604	137 211
Average price received	R/kg	577 483	534 344	548 268
	\$/oz	1 267	1 300	1 254
Cash operating costs	R/kg	499 749	458 866	489 549
	\$/oz	1 096	1 118	1 122
Sustaining capital expenditure	Rm	22.5	81.3	72.9
All-in sustaining costs	R/kg	524 713	505 622	530 930
	\$/oz	1 151	1 258	1 216
GROUP PERFORMANCE INDICATORS				
Operating margin	%	13.5	14.3	11.0
All-in sustaining cost margin	%	9.1	5.5	3.2
Headline earnings per share	cents	10.9	1.7	0.2
Return on equity	%	2.7	0.6	0.1
ASSET AND DEBT MANAGEMENT				
Current ratio	times	1.4	2.0	2.1
Debt to equity ratio	to one	0.00	0.01	0.01
Interest cover ²	times	5.7	8.4	5.3
Net asset value per share	cents	386	294	302
MARKET VALUE AND SHAREHOLDER RETURNS				
Market price per share	cents	429	365	415
Ordinary shares in issue		696 429 767	431 429 767	431 429 767
Market capitalisation	Rm	2 987.7	1 574.7	1 790.4
Price earnings ratio	times	39.4	214.7	2 262.6
Market/book ratio	times	1.1	1.2	1.4
Dividend declared per share ³	cents	20	5	5
Dividend yield	%	4.7	1.4	1.2

		2019	2018	2017
GROUP SUSTAINABILITY INDICATORS				
Total economic value distributed	Rm	2 694 ^{1A}	2 333 ^{1A}	2 260 ^{1A}
Value distributed to employees – salaries, wages and other benefits	Rm	477 ^{1A}	417 ^{1A}	412 ^{1A}
Total socio-economic development spend	Rm	26.5 ^{1A}	25.1 ^{1A}	25.0 ^{1A}
Fatalities		1	0 ^{1A}	1 ^{1A}
Lost time injury frequency rate		2.37	2.92 ^{1A}	2.91 ^{1A}
Reportable injury frequency rate		1.78	1.55 ^{1A}	1.53 ^{1A}
Cyanide consumption	tonnes	8 645	8 566 ^{1A}	8 981 ^{1A}
Scope 1 CO ₂ e emissions	tonnes	8 488	8 578 ^{1A}	8 184 ^{1A,4}
Scope 2 CO ₂ e emissions	tonnes	407 687	363 993 ^{1A}	376 723 ^{1A}
Total CO ₂ e emissions	tonnes	416 324	372 678 ^{1A}	385 026 ^{1A,4}
Electricity consumption	MWh	392 007	383 151 ^{1A}	376 723 ^{1A}
Diesel consumption	litres	1 138 347	1 053 196 ^{1A}	918 369 ^{1A}
Natural gas consumption	Gj	96 642	107 859 ^{1A}	101 212 ^{1A}
Potable water sourced externally	ML	2 732	3 377 ^{1A}	5 490 ^{1A}
Total dust exceedances		10	7 ^{1A}	5 ^{1A}
Concurrent vegetation of tailings deposition facilities	hectares	56	35	35
Land rehabilitated and clearance from National Nuclear Regulator	hectares	136	0 ⁵	90
EXCHANGE RATES				
Average rate	R:US\$	14.18341	12.8466	13.5927
Closing rate	R:US\$	14.07330	13.7225	13.0476

¹ Group operating results include FWGR production before date of commercial production of 1 April 2019

² The basis of calculation of the interest cover is consistent with that for the RCF of R300 million covenant calculations

³ Dividend subsequent to year end, in respect of FY2019

⁴ Restated during FY2018, management performed a review of DRDGOLD's energy sources, which identified natural gas as an energy source used in the production process. This energy source was previously not included. As a result, DRDGOLD reported on natural gas consumption for FY2017. Scope 1 CO₂e emissions and consequently total CO₂e emissions for this period have therefore also been restated to include the emissions from natural gas consumption. The effect thereof is an increase of Scope 1 emissions of 5 694t in FY2017. Consequently, the total CO₂e emissions increased by the same amount

⁵ Applications in respect of 191ha of rehabilitated land had been lodged with the National Nuclear Regulator (NNR) for clearance for redevelopment

^{1A} Limited assurance

SECTION

2



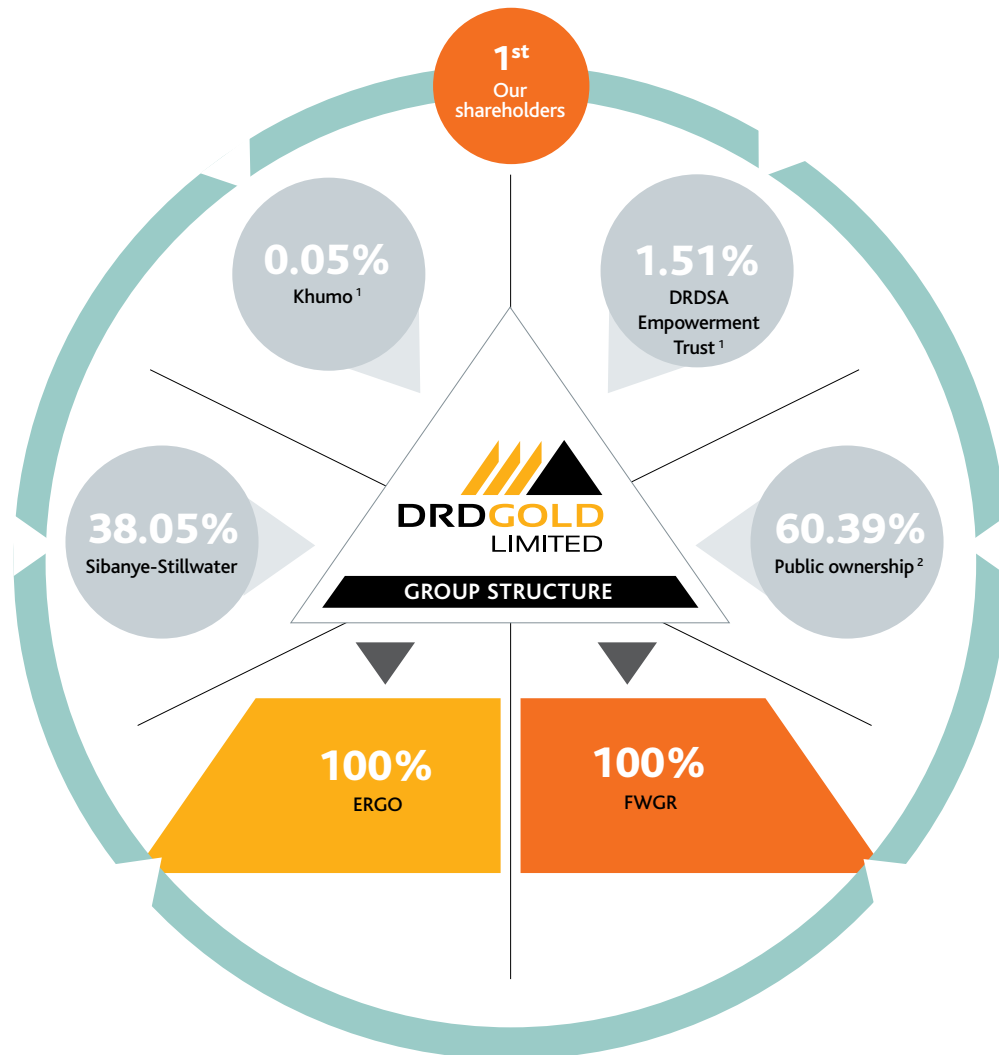
ABOUT DRDGOLD

DRDGOLD is a world leader in gold production from tailings retreatment. We seek to mine our mineral resource profitably and sustainably while adding social and economic value and releasing previously sterilised land, through rehabilitation, back to the greater Johannesburg and West Rand for redevelopment.



WHO WE ARE

DRDGOLD is one of the oldest continuously listed companies on the JSE, with a secondary listing on the NYSE and is the only company in South Africa focused solely on retreatment of surface gold material.



Revenue

R2.8 billion



Market cap

R3.0 billion



Employees

1 019



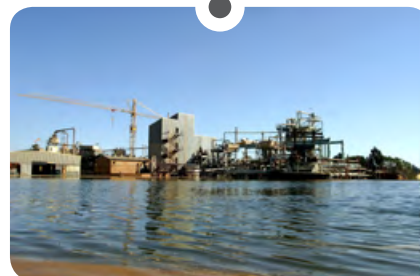
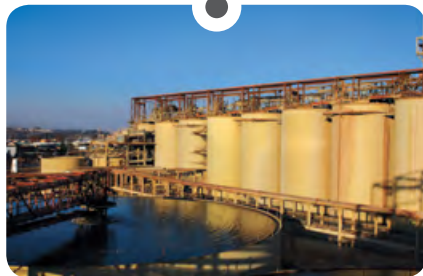
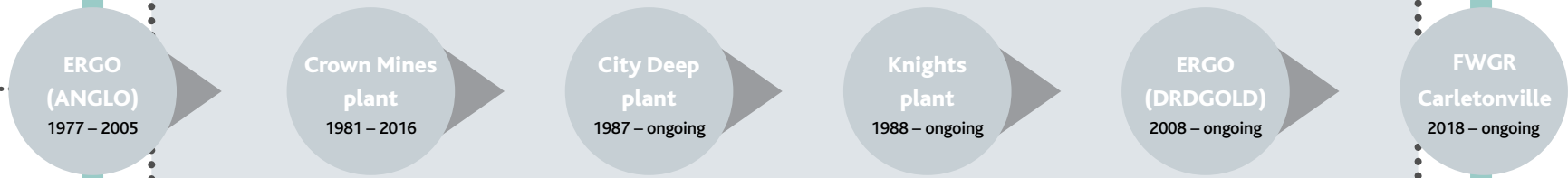
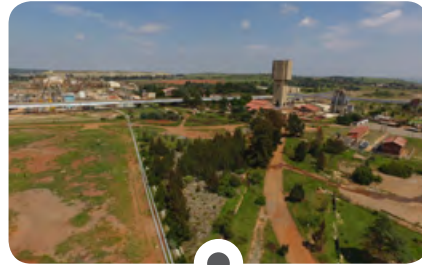
Mineral Resources

9.81Moz

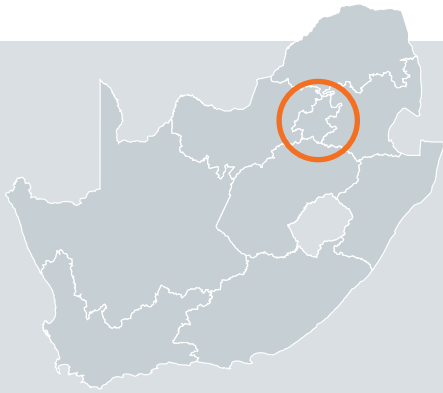
¹ Ergo was previously owned by Ergo Mining Operations (Proprietary) Limited (EMO). EMO was 74% owned by DRDGOLD Limited and 26% by our Broad Based Black Economic Empowerment (BBBEE) partners – Khumo Gold SPV Proprietary Limited (Khumo) and the DRDSA Empowerment Trust. In FY2015, an agreement was entered into with our BBBEE partners entailing a roll-up of shareholding which included the substitution of their 26% shareholding in EMO for a 8.1% and 2.4% shareholding in DRDGOLD Limited respectively

² Includes shareholding by subsidiary-EMO of 1.36% and shareholding by directors of the Company of 0.17%. Such shareholding is classified as non-public

OUR HISTORY



WHERE WE OPERATE



**GAUTENG PROVINCE
SOUTH AFRICA**

FWGR

Processing plant: Driefontein 2 plant –
Planned throughput of 500 000tpm

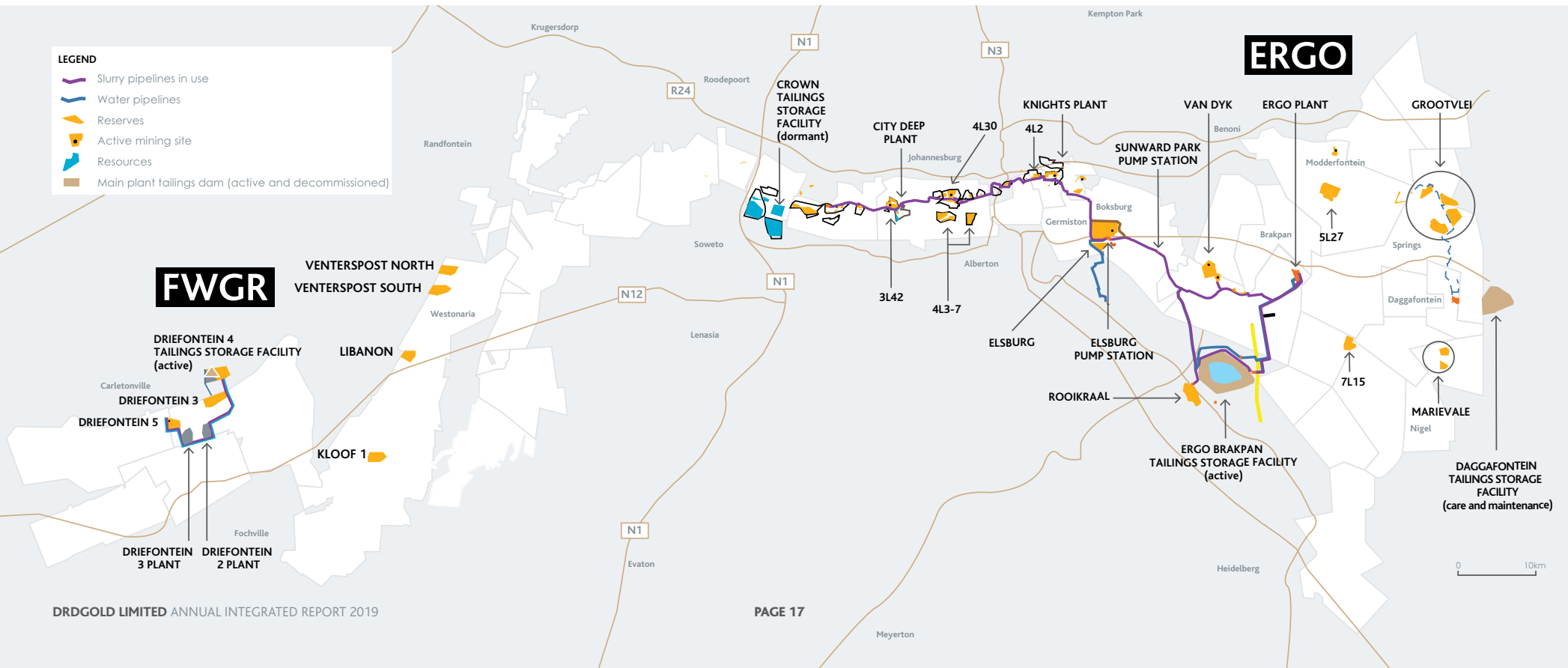
One tailings deposition facility: Driefontein 4

ERGO

Two processing plants: Ergo and Knights plants –
Planned throughput of 1.95Mtpm

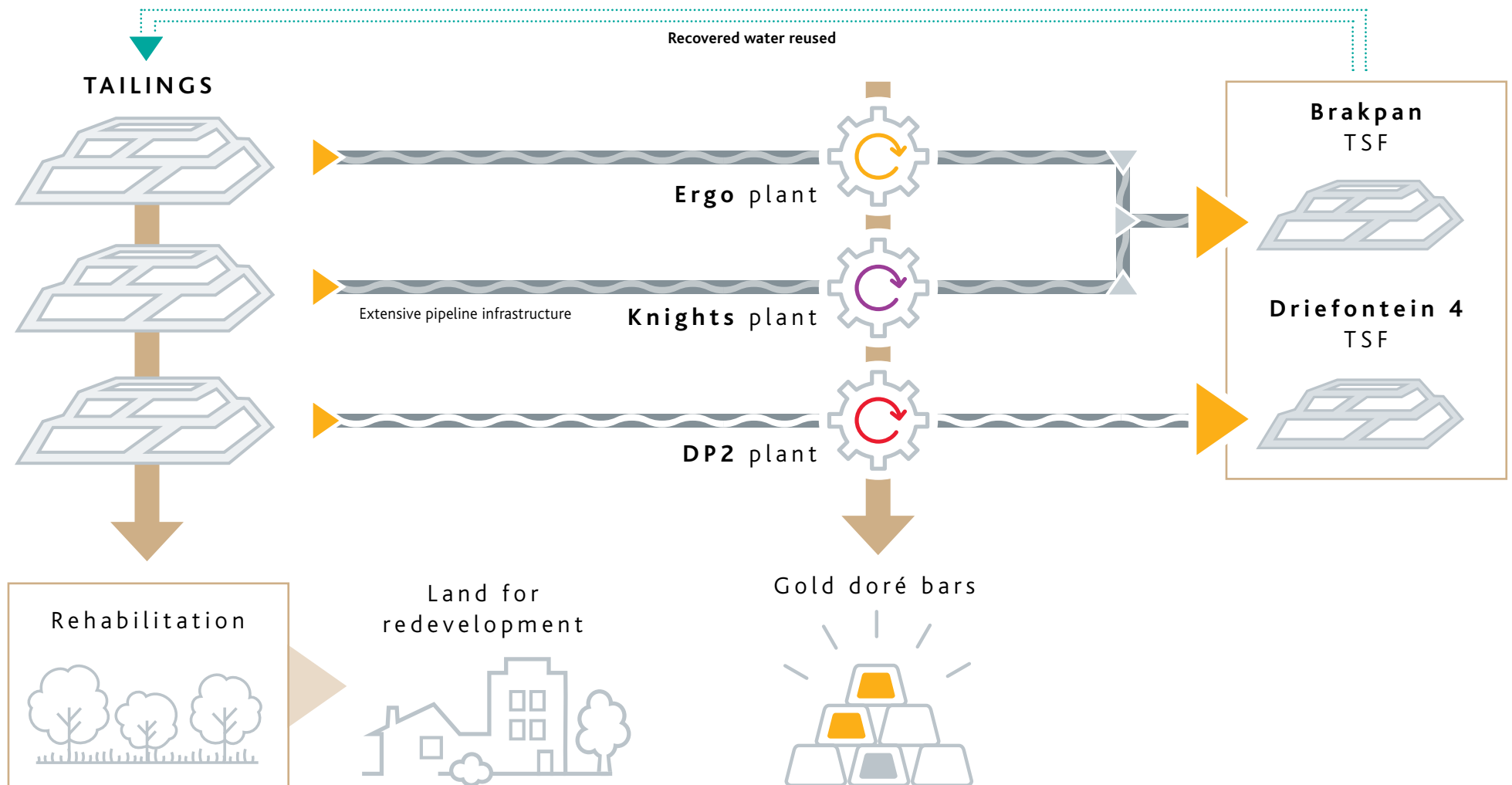
One milling plant: City

One tailings deposition facility: Brakpan/Withok



WHAT WE DO

DRDGOLD reclaims surface gold resources (tailings), a legacy of more than a century of gold mining and, through the astute use of technology, produces gold and releases rehabilitated land for redevelopment.



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

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. After processing, the ensuing residue tail is disposed of on two distinct tailings deposition facilities that are managed to a set of standards and parameters applicable to our facilities. And unique to our operations and part of our strategy is performing concurrent rehabilitation activities to release land for redevelopment.

How we create value

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

standards of environmental containment and social value add.

We seek to generate value in accordance with the sustainable development model. As far as possible we try to create value overlap, where value in one area also enhances value in another, as set out more fully below.



Financial capital

Our primary objective is to generate a financial return to our shareholders. Our value proposition in this regard is two-fold:

1. By maintaining healthy cash flows, we seek to return a dividend to shareholders of all surplus cash. Our focus on cash flow has enabled us to pay dividends now for twelve uninterrupted years, with FY2019 returning a fourfold increase in comparison to the interim dividend of FY2018.
2. We mostly take full exposure to the gold price and our Company's stock is known for responding sharply and at a multiple to the gold price and for being liquid. Hence, for the astute investor, there is opportunity to gain on both sides of the gold cycle, with compelling buying opportunity on the down and robust capital growth on the up.

In order to maintain this value profile, we take a conservative position to debt exposure and capital management. This year we invested in excess of R330 million in capital infrastructure, in part funded by a R192 million drawdown from a RCF. By year end we had paid down this loan and we held R280 million in cash and cash equivalents. In terms of capital management, an important measure for us in considering growth is to not dilute cash earnings per share. This year, the issuance of 265 million shares to acquire FWGR, our cash dividend not only matched, but in fact increased substantially over that of 2018.



Manufactured and intellectual capital

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 2.6Mt
- Achieves the requisite recovery efficiencies – we measure recoveries and residue values in grams/tonne to the third decimal
- Maintains the requisite cost profile and efficiencies required to optimise margin during up cycles and offers resilience during down cycles

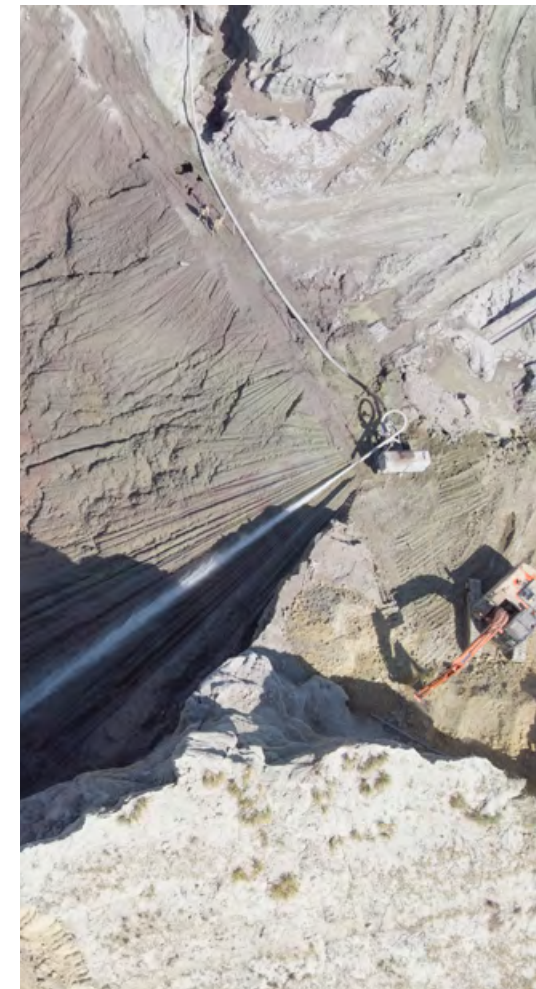
In addition, due to a changing climate as well as certain domestic risk issues, water management systems and electricity back-up technologies have been developed and are installed to minimise downtime associated with rain-storms and electricity supply interruptions.

Due to the scale and sensitivity of our high-volume, low-grade recovery process, we rely extensively on automation, based on information technology that monitors plant-performance through roughly 40 000 distinct data collection points per minute. Our plants are managed pro-actively towards a distinct set of operating parameters in order maintain a stable state. An example of our technology resonating in the financial capital value space, is the fact that this level of information management and monitoring enables us to follow an extremely precise dosing regime, which ensures that we control our costs extremely well. In FY2018, we invested capital to convert from electrowinning to zinc precipitation in the Ergo plant which translated, just in terms of the cost of cyanide, in a saving of R3 million year-on-year.



Human capital

We employ 1 019 full time employees and 1 591 special service providers.



OUR BUSINESS MODEL CONTINUED

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-tier approach is taken to safety:

- Firstly, it is our responsibility to create a safe workplace and to create awareness of situations which are potentially hazardous
- Secondly, employees are both trained and equipped with the required equipment to perform every task safely
- Thirdly, the appropriate attitude towards safety and safe conduct is encouraged and taught

In terms of employee wellbeing:

- A range of training courses ranging from basic literacy all the way up to sophisticated junior leadership are on offer, in-house, at our accredited training academy, EBDA
- Emotional health and coping are catered for through our Best Life Programme which offers private and confidential guidance and counselling
- Life skills training in terms of lifestyle choices, personal health and financial literacy are on offer, also through EBDA

Key outputs for our safety record the year were:

- Tragically, the death of one employee through a high voltage electrical flash. Remedial actions included tightening rules and regulations related to the operation of HT electrical panels and retraining of employees who work on these panels
- We achieved a lost time injury frequency rate (LTIFR) of number of injuries causing a loss of shift(s) per million hours worked of 2.37 (against an industry average of approximately 6.52)

Other key outputs include:

- R477 million was paid in salaries and R74 million in income tax on those salaries
- 72% of employees in managerial and supervisory positions are Historically Disadvantaged South Africans (HDSA)
- 21% of all employees are women



Natural capital

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

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

We mitigate dust nuisance mainly by vegetating 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.

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.

All our pipelines, through which slurry is pumped, are lined with HDPE liners. This reduces wear and friction, which in turn reduces electricity consumption. Significant quantities of process water is sourced from recycled acid mine drainage (AMD) and sourced from Trans-Caledon Tunnel Authority (TCTA) and treated sewage water from the Rondebult Sewerage Works.

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

Key outputs for the year were:

- A slight increase in dust emissions over the legal standard to only 0.65% of samples taken, from 0.59% in FY2018. 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
- The restoration and return of 135.5ha of land, formerly occupied by mine dumps for redevelopment

- The vegetation of 55.5ha on our TSFs
- A 21% year-on-year reduction in potable water usage



Social capital

Our business model would not be complete, and perhaps even not 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 are aimed at poverty alleviation and youth education.

In order to design programmes that achieve the desired social outcome we set about our business in this regard as follows:

- Programmes are required to bring about an improvement in the quality of life of communities that live near our facilities
- We strive to engage meaningfully with community groups to understand their struggles and concerns and try to respond appropriately thereon

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

Clearly 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 overlap with this objective. Poverty

alleviation and self-empowerment takes place through our very successful alliance with Sustainable Social Solutions (Umsizi), who has assisted us in rolling out the Broad-based Livelihoods Programme, in Ekurhuleni, City of Johannesburg and Merafong communities. The programme has empowered around 1 500 households with skills and infrastructure to produce healthy food, generate an income, grow a business and trade in the market.

