



Value to be unlocked

# SA Mine 2026

October 2026





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Unlocking value,  
realignment, and  
selective opportunity



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A yellow excavator is positioned on the left side of the page, working in a dark, rocky mine environment. The excavator's arm is extended upwards, and its bucket is open. The background is a deep, dark mine shaft with visible rock formations and some structural elements.

# Executive Summary

South Africa's mining sector entered the 2026 reporting period from a position of renewed strength. Supported by higher commodity prices, particularly in gold and platinum group metals (PGMs), the sector delivered significant growth in revenue, profitability, free cash flow and market capitalisation. Yet the defining theme of this year's publication is not the value that has already been created, but the value that remains to be unlocked from the country's substantial mineral endowment, existing infrastructure and operational capabilities. Companies largely responded to improved market conditions with disciplined capital allocation, prioritising operational efficiencies, brownfield optimisation, life-of-mine extensions and selective growth opportunities rather than large-scale expansion

A central theme emerging from this year's analysis is that South Africa continues to possess significant mineral potential, but the real opportunity lies in unlocking additional value from existing resources and infrastructure. The reserves and resources analysis demonstrates that mineral reserves are not static. Since 2023, gold reserves increased from 68 million ounces to 77 million ounces, PGM reserves increased from 261 million to 298 million 4E ounces and iron ore reserves increased from 696 million tonnes to 1.1 billion tonnes. These improvements were achieved through a combination of favourable commodity prices, technological innovation, project development and the conversion of resources into economically viable reserves, demonstrating that investment and innovation can materially extend the productive life of mining assets.

Significant value was and can be unlocked through mine-life extensions, the redevelopment of mature operations, tailings retreatment, beneficiation and the application of technology to improve economic recoverability. In addition, a new gold mine and announcements of redeveloping gold and PGM mines with potential of new Copper and PGM mines are encouraging signals. These green shoots should be nourished with an enabling investible environment to serve as an open invitation to the world to invest in South Africa again.



The publication further highlights that value creation increasingly extends beyond the resource itself. Decisions across mine planning, processing, logistics, marketing and commercial structures all influence the value ultimately realised from South Africa's mineral resources. Geology therefore determines the opportunity, but execution across the mining value chain determines how much value is captured.

The publication also highlights the growing importance of governance as a driver of long-term value creation. Across the sector, governance practices continue to evolve beyond compliance towards strategic oversight, risk management, sustainability integration and stakeholder engagement.

As mining companies navigate increasingly complex operating environments, effective governance of emerging risks, including cyber security, climate-related impacts, stakeholder expectations and technological transformation, will remain essential to preserving resilience, maintaining trust and supporting sustainable growth.

The outlook for South African mining is increasingly positive, but future success will depend on execution. The sector has demonstrated resilience through improved financial performance, stronger reserve positions and renewed investor confidence. The next phase will be defined by the industry's ability to unlock value from its mineral endowment, convert opportunities into productive investment and create sustainable growth for shareholders, employees, communities and the broader economy. South Africa's mineral wealth remains significant. The question is no longer whether the value exists, but whether the industry can unlock it.







