CULTURE SUMMIT

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A journey in culture transformation for business impact

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#MiningWithPurpose

CULTURE SUMMIT AFRICA 2026

16 SEPTEMBER 2026

HARMONY™

Private Securities Litigation Reform Act

Safe harbour statement and disclaimer

FORWARD LOOKING STATEMENTS

This presentation contains forward-looking statements within the meaning of the safe harbour provided by Section 21E of the Exchange Act and Section 27A of the Securities Act of 1933, as amended (the "Securities Act"), with respect to our financial condition, results of operations, business strategies, operating efficiencies, competitive positions, growth opportunities for existing services, plans and objectives of management, markets for stock and other matters. These forward-looking statements, including, among others, those relating to our future business prospects, revenues, and the potential benefit of acquisitions (including statements regarding growth and cost savings) wherever they may occur in this presentation, are necessarily estimates reflecting the best judgment of our senior management and involve a number of risks and uncertainties that could cause actual results to differ materially from those suggested by the forward-looking statements. As a consequence, these forward-looking statements should be considered in light of various important factors, including those set forth in our integrated annual report. All statements other than statements of historical facts included in this presentation may be forward-looking statements. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances and should be considered in light of various important factors, including those set forth in this disclaimer. Readers are cautioned not to place undue reliance on such statements. Important factors that could cause actual results to differ materially from estimates or projections contained in the forward-looking statements include, without limitation: overall economic and business conditions in South Africa, Papua New Guinea, Australia and elsewhere; the impact from, and measures taken to address, Covid-19 and other contagious diseases, such as HIV and tuberculosis; high and rising inflation, supply chain issues, volatile commodity costs and other inflationary pressures exacerbated by the geopolitical risks; estimates of future earnings, and the sensitivity of earnings to gold and other metals prices; estimates of future gold and other metals production and sales; estimates of future cash costs; estimates of future cash flows, and the sensitivity of cash flows to gold and other metals prices; estimates of provision for silicosis settlement; increasing regulation of environmental and sustainability matters such as greenhouse gas emission and climate change, and the impact of climate change on our operations; estimates of future tax liabilities under the Carbon Tax Act (South Africa); statements regarding future debt repayments; estimates of future capital expenditures; the success of our business strategy, exploration and development activities and other initiatives; future financial position, plans, strategies, objectives, capital expenditures, projected costs and anticipated cost savings and financing plans; estimates of reserves statements regarding future exploration results and the replacement of reserves; the ability to achieve anticipated efficiencies and other cost savings in connection with past and future acquisitions, as well as at existing operations; fluctuations in the market price of gold and other metals; the occurrence of hazards associated with underground and surface gold mining; the occurrence of labour disruptions related to industrial action or health and safety incidents; power cost increases as well as power stoppages, fluctuations and usage constraints; ageing infrastructure, unplanned breakdowns and stoppages that may delay production, increase costs and industrial accidents; supply chain shortages and increases in the prices of production imports and the availability, terms and deployment of capital; our ability to hire and retain senior management, sufficiently technically-skilled employees, as well as our ability to achieve sufficient representation of historically disadvantaged persons in management positions or sufficient gender diversity in management positions or at Board level; our ability to comply with requirements that we operate in a sustainable manner and provide benefits to affected communities; potential liabilities related to occupational health diseases; changes in government regulation and the political environment, particularly tax and royalties, mining rights, health, safety, environmental regulation and business ownership including any interpretation thereof; court decisions affecting the mining industry, including, without limitation, regarding the interpretation of mining rights; our ability to protect our information technology and communication systems and the personal data we retain; risks related to the failure of internal controls; the outcome of pending or future litigation or regulatory proceedings; fluctuations in exchange rates and currency devaluations and other macroeconomic monetary policies, as well as the impact of South African exchange control regulations; the adequacy of the Group's insurance coverage; any further downgrade of South Africa's credit rating and socio-economic or political instability in South Africa, Papua New Guinea, Australia and other countries in which we operate; changes in technical and economic assumptions underlying our mineral reserves estimates; geotechnical challenges due to the ageing of certain mines and a trend toward mining deeper pits and more complex, often deeper underground, deposits; and actual or alleged breach or breaches in governance processes, fraud, bribery or corruption at our operations that leads to censure, penalties or negative reputational impacts.

The foregoing factors and others described under "Risk Factors" in our Integrated Annual Report (www.har.co.za) and our Form 20-F should not be construed as exhaustive. We undertake no obligation to update publicly or release any revisions to these forward-looking statements to reflect events or circumstances after the date of this annual report or to reflect the occurrence of unanticipated events, except as required by law. All subsequent written or oral forward-looking statements attributable to Harmony or any person acting on its behalf are qualified by the cautionary statements herein. Any forward-looking statements contained in these financial results have not been reviewed or reported on by Harmony's external auditors.