DRD GOLD is, through EBDA, involved in presenting extra classes in mathematics, science and accountancy to high school pupils at seven schools within our area of influence. These schools are mostly under-resourced and for many pupils attending their circumstances are less than ideal. Thousands of pupils have over the years taken advantage of this opportunity and this year, two former pupils who attended these classes have, through our bursary programme, enrolled for BCom degrees at University of Johannesburg and University of the Free State respectively.

We spent R17.0 million on various community projects and youth education programmes during the year.



VALUE CREATION AND DISTRIBUTION

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

Creating value for our stakeholders

Building personal relationships with our stakeholders is not just good business sense, 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.

DRDGOLD's Board is committed to representing a fair and transparent view of the Group's position to stakeholders. We ensure timeous and efficient handling of our stakeholders' issues as maintaining a good, long-term relationship with our stakeholders is a key priority. The Board ensures that communication on our performance is distributed to all stakeholders and the public through a broad range of channels.

Value added statement

	2019 Rm	2019 %	2018 Rm	2018 %
VALUE ADDED				
Sale of precious metals	2 762	98	2 490	98
Income from investments	55	2	38	2
Income from disposal of property, plant and equipment and financial instruments	8	–	–	–
Total value added	2 825	100	2 528	100
VALUE DISTRIBUTED				
Suppliers				
Paid to suppliers for materials and services	2 037	72	1 838	73
Employees				
Salaries, wages and other benefits	477 ^{LA}	17	417 ^{LA}	16
Community				
Total social economic development	27 ^{LA}	1	25 ^{LA}	1
Government				
Current taxation	1	–	7	–
Providers of capital				
Dividends to ordinary shareholders ¹	137	5	42	2
Interest on borrowings	15	1	4	–
Total economic value distributed	2 694^{LA}	96	2 333^{LA}	92
Re-invested in the Group	131	4	195	8
Total value added	2 825	100	2 528	100

^{LA} Limited assurance

¹ Dividend declaration and of payment of 20cps made subsequent to year end in respect of FY2019

2019
Total value added
R2 825m

2019
Total economic value distributed
R2 694m

2019
Re-invested in the Group
R131m

STRATEGY AND OUTLOOK

OUR FOCUS

The strategy of a mining company is by and large informed by the qualities of its orebody and the realities of its environment. These are the key drivers informing the deployment of resources and capital.

We are determined to profitably and sustainably treat as much of our resource as we possibly can. The reality is that our resources, although vast, are low grade – being all the waste from a previous generation of mines. Our model is therefore one of mega-volume, in excess of 2.6Mt/m, and almost nano-extraction – between 200 and 250 parts per billion.

To this end, our strategy has been and remains to use our technology, our systems and skillsets to reclaim and treat material at a rate and a level of efficiency that delivers a competitive return to our shareholders and offers them exposure to the gold price for as long as possible, while also improving the condition of the environmental footprint on which we operate.

In practice, this strategy has translated into an unwavering focus on profit and free cashflow, of which 12 years of uninterrupted dividend yield bears testimony, 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 drive sustainability.

The reclamation of dumps for profit has also resulted and continues to bring about the clean-up of several hundreds of hectares of land in and around Johannesburg, freeing it up for rezoning and use. Our vegetation programme on both current and decommissioned tailings is making a significant impact on the quality of the lives of the hundreds of thousands of people who have moved to within close proximity of these dumps, by preventing dust from polluting the immediate proximity of these installations.

Following the acquisition of the surface gold assets of Sibanye-Stillwater, we added an important new component to our strategy, namely to leverage our relationships to grow the business. Sibanye-Stillwater is a global player that has built up a vast network in both gold and platinum group metals. Our ambition is to become their partner of choice to develop their surface resources. The FWGR project, which hit Phase 1 signature commercial production eight months after acquisition, demonstrated that our use of technology and operating systems are nimble, dynamic and powerful enablers for further expansion.

Growing our business

Key differentiator

- Proven technologies and tailings reclamation track record
- Strong anchor shareholder with clear synergies and economies of scale
- Low gearing
- Exciting medium and long term prospects through diversification and innovation



Profitably and sustainably mine large surface gold resources

Key differentiator

- Established pipeline and infrastructure with growth prospects



Improving the quality of life of our communities

Key differentiator

- Substantial contribution to the societal needs through rehabilitation, poverty alleviation and youth education



Being serious about employee wellbeing

Key differentiator

- Low labour intensity and safety risks

Using technology to minimise impact on the environment

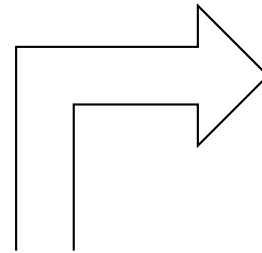
Key differentiator

- Substantial contribution to environmental needs through rehabilitation of land integrated in core business strategy

STRATEGY AND OUTLOOK CONTINUED

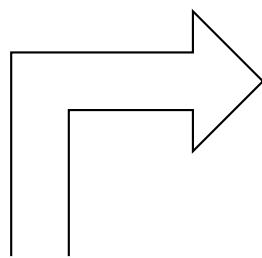
Strategic outlook

DRDGOLD aims to profitably and sustainably treat megavolumes of tailings material, harnessing our advanced technology, systems and skillsets to deliver a competitive return to our shareholders.



MEDIUM TERM

2020
TO
2025



SHORT TERM

2020

- **Ergo** – optimise volume throughput, clean-up focus continues, continue with proven technologies and track record
- **FWGR** – optimise circuit and milling stream
- **Ergo and FWGR** – low gearing to continue, focus on cash-generation

- **Ergo** – look to expand Brakpan/Withok, using established pipeline and infrastructure, but expand to the Far East (Marievale/Grootvlei)
- **Ergo** – considering optimal use/other opportunities for Knights in this set-up
- **Ergo** – look to “crack the code” by increasing overall yield/reducing overall residue and use of technology
- **FWGR** – build Regional Tailings Storage Facility (RTSF), consider various options to expand operations, eg. increasing Driefontein 2 plant (DP2) capacity, adding additional resources, expanding current footprint
- **Look to include platinum group metals** – using anchor shareholder, international opportunities

LONG TERM

2025
AND
BEYOND

- **DRDGOLD** – consolidate all surface tailings
- **Ergo and FWGR** – unlock land value in partnership with government (Corridor of Freedom), state agencies/public/private partnerships and emerging operators – rehabilitation eco-system, to add value to all stakeholders
- **Water technology** – TCTA, AMD and treated sewage
- **Technology** – big data, next quantum steps in “cracking the code”



OUR OPERATING ENVIRONMENT

In addition to normal operating dynamics, being a price taker and operating in the gold mining industry in South Africa, external dynamics expose us to conditions which we may not necessarily have control over. These conditions can influence decision making and the ability to execute on our strategy. An analysis of these are set out below:

Fluctuations in the rand gold price

As a market price taker, we are exposed to fluctuations in the US dollar gold price and rand/dollar exchange rate. The higher the gold price, the higher our profitability. The US dollar gold price remained relatively stable in the first three quarters of the year, however, a noticeable upswing occurred in the last quarter of the year and sustained throughout the first quarter of FY2020.

This is mainly as a result of investors returning to gold as a safe haven asset in the wake of recent fears of a global economic slowdown. The rand/dollar exchange rate remained volatile throughout the year mainly as a result of economic uncertainty marred by political instability, global market slowdown sentiment, the US-China ongoing trade war, low economic growth, risk of a credit-rating downgrade and of great concern, the future sustainability of Eskom. All these factors have increased the average gold price we received in the current year by 8% from R534 344/kg to R577 483/kg.

DRDGOLD's strategic response

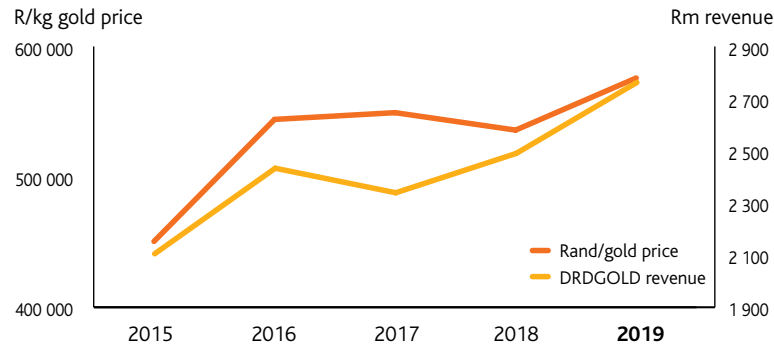
DRDGOLD reaffirms its position as a price taker and takes full downward and upward exposure to the rand denominated gold price.

Since the revenue line is determined by external factors, we manage this risk by being very focused on areas that we can influence – costs and operational efficiency. We are always looking at ways to slow the increase of costs and save costs by making ongoing improvements on process and efficiencies. Technology

plays a pivotal role in this regard. Precise dosing of chemicals and consumables, based on the ongoing analysis of key drivers in our plant, contributes to keeping these costs as low as possible; lower friction in pipelines through HDPE lining reduces power consumption, and maintaining a closed water circuit and use of recycled water reduces the costs of water consumption are a few initiatives implemented.

To limit our vulnerability to a drop in the price of gold in rand terms, the currency in which we incur our costs, we keep a close eye on costs in line with the approach stated

DRDGOLD revenue relationship to gold price



above. In addition to that, 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 could have a profound impact on production outcome. Improving recoveries per tonne impacts on various levels:

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

This position of full exposure to the gold price can be illustrated in the graph alongside.

A zero-cost collar was entered into during FY2019 to provide price protection to manage the increased liquidity risk as a result of the debt raised to fund the development of FWGR. This collar concluded in May 2019 and a R2.1 million gain was realised.

We expect to realise the full impact of the FWGR Phase 1 project in FY2020 and with the passage time should the high gold prices continue to be sustainable, we expect the impact on the bottom line to be nothing short of remarkable.

Risk

- Sustained lower commodity price and strengthening of the rand

Strategy

- Profitably and sustainably mine large surface gold resource

OUR OPERATING ENVIRONMENT CONTINUED

Rising electricity prices and Eskom supply disruptions

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

Eskom remains the biggest systematic risk to the sustainability of the South African economy. The South African energy regulator has approved a 25% price hike for Eskom over the next three years, effective from 1 April 2019. The standard mining tariff rate has increased from 15.07c per kWh in 2003/2004 to 86.91c per kWh in 2017/2018, representing an increase of 477%.

DRDGOLD's strategic response

We take a two-staged approach to the risks associated with electricity supply. On the one hand, we have had to install extensive back-up systems to counteract the impact of unscheduled interruptions in power supply. Although we are unable to maintain production during black-outs, back-up generator sets ensure that the plants remain in motion and that our circuits

do not choke or become blocked through the settlement of solids in the slurry. This means that production can resume virtually immediately after power is restored.

At our Brakpan Tailings Deposition Facility, our back-up capacity is sufficient both 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 perspective, it is also essential that we maintain a water balance on this facility in order to ensure that water on the facility remains within our stated factors of safety.

The second important strategic consideration regarding electricity supply is to address the impact of escalating electricity costs. We are not considering a system that is completely independent of Eskom and its supply grid. Our operating footprint is simply too large and complex to install a system that will make us completely independent – it is simply not economically feasible. We are therefore rather investigating ways of softening the impact of price increases.

Power storage and the pricing policy of Eskom to charge different rates during peak and off-peak periods appear to be the most likely near term solutions in this regard. Charging power storage units during these periods and then drawing them down during peak hours to avoid peak rates, may well in the long term provide a financially feasible model in this regard. These studies are currently ongoing.

Risk

- High utility cost increases
- Eskom power supply

Strategy

- Profitably and sustainably mine large surface gold resource

Decline in SA gold mining production

Despite South Africa having one of the highest gold reserves in the world, gold production has decreased by 48% from 252.6t in 2007 to 132.2t in 2018. This can be attributed to multiple factors including, divestments by local gold companies to offshore, illegal mining, crime and theft, lack of technological investments into safely mining resources which require deep extraction, lower grades, unfavourable regulatory practices, an uncertain regulatory environment, rapidly rising labour and electricity costs and labour disruption. This is in contrast with global gold production trends where gold production has increased by 40% from approximately 2497.8t in 2007 to 3502.6t in 2018.

DRDGOLD's strategic response

Our strategy to improve the robustness of our model within the context of full product price exposure also finds application in this regard. Reversing a declining production trend through better

extraction efficiencies remains the most capital effective means to combat this trend. We are also putting engineering and technology solutions in place in collaboration with a slightly expanded business model of bringing higher grade, coarse material into the circuit from legitimate external bulk suppliers. The processing of a high grade sand resource from the central Rand area into Ergo, plus the supplementation of higher grade materials from a source in Benoni, is contributing to offset declining grade and assisting to maintain production run-rate.

The acquisition of the FWGR and the significantly higher grades of its Phase 1 operation also makes a very significant impact on the Group's resilience in the context of a fluctuating gold price and lower high grade volumes at Ergo.

The combined effect of these initiatives placed DRDGOLD in a favourable position to take advantage of the surge in gold price after May 2019.

Our operations have over the years remained resilient to these challenges and our performance has been unparalleled to trends in the gold mining industry. The illustration below depicts DRDGOLD's production in tonnes over the years compared to the gold mining industry.

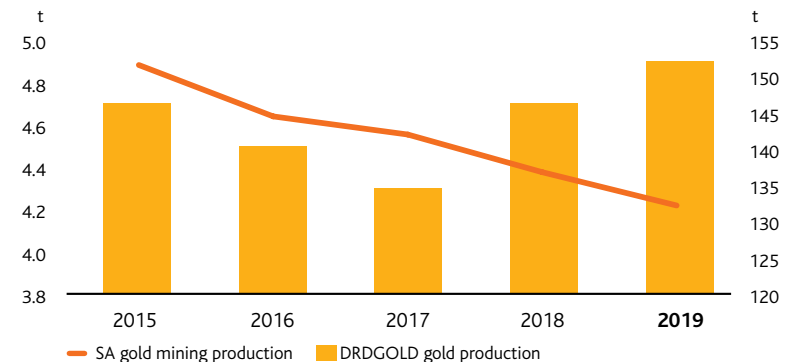
Risk

- Depletion of Ergo's profitable resources

Strategy

- Grow our business
- Profitably and sustainably mine large surface gold resource

DRDGOLD production versus SA gold mining production



Source: Mineral Council of SA

OUR OPERATING ENVIRONMENT CONTINUED



South Africa water challenge

Our surface retreatment operations are reliant on water to transport the slimes from reclaimed areas to the processing plant and to the tailings facilities.

We acknowledge that water is a limited natural resource and crucial for the sustainability of the planet. Although the earth has the natural ability to recycle water, the availability of clean and safe drinking water remains a key global concern and the scarcity thereof in the future is linked to the manner in which grey/waste water is managed. South Africa is a water scarce country and there are increasing calls from conservationists for intervention to avoid future deficits in water supply.

DRDGOLD's strategic response

Over the past few years we have deliberately focused on investing in infrastructure and strategies to reduce our reliance on potable water and expand the use of other water sources. The full impact of these projects came through again this year with a 21% reduction in our use of potable water. We manage our water in such a way that process and grey water options are exhausted first before potable water options are explored, as depicted in the graph below.



Risk

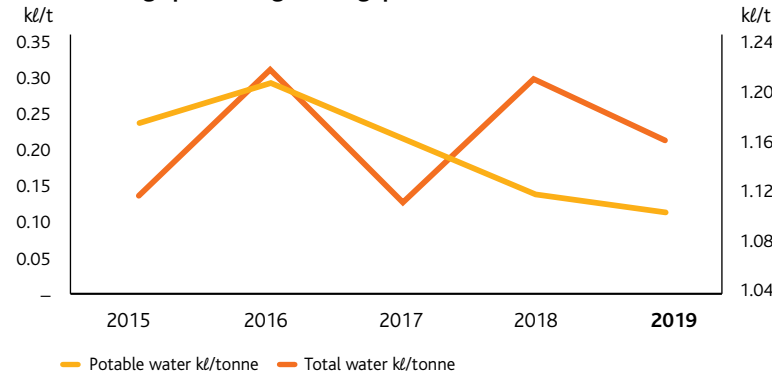
- High utility cost increases
- Extreme weather



Strategy

- Using technologies that enhance and minimise impact on the environment
- Improving the quality of life of our communities

Kl water usage per tonnage throughput



Social licence to operate

Johannesburg has a unique history, but if it were not for mining, there would be no city. The mines, however, did not come to the city, the city came to the mines. As a consequence, environmental and waste disposal practices that were designed and that may have been adequate in a less densely populated environment, are inadequate today. DRDGOLD's entire operating footprint is the legacy footprint of mining in Johannesburg specifically in the East Rand and Far West Rand. An integral part of our mining process is to remedy the shortcomings of that legacy.

While it is true that, in the course of our operations, there may be high levels of dust and other disturbances, the end result is a better environment and a legacy that is of value to the wider community. We aim, as a company, to improve the quality of life of people living within our areas of influence.

As such, in addition to our socio-economic investments, we seek to preserve, protect and improve the state of the footprint on which we operate in order to also yield a dividend beneficial to the natural environment.

DRDGOLD's strategic response

Our thinking on environmental management is informed by our commitment to sustainable development and our ambition to create multi-layered and overlapping value. The initiatives we have in place to save power and water,

referred to above, also find application here. The fact that recycled AMD and sewerage water is cheaper than potable water and allows us to reduce our impact on the environment and the use of natural resources, is textbook sustainable, integrated value.

We are also presented with a unique opportunity to, through a commercial enterprise, reverse the past impact and legacy of mining and the impact it is having on the quality of the life of the communities living in close proximity to mine dumps. A life with no dust is a much better life than one with the constant presence of dust. Certain dumps, the ones containing gold, are removed permanently and the communities next to them are permanently rid of dust. The ones that are not removed, namely the TSFs are permanently vegetated with various indigenous species of grass and shrubs and initially irrigated to the point where virtually no dust is lifted by the wind from these areas.

Notwithstanding the fact that we are constantly having to recover from devastating fires that consume this vegetation, unfortunately set by members from the very communities who benefit most from revegetation initiatives, we are making progress and have managed to significantly reduce dust emissions.

In addition, we have adopted the strategy of concurrent rehabilitation – a process which involves the commencement of rehabilitation before closure of a mining or

OUR OPERATING ENVIRONMENT CONTINUED

deposition site. This not only has the effect of reducing our long term environmental obligations, but we are able to also complete rehabilitation very soon after reserves associated with production from or in connection with these sites come to an end.

Risk

- Social licence to operate
- Using technologies to minimise impact on the environment

Strategy

- Improving the quality of life of our communities

Regulations and their effects on our business

The mining industry in South Africa is extensively regulated through legislation and regulations issued by government's administrative bodies. This includes directives with respect to health and safety, mining and exploration of minerals, and managing the impact of mining operations on the environment. A change in regulatory or government policies could adversely affect our business.

On 27 September 2018, the Broad-Based Socio-Economic Empowerment Charter for the Mining and Minerals Industry, 2018 (Mining Charter 2018) was published in Government Gazette No. 41934 of Government Notice No. 639 superseding and replacing all previous charters, including the Reviewed Broad-Based Black Economic Empowerment Charter for the South African Mining and Minerals Industry, 2016 (Mining Charter III).

Mining Charter 2018 requires an enduring 30% Black Economic Empowerment (BEE) interest in respect of new mining rights. It also has extensive provisions in respect of historically disadvantaged people (HDP) representation at board and management level, as well as provisions relating to the local procurement of goods and services. The procurement target of the total spend on services from South African companies has been pegged at 80% (up from 70% in Mining Charter III) and 60% of the aggregate spend thereof must be apportioned to BEE entrepreneurs.

Key provisions of Mining Charter 2018, which are welcomed by the industry are:

- The conditional acceptance of the continued consequences of previous compliance of the BEE ownership threshold of 26% in respect of existing mining rights
- Of the 30% HDP ownership component, qualifying employees and communities are each to hold a 5% carried interest (as opposed to a free carry interest as per Mining Charter III), the cost of which may be recovered by the mining right holder from the development of the asset, the community interest in turn may be offset by way of an equity equivalent
- The removal of the so-called 1% of earnings before interest, taxes, depreciation and amortisation (EBITDA) trickle dividend provided for in Mining Charter III
- The removal of provisions requiring community and employee representation at board level

Elements of Mining Charter 2018 which we consider unfortunate, and which will be the topic of ongoing discussion with the Department of Mineral Resources (DMR), are:

- That the continuing consequences of HDP ownership are recognised for transfers of mining rights
- That a top-up of HDP ownership back to 30% is required for the renewal of existing rights

DRDGOLD's strategic response

DRDGOLD is a member of the Minerals Council which has noted a material improvement on Mining Charter 2018, but still expresses concern on its ability to promote growth and attract investment. The Minerals Council provided, on behalf of its members, its preliminary response to Mining Charter 2018 on 3 October 2018, welcomed its publication and broadly supports its intentions and content.

The Minerals Council noted that the Mining Charter is the product of substantial engagement between key stakeholders and is a compromise that reflects different difficult choices that have been made. This Mining Charter provides a better balance between the mutually reinforcing concepts of promoting competitiveness and transformation.

Risk

- Regulatory compliance and changes: mining and environmental

Strategy

- Profitably and sustainably mining large surface gold resources



RISKS AND MITIGATIONS

DRDGOLD is not a typical gold mining company as we focus exclusively on surface retreatment and not on underground mining. Our slimes retreatment focus places our business in a different risk environment compared to conventional mining.



How we manage risk

Our Board oversees risk challenges and has delegated the implementation of risk mitigation policies to management. DRDGOLD makes use of an enterprise-wide risk management (ERM) process to inform and advise on threats that could prevent the Group from achieving its objectives. The aim is to provide the Board with a complete, informed view of the business environment in which the Group operates.

The aim of the formal ERM process is to effectively manage the Group risks in a standardised and systematic manner. The formal process occurs annually and involves updating the risk register by the chief risk officer with strategic planning information and available information (risk and other publications) relating to the environment the Group operates in. These are presented to management and discussions are held regarding the assessment of the risk and the Group's response to these risks. The ERM process is ongoing throughout the year, to ensure that risks remain relevant and mitigating actions remain appropriate.

The results of the process are presented to the Board's Risk Committee every quarter when trends or changes to level of risk are explained.

A strong integration of the different risk areas exists in the Group and is driven by the changing business footprint and strategic framework. The risk areas that are managed include strategic, reputational, financial, human resources and day-to-day risks. Therefore, in addition to the ERM, an independent risk management process assesses operational risks in three categories:

- **BASELINE:** covers the risk profile of the entire operation in a systematic manner
- **ISSUES-BASED:** prior to a new event, new capital infrastructure or activity, a specific assessment is performed
- **CONTINUOUS:** health, safety and environmental issues are assessed on an ongoing basis in the daily work programme

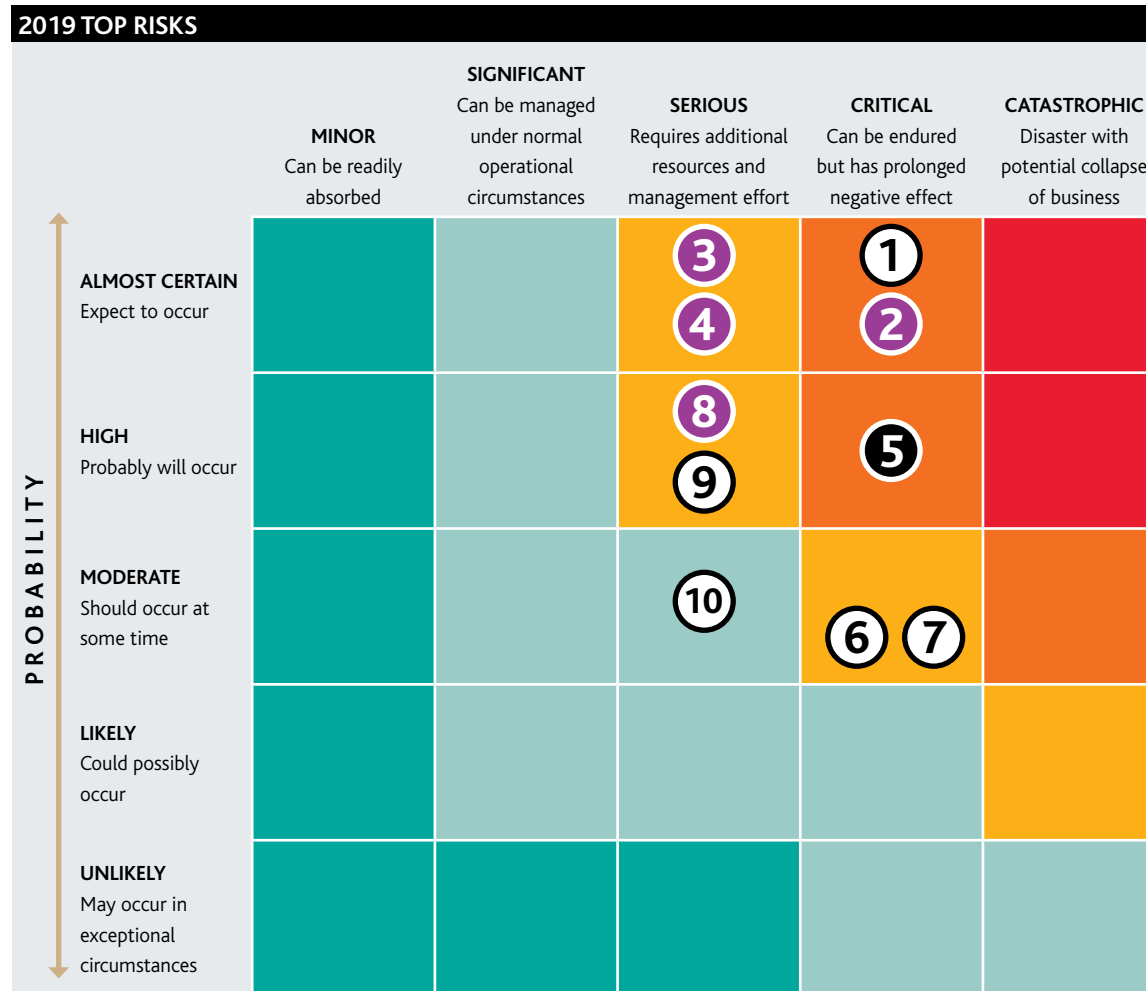
The effective approach to risk management relies on the ongoing monitoring of risk and related mitigation and procedures and, when appropriate, their revision. These activities are embedded in our day-to-day activities and in management structures throughout the Group. The requirements of King IV, the 2013 Committee of Sponsoring Organisations of the Treadway Commission Integrated Framework and the Sarbanes-Oxley Act Section 404 have all been incorporated into the Group's internal control processes.