01

# Unlocking value, realignment, and selective opportunity

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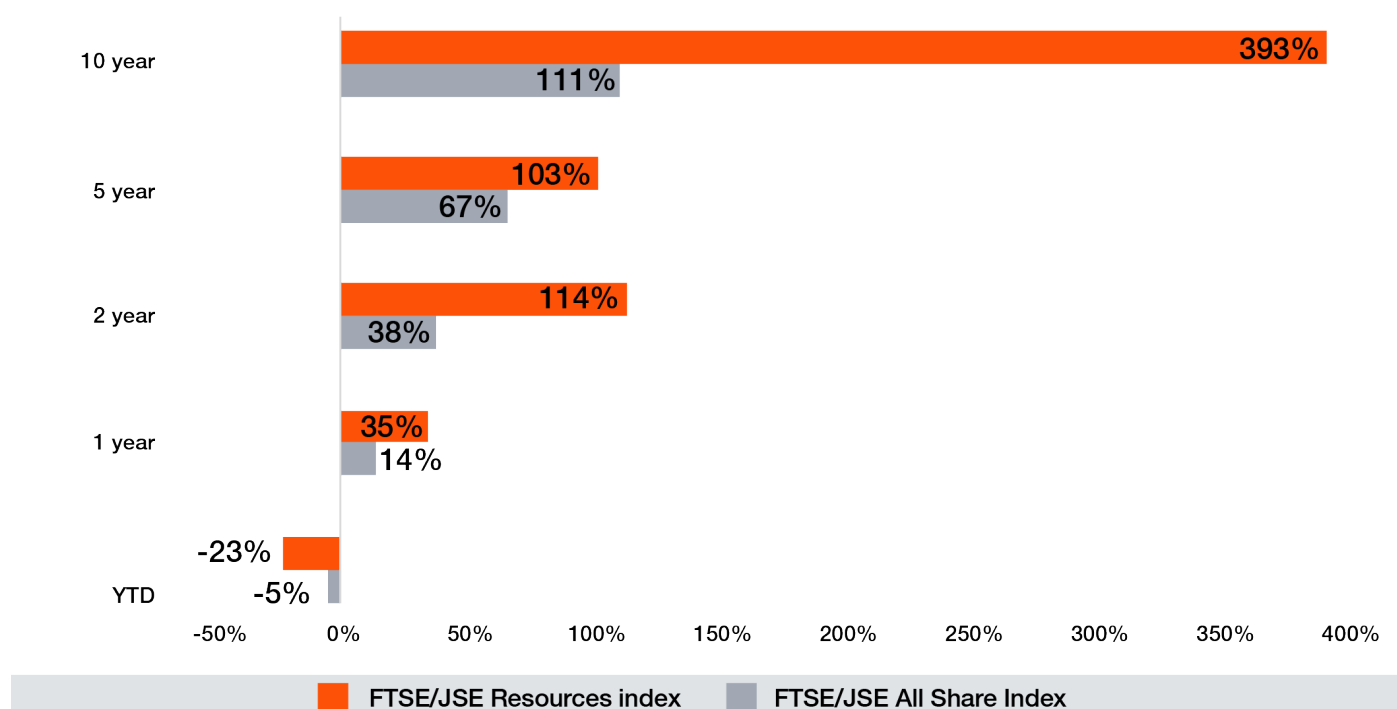
South Africa's mining sector entered the 2026 reporting period in a stronger position than it had in recent years. Price-driven revenue growth resulted in excellent financial performance for the year. The lack of real investment in recent years has meant that production levels are still under pressure, preventing companies from fully benefiting from the high price environment. Performance remained uneven, with gains in precious metals offset by continued pressure in logistics constraint bulk commodities, rising operating costs, and regulatory and execution uncertainty.

Against this backdrop, mining companies remained conservative. Rather than pursuing large-scale expansion, many producers prioritised operational efficiency, brownfield optimisation, life-of-mine extensions, and infrastructure improvements aimed at enhancing productivity and preserving capital discipline. Early indications that the industry realised the need for growth, was apparent from the unsolicited bid for Northam Platinum who demonstrated new mine organic growth over the last decade.

The year also saw renewed attention on South Africa's role in the global critical minerals with the Minerals and Metals strategy released in May 2025 which provided an important directional foundation for future investments, exploration, and beneficiation. However, translating this opportunity into sustainable growth will require consistent implementation, improved infrastructure, and greater regulatory and execution certainty.