Competent Person's statement

The information in this presentation that relates to Mineral Resources or Ore Reserves has been extracted from our Reserves and Resources statement published on 30 June 2024. Harmony confirms that it is not aware of any new information or data that materially affects the information included in the statement, in the case of Mineral Resources or Mineral Reserves, that all material assumptions and technical parameters underpinning the estimates in the original release continue to apply and have not materially changed. Harmony confirms that the form and context in which the competent person's findings are presented have not been materially modified from the original release.

Eva Copper - The information in this announcement that relates to Mineral Resources or Ore Reserves has been extracted from the Copper Mountain Mining Corporation Mineral Reserve and Resource Estimate (as at 1 August 2022).

A stronger, globally significant gold and copper producer

Disciplined delivery. Portfolio progression. Enduring value

South Africa



Australia



Papua New Guinea



Over a decade of safe, predictable production



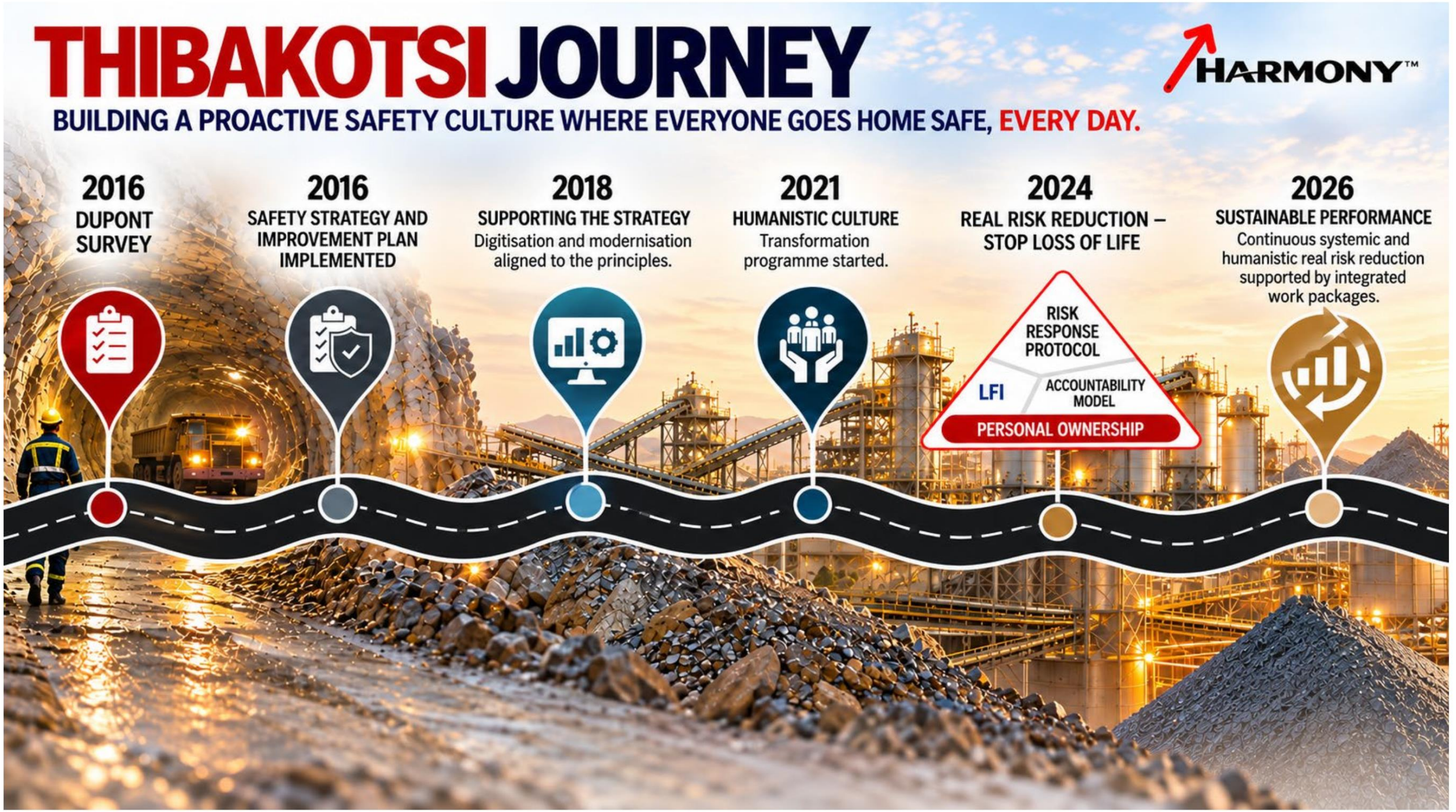




THIBAKOTSI JOURNEY

HARMONY™

BUILDING A PROACTIVE SAFETY CULTURE WHERE EVERYONE GOES HOME SAFE, EVERY DAY.