RISKS AND MITIGATIONS CONTINUED

All key risks are assessed in accordance with the ERM framework that applies a specific rating structure incorporating the probable impact, consequence and control effectiveness, as presented in the following top 10 risks and risk map.

Top 10 risk profile

1	Eskom power supply	STRATEGIC OPERATIONAL
2	Social unrest	SOCIAL
3	Increased crime and gold theft	SOCIAL
4	Social licence to operate	SOCIAL
5	Tailings storage capacities	OPERATIONAL
6	Availability of water	OPERATIONAL
7	High utility cost increases	FINANCIAL
8	Extreme weather	OPERATIONAL
9	Sustained lower commodity price and strengthening of the rand	FINANCIAL
10	Regulatory compliance and changes: mining and environmental	OPERATIONAL



RISKS AND MITIGATIONS CONTINUED

Key risk	Mitigating actions
<p>1. Eskom power supply</p> <p>Eskom is currently experiencing financial difficulties which is a concern to the power utility's long-term viability and status as a going concern. Interruptions, whether short term or long term will adversely affect the operation as the business is highly dependent on a reliable and stable electricity supply.</p>	<ul style="list-style-type: none"> Generators installed to reduce delays in restarting operations after an interruption in power supply A project to assess and evaluate the feasibility of alternative power-generation technologies is under way. <p><i>Refer to Our operating environment for further information</i></p>
<p>2. Social unrest</p> <p>There is a growing frustration of society at large on slow reformative action being taken by all spheres of government, in particular, in combating high unemployment particularly in the youth of the country. This frustration tends to lead to social unrest, people committing crimes, vandalising property and damaging infrastructure in and around our operations.</p>	<ul style="list-style-type: none"> Ongoing review of community relations structures and review and implementation of social value add investment Ensure the appropriate security structures are in place to protect Company personnel and assets Open communication with local police <p><i>Refer to medium term outlook for further information</i></p>
<p>3. Increased crime and gold theft</p> <p>Within the area of our operations, the trend of mining operations being targeted by criminals increases not only the risk of theft of assets but also endangers the lives of our employees. Employees are increasingly threatened, attacked or held hostage to gain access to the Company's properties. Syndicates are also increasingly targeting gold mining operations to access gold or gold concentrate due to its high inherent value.</p>	<ul style="list-style-type: none"> Maintain close relationships with leaders in the communities surrounding the operations Use of a large security service to protect assets and employees and to prevent and limit incidents Surveillance equipment also allows for continuous monitoring of properties by security personnel Proper management of insurance policies

Key risk	Mitigating actions
<p>4. Social licence to operate</p> <p>Our social licence to operate refers to the level of acceptance or approval by local communities and stakeholders (including local government) of the Group's operations and methods of conducting business.</p> <p>A social licence to operate is based on the principle that a company needs not only official government permits and licenses to conduct its business but also the support of those living and working in its operational jurisdictions. DRDGOLD may not always be able to control the circumstances that affect its social licence to operate.</p>	<ul style="list-style-type: none"> We are committed to improving engagements with our employees and surrounding communities Support our neighbouring communities by investing in projects that improve the quality of life, poverty alleviation and youth education <p><i>Refer to social value add and value creation and distribution for further information</i></p>
<p>5. Tailings storage capacities</p> <p>DRDGOLD is a volume throughput-based business. As a result, we need to ensure that sufficient capacity exists in our TSF to deposit material after processing and extracting gold in the plant. Additional tailings storage capacity is required in the medium term to continue operating at current levels.</p>	<ul style="list-style-type: none"> Expansion of the Brakpan/Withok TSF currently being investigated Planning for the construction of a Regional TSF in the Far West Rand is currently under way <p><i>Refer to Operational performance for further information</i></p>
<p>6. Availability of water</p> <p>The business of surface retreatment is highly reliant on water as water is used to transport material over large distances and for processing. Reliance is placed on third party providers for any shortfall in water. South Africa is a water scarce country and water shortage are predicted to worsen in the future.</p>	<ul style="list-style-type: none"> A closed water balance system in place to reuse water that is in the system Limit use of potable water Ongoing initiatives to make use of grey water from sewerage works or AMD water <p><i>Refer to Our operating environment, environmental impacts for further information</i></p>

RISKS AND MITIGATIONS CONTINUED

Key risk	Mitigating actions
<p>7. High utility cost increases</p> <p>The mining industry operates in a highly inflationary environment and is highly dependent on electrical power supplied by Eskom and potable water supplied by Rand Water. Both suppliers have imposed higher than normal tariff increases and this is expected to continue in the future.</p>	<ul style="list-style-type: none"> Regular review and monitoring of operating and capital costs by management and the Board Operational initiatives evaluated and implemented to reduce power usage and potable water <p><i>Refer to our operating environment for further information</i></p>
<p>8. Extreme weather</p> <p>Climate change has an influence on weather patterns which could result in a severe weather event which in turn could adversely impact on operational output. Major property, infrastructure and/or environmental damage as well as loss of human life could also be caused by extreme weather events.</p>	<ul style="list-style-type: none"> Implementation and adherence to measures to limit the impact of extreme weather events remain a priority to ensure that the impact on employees and surrounding communities and interruption of operational processes are limited
<p>9. Sustained lower commodity price and strengthening of the rand</p> <p>DRDGOLD's revenue and earnings are dependent on the prevailing gold price.</p> <p>Historically, the gold price has fluctuated widely being affected by several factors over which the Company has no control.</p> <p>DRDGOLD's profitability may be negatively affected if revenue from gold sales drops below the cost of production for an extended period. As most of the Group's operating costs are in rand while gold is generally priced in dollars, DRDGOLD's financial condition could be materially harmed in the future by an appreciation in the value of the rand.</p>	<ul style="list-style-type: none"> The Group remains a price taker and does not enter into forward contracts or other price protection instruments to reduce exposure to fluctuations in the dollar gold price or exchange rate movements of the rand Key gold price trends and market indicators are constantly monitored to ensure an effective response to commodity price and exchange rate fluctuations <p><i>Refer to our operating environment and financial performance for further information</i></p>

Key risk	Mitigating actions
<p>10. Regulatory compliance and changes: mining and environmental</p> <p>Mining companies in South Africa are subject to extensive mining legislation and regulations and must ensure compliance and keep abreast of the latest legislation.</p>	<ul style="list-style-type: none"> Monitor changes and engage with government and regulators to ensure compliance Maintain close relationships with authorities at regional and national level so any issues can be addressed promptly DRDGOLD is a member of the Minerals Council South Africa, an important vehicle in the effective interaction with the regulator on specific issues that affect the gold mining industry <p><i>Refer to our operating environment for further information</i></p>



SECTION

3







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.





OUR STAKEHOLDER GROUPS

Our stakeholder groups and their key interests

Stakeholder groups	Methods of communications	Key interests	Group response to interests
<p>Providers of capital</p> <ul style="list-style-type: none"> Shareholders Debt funders 	<ul style="list-style-type: none"> Investor road shows for small groups and one-on-one meetings Various investor conferences Financial and operating results presentations JSE's Stock Exchange News Services (SENS) 	<ul style="list-style-type: none"> Funding requirements for Phase 2 of FWGR project The Sibanye-Stillwater option 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
<p>Employees</p> 	<ul style="list-style-type: none"> Workplace meetings Formal workplace briefing procedures Independent, anonymous tip-off line to report fraud or crime Induction and refresher training Monthly "future forum" meetings with organised labour Short messaging service Notice boards 	<ul style="list-style-type: none"> Job security Fair remuneration Career development and training Health and safety 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 such as the safety pocketbook and safety day Maintain safe working conditions Fair and transparent processes
<p>Suppliers and specialist providers</p> 	<ul style="list-style-type: none"> Numerous meetings held 	<ul style="list-style-type: none"> Sustainability of the local gold mining industry 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 Employment practices Safety requirements Support and quality control Performance of service providers
<p>Communities</p> 	<ul style="list-style-type: none"> Community forums Formal meetings with representatives of Quarterly Dust Forum Stakeholder engagement during authorisation processes Individual stakeholder engagement of affected persons 	<ul style="list-style-type: none"> Local economic development (LED) Job creation Corporate social investment (CSI) Environmental impact Health, safety and security related issues 	<ul style="list-style-type: none"> New Social and Labour Plan (SLP) concluded geared towards entrepreneurship and poverty alleviation Projects geared toward community development Involvement in local community activities Operate in a manner that does not harm the environment Review community engagements

OUR STAKEHOLDER GROUPS CONTINUED

Stakeholder groups	Methods of communications	Key interests	Group response to interests
Government and regulatory authorities 	<ul style="list-style-type: none"> Engagement on draft regulations and bills Formal engagement during authorisation processes Provide formal approval of authorised activities Written and verbal communications 	<ul style="list-style-type: none"> Licence to operate including water use licenses, SLP execution, environmental management plan BBBEE and employment equity compliance Labour relations Health and safety Environmental impact 	<ul style="list-style-type: none"> Adhere to various legislation and regulations Availing parties to attend to compliance matters Submit required statutory reports Adhere to instructions and orders
Media 	<ul style="list-style-type: none"> Interviews with the Chief Executive Officer (CEO) and Chief Financial Officer (CFO) Web alerts to analysts, media and investors News releases on the Company's website 	<ul style="list-style-type: none"> Financial results Corporate activity Environmental issues Health and safety Community-related topics 	<ul style="list-style-type: none"> Publish financial and operating news and results







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.



DELIVERING ON OUR STRATEGY



2019 performance analysis

Focus points	How we measure success	2019 Priorities	What we achieved	Status	2020 Priorities
Growing our business 	<ul style="list-style-type: none"> Acquisition of assets Resource and TSF expansion 	<ul style="list-style-type: none"> Successful commissioning of Phase 1 of FWGR Continued investment in tonnage and grade verification Further studies to inform our decision regarding the expansion of our Tailings Deposition Facility 	<ul style="list-style-type: none"> Successful commissioning of Phase 1 FWGR on 1 April 2019 excluding the milling section Successful acquisition of Marievale dumps at Ergo operations with expected tonnages of 51.0Mt at head grade of 0.289g/t 		<ul style="list-style-type: none"> Phase 2 development Commission milling at FWGR Secure authorisation to mine Marievale dumps Explore Brakpan/Withok TSF expansion
Profitably and sustainably mine large surface gold resource 	<ul style="list-style-type: none"> Meet cash operating cost budget and below mining inflation Generate a positive free cash flow 	<ul style="list-style-type: none"> Invest in capital projects to reduce costs and improve efficiencies 	<ul style="list-style-type: none"> Cash operating cost per kg of R499 749 Free cash outflow R14.7 million after investing R330.7 million in FWGR Greater plant stability and efficiencies 		<ul style="list-style-type: none"> Cash operating cost per kg of R490 000 Generate a positive free cash flow
Using technologies to minimise impact on the environment 	<ul style="list-style-type: none"> Increased plant efficiencies Decrease Eskom reliance Potable water consumption reduced to 10% of total water usage 	<ul style="list-style-type: none"> Continue to focus on improving plant efficiency and recoveries through partnership with the University of the Witwatersrand School of Chemical and Metallurgical Engineering (Wits) and other initiatives Reduce potable water consumption 	<ul style="list-style-type: none"> Ergo yield marginally higher from 0.193g/t yield to 0.194g/t from installation of ball mills at Ergo plant A 0.261g/t yield was achieved at FWGR Potable water consumption reduced to 9% of total water used (FY2018:11%) 		<ul style="list-style-type: none"> Increased gold production Investigating alternative power sources

LEGEND:  **Achieved**  **Partially achieved**  **Not achieved**

DELIVERING ON OUR STRATEGY CONTINUED

2019 performance analysis

Focus points	How we measure success	2019 Priorities	What we achieved	Status	2020 Priorities
<p>Being serious about employee wellbeing</p> 	<ul style="list-style-type: none"> No fatalities Reportable injury frequency rate (RIFR) and LTIFR below standard deviation of preceding five year rolling average Fair remuneration 	<ul style="list-style-type: none"> Continue to prioritise the wellbeing and safety of employees Implement Accelerated Capability Development Programme to the metallurgical section of our business Commence with learnership programmes in metallurgy Enter into wage negotiations to sign a new wage agreement in FY2020 Restructure short-term and long-term incentive schemes 	<ul style="list-style-type: none"> New wage agreement at Ergo settled subsequent to year-end Junior leadership programme implemented Restructured long-term incentive and short-term Incentive scheme going forward 		<ul style="list-style-type: none"> Implementation of new wage agreement Implementation of long-term and short-term incentive scheme Continued focus on safety
<p>Improving the quality of life of our communities</p> 	<ul style="list-style-type: none"> Dust exceedance below 1% Social economic development (SED) spend 1% of total working costs 	<ul style="list-style-type: none"> Reduce potable water consumption Stakeholder engagement through our Dust Forum to understand and address key concerns Continue vegetation programme on the Crown Complex, increase cladding programme on the Brakpan/Withok Tailings Deposition Facility Obtain land clearance certificates for 191.5ha land 	<ul style="list-style-type: none"> Broad-based Agricultural Livelihood Programme extended to Soweto and Carletonville Dust exceedances stable at 0.65% 135.5ha of land released for redevelopment 55.5ha rehabilitated on Brakpan/Withok TSF and Crown TSF Complex 		<ul style="list-style-type: none"> Full implementation of SLP

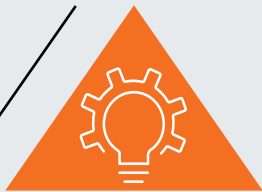
LEGEND:  **Achieved**  **Partially achieved**  **Not achieved**

OPERATIONAL PERFORMANCE

Ergo operation

The Ergo operation is an ultra-volume and almost nano-gold extraction business. The volume of material has one of the most profound impacts on the output of the plant and requires technology and infrastructure to recover gold from low-grade tailings material on a 24/7/365 basis.

Key highlights



4 493kg
gold produced

23 162 000t
milled

0.194g/t
yield

**Successful commissioning
of zinc precipitation**

Review of operations

As one of the world's largest surface gold tailings retreatment operations, the majority of the material treated by the Ergo plant – currently around 1.2Mtpm – is delivered via two feeder lines from the Elsburg (incorporating the 4L50 area) tailings complex, Van Dyk and Ezekiel reclamation sites. A further 0.6Mtpm is delivered from the City Deep area (including 4L2, 3L42 and externally sourced sand).

The Ergo plant uses flotation, fine-grind and a combination of high-grade and low-grade carbon-in-leach (CIL) metallurgical processes to recover gold from slurry. Most of Ergo's reclamation activities involve the reclamation of slime. Monitor guns, operated by trained individuals, direct high-pressure water jets at targeted areas. The slime is dislodged and mixed with water and the resulting slurry is pumped to a metallurgical treatment plant for processing. The Ergo plant has a treatment capacity of 1.8Mtpm based on 92% availability. Vast quantities of material are delivered monthly to the plant and, as each old dump or dam is depleted, others are brought on stream.

The Knights plant has a treatment capacity of up to 250ktpm and only shares the Brakpan/Withok TSF with the Ergo plant. It can therefore run independently of the Ergo plant. Although the Knights plant is rapidly depleting its reserves, there are exciting opportunities being evaluated with a view to extending operations by continuing reclamation activities in more challenging environments – for example remnant material left from historic mining activities and environmentally sensitive areas, like wetlands. The latter will not only contribute to Ergo's financial sustainability but will also rehabilitate severely degraded and impacted areas.

Tailings deposition facility

We invested approximately R4.1 million in tonnage and grade verification during FY2017, which resulted in a 56.8% increase in our measured mineral resource and a 62.5% increase in mineral reserves. The drilling programme continued into FY2018 and evaluation was undertaken on the Daggafontein, Grootvlei and Rooikraal tailings dams to verify grades, the position of the bases and samples for metallurgical testwork were collected. Ergo was successful in acquiring the Marievale dumps during the year, comprising of 51.6Mt at

0.289g/t. In light of this acquisition, and as previously reported, we continue to evaluate options to increase the deposition capacity of the Brakpan/Withok TSF. Daggafontein has been evaluated and remains an option as an additional tailings deposition facility.

Ergo sand mills

The two ball mills salvaged from the redundant Crown plant were relocated and commissioned, after their complete refurbishment, at the Ergo plant. These mills have now reached full design throughput providing the Ergo plant with the capability to receive sand material from the legacy reclamation sites to the north of the Ergo plant, in an area commonly referred to as the Benoni Cluster.

These 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.

Zinc precipitation

The electrowinning process to recover gold has been successfully replaced with zinc

precipitation. Although this may appear as technology regression, the mineralogical make up and process choices at the Ergo plant resulted in extremely high base metal concentrations. During electrowinning, these base metals needed to be suppressed by very high levels of reagents, notably cyanide and caustic soda. Zinc precipitation is insensitive to the levels of base metals we encounter and obviates the need for the excesses in cyanide and caustic soda.

All in all, zinc precipitation resulted in a more cost effective and efficient process with reduced harmful reagents. The zinc precipitation conversion, commissioned during the first quarter of FY2019, has proven extremely efficient.

Research and development

The Ergo strategy to achieve optimal mining of its gold resource requires a research and development team and the use of available technology. The Board has determined that investment in research and development will continue as we focus on increasing and optimising the volume to be treated and the recovery of gold. Investment in research is a key strategic focus area as the Group works to find ways of extracting every possible particle of gold.

OPERATIONAL PERFORMANCE CONTINUED



Partnership with Wits School of Chemical and Metallurgical Engineering

In line with the partnership with Wits School of Chemical and Metallurgical Engineering, Ergo continued to invest (approximately R1.2 million for the year) to fund appropriate research projects by post-graduate students with a view to improving Ergo's operating efficiencies as well as the evaluation of alternative process options. Currently, seven studies are underway, with six studies being master of science degree projects and one a doctoral study. Over a period of five years, Ergo will contribute funding of R6.0 million to Wits.

In-house research capability

Ergo has embarked on the process of enhancing its internal research capabilities. Additional metallurgical resources have been recruited and we are currently doubling our research facilities by constructing a second metallurgical research facility. This facility will also serve the rapidly growing interests of DRDGOLD on the West Rand.

South African Minerals to Metals Research Institute

DRDGOLD has joined the South African Minerals to Metals Research Institute, an association of major players in the minerals industry, academia and government with

the vision and strategy of promoting sustainable development of the South African minerals processing industry through the development of globally competitive, innovative technology driven by people with world-class skills.

Information and communication technology

Advanced information and communication technology is used in plant operations and to reduce power and water consumption. Plant operation, pump stations and pipelines are monitored continuously to minimise downtime and to avoid security breaches, including theft and damage. Operators control, divert and halt slurry

feed as necessary so that managers can make informed decisions about switching feeds between reclamation sites in order to reach production targets.

Ergo electronic monitoring system

The Ergo operations make extensive use of digital platforms to monitor and control reclamation and process activities. These systems are developed and maintained "inhouse" and are tailor-made to maximise operational performance.

Our core Ergo plant's electronic monitoring system provides management with continuous information on every facet of the plant's performance. Prompt interpretation of this information has resulted in faster, better identification and remediation of challenges, and a consequent improvement in plant efficiency and reduced costs.

Our product: doré bars

Ergo produces crude bullion (approximately 85% gold, 7% to 8% silver, some copper and other elements) at its own smelter. The resulting doré bars are transported to Rand Refinery Proprietary Limited (Rand Refinery) where silver and other elements are removed, the gold purified to 99.9% and refined into bars that meet the standards of the London Bullion Market Association. Rand Refinery then sells the gold, on DRDGOLD's behalf, at the afternoon dollar price fixed by the London Metal Exchange.

DRDGOLD does not deal in conflict gold.



OUTLOOK

As indicated in our strategic targets, we intend to optimally mine our large surface mineral resources by continuing with our exploration and resource verification programme, which could lead to increasing our tailings deposition facility and, in turn, increase Ergo's life significantly.

We will continue to invest in research and development opportunities in the long-term, which will provide a return not only in financial capital, but also manufactured and natural capital.

FAR WEST GOLD RECOVERIES

Key highlights



Successful commissioning of FWGR
(in line with budget and expected timeline)

604 LTI free days reached during and after the construction phase

Mineral Reserves and Mineral Resources **2.61Moz**

Head grade and metallurgical recoveries within expectation

2 068 363t milled

Cash operating cost: **R313 443/kg**

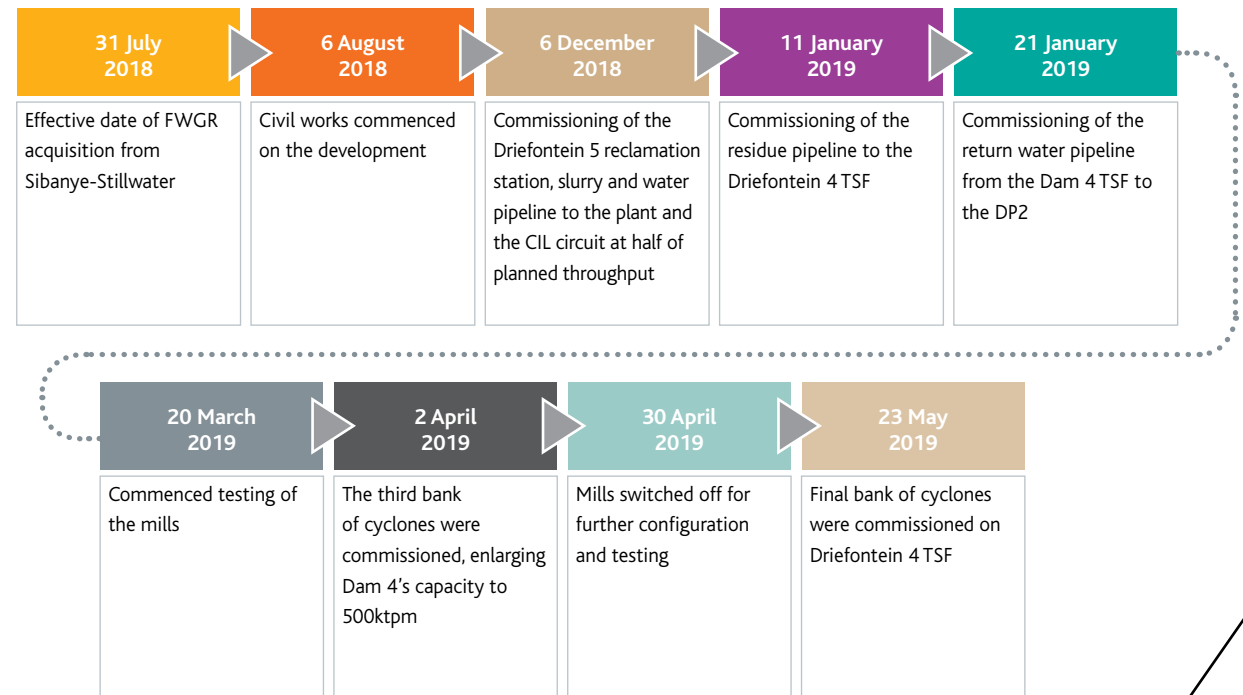
AISC: **R450 820/kg**

Gold production: **484kg**

Planning of Phase 2 underway

Our FWGR operation has evolved from being merely a concept to production and delivering value in a very short space of time, re-affirming DRDGOLD's reputation of being one of the world's leaders in surface gold retreatment operations.

Project timeline



FAR WEST GOLD RECOVERIES CONTINUED

First phase of FWGR capital project

DRDGOLD has invested R330.7 million in the development of phase 1 of FWGR, producing 484kg of gold in the period, including gold produced from FWGR before it was declared commercial on 1 April 2019.

The first phase of the FWGR capital project entailed the reconfiguration, upgrade and refurbishment of the existing DP2 in order to treat 500ktpm of reclaimed material from the Driefontein 5 tailings dam. The project development included:

- The construction of the Driefontein 5 reclamation and pump station to collect, screen and transfer the repulped tailings from the reclamation site to DP2 including all relevant pipeline infrastructure
- The construction of a high-pressure process water pump station and associated pipeline infrastructure to supply 30bar water for the slurry guns
- The re-configuration of DP2 from the nameplate capacity of 180 000tpm to 500 000tpm further processing of higher tailings volumes

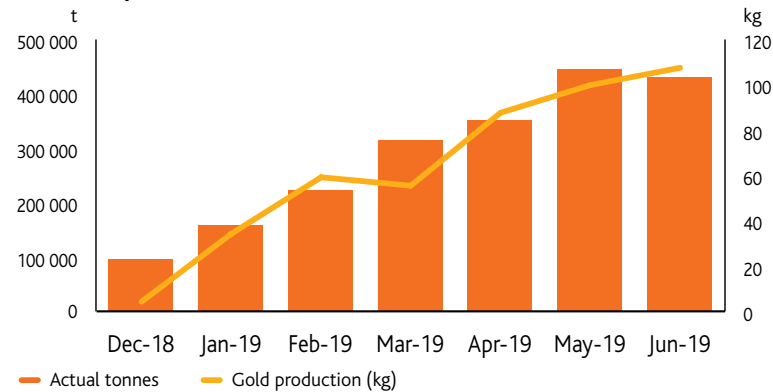
- Refurbishment of the DP2 conventional CIL plant inter-stage screens to cater for the higher volume
- Classifying and milling circuit upgraded to allow approximately 24% of the coarser material to be milled for gold liberation
- Upgrading of Driefontein 4 TSF from the conventional daywall depositing method used previously to cycloning in order to cater for the additional volumes and rate of rise

It is encouraging to note that the capital project was completed in line with the capital budget approved by the Board and that this was performed safely.