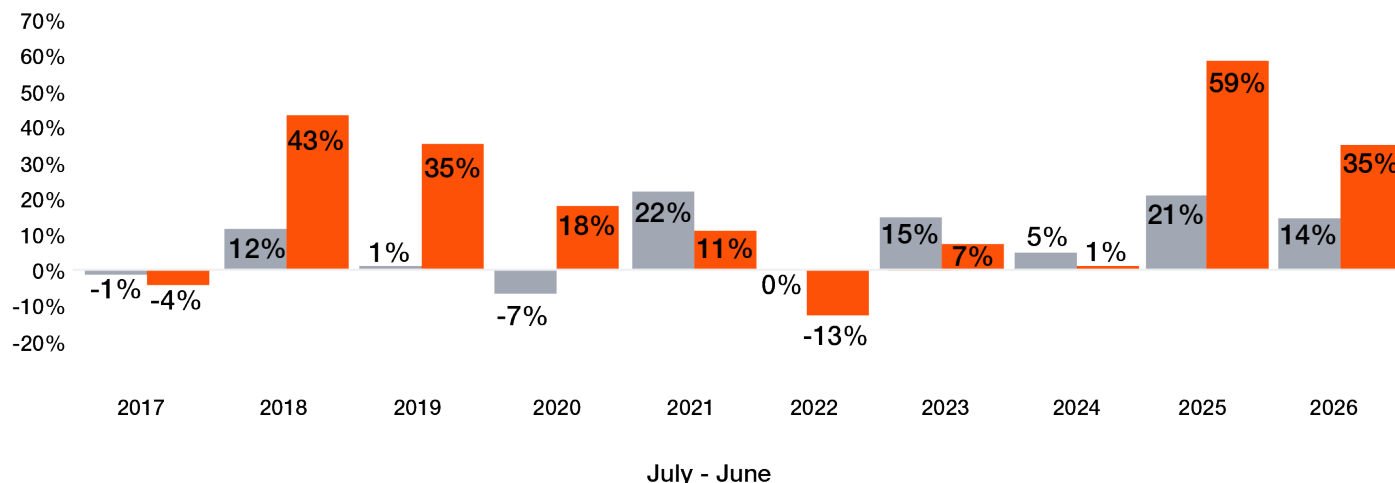
While challenges remain, the sector enters the next phase from a position of greater stability and confidence. The opportunity now is to convert favourable market conditions and South Africa's significant mineral endowment into long-term investment, increased competitiveness, and sustainable growth.

## FTSE/JSE Resources Index and TSR performance





## JSE Resource index performance against the JSE All Share Index



Despite moderation across parts of the resources market, the comparative performance of the FTSE/JSE Resources Index and the FTSE/JSE All Share Index pointed to renewed momentum in mining equities during the 2026 reporting period. The Resource Index outperformed the broader market, highlighting the resilience of several of South Africa's largest mining companies despite continuing operational and structural challenges.