THIBAKOTSI SAFETY MATURITY JOURNEY

BUILDING A PROACTIVE SAFETY CULTURE WHERE EVERYONE GOES HOME SAFE, EVERY DAY.

HARMONY™

SAFETY MATURITY

LOW RISK & REACTIVITY

1 REACTIVE
Safety by Instinct

- Low trust & ownership.
- We rely on enforcement and luck.
- Safety is an afterthought.

2 DEPENDENT
Safety by Rules

- Rules drive behaviour.
- We follow rules because we have to.
- Leaders supervise and enforce.

3 INDEPENDENT
Safety by Personal Commitment

- Personal responsibility.
- We take ownership and make safe choices every day.
- Leaders coach and empower.

4 INTERDEPENDENT
Safety by Collective Commitment

- Care for each other.
- We work together to anticipate, prevent and learn.
- Everyone speaks up.
  Learning strengthens us all.

HIGH TRUST & OWNERSHIP

Increasing levels of personal ownership and trust

THE OUTCOME WE ALL WANT

ZERO HARM.

Every Person. Every Day.

> **"How you lead and show-up is what we need to deliver on the objectives we set" - Beyers Nel 08/09/2026**

1 WORK PACKAGE 1: HOW LEADERS DEVELOP THEMSELVES

Create psychological safe work environments.

- Leaders set the tone and model servant leadership.
- Invite courageous conversations.
- Effective task allocation and resources.
- Embed accountability (recognise desired behaviour and hold people to account for undesired behaviour).
- Align accountability to systems, policies, procedures and standards.

ENABLES DEPENDENT → INDEPENDENT

2 WORK PACKAGE 2: HOW LEADERS DEVELOP OTHERS

Create psychologically safe team climate.

- Listen and show genuine care.
- Ask, inquire and understand.
- Respond constructively to concerns and mistakes.
- Coach, support and develop.
- Hold people accountable with respect (Care + Challenge = Growth).

STRENGTHENS INDEPENDENT → INTERDEPENDENT

3 WORK PACKAGE 3: HOW LEADERS TAKE THEIR TEAMS ALONG

Exercise voice and ownership in psychological safe work environments.

- Truthfully speak up and ask questions.
- Challenge and provide support.
- Report all incidents and near misses.
- Stop and fix when it is not safe.
- Solve problems and learn together.

Not continuing the work | We remain dependent. Safety is driven by rules and supervision.

Continuing the work | We shift to independent and interdependent. Personal ownership and trust grow into collective commitment.

HARMONY LEADERSHIP PHILOSOPHY

IT's OUR DNA:

Our True North!

LEADERSHIP IS ABOUT SERVICE, ACCOUNTABILITY & EMPOWERMENT

We apply it across Harmony consistently.

We lead with vision

We create an environment where people feel SAFE, they are VALUED and INSPIRED to give their BEST.

LEAD WITH PURPOSE:

Grounded in our values it guides how leaders behave in Harmony.



Safety, health & well-being come first in all we do

We lead our people with care, integrity and humility

HARMONY

We take ownership by operating responsibly

HIGH PERFORMANCE CULTURE:

As a leader:

I develop myself

I lead my function

I develop my team

I create psychological safety

I feel psychologically safe

I contribute to the business

HOW WE USE IT:

We are better TODAY than we were YESTERDAY!

CONSISTENCY, TRUST, ACHIEVEMENT!!

WHAT's IN IT FOR YOU?

- Guides decision-making
- Builds trust with your team
- It clarifies expectations and vision
- It supports self-reflection & growth
- It promotes accountability
- Enhances effective communication
- Encourages team cohesion
- Supports the EVP

HOW LEADERS BEHAVE:

It creates a HEALTHY ORGANISATIONAL CULTURE

Relating | Self-awareness | Authenticity | Systems Awareness | Achieving

WHAT IT CREATES:

Mature leaders who live our values and ensure high levels of engagement aligned to our 4 strategic pillars:

- Responsible stewardship
- Cash Certainty
- Operational Excellence
- Capital Allocation

As leaders, we CARE about and serve our people.

GREAT LEADERSHIP SHAPES A THRIVING HARMONY

Drawn by Lita Currie



Thank you