During December 2018, we celebrated the milestone of 540 LTI free days and reached a new record for the plant in of 604 LTI free days.

Project ramp-up during the year was as follows:

2019 DP2 production



FAR WEST GOLD RECOVERIES CONTINUED

Overview of the operation

Step 1: Tailings reclamation

- Process water is pressurised through a four stage pumping system with a capacity of 40bar
- This pressurised water is pumped via a 450mm pipeline to monitoring guns at Driefontein 5 reclamation site, to form slurry
- The re-pulped slurry then flows across a scalping screen into a sump
- Thereafter, three slurry pumps will pump the tailings, at a typical density of 1.45, via a 500mm HDPE lined pipeline into reception tanks at DP2

Step 2: Classification of the slurry

- Classification of the slurry to determine whether it goes to the mills or the thickeners takes place through a three-stage cyclone system
- The slurry in the reception tanks is firstly pumped into two primary cyclones and underflow thereof reports to a secondary sump and the overflow transfers to a tertiary sump
- The slurry in the tertiary sump is further pumped to two tertiary cyclones and additional underflow (from both tertiary cyclones) reports to the secondary sump. The overflow from the first tertiary cyclone (approximately 40% by mass of the total reclamation tonnage) reports to the thickeners. The overflow from the second tertiary cyclone transfers to the mill discharge sump

- The slurry in the secondary sump is pumped to a secondary cyclone and the underflow thereof (approximately 24% by mass of the total reclamation tonnage) reports to the mill discharge sump, and the overflow to the tertiary sump
- The slurry in the mill discharge sump is pumped to the CIL circuit
- After thickening to a specific gravity of 1.5 the underflow produced from the thickeners is also pumped to the CIL circuit

Step 3: Processing through the CIL circuit

- The CIL circuit consists of seven leach tanks of 1 600m³ in size each
- Cyanide is added in either the first or second tank and oxygen is injected in the first four tanks
- During the process gold metal is absorbed onto activated carbon
- The gold-loaded carbon is removed at the rate of 9 tonnes per day and bagged
- These bags are transported to Sibanye-Stillwater's Driefontein 1 plant for elution, electrowinning and gold smelting

Step 4: Tailings are disposed of

- Tailings from the CIL circuit is then pumped to a residue tank and then pumped to the Driefontein 4 TSF
- The Driefontein 4 TSF has been converted to a cyclone dam consisting of six banks with 140mm by 250mm cyclones
- Water is drawn off the dam via a newly installed floating penstock and reused for reclamation activities



OUTLOOK

Milling section

The reconfiguration of the milling section and testing thereon is currently underway after having been switched off during April 2019. Testing results have so far shown positive assay results.

Phase 2 project

We have commenced with conceptual studies on Phase 2 and have evaluated several options on how best to treat the remaining reserves acquired as part of the Sibanye-Stillwater transaction. One of the options available includes upgrading the existing DP2 plant to 1.2Mtpm.

DRDGOLD's vision for the longer term still remains to create a large, centralised TSF to mine the larger regional mineral resource; produce more gold over a longer period and to rehabilitate a much larger footprint.



EMPLOYEE RELATIONS

Employees at a glance



1 019
employees

1 591
specialist providers

21%
women in mining

72%
HDSAs

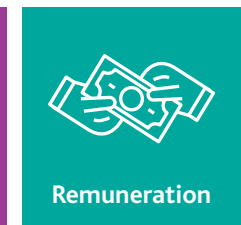
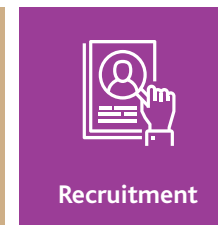
R8.7 million
training spend

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

R477m^{LA}

value distributed to employees – salaries, wages and other benefits (2018: 417^{LA})

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:



^{LA} Limited assurance

EMPLOYEE RELATIONS CONTINUED

Wellbeing

We recognise that social and financial issues affect the ability of employees to perform optimally. Our Best Life Programme provides employees with the following:

- 24 hour access to counsellors who assist with issues including, but not limited to:
 - financial counselling
 - trauma counselling
 - legal assistance
- Access to financial clinics – providing assistance with wills and estate planning
- Vehicle and home loan advisory assistance
- Retirement planning
- Budgeting

Housing

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

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

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

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

Employee development

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 R13 million for reskilling of employees for future downscaling and retrenchments in accordance with our SLP.

Future human resource development programmes

Our newest development programme is the Junior Leadership Programme, aimed at developing future junior and middle management. 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 development. In FY2019, nine candidates took part in the Junior Leadership Programme and two participated in the Management Development Programme. Both programmes are accredited and participants receive certificates of competence that are credit bearing. Various other technical and supervisory programmes are run to ensure that other employees are being capacitated to better perform their functions. In FY2020, we will focus on developing IT skills to help equip our people navigate their way in through the fourth industrial revolution.

Talent management

We identify critical positions and appoint mentors and coaches to address the gaps in individual development plans. Quarterly performance discussions between protégés and mentors/coaches are held. 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.

Employee engagement

We aim to promote communication amongst employees from the bottom up and provide an environment conducive to multi-disciplinary problem solving and decision making. Initiatives such as the Baobab Programme at the Ergo plant, aimed at addressing the importance of teamwork, connectivity to core business, accountability, empowerment and productivity, are very successful.

Daily text messages are also sent on topics such as production, health and safety and congratulatory or motivational messages from management. Video messages are sent on special occasions to employees.



		2019	2018
Employee training	Rm	8.7	9.0
Training days		8 107	5 063
Number of employee training sessions		1 884	1 546

EMPLOYEE RELATIONS CONTINUED

Recruitment

As part of our objective to align employees with the goals of the Group, our recruitment process ensures that the right person, with the right skillset is matched to the job requirements. The percentage of women in mining at DRDGOLD increased to 21% from 20% in FY2018. To improve on these results, our aim is to recruit in line with our transformational objectives and continuously develop our people.

		2019	2018
Permanent employees		1 019	878
Specialist service providers		1 591	1 426
Employee turnover	%	7	6
Human rights incidents		0	1
Women in mining			
Women in management	%	18	16
Total women in mining	%	21	20
HDSAs	%	72	70
Union affiliation (in the collective bargaining unit)			
NUM	%	58	59
AMCU	%	21	21
SOLIDARITY	%	–	–
UASA	%	8	11
Non-union	%	13	9

HDSAs as a percentage of total employees

	2019			2018		
	Male	Female	HDSA%	Male	Female	HDSA%
Board	6	2	38	6	1	29
Top management	2	0	50	3	0	33
Senior management	3	2	40	2	1	33
Middle management	35	12	45	31	6	41
Junior management	299	62	74	273	44	74



EMPLOYEE RELATIONS CONTINUED

Remuneration

DRDGOLD offers competitive remuneration packages and profit share incentives to our employees and makes use of independent annual surveys to ensure that guaranteed packages are fair, competitive and are market related. The South African President introduced the National Minimum Wage Bill, at a minimum wage of R20 an hour or R3 500 per month (dependent on hours worked). The gross basic salary for entry level employees per month is R10 674 for Ergo and R9 996 for FWGR (Ergo FY2018: R10 620).

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

On 16 September 2019, Ergo signed a two-year wage agreement with the National Union of Mineworkers (NUM), UASA and AMCU for a wage increase, with a view to extend this agreement to a third year. The agreement is effective from 1 July 2019 to 30 June 2021 and increases averaging 5.92%:

- 7% per annum for categories 4 to 5
- 6% per annum for categories 6 to 9
- 5.5% per annum for categories 10 to 16

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

	DRDGOLD	Industry
Labour as a percentage of operating cost (%)	18	49
Production per employee per annum (kg produced/total employees and contractors)	1,91	1,00
Average pay per employee (excluding contractors) per annum (R'000)	475	267



OUTLOOK

We hope to continue having an organisation where our employees can grow and reach their full potential. We want to develop employees at the lowest level so we can ensure that we optimise our human resource by having a healthy "pipeline" of individuals who have the necessary skills and competencies to move up in the business. We want to contribute to an improvement in the quality of life of our people by ensuring that they look after their health, wealth and families. The workplace must be a place of fulfilment, where people feel valued and actively participate in achieving the Company's objectives. We are also proposing to refine or revise our incentive schemes from FY2020. Refer to the remuneration report on page 78 for further details.



HEALTH AND SAFETY REVIEW

DRDGOLD considers our employees to be our most valuable asset. We continue to focus our health and safety campaigns, on creating a workplace where all our employees return safely to their families at the end of every work day.

Group safety statistics



1
fatality

2.37
LTFR

1.78
RIFR

604
LTI free days at FWGR



Health and safety management

We realise the shortcomings of the public health care system in South Africa and the consequent negative effects on the wellbeing of our employees. 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, who contributes 60% for Category 4 to 8 employees and 50% for the rest of the employees. During FY2019, the Group contributed R37.8 million (FY2018: R33.6 million) to private medical aids on behalf of employees. In addition, we employ a part-time health practitioner, three permanent nurses and retain the services of a private medical emergency response team to ensure our people receive quality medical treatment at our operations.

We recognise the importance of treating injuries as part of our duty of care and therefore, several employees are trained in different levels of first aid. We also have an onsite clinic at Ergo where employees, who have been injured, are monitored on a regular basis until they are declared fit for duty. FWGR makes use of the services of Fountain Private Hospital located

approximately 5km from the operation and Africa Health Care private medical as an emergency response team.

Health and safety activities

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

As part of our risk assessments, we undertake weekly safety topics, weekly and monthly contractors' meetings, annual inductions to ensure communication and engage with our employees and contractors on site. A number of health and safety campaigns were also initiated during FY2019 including:

HEALTH AND SAFETY REVIEW CONTINUED

Safety pocketbook

A safety pocketbook, with a list of non-negotiable safety rules and standards, was issued to all employees at Ergo. This book fits in an overall jacket pocket, so can be carried on site and used as a quick reference guide.



Safety day

To reinforce their commitment to safety and health, the Minerals Council launched a

safety day campaign and requested all mining companies do the same.

Ergo set aside 11-14 September 2018 and the area manager of each operation addressed employees regarding safety and health – to remind employees that safety is for every day. All employees and contractors were encouraged to take part. They gathered in front of the safety pledge wall and were given an opportunity to find their handprint on the wall and were then reminded of the pledge they had made and could recommit to this pledge. They all received a hard hat sticker to show their commitment to the safety pledge. SMSs were also sent out to all employees regarding the pledge.

The safety pledge was also rolled out at the FWGR operation. A dedicated wall at the entrance of the plant was identified and employees made a handprint on the wall to show their commitment to safety. The pledge is re-affirmed weekly at the Wednesday safety meeting.

A wellness programme was also run on the day with different services offered to employees including:

- VCT
- Papsmears
- Prostate testing
- TB screening and health talk
- Optometrist



	ERGO	FWGR	2019	2018
Number of fatalities	1 ^{LA}	0	1	0 ^{LA}
Reportable injuries	10	2	12	9
RIFR	1.69 ^{LA}	2.37	1.78	1.55 ^{LA}
LTI	14	2	16	17
LTIFR	2.37 ^{LA}	2.37	2.37	2.92 ^{LA}
Minor injuries ¹	17	7	24	23
Part-time health and safety representatives	121	7	128	128
Ratio of part-time health and safety representatives to one employee	1.18	1.20	1.18	1:20
Section 54 notices	2	–	2	–
Section 55 notices	2	–	2	1

^{LA} Limited assurance

¹ In FY2018, a new methodology was introduced for the classification and reporting of minor injuries which forms the basis of a new baseline going forward



HEALTH AND SAFETY REVIEW CONTINUED

Review of our safety performance

FWGR was under development for the majority of the year and reached commercial production on 1 April 2019. During December 2018, FWGR celebrated the milestone of 540 LTI free days and reached a new record for the plant in February 2019 when 604 LTI free days was achieved.

Regrettably, during FY2019, one fatality was recorded at Ergo. An employee was electrocuted while working on a live electrical panel at the Brakpan tailings consumer substation and unfortunately succumbed to his injuries. We extend our deepest condolences to his family and friends.

Remedial actions included tightening rules and regulation related to the operation of HT electrical panels and the retraining of employees who work on the panels.

Health performance

As part of our strategy to educate and empower employees with knowledge, several health-related topics were addressed in FY2019 through pamphlets and medical surveillance. The following topics were part of this ongoing initiative:

- How to do self-breast exam
- Men and heart disease
- Health hazards during a drought
- Listeriosis
- Healthy food on-the-go
- Protect yourself from flu
- High blood pressure and salt intake
- Silicosis
- Fatigue

	2019 ¹	2018
Medical examinations performed	3 682	3 645
Employees tested for HIV	147	173
Employees counselled for HIV	257	173
NIHL cases reported	4	1
Number of TB cases reported	7	7
Cases of silicosis and asbestosis reported	–	2

¹ Information presented only for Ergo, no information has been presented for FWGR as it was under development for majority of the year and its presentation is not assessed to be material for the Group figures

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). The industry milestone, to be achieved by 2024, was reached by DRDGOLD in FY2016. 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 no cases of silicosis and asbestosis reported in FY2019 for Ergo. In FY2018, one case of silicosis and one case of asbestosis was reported. We await the outcome of the asbestosis case reported in FY2018 from the Medical Bureau for Occupational Diseases the silicosis case was concluded 31 March 2019.

Our silica reduction strategy is still enforced, where employees are continually reminded to damp down equipment before working on it and to water the driveways to prevent dust liberation. A silica dust awareness, in the form of training on the effects silica has on the lungs and the remedial actions to prevent silicosis, was conducted. The training consisted of a short video to educate employees about the effects of silica. All employees have access to dust masks if required. No cases had been referred to the Medical Bureau for Occupational Disease.

	Number of cases	Cases concluded	Pending cases
Reported in FY2017	4	–	4
Reported in FY2018	1	–	1
Reported in FY2019	4	1	4

¹ The status of the cases reported in FY2017 and FY2018 remain unchanged in FY2019



OUTLOOK

We are looking at introducing a new integrated risk management application.

This integrated risk management application is underpinned by international standards. The application consists of several integrated modules: Baseline risk assessment module, evaluation module, job safety analysis module, PTO module and investigation module. This new system will enable our operations to improve safety risk assessment (all risk) and management focus to risk reduction.



SOCIAL VALUE-ADD

We are serious about the future of South Africa and therefore sustainable development is a topic which we never fail to emphasize for its strategic importance and to inform our thinking and the deployment of capital and resources.

Social capital investment at a glance



R26.5 million^{LA}
total SED spend

84.7%
total discretionary spend with BBBEE companies

531
members of the community on learnerships

772
learners benefited from our maths, science and accountancy programmes

If this deployment doesn't deliver into our purpose, if it doesn't add broader value then, ultimately, it's not worth doing. DRDGOLD remains committed to improving the lives of the communities where our operations are located, accomplished through local economic growth and development initiatives as well as providing educational support.



Social licence to operate

Our new SLP, submitted as part of our compliance with the Minerals and Petroleum Resources Development Act (MPRDA), commenced in January 2018. 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 motivated by the need to improve the lives of the members of our communities and are aimed at addressing the needs of our employees and our communities, all with an over-arching theme of poverty alleviation and entrepreneurship. In early 2019, we submitted our transitional implementation plans in line with Mining Charter III, to ensure compliance within the regulator's requirements.

All procurement of goods and services is in line with the national promotion of BBBEE companies and the Mining Charter. During FY2019, our total discretionary spend was 84.7% with BBBEE companies, compared to 90.7% in the previous year.

Crown Complex vegetation programme

A consortium was established in October 2017 and consists of nine local companies that represent areas including Langlaagte, Diepkloof, Meadowlands, Orlando West, Orlando East, Riverlea, Pennyville and Ormonde. The consortium currently employs 27 community members from the abovementioned areas. Their current project entails the establishment of new side slope vegetation on the Crown tailings dam and to irrigate until the vegetation is established and self-sustainable. Ergo currently supplies all the material for the vegetation establishment but it is expected that the consortium will supply the material in the future once it becomes a commercially viable business.



SOCIAL VALUE-ADD CONTINUED



Broad-based Livelihoods Programme

The Broad-based Livelihoods Programme, launched four years ago in the communities of Tsakane, Geluksdal and Daveyton, adjacent to our Tailings Deposition Facility, has now been extended to Merafong in Carletonville. The focus of the project is on empowering individuals, households, existing micro-farmers and co-operatives to produce vegetables and crops at their homes to firstly, address food security challenges and secondly, to enable them to enter the economic mainstream by selling excess produce. By the end of FY2019, the programme had benefited 1 468 households with more than 90 training sessions (covering the eight key topics of the low-cost organic crop production methodology used) with seven learning groups. The programme now serves 19 townships.



Project	Outcome	Area	2019 R	2018 R
Vegetation rehabilitation	Local youth employment	Soweto and Geluksdal	2 688 825	2 518 065
Crown Complex Consortium	Local community development	Local communities around Crown Complex	3 695 070	2 137 856
Broad-based Livelihoods Programme	Local economic development	Tsakane, Soweto and Merafong	3 700 180	1 570 000
Metallurgical research at Wits University	Metallurgical research	Braamfontein, Johannesburg	1 200 000	1 200 000
Other			77 609	446 847
Total			11 361 684	7 872 768

SOCIAL VALUE-ADD CONTINUED

Educating our communities

Maths, science and accountancy

Our maths, science and accounting teaching programmes have been welcomed unreservedly by principals, teachers and learners at supported schools. More and more learners are attempting to bridge any perceived gaps in their education, particularly in maths and science, as these subjects are key to achieving university entrance and success thereafter.

In regular quarterly meetings with the relevant principals of the schools we support, DRDGOLD has received gratitude for the efforts of our teachers whose passion and drive are inspirational. Some even gave up their weekends to assist learners who are unable to attend extracurricular sessions.

Although the year-end results were still lower than we would have liked, our month-on-month reports reflect an increase in averages in our pre- and post-test results.

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 economy. Two of our former bursary students, who graduated at the end of 2017, passed their Government Certificate of Competency exams and may now legally be appointed as engineers.

A total of R539 239 was spent on bursaries during FY2019 (FY2018: R640 965).

Learnerships

In line with the national strategy to eliminate the shortage of skills, we provide artisan training for our youth and learnerships (a structured learning programme leading to a lifelong skills) were given to 531 community members during FY2019 (FY2018: 488).

We also assisted 214 community members to complete their trade tests and successfully obtain a national certificate (FY2018: 192).



Wits School of Chemical and Metallurgical Engineering partnership

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

the research will be on open projects and will be made available to the entire gold mining industry.

Corporate social investment

DRDGOLD has focused its CSI programme on initiatives that benefit the communities surrounding operations within the Johannesburg and Ekurhuleni municipalities. Ideally, these initiatives will have a positive impact on the communities affected by the Group's operations and leave a lasting legacy. Legitimate stakeholders are consulted to understand their interests and concerns. A total of R266 612 (FY2018: R370 144) was spend on the CSI programme during the year.

Education and training spend	2019 R	2018 R
Maths, science and accountancy	1 187 482	1 111 751
Adult education and training	2 160 450	2 029 267
National diploma (N1 and N2 courses)	165 810	428 360
Artisan training	2 098 207	3 338 059
Bursaries	539 239	640 965
Total	6 151 188	7 548 402



OUTLOOK

During FY2019, we submitted our annual Social and Labour Plan Compliance report to the DMR after implementing our first year of the SLP.

As the Broad-based Livelihoods Programme on the East Rand has proved to be so successful, in 2018 we upscaled this initiative to ensure more participants move from subsistence to small-scale commercial farming over the next five years.

In FY2019, the Broad-based Livelihoods Programmes was also implemented in the Soweto region of the Johannesburg municipality and in Merafong, Carletonville.

ENVIRONMENTAL VALUE-ADD

Rehabilitation, one of DRDGOLD's core activities, removes pollution sources which helps clean and redevelop our areas of operation. We also undertake concurrent rehabilitation of all our tailings facilities to reduce, as far as possible, negative environmental impacts experienced by surrounding communities.

Impact on the environment at a glance



135.5ha
released for land redevlopment

21%
reduction in potable water

R45.8 million
spent in rehabilitation

55.5ha
TSFs vegetated

Overview

By performing concurrent rehabilitation 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. This means that, in addition to investments we make in social and economic capital, we seek to preserve, protect and even improve the state of the footprint on which we operate (in many instances an inherited legacy) in order to also yield a natural dividend.



Operating environment
Key issues material to our natural capital

South African water challenge
– page 26

Social licence to operate
– page 26

By enlisting a community-based consortium to undertake the vegetation programme at our Crown Complex, we have invested in our social capital to enhance our natural capital.

By spending financial capital on tonnage and grade verification and on studies to increase our TSF in the short term, we potentially unlock financial capital in the long term by enabling DRDGOLD to mine more gold tailings Mineral Resources for longer, delivering on our strategy and ensuring that more land is rehabilitated and released for development, to contribute to our natural capital.

Environmental management is a key aspect during the project planning phase of new reclamation sites as prevention is more effective than mitigation. Before we embark on new mining projects, we undertake an environmental authorisation process which is performed by external consulting specialists that undertake detailed specialist studies, an environmental impact assessment and environmental management programme (EMP) for the management of these projects. These reports are discussed and reviewed by our stakeholders through an open public participation process.

Through this process, we are able to identify, address and minimise the effects of our activities on the environment and identify and mitigate the potential impacts our activities may have on surrounding communities and the receiving environment.

Our environmental management systems and policies have been designed in compliance with South Africa's National Environmental Management Act 107 of 1998 and associated regulations. Internal and external audits are performed annually and recorded in a database to ensure compliance.

Our EMP encompasses all the activities of our operations and assesses the environmental impacts of mining at reclamation sites, plants and tailings deposition facilities. It also outlines the closure process, including financial provisions. We are, therefore, able to systematically audit and monitor our activities. Required audits are undertaken by independent consultants and submitted to the DMR annually.

The Group actively manages and monitors the consumption of natural resources (including potable water and energy).

ENVIRONMENTAL VALUE-ADD CONTINUED

At monthly management meetings, consumption is analysed and trends interpreted to identify excessive use and to investigate discrepancies.

DRDGOLD's environmental management spend in FY2019 was R45.8 million (FY2018: R51.6 million). An amount of R4.4 million (FY2018: R3.8 million) was spent on dust monitoring and suppression.

No fines of monetary value or directives for non-compliance with environmental laws and regulations were imposed on the Group in FY2019.

Environmental management expenditure

	2019 Rm	2018 Rm
Tailings complex (vegetation, dust suppression and cladding, among others)		
Crown Complex	15.2	10.0
Brakpan/Withok	16.8	12.0
Daggafontein	0.1	3.6
Rooikraal	-	0.2
Reclamation sites (vegetation and dust suppression, among others)		
Crown sites	4.8	11.1
Rehabilitation insurance expense	5.9	5.7
Historic spillage clean-ups	2.8	2.6
Ergo sites	-	0.3
Demolition of plant and infrastructure	0.2	6.1
Total	45.8	51.6

Our priorities

Water and wastewater management

We are pleased to report that our efforts to reduce reliance on potable water have paid off during FY2019. Potable water utilised for mining related activities has reduced by 21% to 2 656Mℓ^{LA}. Total water used has increased by 6% to 26 925Mℓ^{LA} at our Ergo operation.

Ergo	2019		2018	
	Mℓ	%	Mℓ	%
Potable water sourced externally	2 656 ^{LA}	10	3 377 ^{LA}	11
Rondebult waste water	386	1	938	3
Surface water extracted	4 155	15	3 484	12
Water recycled in process	28 765	70	20 894	71
TCTA water (AMD)	964	4	744	3
Total water used	26 925^{LA}	100	29 437^{LA}	100

^{LA} Limited assurance

At FWGR, we currently use all the water harvested from Driefontein 4 TSF (Dam 4). This amounts to approximately 40% of our process water requirements. The balance is made up from underground mine dewatering. Potable water consumption is limited to drinking and change houses and floc makeup for usage in the plant.

FWGR	2019	
	Mℓ	%
Potable water sources externally	76	3
Underground water extracted	1 529	53
Water recycled in the process	1 287	44
Total water used	2 892	100

Total	2019	2018
Potable water sources externally	Mℓ 2 732	3 377 ^{LA}
Total water used	Mℓ 29 817	29 437 ^{LA}
Percentage	% 9	11

¹ Refer to www.drdgold.com for details on our views of AMD and the agreement with TCTA

ENVIRONMENTAL VALUE-ADD CONTINUED

Water consumption

During the past two years, our strategy to reduce reliance on potable water was implemented by investing in a number of projects:

Centralised water distribution system

The Central Water Distribution System was commissioned during the last quarter of FY2017 to store and distribute water emanating from the Rondebult waste water treatment works, treated AMD water from TCTA and recycled water from our Brakpan/Withok Tailings Deposition Facility. The centrally located water facility allows us to distribute water more efficiently throughout the operations. Further improvements have been initiated and implemented to increase pumping capacity from the Brakpan/Withok Tailings Deposition Facility so that more recycled water can be delivered to the Central Water Distribution System and better utilised from there. An example of improvements is the installation of an inline booster pump station to improve pumping efficiencies and volume from the Brakpan/Withok TSF and the Central Water Distribution System. The Central Water Distribution System continues to perform as planned with significant reductions in potable water consumed.