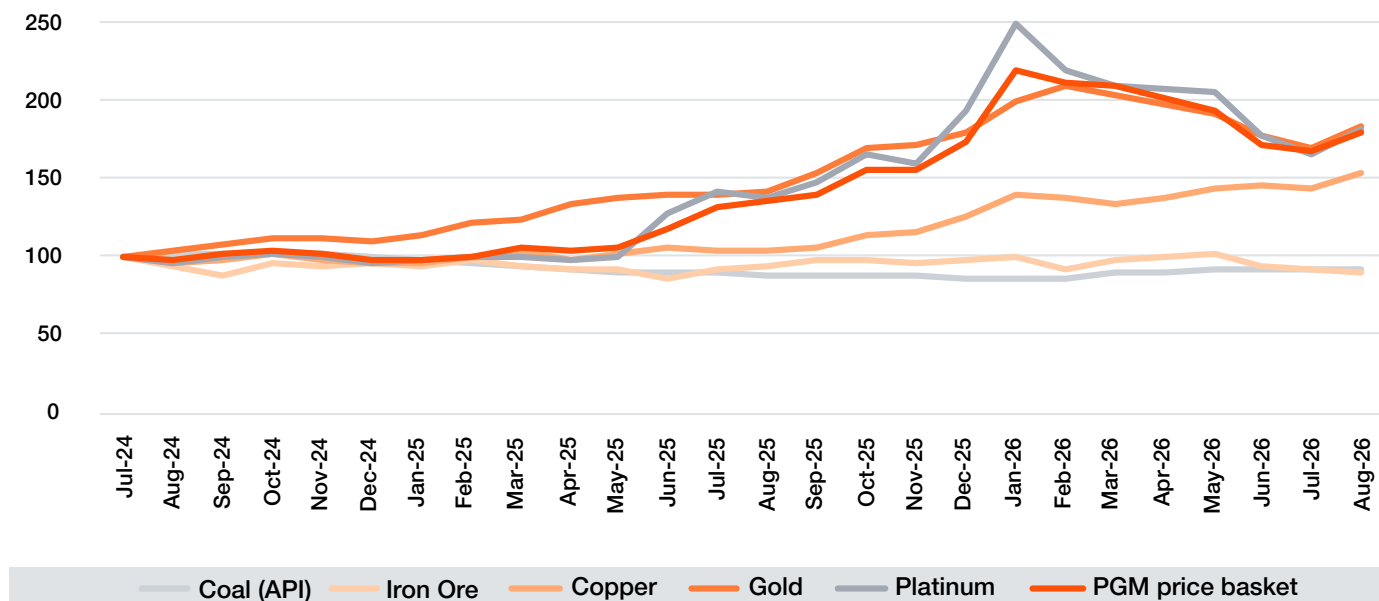
Performance, however, was far from uniform. As is often the case in the mining sector, outcomes varied significantly across commodities and producers, reflecting differences in market exposure, operational performance, and capital allocation. Companies with stronger exposure to gold and PGMs, more resilient balance sheets, and clearer capital allocation strategies were generally better positioned to benefit from improving market conditions.

This divergence was also evident in total shareholder returns ("TSR"), which reflected a selective rather than broad-based recovery. While some producers delivered strong stakeholder value on the back of favourable commodity exposure and disciplined execution, others remained under pressure from weaker diamond markets, bulk commodity logistics constraints, and elevated operation costs. TSR performance therefore reinforced the market's preference for companies that combined attractive commodity exposure with strong operational delivery and capital discipline.



# Major commodities: Price support improved confidence, but fundamentals remained commodity-specific

## Metals and mineral price change from Jul-24 to Jun-26 (USD)



|     | Coal RBCT API 4 | Iron ore | Copper | Palladium | Platinum | Gold |
|-----|-----------------|----------|--------|-----------|----------|------|
| USD | 3%              | -8%      | 42%    | 24%       | 57%      | 73%  |
| ZAR | -8%             | -17%     | 27%    | 11%       | 41%      | 55%  |

|     | Coal RBCT API 4 | Iron ore | Copper | Palladium | Platinum | Gold |
|-----|-----------------|----------|--------|-----------|----------|------|
| USD | -9%             | 3%       | 26%    | 46%       | 82%      | 50%  |
| ZAR | -15%            | -4%      | 18%    | 36%       | 69%      | 40%  |



## Gold: Elevated prices reset sector economics and supported life-of-mine extensions

Gold was the standout commodity over the review period. After years of steady momentum, the gold price entered an exceptional rally in early 2025, reaching successive record highs and peaking at US\$5,595/oz in January 2026, supported by safe-haven demand, geopolitical uncertainty, and sustained central-bank buying. Prices subsequently moderated but remained at elevated levels relative to prior periods.

This materially improved margins and cash generation for South African producers, even as domestic output remained structurally constrained. At the same time, elevated prices do not fully offset the structural challenges facing South Africa's ageing deep-level gold mines, including depth-related safety requirements, rising labour and power costs, declining grades, and high sustaining capital requirements.

Capital allocation remained focused on brownfield reserve replacement, tailings retreatment, and life-of-mine extensions. Pleasingly Wes Wits poured gold from its Qala Shallows newly re-developed mine and Sibanye Stillwater approved the development of the Burnstone mine. Surface projects pursued by producers such as Harmony, Pan African Resources and DRDGOLD illustrate the sector's extraction of value from old tailings as end of life shafts require a refocus.