Rondebult waste water treatment works

The filtration plant at the Rondebult waste water treatment works operated by the East Rand Water Care Company was installed in FY2015. The Rondebult waste water treatment works was designed to provide Ergo with 10Mℓ of recycled water a day for use in reclamation activities. We were able to use 386Mℓ of this water in FY2019 in comparison with 938Mℓ in FY2018. We are still falling short of the potential of the project as the Rondebult waste water treatment works struggles to supply the required volumes due to infrastructural failure on its part.

TCTA processed acid mine drainage water

The TCTA pump station and plant extracts and treats AMD water to a non-potable standard before releasing it into the environment. DRDGOLD secured the right to use up to 30Mℓ of treated AMD water a day from the TCTA facility for our operations, as a further strategy to source non-potable water for mining related activities. During FY2019, 964Mℓ of treated AMD water, from TCTA was utilised within the operation.

Dust monitoring

Ergo	2019	2018
Crown		
Total sites monitored	672	684
Exceedances	5	3
Percentage	% 0.74	0.44
ERP		
Total sites monitored	240	231
Exceedances	1	1
Percentage	% 0.42	0.43
Ergo		
Total sites monitored	289	273
Exceedances	2	3
Percentage	% 0.69	1.10
Total dust exceedances	8 ^{LA}	7 ^{LA}

^{LA} Limited assurance

FWGR	2019
Total sites monitored	320
Exceedances	2
Percentage	% 0.63

Total	2019	2018
Total sites monitored	1 521	1 188
Exceedances	10	7 ^{LA}
Percentage	% 0.65	0.59

^{LA} Limited assurance



ENVIRONMENTAL VALUE-ADD CONTINUED

Dust fall-out has reduced steadily in recent years due to our rehabilitation programmes and mitigation measures. We achieved positive results for dust monitoring and containment – of the 1 521 measurements, eight exceedances (0.62%) were recorded over the entire Ergo operation.

The monitoring reports are sent to regulators, municipalities, and interested and affected parties. The two exceedances reported on the FWGR related to farm activities in areas included within our monitoring network however not specifically caused by our operations.

Only two reportable exceedances were captured in FY2019 within our monitoring network as two monitoring sites exceeded the residential dust exceedance limits twice within the 12-month period. A full investigation was undertaken, and presented at our quarterly dust forum, to establish the cause of the exceedances. It was determined that both of the exceedances were primarily caused by non-mining activities where vehicles were travelling on unpaved surfaces in close proximity to the monitoring points. This was evident from observation of the red soil colour of the material collected within the dust buckets.

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 R230 million on various rehabilitation activities (including controlling dust) in the five years preceding FY2019.

In FY2019, we vegetated a total of 24ha (FY2018: 5ha) at the Crown Complex. The established community consortium consisting of nine local companies that represent areas including Langlaagte, Diepkloof, Meadowlands, Orlando West, Orlando East, Riverlea, Pennyville and Ormonde showed good progress.

The consortium currently employs 27 community members from the abovementioned areas. Their current project entails the establishment of new side slope vegetation on the Crown tailings dam and to irrigate until the vegetation is self-sustainable. Ergo currently supplies all the material for the vegetation establishment but it is expected that the consortium will supply the material in the future once it becomes a commercially viable business. In the FY2019, we spent R4 million on the vegetation programme undertaken by the consortium. We are on track to complete this programme by 2024 and it could be accelerated if additional water is secured.

Concurrent rehabilitation is ongoing on active tailings facilities with 31.5ha (FY2018: 22ha) of side slope cladding completed at the Brakpan/Withok Tailings Deposition Facility. No rehabilitation was undertaken at the Daggafontein Tailings Facility during FY2019 as the remaining side slopes are in a stable condition and therefore the cladding at Brakpan/Withok was accelerated.

In FY2016, a decision to complete the recovery of material from a number of legacy reclamation sites and to close the Crown plant was made. The clean-up of the legacy sites has proved more difficult and more costly than expected as the result of us having to mechanically lift residual material from these legacy sites. At the end of FY2019, significant progress has however been made on these legacy sites. The Crown plant has been totally demolished and final land shaping and profiling is ongoing at our 3L1 site.

During the current year, the reclamation of the 4L50 slimes dam is in full production. The dump is hydraulically reclaimed, through a modified mining sequence which has been implemented to improve the control of storm water management on the site. Rather than mining the resource in large horizontal planes, mining now proceeds in sequential benches of up to 18m in height and approximately 75m to 100m in breadth.

A key feature of the 4L50 dump is that the top surface area has been extensively vegetated following its decommissioning



ENVIRONMENTAL VALUE-ADD CONTINUED

as a TSF. Revised mining methods limit the extent of disturbed tailings surface area, leaving the vegetation intact and significantly reducing the emissions of wind-borne dust.

We have received land clearance certificates for an area covering approximately 135.5ha from the NNR, releasing this valuable land located close to the Benoni central business district for development. We are continuing with the process of final rehabilitation and remediation on a further 205ha within the city of Johannesburg, which will be submitted for land clearance in the near future and thus released back for economic development.

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 reduced marginally year-on-year as did our volume through-put, demonstrating that our strategy of sizing pumps for maximum efficiency,

using variable speed drives, soft starts, and continuously monitoring consumption is effective in optimising electrical power consumption. Power factor correction equipment has been designed and orders for the equipment has been issued. The project will be commissioned at the Brakpan/Withok tailings pump station in FY2020. This 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. The increase in diesel consumption is related to increased generator usage during power disruptions in the first half of the financial year as well as the increase in sand material delivered and processed at the commissioned Ergo ball mills.

DRDGOLD is investigating the possibility of producing our own power through alternative sources of energy, including solar and gas fired power plants. This is a long-term project and we are still in the early stages of research. If successful, this project will mitigate one of our major risks – sustainable and affordable power supply.

Energy consumption and emissions

		2019			2018
		Ergo	FWGR	Total	Total
Electricity consumption	MWh	368 377 ^{LA}	23 630	392 007	383 151 ^{LA}
Diesel consumption ¹	litres	1 077 464 ^{LA}	60 883	1 138 347	1 053 196 ^{LA}
Natural gas consumption ²	Gj	96 642 ^{LA}	–	96 642	107 859 ^{LA}
CO₂e emissions ³					
Scope 1	tonnes CO ₂ e	8 325 ^{LA}	163	8 488	8 578 ^{LA}
Scope 2	tonnes CO ₂ e	383 112 ^{LA}	24 575	407 687	363 993 ^{LA}
Scope 3	tonnes CO ₂ e	132	17	149	107
Total	tonnes CO ₂ e	391 569 ^{LA}	24 755	416 324	372 678 ^{LA}
Nitrogen oxides (NOx) emissions	tonnes	1 647	105	1 752	1 703
Sulphur oxides (SOx) emissions	tonnes	3 284	211	3 495	3 158
Volatile organic compounds emissions	tonnes	6	–	6	5
Carbon monoxide emissions	tonnes	16	1	17	14
Particulate emissions	tonnes	182	12	194	119

¹ Diesel consumption is higher in FY2019 due to increased generator usage during power disruptions in the first half of the year and transport of sand material

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

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

^{LA} Limited assurance



ENVIRONMENTAL VALUE-ADD CONTINUED

Load curtailment

In terms of our load curtailment agreement with Eskom, we are alerted when the national grid is under pressure and load shedding is imminent. This allows the operations team to take certain non-essential equipment off-line and reduce consumption by 5% to 40%, as required to prevent a complete power outage (effectively a 5% voluntary reduction for every load stage level declared). In return, DRDGOLD's Ergo plant is not part of the area load shedding schedule and is, therefore, able to maintain uninterrupted tonnage to the plant.

Gold extraction efficiency may be marginally affected during load curtailment but the risk of total plant shutdown, associated interruptions and potential damage to equipment and the process are reduced.

Primary reagents (tonnes)

	ERGO	FWGR	Total 2019	Total 2018
Cyanide consumption*	8 045 ^{LA}	600	8 645	8 566 ^{LA}
Steel (grinding) ¹	5 366	531	5 897	4 416
Hydrochloric acid	4 010	120	4 130	4 036
Caustic soda ¹	2 051	–	2 051	7 596
Lime	46 448	2 246	58 530	50 332
Carbon	790	304	1 094	1 006

* 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 FY2018 due to increased monitoring measures on cyanide usage and increased maintenance schedules on auto-titrators

¹ Decreased use of cyanide and caustic soda as a result of the conversion from electrowinning to zinc precipitation to recover gold. Increased use of steelballs at Ergo due to two ball mills installed treating high grade sand material

^{LA} Limited assurance

OUTLOOK



In the coming year, we will continue to focus on ensuring that our operations have a reduced impact on surrounding communities as possible. We hope to achieve this by systematically removing pollution sources (historic sand and slime dams we reclaim), by continuing to vegetate the Crown tailings complex, and by increasing the cladding programme to the exposed side slopes of the Brakpan/Withok Tailings Deposition Facility.

We have made great strides with the ongoing rehabilitation activities at our Crown and CMR sites and will continue with the final rehabilitation and remediation on 205ha within the city of Johannesburg, which will be submitted for land clearance soon and ultimately released for economic development.

In the medium term, we plan to release more previously sterilised land, which has been rehabilitated, for development and, in the long term, leave a self-sustaining, contained super-tailings deposition facility.

We will continue to drive our decline in consumption of potable water to below 10% by using water in manner that fully optimises the Central Water Distribution System and other water investments made.

We remain fully committed to the long-term project of evaluating whether or not we can produce our own power as an alternative to Eskom's power supply.



MINERAL RESERVES AND MINERAL RESOURCES

Our manufactured capital includes the volume of gold we recover by embracing innovation and technology – DRDGOLD’s annual production target is 175 000oz to 190 000oz from a surface Mineral Resource of 9.8Moz.

Mineral reserves and resources at a glance



76%

Increase in Mineral Reserves to 5.8Moz

Sale of ERPM
underground resources

34% increase
in Mineral Resources to 9.8Moz

Group overview of operations

ERGO operation

DRDGOLD’s consolidated Ergo operation covers an area of approximately 62km from east to west and 25km from north to south, near the original city of Johannesburg, on the central and eastern Witwatersrand of South Africa. The flagship metallurgical plant, Ergo, is some 50km east of Johannesburg in Brakpan, the Knights plant is in Germiston, and the milling and pump stations are located at City Deep.



As one of the world’s largest surface gold tailings retreatment operations, the majority of the material treated by the Ergo plant – currently around 1.2Mtpm – is delivered via two feeder lines from the Elsburg tailings complex (incorporating the 4L50 area), Van Dyk and Ezekiel reclamation sites. A further 0.6Mtpm is delivered from the City Deep area (including 4L2, 3L42 and externally sourced sand).

The Ergo plant uses flotation, fine-grind and a combination of high-grade and low-grade CIL metallurgical processes to recover gold from slurry. Most of Ergo’s reclamation activities involve the reclamation of slime. Monitor guns, operated by trained individuals, direct high-pressure water jets

at targeted areas. The slime is dislodged and mixed with water and the resulting slurry is pumped to the metallurgical treatment plant for processing.

The Ergo plant has treatment capacity of 1.8Mtpm based on 92% availability. Vast quantities of material is delivered monthly to the plant and, as each old dump or dam is depleted, others are brought on stream.

FWGR operation

Effective 31 July 2018, DRDGOLD acquired the assets and liabilities forming part of the West Rand Tailings Retreatment Project from Sibanye-Stillwater. The assets and liabilities acquired include the following:

Historical tailings storage facilities (H-TSF)	Mineral Reserve Estimate at 31 December 2017			
	Tonnes (Mt)	Grade (g/t)	Gold tonnes	Gold Moz
Driefontein 3 H-TSF	49.76	0.47	23.39	0.75
Driefontein 5 H-TSF	27.94	0.47	13.10	0.42
Venterspost North H-TSF	54.54	0.27	14.94	0.48
Venterspost South H-TSF	12.70	0.33	4.19	0.13
Libanon H-TSF	73.29	0.27	19.94	0.64
Kloof H-TSF	27.90	0.33	9.07	0.29
	246.12	0.34	84.62	2.72
Currently active TSF (A-TSF)	Driefontein 4 A-TSF (Driefontein 4 TSF)			

MINERAL RESERVES AND MINERAL RESOURCES CONTINUED

The FWGR operation is located in the West Rand Goldfield of Gauteng, 30km from Johannesburg. The historical TSFs, within an area extending from Carletonville to Krugersdorp, cover an area of 412.3ha with a combined Mineral Reserves estimate tonnage of 246Mt at an average grade of 0.344g/t Au for a total gold content of 2.72Moz Au at 31 July 2018. DRDGOLD plans to exploit these in a two-phased approach:

Phase 1 which started immediately after acquisition, involved re-configuring and upgrading the old DP2 processing plant to a higher throughput volume and CIL circuit, as well as the establishment of a pump station to pump the material from the dump to DP2, establishment of pipeline infrastructure to transport the material from the plant to the deposition facility – Driefontein 4 TSF, ramping up the reprocessing of material from the

Driefontein 5 H-TSF to approximately 500 000tpm for treatment and depositing the resulting residues onto the Driefontein 4 A-TSF. The Driefontein 4 A-TSF had to be converted from a daywall deposition to a cyclone dam to allow for additional deposition rate and corresponding rate of rise. FWGR was in development phase for the majority of FY2019 and reached commercial production (without milling) on 1 April 2019. The project was cold commissioned in December 2018 and testing continued till the third quarter of FY2019. R330.7 million was spent on this development and 484kg of gold was produced (including gold produced during preproduction). Revenue from FWGR was R184.6 million and an operating profit of R89.0 million was achieved after accounting for cash operating costs of R111.8 million, mostly after the date of commercial production.

Phase 2 involves the consolidation of the remaining material acquired as part of the transaction and envisioned a monthly production rate of 1.2Mt and construction is planned to commence within 24 months after first production of Phase 1. The major components of Phase 2 is the construction of a new centralised processing plant and an ultra-high volume deposition RTSF.

Geological setting, mineralisation and deposit type

DRDGOLD's surface deposits are the waste products of the processing of gold and uranium ores of the gold bearing late Archaean (2.7Ga to 3.2Ga), Witwatersrand sedimentary basin. The Witwatersrand Basin is the largest gold bearing metallogenic province globally and is unconformably overlain, by units of the Ventersdorp Supergroup (~2.7Ga), the Transvaal Supergroup (~2.6Ga), and the Karoo Supergroup (~280Ma) carried out since the 1890s.

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%). Au, Uranium, Zirconium and chromium may be minor constituents averaging <100ppm each. Deposits possess

structure determined by the geometry, material source and processing plants in which the original ores were processed.

Legal aspect and permitting

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

DRDGOLD and its subsidiaries own the rights to some of the properties that have dumps. In other cases, agreements are in place with the landowners to mine the dump material and rehabilitate the land for other uses. The details of the related surface rights are not material for the purpose of this report. The necessary agreements are in place for all properties in the LoM plan. There are currently no legal actions/impediments that would prevent operations of any of the current mineral rights.

ERPM underground mining and prospecting rights

In December 2018, DRDGOLD concluded a revised disposal agreement, to dispose of mineral rights entitled GP150MR and ERPM GP151MR, as well as a prospecting right, as renewed and amended, entitled ERPM GP243PR and all permits and licences relating thereto to OroTree Limited

(Orotree). This included an option agreement at the sole discretion of Orotree to purchase mining infrastructure assets to access the deep underground ounces of ERPM on or before 30 June 2019. The disposal of the mineral and prospecting rights was concluded at the DMR in the second half of FY2019. Therefore, the related underground Mineral Resources (Inferred) of 38.88Moz (177.22Mt@6.82g/t) were derecognised. Orotree decided not to exercise the option to purchase the mining infrastructure assets.

FWGR is currently operating under the Sibanye-Stillwater Kloof mining right – new order mining right GP30/5/1/2/2/66MR issued in 2007 and valid until 2027. FWGR is also operating under the Driefontein mining right – new order mining right GP30/5/1/2/2/51MR issued in 2007 and valid until 2037. Sibanye-Stillwater is entitled to mine all declared material falling within this mining right and has all necessary statutory requirements in place. A section 102 amendment to these mining rights in terms of the MPRDA Amendment Act of 2014, has been submitted by Sibanye-Stillwater to permit the reclamation activities of FWGR. The surface rights agreements over both the Driefontein and Kloof rights for the TSFs and processing plant sites are adequate for the Sibanye-Stillwater operations and would therefore be applicable to FWGR.



MINERAL RESERVES AND MINERAL RESOURCES CONTINUED

DRDGOLD Group structure and associate licences



100%

100%



GP 158MR
GP 184MR
GP 185MR
GP 186MR
GP 187MR
GP 10007MR
GP 10044PR

Currently common law owners of
Mineral Reserves

Transferred surface assets from ERPM: GP 151 MR

Group mineral reserve and surface mineral resources reconciliation

	Tonnes Mt	Grade Au g/t	Au ounces Moz
Mineral Reserves at 30 June 2018	332.20	0.31	3.28
New FWGR Mineral Reserves	246.12	0.34	2.72
Depletion of Reserves - ERGO	(21.62)	0.34	(0.24)
Depletion of Reserves - FWGR	(2.02)	0.43	(0.03)
Survey adjustments - ERGO	2.65	0.48	0.04
Mineral Reserves at 30 June 2019	557.33	0.32	5.77

	Tonnes Mt	Grade Au g/t	Au ounces Moz
Mineral Resources at 30 June 2018	873.11	0.26	7.33
New FWGR Mineral Resources	246.12	0.34	2.72
Depletion of Resources - ERGO	(21.62)	0.34	(0.24)
Depletion of Resources - FWGR	(2.02)	0.43	(0.03)
Survey adjustment - ERGO	1.94	0.48	0.03
Mineral Resources at 30 June 2019	1 097.53	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

Group summary

DRDGOLD's Mineral Reserves increased by 76% from 3.3Moz (332.2Mt @0.31g/t) in FY2018 to 5.8Moz (557.3Mt @0.32g/t) in FY2019 due to the FWGR acquisition on 31 July 2018. There were no significant changes to Ergo as Mineral Reserves decreased mainly with the depletion during the year from reclamation. The current reserves reflect an operating life of 11 years for the Ergo operation and 20 years for FWGR.

DRDGOLD's Surface Mineral Resources increased by 34% to 9.8Moz (1 097.53Mt @ 0.28g/t), in comparison to 7.3Moz (873.1Mt @ 0.26g/t) in FY2018. The increase is attributable to the acquisition of FWGR. DRDGOLD no longer has underground Mineral Resources as the ERPM Mineral and Prospecting rights were sold during the year.



MINERAL RESERVES AND MINERAL RESOURCES CONTINUED

Feasibility studies

DRDGOLD began a drilling programme and pre-feasibility study (PFS) in September 2016, aimed at re-evaluating its surface gold tailings. The PFS focused on the tailings on the East of the Ergo plant with the aim of adding these to the Mineral Reserves base. Included in the PFS was a negligible amount of inferred Mineral Resources related to the Grootvlei tailings dam. As a result, Measured Mineral Resource from surface resources increased by 97% in FY2017 and Mineral Reserves by 67%. There was no significant work performed on the drilling programme or pre-feasibility studies during the current financial year.

Evaluation methodology

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

Mineral Resources

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

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

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

Mineral Resource 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 consists of sand dumps, slimes dams and silted vleis and dams. DRDGOLD has access to historical records from the processing plants in the Witwatersrand Gold Fields on material gone to residue and drilling by the Chamber of Mines in the 1970s. Before dumps are included as Mineral Resources they are evaluated by drilling and an engineering study is undertaken to determine infrastructure needs.

With respect to surface Mineral Resources and Mineral Reserves, drilling takes place on a predetermined grid to ascertain the average grade (grade model), density, moisture, mineral composition, expected extraction factors and ultimate financial viability before mining begins. Drilling is usually limited to a maximum depth of about 50m. Reverse circulation drilling was undertaken on Ergo's bigger dumps to penetrate to the base of the dams.

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.

Mineral Resources were estimated from sampling data from surface boreholes and underground face sampling.

Sampling is performed by means of auger drill with a sleeve to contain the samples. Samples normally represent a 1.5m thickness. Boreholes intersections are logged for contaminants such as rock, soil, ash or any other foreign material. Samples are packaged and sent to an analytical laboratory.

Estimation methods were standard statistical and geostatistical processes (ordinary kriging).

A block model is then generated and used to overlay the potential mining areas, which are then evaluated for inclusion into a mine plan. Classification is based on sampling density and confidence in the estimation.

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 reconciliation is reported yearly. Any adjustments for shortfall or overruns are made in the Mineral Resource statement for the following year. Gains or losses are largely related to volume adjustments on survey

although adjustment may be made for other reasons such as unexpected deleterious materials in the dump.

Mineral Reserves

In addition to the Mineral Resource assumptions, infrastructure must be in place or planned to access dumps and

dispose of residues. The LoM of Ergo includes Inferred Mineral Resources, which cannot be selected out during mining and some purchased sand. These constitute 5% of the tonnage included in the LoM and have been excluded from the Mineral Reserves declared.



Source area/plant	Recovery %	Mine call factor %	Opex R/t	Estimated cut-off grade g/t
Ergo	47	100	60.22	0.20
FWGR	52	100	61.12	0.22

The exclusion of the Inferred Mineral Resources and purchased sand does not have a material effect on the Mineral Reserves.

Modifying factors

Due to the nature of mining tailings dams (tailings storage facilities) no mining loss nor mining dilution is considered in the conversion of Mineral Resources to Mineral Reserves.

The entire process is reviewed by independent consultants to ensure that the accepted industry and deposit-type norms and procedures have been followed.

Refer to page 28 for risks and mitigations which could potentially impact Mineral Reserves and Resources, the three-year review on page 13 for production figures, and the environment management disclosure on page 52.

MINERAL RESERVES AND MINERAL RESOURCES CONTINUED

Independent review

ERGO's statement of Mineral Resources and Mineral Reserves is independently reviewed by Red Bush Geoservices Proprietary Limited (Red Bush) for compliance with the 2016 edition of the South African Code for the Reporting of Exploration Results, Mineral Resources and Mineral Reserves (SAMREC Code), and the SEC Industry Guide 7.

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

The review of Ergo's Mineral Resources and Mineral Reserves estimation was conducted by Kathleen Jane Body (Pr.Sci.Nat.) and Prof Steven Rupprecht (FSAIMM). Ms Body and Prof Rupprecht have the appropriate qualifications, experience, competence and independence to be considered an independent Competent Person or qualified person in terms of the definitions included in the SAMREC Code, NI 43-101 and SEC Industry Guide 7.

Red Bush staff members carried out quality control analysis of the data during numerous site visits to the different surface operations. They reviewed the geological models, grade estimation techniques, the conversion from Mineral Resources to Mineral Reserves, and assessed the procedures and parameters used in the preparation of these Mineral Resources and Mineral Reserves statements.

Competent Persons

The information in this Report, relating to Mineral Resources and Mineral Reserves, is based on information compiled by the Competent Persons who gave written consent to the inclusion in this Report of the matters based on information in the form and context in which it appears. The Competent Persons also confirm that these disclosures are in compliance with the SAMREC Code and Section 12.13 of the JSE Listings Requirements.

The designated Competent Person for the Ergo surface Mineral Resources in terms of the SAMREC Code, is Mpariseni

Mudau (BSc (Hons), MSc (Eng)) Pr. Sci. Nat. 400305/12, a geologist with 13 years' experience in mineral exploration and mineral resource estimation of precious metals. The Competent Person is recognised by the South African Council for Natural Scientific Professions (SACNASP) located at Management Enterprise Building, Mark Shuttleworth Street, Innovation Hub, Pretoria, 0087, Gauteng, South Africa. Mr Mudau is a director of the RVN Group Proprietary Limited and contracted to Ergo. Mr Mudau is independent of Ergo and its related companies. The designated Competent Person, in terms of the SAMREC Code, responsible for compilation and reporting of Ergo's Mineral Reserves is Gary John Viljoen. Mr Viljoen is an independent contractor to DRDGOLD. He holds a Mine Surveyor's Certificate of Competency and has 25 years' experience in the mining industry and in working with the type of deposits mined. Mr Viljoen is a registered member of the South African Council of Geomatics (SACG) as a Professional Mine Surveyor and his membership number is

GPr MS 0256. The Competent Person is recognised by SACG located at Unit 3, Building 2, Bruma Boulevard Office Park, 20 Zulberg Close, Bruma, Johannesburg, South Africa.

The designated Competent Person, in terms of the SAMREC Code, responsible for compilation and reporting of FWGR's Mineral Reserves and Mineral Resources is Vaughn Duke a partner of Sound Mining Solution Proprietary Limited located at 2A 5th Avenue, Rivonia, South Africa. Mr Duke is an independent contractor to DRDGOLD. He holds a BSc. Mining Engineering (Hons.), is registered with the Engineering Council of South Africa (ECSA) and is also a Fellow of the Southern African Institute of Mining and Metallurgy (SAIMM) and his membership number is 37179.