## **PGMs: Basket prices almost reach record highs of 2022 as special PGM metal attributes are recognised as essential for the 4IR and energy transition**

South Africa remains central to global PGM supply, with production concentrated in the Bushveld Complex. The country accounts for a substantial share of global platinum and palladium output and remains the dominant supplier of rhodium, iridium and ruthenium.

Following a multi-year downcycle dating back to 2023, PGM prices reached the real lows of 2015 and 2016 in early 2025, prompting producers to accelerate cost reduction, restructuring, and retrenchments. Prices subsequently rebounded strongly from the second quarter of 2025, improving sentiment across the PGM basket and allowing producers to benefit from a leaner operating cost base.

The rally accelerated into Q1 2026, supported in part by a reassessment of the pace of vehicle electrification and evolving policy signals in Europe that reinforced expectations that hybrid and internal combustion engine vehicles are likely to remain part of the global vehicle parc for longer than previously anticipated, supporting demand for PGMs used in autocatalysts.

While prices moderated in Q2 2026 as investor demand for precious metals eased amid changing interest-rate expectations, they remained substantially above prior-year levels and continued to be supported by favourable supply-demand fundamentals, with the market still expected to remain in deficit. Chrome also continued to play an important stabilising role for certain producers, supporting margins, and partially offsetting volatility in PGM earnings.

Medium-to long-term support for PGMs is likely to come from a combination of a lack of supply and demand diversification. Industrial demand continues to broaden across electronics, glass manufacturing, and other high-temperature industrial applications with notable price increases for ruthenium on the back of data storage applications. The hydrogen economy also remains an important optionality driver, with platinum and iridium used in electrolyzers and fuel-cell technologies, although large-scale commercial demand is still developing. On the supply side, restructuring initiatives, deferred growth capital, and limited new project development have tightened supply expectations. Combined with ageing South African assets and constrained investment across the industry, these factors are likely to limit future supply growth and support a positive medium-term outlook for the sector. The unsolicited offer for Northam Platinum, that demonstrated production growth through new mine development, is an indication of a need to reinvest for growth in the sector.

African Rainbow Minerals' approval of the R15.5 billion Bokoni 180ktpm project, Southern Palladium licensing of the Bengwenyama PGM-Chrome project and PGM's Waterberg feasibility progress are indications of investment intend which will take a number of years to come to fruition.





## **Coal: Resilience remains important, but transition risk is increasing**

Coal remains South Africa's most significant mining commodity by production volume and continues to underpin the country's energy security and industrial base.

Local demand for South African coal remains concentrated in two principal channels. Eskom and Sasol account for approximately two-thirds of demand, while the remaining third is largely export-driven, with India and broader Asian markets serving as key external outlets.

Operationally, the sector continues to face rail, port, and security constraints along the export corridor. Collaboration between producers and Transnet has begun to improve reliability resulting in more tonnes of coal reaching the harbour as seen from results of exporters in the impact of improved quantities sold, although additional security and logistics measures continue to add to producer costs.

Longer term, the local sector faces a reduction of demand as Eskom's coal generation plants reach end of design life and policy and capital-allocation uncertainty as South Africa balances decarbonisation objectives with the need for reliable baseload power to ensure security of supply. Coal will remain relevant in the short- to medium-term, even as larger producers continue to diversify portfolios and position for a lower-carbon energy mix.