He has over 35 years' experience in the minerals industry, specialising in engineering studies, due diligence audits and valuations. The Competent Person is recognised by SAIMM located at the Mineral Council South Africa, 5th Floor,

5 Hollard Street, Cnr Sauer and Marshall Street, Johannesburg, South Africa.

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

Exploration

The Group did not incur any significant expenditure on activities for exploration properties during the year, other than the exploration activities related to the development of Phase 2 of FWGR, as described above. The planning of this project is expected to accelerate during FY2020. For more information on Phase 2 refer to the published Competent Person's Report for the FWGR transaction on DRDGOLD's website: <https://www.drdgold.com/investors-and-media/circulars>



MINERAL RESERVES AND MINERAL RESOURCES CONTINUED

Competent Persons	Title	Address	Qualifications	Years
Mpfariseni Mudau Pr.Sci.Nat. 400305/12	Director of The RVN Group Proprietary Limited	Willowbrook Villas 21, Van Hoof St, Roodepoort, 1724	BSc (Hons), MSc (Eng)	13
Gary John Viljoen SAGC GPr MS0256	Independent contractor	Unit 65, Eden Village, 4 Brentwood Park Road, Benoni, 1505	Mine Surveyor's Certificate of Competency	26
Vaughn Duke Pr Eng FSAIMM 37179	Partner of Sound Mining Solution Proprietary Limited	Sound Mining House, 2A Fifth Avenue, Rivonia, 2128	Bsc. Mining Engineering (Hons), MBA	35

Declaration

The gold price used for determination of mineral reserves and mineral resources under SAMREC is R629 404/kg (US\$1 369/oz and R14.30/US\$).

For compliance with SEC, DRDGOLD's Form 20-F (to be filed with SEC) will also quote the mineral reserves using the three-year average gold price of R552 585/kg (US\$1 272/oz and R13.53/US\$).

All mineral resources declared in this report are inclusive of mineral reserves.

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

Surface Mineral Resources as at 30 June 2019

	MEASURED				INDICATED			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo	313.30	0.306	95.92	3.08	339.69	0.253	85.85	2.76
FWGR	244.03	0.343	83.71	2.69	–	–	–	–
Total surface Mineral Resources as at 30 June 2019	557.33	0.322	179.63	5.77	339.69	0.253	85.85	2.76
Total surface Mineral Resources as at 30 June 2018	322.20	0.307	99.00	3.28	340.40	0.253	89.06	2.77

	INFERRED				TOTAL			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo	200.51	0.199	39.94	1.28	853.50	0.260	221.71	7.12
FWGR	–	–	–	–	244.03	0.343	83.71	2.69
Total surface Mineral Resources as at 30 June 2019	200.51	0.199	39.94	1.28	1097.53	0.278	305.42	9.81
Total surface Mineral Resources as at 30 June 2018	200.51	0.199	39.94	1.28	873.11	0.261	228.00	7.33

MINERAL RESERVES AND MINERAL RESOURCES CONTINUED

Mineral Reserves as at 30 June 2019

	PROVED Delivered to plant				PROBABLE Delivered to plant				TOTAL MINERAL RESERVES Delivered to plant			
	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz	Tonnes Mt	Grade g/t	Contents Au tonnes	Contents Moz
Ergo	55.95	0.310	17.36	0.54	257.35	0.317	81.66	2.54	313.30	0.306	95.92	3.08
FWGR	176.80	0.365	64.58	2.07	67.23	0.285	19.13	0.62	244.03	0.343	83.71	2.69
Total Mineral Reserves as at 30 June 2019	232.75	0.352	81.94	2.61	324.58	0.311	100.79	3.16	557.33	0.322	179.63	5.77
Total Mineral Reserves as at 30 June 2018	68.03	0.303	20.59	0.66	264.17	0.308	81.30	2.61	332.20	0.307	101.89	3.28



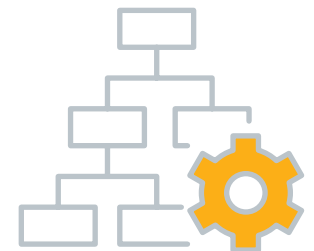
SECTION

4



GOVERNANCE

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



DIRECTORS AND MANAGEMENT

NON-EXECUTIVE DIRECTORS


Geoff Campbell (58) BSc (Geology)	Johan Holtzhausen (73) BSc, BCompt (Hons), CA (SA)	Edmund Jeneker (57) Chartered Director (SA), B Hons, IEDP, M.Inst.D., SAIPA	James Turk (72) BA (International Economics)* <i>* Ceased to be director on 31 October 2018</i>	Toko Mnyango (54) Dip Juris, BJuris	Jean Nel (47) BAcc (Hons), CA(SA), CFA (AIMR)	Prudence Lebina (38) BCom; Higher Diploma in Accounting, Certificate in Business Leadership, CA (SA)
INDEPENDENT NON-EXECUTIVE CHAIRMAN Chairman: Nominations Committee Member: Remuneration and Nominations Committee	INDEPENDENT NON-EXECUTIVE DIRECTOR Chairman: Audit and Risk Committee	LEAD INDEPENDENT NON-EXECUTIVE DIRECTOR Chairman: Social and Ethics Committee Member: Remuneration and Nominations Committee	INDEPENDENT NON-EXECUTIVE DIRECTOR Member: Audit and Risk Committee Member: Remuneration and Nominations Committee Ceased to be a director on 31 October 2018	INDEPENDENT NON-EXECUTIVE DIRECTOR Member: Social and Ethics Committee Chairwoman: Remuneration Committee Member: Remuneration and Nominations Committee	INDEPENDENT NON-EXECUTIVE DIRECTOR Member: Audit and Risk Committee Appointed as a director on 30 November 2018	INDEPENDENT NON-EXECUTIVE DIRECTOR Member: Audit and Risk Committee Member: Remuneration and Nominations Committee Appointed as a director on 03 May 2019

EXECUTIVE DIRECTORS

Niël Pretorius (52) BProc, LLB	Riaan Davel (43) BCom (Hons), M Com, CA (SA)
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CHIEF EXECUTIVE OFFICER	CHIEF FINANCIAL OFFICER
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Member: Social and Ethics Committee


Hover the mouse cursor over the individual directors to see their photo and their CV




DIRECTORS AND MANAGEMENT CONTINUED

MANAGEMENT

<p>Reneiloe Masemene (38) LLB, LLM* <i>* Ceased to be Company Secretary on 30 September 2019</i></p>	<p>Jaco Schoeman (45) National Diploma (Analytical Chemistry), BTech (Analytical Chemistry)</p>	<p>Henry Gouws (50) National Higher Diploma (Extraction Metallurgy), MDP</p>	<p>Mark Burrell (57) BCom Accounting, MDP</p>	<p>Kevin Kruger (51) BscEng (Mechanical Engineering), MDP, PMD, Government Certificate of Competency (Mines)</p>	<p>Henriette Hooijer (39) BCom (Hons), CA(SA)</p>
<p>GROUP LEGAL COUNSEL AND COMPANY SECRETARY</p>	<p>OPERATIONS DIRECTOR: ERGO MINING OPERATIONS PROPRIETARY LIMITED</p>	<p>MANAGING DIRECTOR: ERGO MINING PROPRIETARY LIMITED</p>	<p>FINANCIAL DIRECTOR: ERGO MINING PROPRIETARY LIMITED</p>	<p>MANAGING DIRECTOR: FAR WEST GOLD RECOVERIES PROPRIETARY LIMITED</p>	<p>FINANCIAL DIRECTOR: FAR WEST GOLD RECOVERIES PROPRIETARY LIMITED</p>

<p>Thulo Mogotsi-Moletsane (51) BA, LLB</p>	<p>Elise Beukes (42) BProc* <i>* Appointed Company Secretary on 1 October 2019</i></p>
<p>CHAIRMAN AND NON-EXECUTIVE DIRECTOR: ERGO MINING OPERATIONS PROPRIETARY LIMITED</p>	<p>COMPANY SECRETARY</p>


Hover the mouse cursor over the individual directors to see their photo and their CV



CORPORATE GOVERNANCE

Our Board of Directors is committed to effective and ethical leadership and the highest standards of good corporate governance. Every Director, officer or employee representing us should respect the maxim 'do unto others as you would have them do to you'.

Our ethical culture

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

Code of conduct

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

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

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

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

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, cases are opened with the police and employees dismissed following a disciplinary hearing. Posters are also put in the workplace to remind employees

of the importance of ethical behaviour, the existence of the hotline and the procedures to follow should they witness unethical conduct.

Fines and incidences of corruption

DRDGOLD did not receive any significant fines of monetary value or non-monetary sanctions for non-compliance and was not involved in any incidences of corruption in FY2019.

Non-compliance with laws and regulations

During FY2019, DRDGOLD was, regrettably, publicly censured by the JSE for a breach of the JSE Listings Requirements in

respect of the late disclosure of the disposal of the mining rights of East Rand Proprietary Limited and the related mining infrastructure and associated movable machinery, plant and equipment to OroTree Limited and ERPM South Africa Holdings Proprietary Limited. DRDGOLD acknowledges that the breach was as a result of the misinterpretation of the nature of the transaction and the application of the JSE Listings Requirements thereto. The Company tendered its full cooperation to the JSE during the course of the JSE's investigation of the breach and has undertaken to prevent a recurrence of a transgression of the JSE Listings Requirements by reinforcing internal

measures and policies to ensure compliance with Listings Requirements and specifically in this instance, to ensure that all future announcements are published within the stipulated timeframes imposed by the JSE pursuant to the JSE Listings Requirements.

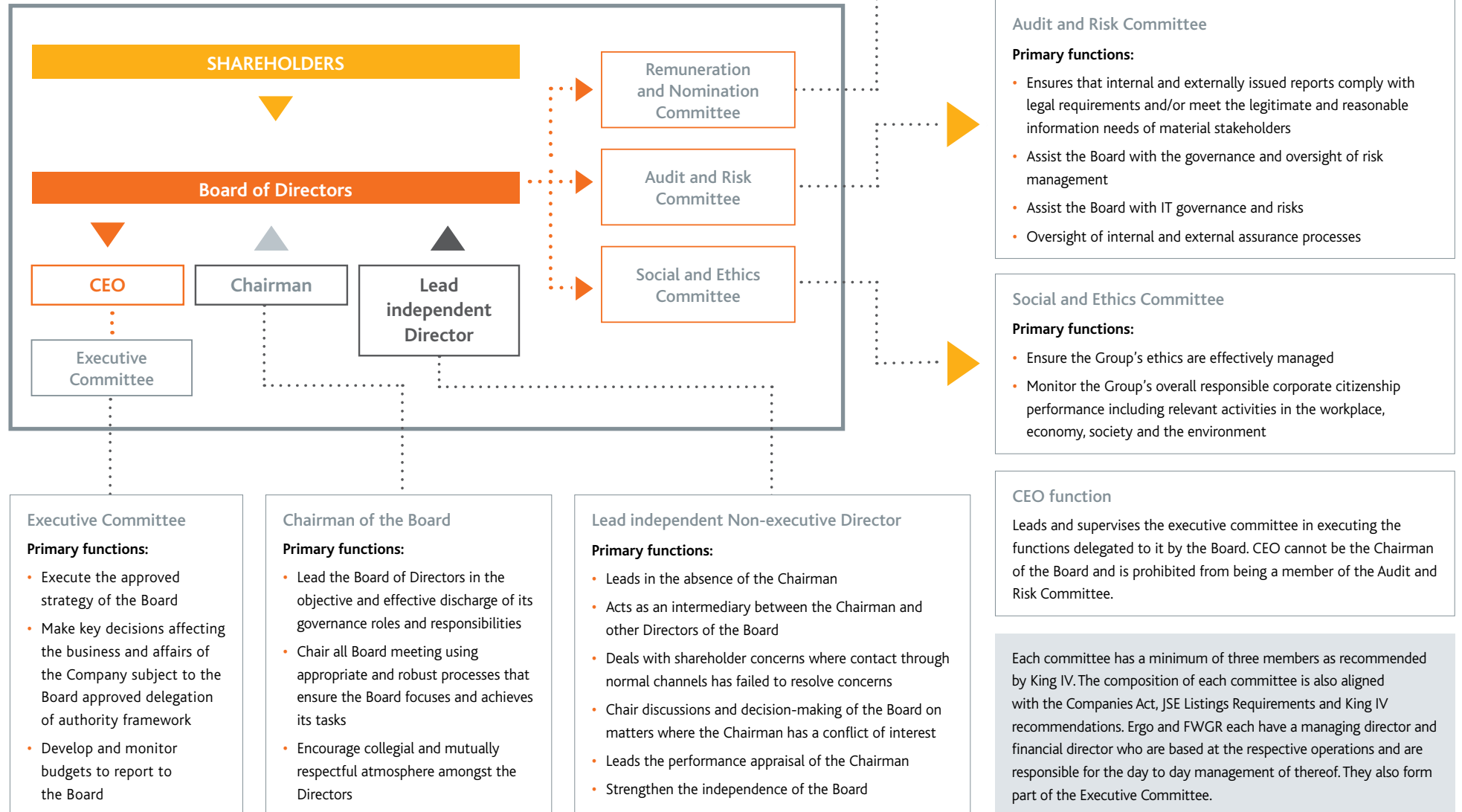
There were no other regulatory penalties, sanctions or fines for contraventions of, or non-compliance with other statutory obligations. No adverse compliance inspections by environmental regulators took place during the period under review and no incidences of non-compliance with environmental laws were 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	Technology and information governance	Governance of remuneration throughout the Company, to ensure fair and responsible remuneration practices

CORPORATE GOVERNANCE CONTINUED

Governance structure



CORPORATE GOVERNANCE CONTINUED

Board composition

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 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.

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 composition of the Board changed significantly in the current fiscal year and is more diverse and reflective of transformation and the country's demographics.

The Board appointed Mrs Toko Mnyango on 1 December 2016 and Mrs Prudence Lebina on 3 May 2019 as independent Non-executive Directors and their particulars are included on page 66 of this report and on the website www.drdgold.com/about-us/directors-officers-and-executives

The Board currently has an aggregate complement of eight directors, three of whom are black persons within the meaning ascribed thereto in terms of the BEE Act.

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

In respect of the gender diversity component as envisaged in paragraph

3.84(i) of the JSE Listings Requirements, there are women, both of whom are black, within the meaning ascribed thereto in the BEE Act. On this basis, DRDGOLD's percentage delivers 25% against a target of 30% towards gender diversity.

In respect of the race diversity component as envisaged in paragraph 3.84(i) of the JSE Listings Requirements, there are three black people within the meaning ascribed thereto in the BEE Act. On this basis, DRDGOLD's percentage delivers 37.5% against a target of 30% towards race diversity.

To address the above towards meeting its voluntary targets, the Company has embarked upon a process in terms of which we ensure that members of the Board is reflective of the diversity at a level commensurate with the targets.

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 Remuneration and Nominations Committee identifies and interviews, and then recommends shortlisted candidates to the Board. The Board duly deliberates and appoints the most suitable person(s) to ensure that a balance of knowledge, skills, experience and diversity is achieved. The shareholders confirm the appointment at the first annual general meeting (AGM) following the appointment.

In accordance with DRDGOLD's Memorandum of Incorporation (MOI),



CORPORATE GOVERNANCE CONTINUED

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 of two Executive Directors and six independent Non-executive Directors. For the fiscal year under review, three of the independent Non-executive Directors have served on the Board for longer than nine years. The Non-executive Chairman of the Board, Geoff Campbell, who is categorised as independent, has been on the Board since 2002 and fulfilled the role of Chairman since 2006. The Chairman does not serve on the Audit and Risk Committee. James Turk has been a member of the Board since 2004 but his directorship terminated on 31 October 2018. Edmund Jeneker has been a member of the Board since 2007. The Board is of the view that the extensive experience of each of these Directors far outweighs the potential downside of the length of their service.

The Board is comfortable that the current

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

Execution of the duties of the Board

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

Attendance by Directors at Board meetings held during FY2018

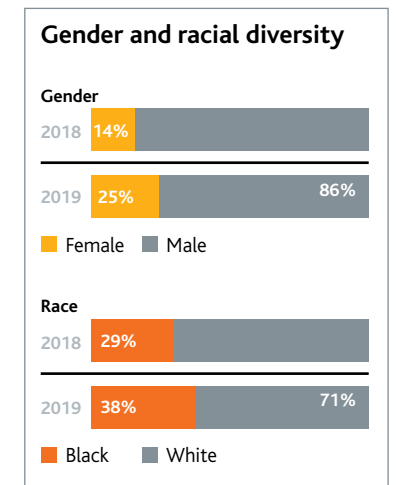
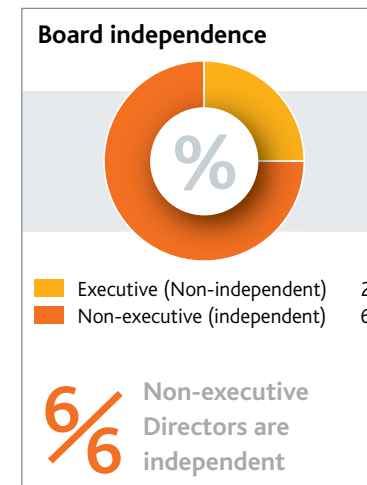
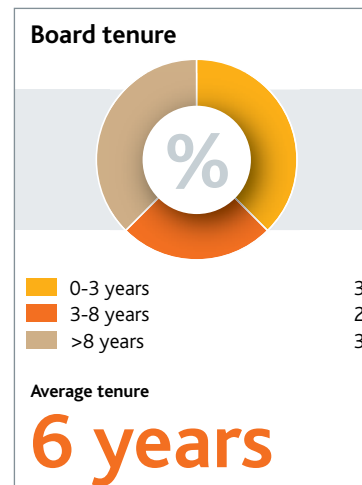
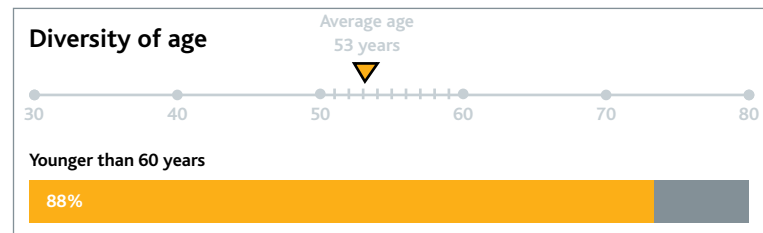
Director	Designation	31 Aug 2018	25 Oct 2018	8 Feb 2019	3 May 2019
DJ Pretorius	Chief Executive Officer	✓	✓	✓	✓
AJ Davel	Chief Financial Officer	✓	✓	✓	✓
GC Campbell	Independent Non-executive Chairman	✓	✓	✓	✓
JA Holtzhausen	Independent Non-executive	✓	✓	✓	✓
EA Jeneker	Independent Non-executive	✓	✓	✓	✓
J Turk	Independent Non-executive	✓	✓	✓	✓
TVBN Mnyango	Independent Non-executive	✓	✓	✓	✓
JJ Nel	Independent Non-executive	-	-	✓	✓
KP Lebina	Independent Non-executive	-	-	-	-

✓ Includes attendance through teleconference or video conference facilities

J Turk ceased to be a Director on 31 October 2018





J Nel was appointed as a Director on 30 November 2018 and was nominated by Sibanye-Stillwater

K Lebina was appointed as a Director on 03 May 2019 (after the Board meeting was adjourned)



CORPORATE GOVERNANCE CONTINUED

Execution of the duties of the Board

Key performance indicators	Action points
 <p>Compliance with applicable laws, adopted standards and codes of good practice</p>	<ul style="list-style-type: none"> Group legal counsel, headed by the Company Secretary, monitors changes and developments, through attendance of seminars and conferences and subscriptions to law journals Consider the recommendations of King IV and evaluate its application across the Group. Disclosure on the application thereof can be found on the Company's website www.drdgold.com/about-us/governance Discussions of the impact of new legislation at Board meetings Use of a comprehensive compliance checklist There were no material or repeated regulatory penalties, sanctions or fines No adverse compliance inspections by environmental regulators New code of ethics approved during FY2018
 <p>Set key performance measures and targets for value creation, as well as execute the approved strategy</p>	<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 Approved the acquisition of assets from Sibanye-Stillwater in FY2018 Approved the FY2019 budget
 <p>Appropriate appointment and delegation to management</p>	<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
 <p>Stakeholder engagement and issues reports on the Company's activities and performance</p>	<ul style="list-style-type: none"> Performed with the assistance from the Audit and Risk Committee Integrated and sustained stakeholder communication programme in place Internal finance team led by the CFO who is evaluated by the Audit and Risk Committee Integrity of reporting maintained with assistance from internal and external auditors External service provider and Group legal counsel in place to assist with adherence to JSE Listing Rules and other legal requirements



CORPORATE GOVERNANCE CONTINUED

Key performance indicators



Governance and oversight of risk management

Action points

- Performed with assistance from the Audit and 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 audit
- Risk Committee meeting



Technology and information governance

- 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



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

- Performed with the assistance from the Remuneration and Nominations Committee
- More information available in the remuneration report



CORPORATE GOVERNANCE CONTINUED

Evaluation of the Board

Annually, a Board performance evaluation process is conducted by an external party on the performance and effectiveness of the Board as a whole, the committees, the Chairman and the Company Secretary. The evaluation is performed through interviews and questionnaires, which Directors and management complete.

The 2019 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.

Social and Ethics Committee

The Board is satisfied with the quality of and on-going refinements to integrated reporting on sustainability and the environment.

Audit and Risk Committee

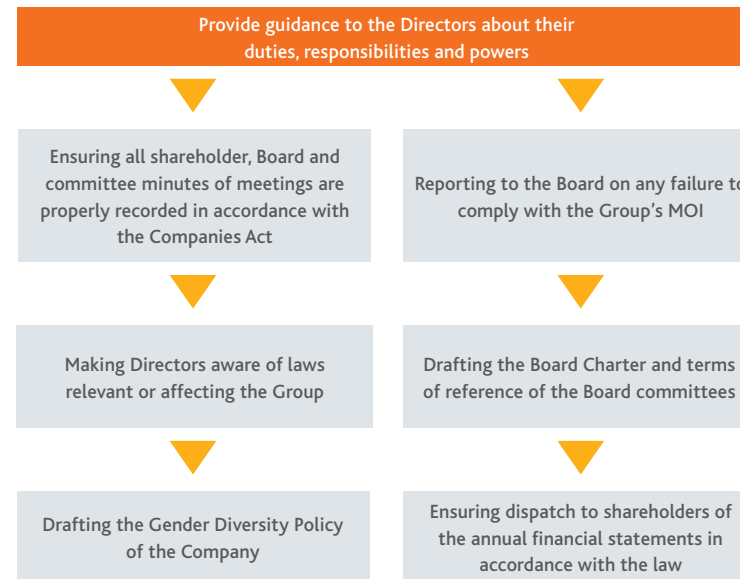
The Risk Committee continues to function effectively with the Audit Committee. The Board remains satisfied that the combined committee provides independent guidance to the integrity of the Company's reporting.

Remuneration and Nominations Committee

The combined Remuneration and Nominations Committee continues to be effective.

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:



In August 2019, the Group appointed an independent facilitator to evaluate the performance of the Board and Company Secretary. Questionnaires were completed and interviews were conducted with each Director. The questionnaires included a section on the performance of the Company Secretary. The report states that the Company Secretary is effective in the

performance of her duties. The Board confirms that the Company Secretary is not a Director of DRDGOLD and that there is an arm's length relationship between her and the Board, which is based only on professionalism. The Board also confirms that they are satisfied with the competence, qualifications and experience of the Company Secretary.



CORPORATE GOVERNANCE CONTINUED

DETAILED COMMITTEE REPORTS

AUDIT AND RISK COMMITTEE

Chairman: JA Holtzhausen

Other members: P Lebina (Appointed 28 August 2019) and JJ Nel (Appointed 28 August 2019)

Purpose of the committee: To assist the Board in ensuring the integrity of financial and non-financial reporting and the internal control environment of the Company, monitor the risk management performance on behalf of the board and ensure that the Company implements its risk management framework

Roles and responsibilities:

- External auditors, audit process and financial reporting
- Internal audit
- Integrated reporting and assurance model
- Oversee the development and annual review of a policy and plan for risk management
- Ensure that risk management assessments are performed on a continuous basis
- Ensure that reporting on risk management assessment is complete, timely, accurate and accessible
- Ensure that frameworks and methodologies are implemented to increase the possibility of anticipating unpredictable risks

- Ensure that continuous risk monitoring by management takes place

Key activities include:

- Meet each quarter with the external auditors, the Group's manager: Risk and Internal Audit and the CFO
- Review the audit plans of the internal auditors to ascertain the extent to which the scope of the audits can be relied upon to detect weaknesses in internal controls.
- Reviews the annual and interim financial statements prior to their approval by the Board members
- Make recommendations to appoint, reappoint or remove the external auditor and the designated external audit partner, in terms of the JSE Listings Requirements, as well as determining their remuneration and terms of engagement
- Pre-approve all audit and non-audit services provided by the external auditors

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

KPMG Inc was reappointed by shareholders at the 2018 AGM to perform DRDGOLD's external audit function.

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

DRDGOLD's internal and external auditors have unrestricted access to the Chairman of the Audit and Risk 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. 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 and Risk Committee is satisfied that appropriate financial reporting procedures are in place and are operating.

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. The various risk management initiatives undertaken within the Group, as well as the strategy to reduce costs without compromising cover, have been successful and resulted in substantial insurance cost savings for the Group.

Annual financial statements

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

The Directors are of the opinion that the Group financial statements fairly present the financial position as at 30 June 2019 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 2020. On the basis of this review, and in light of the current financial position and existing borrowing

facilities, the directors are satisfied that the Group is a going concern and has adequate financial and capital resources to ensure its continued operational existence.

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

Evaluation

For the year under review, the Audit and Risk 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 and Risk Committee considered and was satisfied with the adequacy of the expertise and experience of the CFO, Riaan Davel.

CORPORATE GOVERNANCE CONTINUED

ATTENDANCE BY MEMBERS AT THE AUDIT AND RISK COMMITTEE MEETINGS HELD DURING FY2019

Director	29 Aug 2018	25 Oct 2018	8 Feb 2019	3 May 2019
EA Jeneker ²	✓	✓	✓	✓
J Turk ¹	✓	✓	–	–
TVBN Mnyango ²	–	–	✓	✓
JJ Nel ²	–	–	–	–
P Lebina ²	–	–	–	–
JA Holtzhausen	✓	✓	✓	✓

✓ Includes attendances through teleconference or video conference facilities

¹ Service concluded 31 October 2018

² EA Jeneker and TVBN Mnyango resigned from committee on 28 August 2019 and were replaced by P Lebina and JJ Nel on the grounds that their appointments would bode well for DRDGOLD, taking cognisance of their respective skills and expertise

Remuneration and Nominations Committee

Chairman (Nominations): GC Campbell

Chairman (Remuneration): TVBN Mnyango (Appointed 28 August 2019)
Previously EA Jeneker

Other members: EA Jeneker and P Lebina (Appointed 28 August 2019), J Holtzhausen resigned effective 28 August 2019

Purpose of the Remunerations 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.

Purpose of the Nominations Committee:

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

Roles and responsibilities of the Remunerations Committee:

- Determine and develop the Company's remuneration policy
- Determine the criteria necessary to measure the performance of executive directors
- Incentivise executive directors and senior management
- Oversee the general operation of the share option scheme or any other similar incentive schemes
- Apply the principles of good corporate governance and best practice in respect of remuneration matters

The committee has an obligation to offer competitive packages that will attract and retain executives of the highest calibre, and encourage and reward superior performance.

Industry surveys are provided for comparative purposes, and to assist the committee in the formulation of remuneration policies that are market related.

Roles and responsibilities of the Nominations Committee:

- 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
- Drive an annual process to evaluate the Board, Board committees and individual directors
- Ensure that formal succession plans for the board, chief executive officer and

senior management appointments are developed and implemented

Evaluation

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

Social and Ethics Committee

Chairman: EA Jeneker

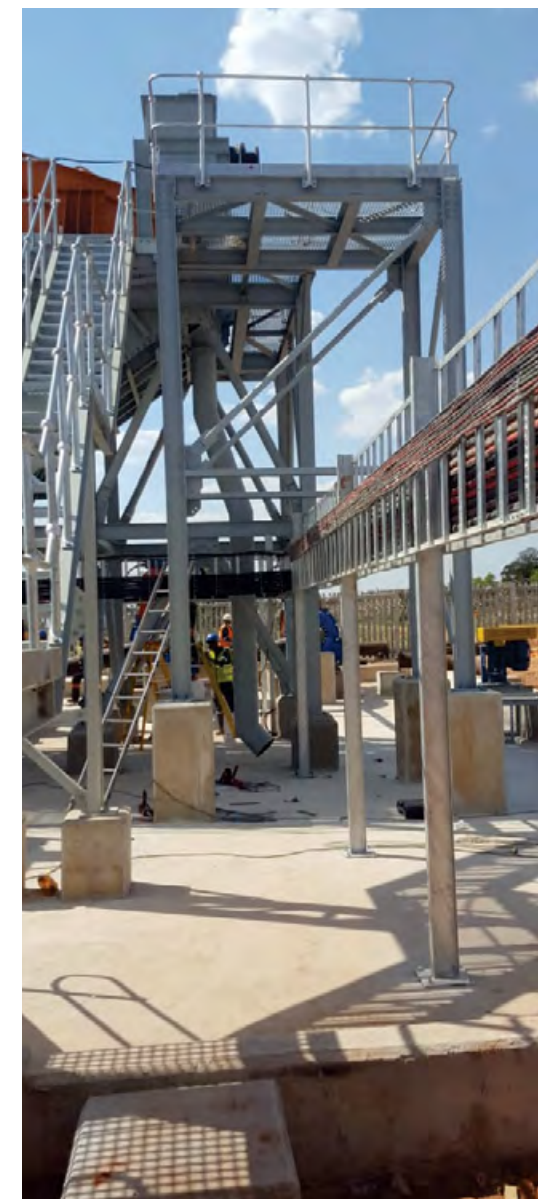
Other members: DJ Pretorius and TVBN Mnyango

Purpose of the committee:

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

Roles and responsibilities:

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



CORPORATE GOVERNANCE CONTINUED

Key activities include:

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

Evaluation

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

ATTENDANCE BY MEMBERS AT SOCIAL AND ETHICS COMMITTEE MEETINGS HELD DURING FY2019

Director	24 Aug 2018	19 Oct 2018	8 Feb 2019	2 May 2019
EA Jeneker	✓	✓	✓	✓
DJ Pretorius	✓	✓	✓	✓
TVBN Mnyango	✓	✓	✓	✓



REMUNERATION REPORT

The governing body should ensure that the organisation remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term.

Chairman's letter

It is with pleasure that I present the annual remuneration report for 2019 on behalf of the Remuneration Committee and the Board of directors.

This report focuses on two sections: Part A focuses on remuneration governance and policy and Part B focuses on remuneration of Executive Directors, prescribed officers, senior management, and fees paid to Non-executive Directors.

During the past year, the Remuneration Committee has continued to review the Remuneration Policy to ensure alignment with the principles of King IV. DRDGOLD is committed to ensuring full compliance as King IV is implemented, and acknowledges that King IV is in line with best practice and governance standards.

With regard to remuneration, we have focused on aligning remuneration with performance as a key principle of DRDGOLD's Remuneration Policy and are proposing to refine or revise our incentive schemes from FY2020. The new scheme will be proposed at the AGM to be held on 2 December 2019. Remuneration comprises short-term and long-term incentives for executive management, prescribed officers and senior management,

based on agreed performance indicators that in turn are aligned with the short- and long-term goals and strategies of the Group. We believe that the Remuneration Policy has achieved its objectives.

In this challenging corporate environment, the actions of executive management are crucial for the success of the Company and for the benefit of shareholders, and all stakeholders. Specific successes in this regard, as mentioned in the report, relate to positive, free cashflow generation, stable operations resulting in increased gold production and lower costs per unit and also the successful acquisition of FWGR.

In the 2018 financial year, our Remuneration Policy received 82.37% Advisory Vote from our shareholders and our Implementation Report resolution received 99.83%. We recognise the challenges in regard to remuneration and acknowledge the feedback received from institutional shareholders and proxy advisors in the interests of good corporate governance and remuneration best practice.

Toko Mnyango

Chairman: Remuneration Committee
24 October 2019

Part A – Remuneration governance and policy

Remuneration governance

The Remuneration and Nominations Committee consists of only independent Non-executive Directors and oversees DRDGOLD's Remuneration Policy, its implementation and ensuring remuneration best practice within the Group. The CEO and CFO are standing invitees to the meetings and are not present when their remuneration is discussed. There were no deviations from the remuneration policy during the financial year. The Remuneration and Nominations Committee held four meetings during the financial year ending 30 June 2019 with attendance as follows:

Committee members	Meetings attended
Edmund Jeneker ¹ (Chairman)	4/4
Geoffrey Campbell	4/4
James Turk ²	2/4
Johan Holtzhausen	4/4

All the members are independent Non-executive Directors

¹ Resigned as Chairman of the committee on 28 August 2019 and replaced by Toko Mnyango

² J Turk ceased to hold office as a Non-executive Director with effect from 31 October 2018

Remuneration policy

Our remuneration policy is aligned with strategy

DRDGOLD is committed to remunerating fairly, responsibly and transparently in order to promote the achievement of strategic objectives and positive outcomes, and an opportunity to develop employees' careers resulting in rewards aligned with the attraction and retention of human capital. Our remuneration policy and practices are aligned with stakeholder interests.

While remuneration differentiation is based on objective and fair compensable factors, DRDGOLD pays equally for work of equal value. Remuneration is therefore fairly and equitably distributed within occupational levels. We will continue to ensure that competitive reward strategies are in place to facilitate the recruitment and retention of high-performing staff at all levels in support of good corporate governance and to safeguard stakeholders' interests. Each element of our remuneration structure is aligned with stakeholder value and appropriately linked to achieving our business strategy and goals.

Non-executive remuneration

DRDGOLD focuses on rewarding Non-executive Directors fairly for their contribution to the performance of the Group. Non-executive Directors' fees are benchmarked annually against mining South African and non-South African industry non-executive director fees 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.

Non-executive Directors are paid fixed retainers made up of a base fee and committee fee.

In addition, Non-executive Directors are reimbursed for travel expenses on official business where necessary, as well as other direct business-related expenses. They do not participate in the short- or the long-term incentive schemes as participation could be seen to compromise their independence and the impartiality of their oversight role.

Key elements of the remuneration policy

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

Reward element 1

Guaranteed pay – remuneration strategy

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. In applying the above, benchmarking is measured annually by 21st Century to compare the fairness and

REMUNERATION REPORT CONTINUED

market competitiveness of guaranteed packages at the different job levels. The board is satisfied that 21st Century are independent service providers.

During FY2019, we enlisted PricewaterhouseCoopers (PwC) to perform a benchmarking exercise on the remuneration of category 19 and above employees as well as the current short-term and long-term incentive schemes. The board is satisfied that PwC are independent service providers.

Benchmarking is based on South African national and industry companies. We believe these organisations are our competitors for sought-after skills, and therefore deemed to be a reasonable, relevant and defensible selection from which key skills could be gained or to whom key skills could be lost.

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

Reward element 2

Short-term incentive remuneration strategy

The CEO and CFO participate in an annual short-term incentive scheme. These payments are agreed and approved by the Remuneration Committee and are capped at 100% of their guaranteed

pay for on-target performance. Payments and awards in terms of this scheme are premised on two distinct components: the Group's ability to pay awards, considering its financial and operating performance, and the performance of the CEO and CFO, based on their individual key performance indicators (KPIs). KPIs are designed to reward performance in terms of short-term goals, most notably net free cash flow, production, costs, share price performance, internal controls over financial reporting, and safety and in terms of longer-term integrated sustainability goals, most notably resource optimisation, growth and strategic development, sustainability, environmental practice, risk management, resilience and social value. In terms of performance standards relating to, *inter alia*, safety and compliance, the incentive award is treated as a negative incentive, in the event of breaches or transgressions (in other words, it will cause the award, if any, to reduce).

In view of the fact that we pursue integrated or overlapping value creation, the Remuneration Committee does not allocate specific or fixed percentages to individual key performance areas or KPIs, electing instead to consider performance as a whole, determine which KPIs were met and which were not, and then determine an award which, in its view, is fair to both the Group and the individual.

In applying the above, the performance of the CEO and CFO was measured as follows:

Short-term goals

Key performance indicator	Description	Measure	
		FY2019	FY2018
Net free cash flow	Free cash outflow of R14.7 million (after investment of R 330.7 million in FWGR) compared to free cash inflow of R93.4 million in FY2018		
Production	6% increase in gold produced compared to a 10% increase in gold produced in FY2018		
Costs	Both cash operating costs and all-in sustaining costs per kilogram increased, but contained in line with overall production		
Share price	Outperformed the index of gold stocks in FY2018, underperformed in FY2019		
Internal controls over financial reporting	No material non-compliance		
Safety	One fatality		

Long-term goals

Key performance indicator	Description	Measure	
		FY2019	FY2018
Resource optimisation	Increase in Mineral Reserves by 82% resulting from acquisition of FWGR		
Growth and strategic development	FWGR reached date of commercial production before year end		
Sustainability	<ul style="list-style-type: none"> Reduction in externally sourced potable water of 21% 135.5ha land clearance certificates received for redevelopment 		
Environmental practice	Dust emissions stable at 0.65% of all samples taken through continuous vegetation and dust suppression		
Social value	<ul style="list-style-type: none"> Poverty alleviation: urban farms established for more than 1 000 families Youth education: more than 900 learners at eight schools participating in mathematics, science and accountancy programmes 		



Achieved



Not achieved

REMUNERATION REPORT CONTINUED

For the year ended 30 June 2019, the annual short-term incentive payment, as a percentage of guaranteed pay in respect of FY2019, was as follows:

- CEO: 75% (FY2018: 80%)
- CFO: 75% (FY2018: 80%)

Short-term incentive for senior management remuneration – strategy

The short-term incentive for all employees in jobs graded 19 (Paterson DU) and above is measured by corporate performance against measures and modifiers in the business strategy. It is decided annually in advance and paid pro-rata to target short-term incentive measures and individual achievement against agreed goals (the performance rating in terms of the performance management system).

A pool-based incentive scheme, based on modified free cash flow, has been adopted because it drives a strong teamwork culture with all participants working primarily towards a single goal, maximising free cash flow which is an easy measure to understand, influence and maximise. Consistently increasing free cash flow should translate into an increasing share price, thereby aligning participant and shareholder interests.

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 in advance by the Remuneration Committee. These strategic initiatives and their

measures are assessed and approved by Exco at the beginning of each financial year to ensure that current strategies are driven in that year. These 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 for all senior employees were set out by the Remuneration Committee and the weightings for FY2019 are as follows:

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

A further modifier to the short-term incentive scheme for senior employees will reduce the cash pool by up to an additional 15% if certain production targets are not met. This provides flexibility between 96% and 100% of production budgets as indicated below:

- 0–95.99%: 15%
- 96–96.99%: 12%
- 97–97.99%: 9%
- 98–98.99%: 6%
- 99–99.99%: 0%

In addition, senior managers individual key performance ratings should meet the following criteria in order for the short-term incentive payment to be made:

- A: Rating 3 or more – 100% of the pro-rata pool allocation will be paid

- B: Rating 2 < 2.99 – only 25% of the pro-rata pool allocation will be paid
- C: Rating less than 2 – no allocation will be paid
- Short-term incentives for senior management are capped at 100% of their total guaranteed package

Governance and administration

The Remuneration Committee has the authority to amend, in part or in its entirety, or withdraw the incentive scheme, at any time and will review the incentive scheme each year to ensure that the correct strategies of DRDGOLD are being driven by the incentive scheme.

Short-term incentive payments are made after DRDGOLD's provisional results have been signed off by the external auditors.

Current developments

Changes to short-term incentive with effect from FY2020

The short-term incentives for the CEO and CFO are determined by the Remuneration Committee holistically without allocating specific percentages to KPI's and thus in the past their short-term incentives do not form part of the cash flow-funded pool. In light of contemporary market practice which is to have uniform performance measures and a more integrated team-based approach to the short-term incentives of the management team, the short term incentives of both the CEO and CFO will be funded from a cash flow-funded pool. It will however be subject to further adjustments, upwards or downwards, which may be applied by

the Remuneration Committee at their discretion with reference to the following considerations:

- If compelling, exceptional and objective circumstances warrant such application of discretion
- To ensure that the short-term incentive amounts awarded are balanced and equitable

With effect from FY2020, a portion of up to 40% (at the discretion of the Remuneration Committee) of the CEO and CFO short-term incentive amounts may be awarded in deferred bonus shares, that will vest as follows:

- 50% after 9 months
- 50% after 18 months

The deferred bonus shares carry dividend rights that will vest/be released upon

vesting of the shares to which they relate. The vesting of deferred bonus shares is subject to service conditions.

In order to both appropriately penalise and reward production performance (compared to budget) and in matters over which management has direct control, the production modifier to the cash pool has been amended to be both penal as well as rewarding as indicated below:

- 0 to < 93%: -10%
- 93 to < 97%: -5%
- 97 to < 103%: 0%
- 103 to < 107%: +5%
- ≥ 107: +10%

In order to focus the Company's performance management system on improving performance and not only moderating



REMUNERATION REPORT CONTINUED

short-term incentive benefits, adjustments have been made in order for the short-term incentive payment to be made:

- A: Rating 3 or more – 100% of the pro-rata pool allocation will be paid
- B: Rating 2.75 to < 3 – only 80% of the pro-rata pool allocation will be paid
- C: Rating of 2.5 to < 2.75 – only 60% of the pro-rata pool allocation will be paid
- D: Rating of 2.25 to < 2.5 – only 40% of the pro-rata pool allocation will be paid
- E: Rating of 2 to < 2.25 – only 20% of the pro-rata pool allocation will be paid
- F: Rating less than 2 – no allocation will be paid

Short-term incentives for senior management remain capped at 100% of their total guaranteed package.

In order to enforce DRDGOLD's commitment to safety and the protection and preservation of life of all our employees, a moderator has been introduced in terms of which the cash pool may be moderated in the event of the occurrence of work-related fatal accidents, as follows:

- Up to 25% per fatality, depending on the degree of culpability of the Company, as assessed by the Remuneration Committee and
- Fatality/ies that result from a breakdown in or disregard for a safety culture, may at the discretion of the Remuneration Committee's result in the pool being modified by up to 100% down to 0%.

When the short-term incentive scheme was implemented in 2015, it allowed for a discretionary element in terms of which up to 10% of the cash pool could be distributed to individual participants based on exceptional performance. This has been revised given the variables over which individuals exercise limited control and this feature of a 10% discretionary element is being re-introduced into the short-term incentive scheme with effect from FY2020.

Reward element 3

Long-term incentive for key executives and senior management remuneration strategy

Long-term incentives are designed to retain key staff and allow for an opportunity to earn rewards determined with reference to the share price performance of the Group through so-called "phantom" shares. It is indirectly the shareholders' reward of key executives and senior management staff through the value the market places on the DRDGOLD shares.

On 4 November 2015, the 2012 share-option scheme was substituted by a simplified phantom share scheme aimed primarily at retaining key executives and senior members of management. Provided that, over the period during which the benefits in terms of this scheme vest, participants are substantially in compliance with their key duties, a retention benefit calculated with reference to the share price performance of DRDGOLD will become payable to the participating members on certain fixed dates. When vesting, these

awards are paid using the 7-day Volume weighted average price (VWAP) of the DRDGOLD share price on the JSE for the seven days preceding the date of the award.

In line with King IV recommendations, vesting of the phantom shares is measured over the three, four and five-year vesting periods subject to individual performance and service conditions. The scheme has a finite term of five years hence no top-up awards are made when the shares vest. In order for individuals to receive a settlement payment of vested phantom shares, they are required to be in active service and not under notice of resignation at the settlement payment date in order to receive such settlement payments.

The service conditions are as follows:

- **Dismissal and resignation** – all shares forfeited
- **Retrenchment and retirement** – Remco has discretion to allow vesting and payment of shares that would vest in the 12 months following the last day of service
- **Death** – Remco has discretion to allow vesting and payment to the estate for shares that would vest in the 12 months following the date of death

The fair value of the awards is mostly influenced by the 7 day VWAP of the DRDGOLD share price and the annualised forward dividend yield, which were estimated to be R4.37 and 4.3% at 30 June 2019 respectively. The fair value at grant date was determined using a R2.26 VWAP and a 4.3% dividend yield.

Executive management

In terms of the revised phantom share scheme, executive management which comprises of the CEO, CFO, Operations Director and Group Legal Counsel and Company Secretary will receive the following long-term retention awards (as shown in the following table), being the equivalent value of DRDGOLD shares, as at the vesting date, each year:

	November 2019	November 2020
	Number	Number
CEO	464 602	696 903
CFO	261 007	391 510
Operations Director	261 007	391 510
Group Legal Counsel and Company Secretary ¹	228 938	398 230

¹ Reneiloe Masemane resigned effective 30 September 2019 and therefore forfeited all the awards outstanding on that date

Senior management

An allocation of 16 899 966 phantom shares were made to senior management on 4 November 2015. The allocation of shares is as per the rules of the revised phantom share scheme, which are the same as the rules for the CFO and CEO as mentioned above.

The Remuneration Committee has the authority to amend, in part or in its entirety, or withdraw the long-term incentive scheme at any time.

The Remuneration Committee reviews the incentive scheme each year in order to ensure that the strategies of DRDGOLD are being driven by the incentive scheme.

Current developments

The current long-term phantom share scheme has a finite life and comes to an end next year with the final vesting occurring in FY2020. A new long-term incentive scheme will be implemented, subject to approval by shareholders at this year's AGM on 30 November 2019. The features of the new long-term incentive scheme are 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. The essence of the scheme are as follows:

- A. Participants in the scheme will be incentivised by way of DRDGOLD equity in the form of Full Value Conditional shares

REMUNERATION REPORT CONTINUED

B. Annual awards of Conditional Shares will be made, in two forms:

- 80% of the award will be in Performance Shares
- 20% of the award will be in Retention Shares

C. 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	0
2.75 to < 3.00	50
3.0 to < 3.75	100
3.75 to < 4.5	133.33
4.5 to < 5.0	166.67
5.0	200

D. Conditional Shares will vest three years after the award date. The scheme also makes provision for 50% of the awards proposed to be made in calendar year 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).

E. Performance Shares (80%) will vest subject to service and performance conditions as follows:

- DRDGOLD's Total Shareholder Return (TSR) over the three-year vesting period exceeding DRDGOLD's Weighted Average Cost of Capital – if achieved, 40% of the Conditional Shares awarded will vest

- DRDGOLD's TSR over the three-year vesting period compared to a comparator peer group, as follows:

Percentile of peers	% of Conditional Shares vesting
< 25th percentile	0
25th to < 50th percentile	10
50th to < 75th percentile	30
≥ 75th percentile	40

F. Retention Shares (20%) will vest subject to:

- Attaining a threshold individual performance rating over the three-year vesting period and
- The participant being in active service and not under notice of resignation at the settlement date

Executive employment contracts

Executive Directors have minimum term employment contracts with DRDGOLD. Following expiry, such minimum period service agreements may be terminated upon notice of up to three months, provided that such termination is otherwise substantively and procedurally fair. Other than accumulated retrenchment entitlements, there are no lump sum payments on termination, loss of office awards, or automatic entitlement to short- and long-term incentives other than in terms of the Group's approved incentive plans.

Non-executive Director's role	Annual retainer Rand fee
Chairperson of the Board ¹	1 388 518
Lead independent director ¹	640 261
Board member ¹	617 119
Audit and Risk Committee Chairperson ²	30 856
Audit and Risk Committee member	30 856
Remuneration and Nominations Chairperson ²	23 142
Remuneration and Nominations member	23 142
Social and Ethics Chairperson ²	23 142
Social and Ethics member	23 142

¹ The Chairman of the Board, lead independent Director and other Non-executive Directors receive committee fees

² The Chairman of the sub-committees receive fees as both Chairman and member

NON-BINDING ADVISORY VOTES ON THE REMUNERATION POLICY

In line with King IV, the remuneration policy and implementation are tabled for separate non-binding advisory votes by the shareholders at the DRDGOLD AGM.

DRDGOLD welcomes feedback from shareholders and, will seek to obtain support of at least 75% of shareholders present and voting support for the remuneration policy. In the event that this is not achieved at the AGM, we would welcome the opportunity to discuss this outcome with shareholders and would invite shareholders to forward their reasons or concerns in writing. DRDGOLD will then arrange for further engagement in this regard.

Fees for Non-executive Directors are considered annually and there were no increases between FY2015 and FY2017. On 30 November 2017, a 6% increase effective from 1 December 2017 was approved at the AGM. No fee increases are proposed for the 2019 AGM.

Ad-hoc work rates	Rand fees
Daily fee	23 142
Hourly rate	3 086
Half-day fee for participating by telephone in special board meetings	11 571

Part B: Implementation report of remuneration policy for FY2019

Total guaranteed pay outcomes

	Movement	2019	2018
Executive Directors	%	R'000	R'000
CEO	6.0	6 223	5 871
CFO	6.0	3 496	3 298
Operations director	6.0	3 496	3 298
Group Legal Counsel and Company Secretary	6.0	2 143	2 022

	2019	2018
Average salary increases	%	%
Prescribed officers (July each year)	6	6
Senior management (January each year)	6	6
Middle and junior management (July each year)	8.2	8.2
Unionised and non-unionised (July each year)	8.2	8.2
Consumer price Index	4.5	4.6

REMUNERATION REPORT CONTINUED

Total remuneration

Directors' and prescribed officers' emoluments

Amounts R'000	2019			
Directors/prescribed officers	Total remuneration paid during the year ¹	Short-term incentives related to this cycle	Long-term incentives paid in this cycle	Total remuneration related to this cycle
Executive Directors				
DJ Pretorius	6 481	4 668	1 777	12 926
AJ Davel	3 669	2 622	998	7 289
	10 150	7 290	2 775	20 215
Non-executive Directors				
GC Campbell	1 514	–	–	1 514
J Holtzhausen	702	–	–	702
EA Jeneker	916	–	–	916
KP Lebina	104	–	–	104
TVBN Mnyango	690	–	–	690
JJ Nel	377	–	–	377
J Turk (ceased to hold office 31 October 2018)	280	–	–	280
Total	4 583	–	–	4 583
Prescribed officers				
WJ Schoeman	3 479	2 565	998	7 042
R Masemene	2 478	1 186	609	4 273
Total	5 957	3 751	1 607	11 315
Grand Total	20 690	11 041	4 382	36 113

Amounts R'000	2018			
Directors/prescribed officers	Total remuneration paid during the year ¹	Short-term incentives related to this cycle	Long-term incentives paid in this cycle	Total remuneration related to this cycle
Executive Directors				
DJ Pretorius	6 104	4 697	–	10 801
AJ Davel	3 429	2 639	250	6 318
	9 533	7 336	250	17 119
Non-executive Directors				
GC Campbell	1 446	–	–	1 446
J Turk	655	–	–	655
EA Jeneker	805	–	–	805
J Holtzhausen	718	–	–	718
TVBN Mnyango	651	–	–	651
Total	4 275	–	–	4 275
Prescribed officers				
WJ Schoeman	3 308	2 013	250	5 571
R Masemene	2 402	808	124	3 334
Total	5 710	2 821	374	8 905
Grand Total	19 518	10 157	624	30 299

¹ Total remuneration paid during the year includes encashed leave

REMUNERATION REPORT CONTINUED

DRDGOLD phantom share scheme

2019							
Directors/prescribed officers	Opening balance Number	Granted Number	Vested Number	Proceeds R	Average exercise price R/share	Forfeited/lapsed Number	Closing balance Number
Executive Directors							
DJ Pretorius	2 323 009	–	(464 602)	1 777 065	3.82	–	1 858 407
AJ Davel	1 305 033	–	(261 007)	998 331	3.82	–	1 044 026
	3 628 042	–	(725 609)	2 775 396		–	2 902 433
Prescribed officers							
WJ Schoeman	1 305 033	–	(261 007)	998 331	3.82	–	1 044 026
R Masemene	796 460	–	(159 292)	609 279	3.82	–	637 168
	2 101 493	–	(420 299)	1 607 610		–	1 681 194
Total	5 729 535	–	(1 145 908)	4 383 006		–	4 583 627

Directors' service contracts

Service contracts have been concluded with executive directors as well as the Non-executive Directors. Contracts with the Executive Directors are minimum-term contracts (the Group undertakes not to terminate service before a fixed date, after which it continues indefinitely), whereas agreements with Non-executive Directors are fixed-term contracts (they expire unless expressly renewed). Details of the service contracts are set out in the following table.

The Directors had no conflicting interests during the year under review and up to the date of issue of the AFS.

Director	Title	Year first appointed	Unexpired term of service contract as at 30 June 2019
DJ Pretorius ¹	Chief Executive Officer	2008	0 months
AJ Davel ¹	Chief Financial Officer	2015	0 months
GC Campbell	Non-executive Chairman	2002	4 months
J Turk ²	Non-executive Director	2004	0 months
J Holtzhausen	Non-executive Director	2014	10 months
EA Jeneker	Non-executive Director	2007	4 months
TVBN Mnyango	Non-executive Director	2016	17 months
KP Lebina	Non-executive Director	2019	22 months
J Nel	Non-executive Director	2018	17 months

¹ AJ Davel and DJ Pretorius contracts renewed for further minimum three years with effect 1 July 2019

² J Turk ceased to hold office as Non-executive Director with effect 31 October 2018

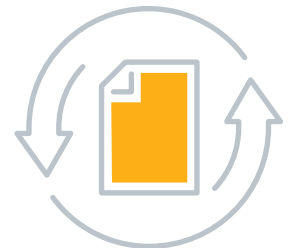


SECTION

5



OTHER INFORMATION



REPORTING IN LINE WITH GRI STANDARDS

The GRI's Sustainability Reporting Standards (core compliance) and their Mining Sector Supplement were adopted as the basis for DRDGOLD's Annual Integrated Report 2019.

KPMG has provided limited assurance (LA) on selected information – see the Independent assurance statement on pages 93-94.

GRI standard	Disclosure number	Disclosure title	Section and page
GENERAL DISCLOSURES			
Organisational profile	102-1	Name of the organisation	Throughout the report
	102-2	Activities, brands, products, and services	What we do: 18
	102-3	Location of headquarters	Administration and contact details: 95
	102-4	Location of operations	Where we operate: 17
	102-5	Ownership and legal form	What we do: 18
	102-6	Markets served	What we do: 18
	102-7	Scale of the organisation	Who we are: 15 Where we operate: 17 Financial performance: 8-12
	102-8	Information on employees and other workers	Employee relations: 42
	102-9	Supply chain	Social value-add: 49
	102-10	Significant changes to the organisation and its supply chain	Delivering on our strategy: 35
	102-11	Precautionary Principle or approach	Environmental value-add: 52
	102-12	External initiatives	About this report: 4 Our operating environment: 24
	102-13	Membership of associations	About this report: 4 Our operating environment: 24
Strategy	102-14	Statement from senior decision-maker	CEO's review: 6-7
	102-15	Key impacts, risks, and opportunities	Risks and mitigations: 28-31
Ethics and integrity	102-16	Values, principles, standards, and norms of behaviour	Corporate governance: 68

GRI standard	Disclosure number	Disclosure title	Section and page
	102-17	Mechanisms for advice and concerns about ethics	Corporate governance: 68
Governance	102-18	Governance structure	Corporate governance: 69
	102-19	Delegating authority	Corporate governance: 69
	102-20	Executive-level responsibility for economic, environmental, and social topics	Corporate governance: 69
	102-21	Consulting stakeholders on economic, environmental, and social topics	Our stakeholder groups: 33-34
	102-22	Composition of the highest governance body and its committees	Board composition: 70-71
	102-23	Chair of the highest governance body	Corporate governance: 73
	102-24	Nominating and selecting the highest governance body	Board composition: 70-71
	102-25	Conflicts of interest	Board composition: 70-71
	102-26	Role of highest governance body in setting purpose, values, and strategy	Corporate governance: 69-73
	102-27	Collective knowledge of highest governance body	Directors and management: 66-69
	102-28	Evaluating the highest governance body's performance	Corporate governance: 74-77
	102-29	Identifying and managing economic, environmental, and social impacts	Social and ethics committee: 76-77
	102-30	Effectiveness of risk management processes	Risks and mitigations: 28-31
	102-31	Review of economic, environmental, and social topics	Social and ethics committee: 76-77
102-32	Highest governance body's role in sustainability reporting	Social and ethics committee: 76-77	
102-33	Communicating critical concerns	Our stakeholder groups: 33-34	
102-34	Nature and total number of critical concerns	Our stakeholder groups: 33-34	
102-35	Remuneration policies	Remuneration report: 78-84	

REPORTING IN LINE WITH GRI STANDARDS CONTINUED

GRI standard	Disclosure number	Disclosure title	Section and page
	102-36	Process for determining remuneration	Remuneration report: 78-84
	102-37	Stakeholders' involvement in remuneration	Remuneration report: 78-84
	102-38	Annual total compensation ratio	Remuneration report: 78-84
	102-39	Percentage increase in annual total compensation ratio	Remuneration report: 78-84
Stakeholder engagement	102-40	List of stakeholder groups	Our stakeholder groups: 33-34
	102-41	Collective bargaining agreements	Employee relations: 44-45
	102-42	Identifying and selecting stakeholders	About this report: 4 Our stakeholder groups: 33-34
	102-43	Approach to stakeholder engagement	Our stakeholder groups: 33-34
	102-44	Key topics and concerns raised	Our stakeholder groups: 33-34
Reporting practice	102-45	Entities included in the consolidated financial statements	About this report: 4
	102-46	Defining report content and topic boundaries	About this report: 4
	102-47	List of material topics	About this report: 4 Our stakeholder groups: 33-34
	102-48	Restatements of information	None
	102-49	Changes in reporting	About this report: 4
	102-50	Reporting period	About this report: 4
	102-51	Date of most recent report	About this report: 4
	102-52	Reporting cycle	About this report: 4
	102-53	Contact point for questions regarding the report	About this report: 4
	102-54	Claims of reporting in accordance with the GRI Standards	About this report: 4
	102-55	GRI content index	Reporting in line with GRI Standards: 86-90
	102-56	External assurance	Independent assurance statement: 91-92

GRI standard	Disclosure number	Disclosure title	Section and page
MANAGEMENT APPROACH			
	103-1	Explanation of the material topic and its boundary	Our stakeholder groups: 33-34 Throughout this report
	103-2	The management approach and its components	Our stakeholder groups: 33-34 Throughout this report
	103-3	Evaluation of the management approach	Our stakeholder groups: 33-34 Throughout this report
ECONOMIC PERFORMANCE			
Economic performance	201-1	Direct economic value generated and distributed	Value creation and distribution: 21
	201-2	Financial implications and other risks and opportunities due to climate change	Our operating environment: 26 Risks and mitigations: 31 Environmental value-add: 56
	201-3	Defined benefit plan obligations and other retirement plans	Remuneration report: 78-84
	201-4	Financial assistance received from government	None
Market presence	202-1	Ratios of standard entry-level wage by gender compared to local minimum wage	Remuneration: 45 Remuneration policy: 78
	202-2	Proportion of senior management hired from the local community	None
Indirect economic impacts	203-1	Infrastructure investments and services supported	Our business model: 20 Far West Gold Recoveries: 39-41 Social value-add: 49-51
	203-2	Significant indirect economic impacts	Social value-add: 49-51
Procurement practices	204-1	Proportion of spending on local suppliers	Value added statement: 21 Social licence to operate: 49
Anti-corruption	205-1	Operations assessed for risks related to corruption	Corporate governance: 68
	205-2	Communication and training about anti-corruption policies and procedures	Corporate governance: 68

REPORTING IN LINE WITH GRI STANDARDS CONTINUED

GRI standard	Disclosure number	Disclosure title	Section and page
	205-3	Confirmed incidents of corruption and actions taken	Corporate governance: 68
Anti-competitive behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Corporate governance: 68
ENVIRONMENTAL PERFORMANCE			
Materials	301-1	Materials used by weight or volume	Primary reagents: 57
	301-2	Recycled input materials used	Environmental value-add: 53-54
	301-3	Reclaimed products and their packaging materials	Operational performance: 37-38 Far West Gold Recoveries: 39-41
Energy	302-1	Energy consumption within the organisation	Energy consumption: 56
	302-2	Energy consumption outside of the organisation	Energy consumption: 56
	302-3	Energy intensity	Energy consumption: 56
	302-4	Reduction of energy consumption	Energy consumption: 56
	302-5	Reductions in energy requirements of products and services	Energy consumption: 56
Water	303-1	Water withdrawal by source	Environmental value-add: 53-54
	303-2	Water sources significantly affected by withdrawal of water	Environmental value-add: 53-54
	303-3	Water recycled and reused	Environmental value-add: 53-54
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: 52-57
	304-2	Significant impacts of activities, products, and services on biodiversity	Environmental value-add: 52-57
	304-3	Habitats protected or restored	Rehabilitation: 55-56
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	None

GRI standard	Disclosure number	Disclosure title	Section and page
	MM1	Amount of land (owned or leased and managed for production activities or extractive use) disturbed or rehabilitated	Rehabilitation: 55-56
	MM2	The number and percentage of total sites identified as requiring biodiversity management plans according to stated criteria, and the number (percentage) of those sites with plans in place	Rehabilitation: 55-56
Emissions	305-1	Direct (Scope 1) GHG emissions	Energy consumption: 56
	305-2	Energy indirect (Scope 2) GHG emissions	Energy consumption: 56
	305-3	Other indirect (Scope 3) GHG emissions	Energy consumption: 56
	305-4	GHG emissions intensity	Energy consumption: 56
	305-5	Reduction of GHG emissions	Energy consumption: 56
	305-6	Emissions of ozone-depleting substances (ODS)	None
	305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	Energy consumption: 56
Effluents and waste	306-1	Water discharge by quality and destination	Far West Gold Recoveries: 41 Environmental value-add: 53-54
	306-2	Waste by type and disposal method	Environmental value-add: 53-54
	306-3	Significant spills	None Corporate governance: 68
	306-4	Transport of hazardous waste	Environmental value-add: 52-57
	306-5	Water bodies affected by water discharges and/or runoff	Environmental value-add: 53-54
	MM3	Total amounts of overburden, rock, tailings and sludges, and their associated risks	Far West Gold Recoveries: 41 Environmental value-add: 53-54
Environmental compliance	307-1	Non-compliance with environmental laws and regulations	Corporate governance: 68 None

REPORTING IN LINE WITH GRI STANDARDS CONTINUED

GRI standard	Disclosure number	Disclosure title	Section and page
	MM10	Number and percentage of operations with closure plans	Rehabilitation: 55-56
Supplier environmental assessment	308-1	New suppliers that were screened using environmental criteria	None
	308-2	Negative environmental impacts in the supply chain and actions taken	Corporate governance: 68 None
SOCIAL PERFORMANCE			
Employment	401-1	New employee hires and employee turnover	Recruitment: 44
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Remuneration: 45 Remuneration policy: 78
Labour/ management relations	402-1	Minimum notice periods regarding operational changes	Employee engagement: 43
	MM4	Number of strikes and lockouts exceeding one week's duration by country	Remuneration: 45 None
Occupational health and safety	403-1	Workers representation in formal joint management-worker health and safety committees	Health and safety review: 47
	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: 47-48
	403-3	Workers with high incidence or high risk of diseases related to their occupation	Health and safety review: 48
	403-4	Health and safety topics covered in formal agreements with trade unions	Our stakeholder groups: 33-34
Training and education	404-1	Average hours of training per year per employee	Employee relations: 43

GRI standard	Disclosure number	Disclosure title	Section and page
	404-2	Programmes for upgrading employee skills and transition assistance programmes	Employee relations: 43
	404-3	Percentage of employees receiving regular performance and career development reviews	Employee relations: 43
Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	Board composition: 72-73 Employee relations: 44
	405-2	Ratio of basic salary and remuneration of women to men	Remuneration report: 78
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
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	None Employee relations: 44
	412-2	Employee training on human rights policies or procedures	None

REPORTING IN LINE WITH GRI STANDARDS CONTINUED

GRI standard	Disclosure number	Disclosure title	Section and page
	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: 49-51
	413-2	Operations with significant actual and potential negative impacts on local communities	Environmental value-add: 52-57 Throughout the report
	MM5	Total number of operations taking place in or adjacent to indigenous peoples' territories, and number and percentage of operations or sites where there are formal agreements with indigenous peoples' communities	None
Supplier social assessment	414-1	New suppliers that were screened using social criteria	None
	414-2	Negative social impacts in the supply chain and actions taken	None

GRI standard	Disclosure number	Disclosure title	Section and page
Public policy	415-1	Political contributions	None
Customer health and safety	416-1	Assessment of the health and safety impacts of product and service categories	Not material
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	None
Marketing and labelling	417-1	Requirements for product and service information and labelling	Not material
	417-2	Incidents of non-compliance concerning product and service information and labelling	None
	417-3	Incidents of non-compliance concerning marketing communications	None
Customer privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None
Socio-economic compliance	419-1	Non-compliance with laws and regulations in the social and economic area	None Corporate governance: 68



INDEPENDENT ASSURANCE STATEMENT



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

To the Directors of DRDGOLD Limited

We have undertaken a limited assurance engagement on selected sustainability key performance indicators ("KPIs"), as described below, and presented in the 2019 Annual Integrated Report of DRDGOLD Limited ("DRDGOLD") for the year ended 30 June 2019 ("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 KPIs set out in Table 1 below, which are 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 Sustainability Reporting Guidelines, supported by DRDGOLD's internally developed guidelines (collectively referred to as "DRDGOLD's reporting criteria").

Table 1: Scope of the KPIs prepared for the 2019 reporting period

Category	Selected Sustainability KPIs	Coverage / Reporting Boundary
Natural Capital	Total water used	Ergo Mining (Pty) Ltd
	Potable water sourced externally	
	Electricity consumption	
	Diesel consumption	
	Natural gas consumption	
	Scope 1 CO ₂ e emissions	
	Scope 2 CO ₂ e emissions	
	Total CO ₂ e emissions	
	Total dust exceedances	
Cyanide consumption		
Human Capital	Fatalities	Ergo Mining (Pty) Ltd
	Lost Time Injury Frequency Rate ("LTIFR")	
	Reportable Injury Frequency Rate ("RIFR")	
Social Capital	Rand value spent on socio-economic development projects ("Total socio-economic development spend")	DRDGOLD Limited
Financial Capital	Total economic value distributed and value distributed to employees – salaries, wages and other benefits	DRDGOLD Limited

Directors' Responsibilities

The directors are responsible for the selection, preparation and presentation of the selected sustainability KPIs in accordance with DRDGOLD's reporting criteria. This responsibility includes the identification of stakeholders and stakeholder requirements, material issues, commitments with respect to sustainability performance and design, implementation and maintenance of internal control relevant to the preparation of the Report that is free from material misstatement, whether due to fraud or error.

The Directors are also responsible for determining the appropriateness of the measurement and reporting criteria in view of the intended users of the selected 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 Control

We have complied with the independence and other ethical requirements of Sections 290 and 291 of the Independent Regulatory Board for Auditors' *Code of Professional Conduct for Registered Auditors (Revised January 2018)* and parts 1 and 3 of the Independent Regulatory Board for Auditors' *Code of Professional Conduct for Registered Auditors (Revised November 2018)* (together the IRBA Codes), which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. The IRBA Codes are consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants* and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* respectively.

KPMG Services Proprietary Limited applies the International Standard on Quality Control 1, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our 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.

INDEPENDENT ASSURANCE STATEMENT CONTINUED



A limited assurance engagement undertaken in accordance with ISAE 3000 (Revised) and ISAE 3410 involves assessing the suitability in the circumstances of DRDGOLD's use of its reporting criteria as the basis of preparation for the selected 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 judgment and included inquiries, observation of processes followed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- Interviewed management to obtain an understanding of the internal control environment, risk assessment process and information systems relevant to the sustainability reporting process;
- Inspected documentation to corroborate the statements of management in our interviews;
- Conducted interviews with relevant key personnel and data owners to understand data collection and report preparation processes, as well as the associated key controls;
- Inspected supporting documentation on a sample basis and performed analytical procedures to evaluate the data generation and reporting processes against the reporting criteria;
- Corroborated certain sustainability KPIs with information included in the audited financial statements;
- 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, which was the central site, to complete the above mentioned procedures; and
- 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 DRDGOLD's reporting criteria.

Limited Assurance Conclusion

Based on the procedures we have performed and evidence we have obtained and subject to the inherent limitations outlined elsewhere in this report, nothing has come to our attention that causes us to believe that the selected sustainability KPIs, as set out in Table 1 in the subject matter section above are not prepared, in all material respects, in accordance with DRDGOLD's reporting criteria.

Other Matter

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 Services Proprietary Limited

Per P Lalla
Chartered Accountant (SA)
Director

KPMG Crescent
85 Empire Road
Parktown
Johannesburg
2193

31 October 2019

GLOSSARY OF TERMS AND ABBREVIATIONS

Abbreviation	Description	Abbreviation	Description
AFS	Annual Financial Statements	EMP	Environmental management plan
AGM	Annual general meeting	Ergo	Ergo Mining Proprietary Limited, an operating company owned by DRDGOLD, which includes the City Deep, Knights and Brakpan sites from 3 July 2012
AISC	All-in sustaining costs	ERPM	East Rand Proprietary Mines Limited, wholly-owned by DRDGOLD and the subject of a sale of its underground mineral and prospecting rights
AMCU	Association of Mineworkers and Construction Union	ERM	Enterprise-wide risk management
AMD	Acid mine drainage	FWGR	Far West Gold Recoveries Proprietary Limited, an operating company owned by DRDGOLD acquired on 31 July 2018. Includes sites in the Carltonville area of Gauteng
BBBEE	Broad-Based Black Economic Empowerment	GHG	Greenhouse gas emissions
BEE Act	Broad-Based Economic Empowerment Act	GRI	Global Reporting Initiative
CEO/CFO	Chief Executive Officer/Chief Financial Officer	HDP	historically disadvantaged people
CIL	Carbon in leach: a process for extracting gold from slurry material	HDSA	Historically disadvantaged South African
Competent Person	The SAMREC Code defines a competent person as a person who is registered with any one of the following: South African Council for Natural Scientific Professions, Engineering Council of South Africa, The South African Council for Professional Land Surveyors and Technical Surveys or any other statutory South African or international body recognised by SAMREC. A competent person should have a minimum of five years' experience relevant to the style of mineralisation and type of deposit under consideration and to the activity which that person is undertaking	IFRS	International Financial Reporting Standards
cps	Cents per share	IIRC	International Integrated Reporting Council
CSI	Corporate social investment	IWUL	Integrated water use licence
Db(A)	Decibel	JSE	Johannesburg Stock Exchange Limited
DMR	Department of Mineral Resources	KPI	Key performance indicator
DRDGOLD	DRDGOLD Limited	KPMG Inc	External auditors for DRDGOLD
DP2	Driefontein plant 2	KPMG Services Proprietary Limited	Independent Assurance provider for selected sustainability key performance indicators in this report
DWS	Department of Water and Sanitation	LA	Limited assurance
EBDA	Ergo Business Development Academy NPC	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
EBITDA	Earnings before interest, taxes, depreciation and amortisation	LED	Local economic development
ECSA	Engineering Council of South Africa	LTIFR	Lost time injury frequency rate
EMO	Ergo Mining Operations Proprietary Limited (subsidiary of DRDGOLD)		

GLOSSARY OF TERMS AND ABBREVIATIONS CONTINUED

Abbreviation	Description	Abbreviation	Description
Metallurgical plant	Processing plant used to treat gold bearing material and extract the contained metals	Orotree	OroTree Limited
Mineral Reserve	A mineral reserve is the economically mineable material derived from a measured and/or indicated mineral resource. It is inclusive of diluting materials and allows for losses that may occur when the material is mined. Appropriate assessments, which may include feasibility studies, have been carried out, including consideration of and modification by realistically assumed mining, metallurgical, economic, marketing, legal, environmental, social and governmental factors. These assessments demonstrate at the time of reporting that extraction is reasonably justified. Mineral reserves are subdivided in order of increasing confidence into probable mineral reserves and proved mineral reserves	Ounce/oz	One troy ounce which equals 32.1507 grams
Mineral Resource	A mineral resource is a concentration (or occurrence) of material of economic interest in or on the Earth's crust in such form, quality and quantity that there are reasonable and realistic prospects for eventual economic extraction. The location, quantity, grade, continuity and other geological characteristics of a mineral resource are known, estimated from specific geological evidence and knowledge, or interpreted from a well-constrained and portrayed geological model. Mineral resources are subdivided, in order of increasing confidence in respect of geoscientific evidence, into inferred, indicated and measured categories	Rand Refinery	Rand Refinery Proprietary Limited
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	RCF	Revolving Credit Facility secured with ABSA Bank Limited (Acting through its corporate and Investment Banking division)
MOI	Memorandum of Incorporation	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 address ground and surface water, topsoil, final slope gradients, waste handling and revegetation issues
Moz	Million ounces	RIFR	Reportable injury frequency rate
MPRDA	Mining and Petroleum Resources Development Act 28 of 2002	RTSF	Regional Tailings Storage Facility
NEMA	National Environmental Management Act	PwC	PricewaterhouseCoopers
NNR	National Nuclear Regulator	SACG	South African Council of Geomatics
NGO	Non-governmental organisation	SACNASP	South African Council for Natural Scientific Professions
NIHL	Noise-induced hearing loss	SAIMM	Southern African Institute of Mining and Metallurgy
NOM	Notice of meeting	SAMREC Code	The South African Code for Reporting of Exploration Results, Mineral Resources and Mineral Reserves, including the guidelines contained therein
NOx	Nitrogen oxides	SEC	United States Securities and Exchange Commission
NUM	National Union of Mineworkers, a labour union	SED	Social economic development
NYSE	New York Stock Exchange	SENS	Stock Exchange News Service
		SLP	Social and labour plan
		SOx	Sulphur oxides
		TCTA	Trans-Caledon Tunnel Authority
		Tailings	Finely ground rock from which valuable minerals have been extracted, may still include mineral particles
		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

ADMINISTRATION AND CONTACT DETAILS

OFFICES

Registered and corporate

1 Sixty, Jan Smuts Building
2nd Floor, North-Tower
160 Jan Smuts Avenue
Rosebank, 2196
Johannesburg
South Africa

PO Box 390, Maraisburg, 1700
South Africa

Tel: +27 (0) 11 470 2600
Fax: +27 (0) 86 524 3061

OPERATIONS

Ergo Mining Proprietary Limited

PO Box 12442
Selcourt 1567
Springs, South Africa

Tel: +27 (0) 11 742 1003
Fax: +27 (0) 11 743 1544

Far West Gold Recoveries Proprietary Limited

PO Box 390
Maraisburg, 1700
South Africa

Tel: +27 (0) 10 822 8440
Fax: +27 (0) 86 524 3061

DIRECTORS

Geoff Campbell*

Independent Non-executive Chairman^{2#}

Niël Pretorius

Chief Executive Officer³

Riaan Davel

Chief Financial Officer

Johan Holtzhausen

Independent Non-executive Director^{1#}

Edmund Jeneker

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

Jean Nel

Independent Non-executive Director¹

Prudence Lebina

Independent Non-executive Director^{1,2}

Toko Mnyango

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

COMPANY SECRETARY

Elise Beukes

* *British*

Committee memberships during FY2019

Denotes committee Chairman

¹ *Member of the Audit and Risk Committee*

² *Member of the Remuneration and
Nominations Committee*

³ *Member of the Social and Ethics Committee*

INVESTOR AND MEDIA RELATIONS

South Africa

James Duncan

R&A Strategic Communications

Tel: +27 (0) 11 880 3924

Fax: +27 (0) 11 880 3788

Mobile: +27 (0) 79 336 4010

E-mail: james@rasc.co.za

United Kingdom/Europe

Phil Dexter

St James's Corporate Services Limited

Suite 31, Second Floor

107 Cheapside

London EC2V 6DN

United Kingdom

Tel: +44 (0) 20 7796 8644

Fax: +44 (0) 20 7796 8645

Mobile: +44 (0) 7798 634 398

E-mail: phil.dexter@corpserv.co.uk

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

South Africa

Link Market Service South Africa

Proprietary Limited

13th Floor, Rennie House

19 Ameshoff Street

Braamfontein, 2001

Johannesburg, South Africa

Tel: +27 (0) 11 713 0800

Fax: +27 (0) 86 674 2450

United Kingdom

(and bearer office)

Link Market Asset Service

The Registry PXS,

34 Beckenham Road

Beckenham BR3 4TU

United Kingdom

Tel: +44 (0) 20 8639 3399

Fax: +44 (0) 20 8639 2487

Australia

Computershare Investor Service

Proprietary Limited

Level 2

45 St George's Terrace

Perth, WA 6000

Australia

Tel: +61 8 9323 2000

Tel: 1300 55 2949 (in Australia)

Fax: +61 8 9323 2033

ADR depositary

The Bank of New York Mellon

101 Barclay Street

New York 10286

United States of America

Tel: +1 212 815 8223

Fax: +1 212 571 3050

GENERAL

JSE sponsor

One Capital

Auditor

KPMG Inc.

Attorneys

ENSAfrica Inc.

Malan Scholes

Mendelow Jacobs

Skadden, Arps, Slate, Meagher and Flom

(UK) LLP

Bankers

ABSA Capital

Standard Bank of South Africa Limited

Website

www.drdgold.com