## **Iron ore: Quality remains a strength, but market and logistics pressures persist**

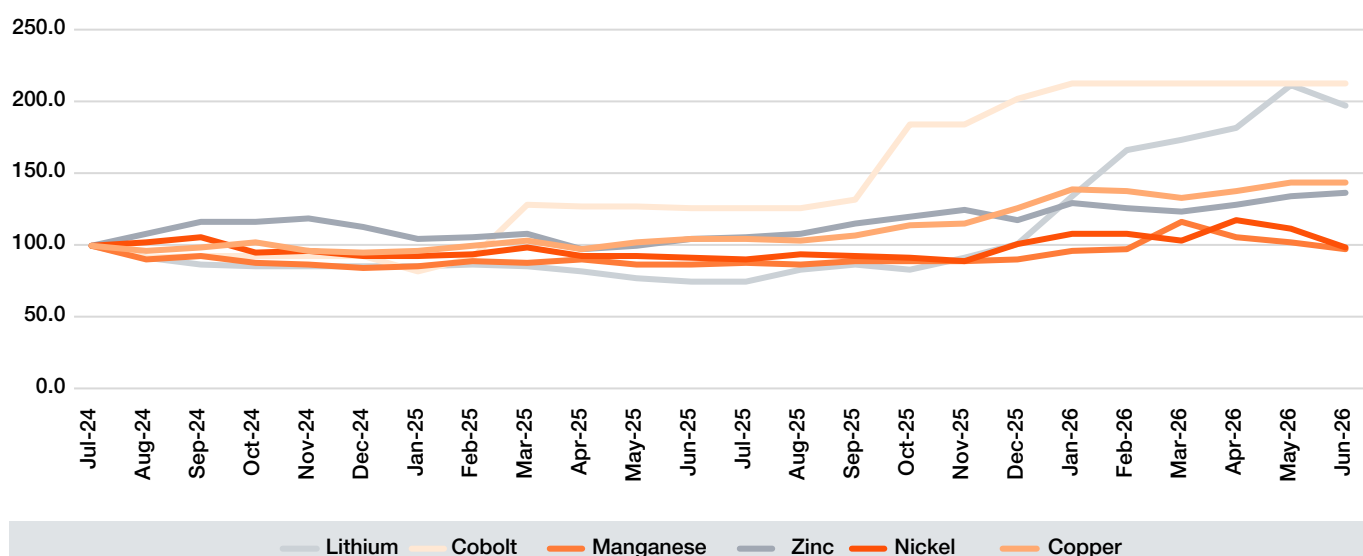
South Africa's iron ore sector is anchored by high-quality production from the Northern Cape, with exports routed primarily through the Sishen-Saldanha corridor. The sector's competitive advantage lies in its premium grade, lumpy content and relatively low moisture, all of which remain attractive in a market increasingly focused on steelmaking efficiency and emissions intensity.

The outlook nevertheless remains constrained by softer Chinese steel demand, intensifying competition from new African supply, particularly Guinea's Simandou project, and persistent logistics risks. Domestic demand has also weakened alongside pressure in the local primary steel industry, reducing the extent to which producers can rely on domestic offtake as was evident with the closure of Assmang's Beeshoek mine during the year.

Recent rail and port improvements are positive, but sustained performance gains will be required to protect South Africa's position in the seaborne market. Despite softer Chinese demand, the outlook for South African iron ore remains underpinned by product quality and continued demand from a broader mix of export markets, including India, Japan, South Korea, and Southeast Asia. Longer-term demand for premium ore is expected to remain supportive given its role in lower-emission and efficiency-focused steelmaking.

## Critical minerals: Policy momentum is building, but delivery will determine whether South Africa captures the opportunity

### Critical minerals price change from Jul-24 to Jun-26 (USD)



**Table 1.3 Commodity price movements Jul-24 to Jun-26**

|     | Lithium | Cobalt | Copper | Manganese | Nickel | Zinc |
|-----|---------|--------|--------|-----------|--------|------|
| USD | 90%     | 109%   | 42%    | -9%       | -6%    | 25%  |
| ZAR | 70%     | 87%    | 27%    | -19%      | -16%   | 12%  |

**Table 1.4 Average commodity prices for FY 26 compared to FY25**

|     | Lithium | Cobalt | Copper | Manganese | Nickel | Zinc |
|-----|---------|--------|--------|-----------|--------|------|
| USD | 55%     | 80%    | 26%    | 7%        | 5%     | 14%  |
| ZAR | 44%     | 67%    | 18%    | 0%        | -3%    | 6%   |

South Africa's critical-minerals strategy provides a broad policy platform across established and emerging commodities. The key test, however, will be implementation: improving geoscience data, accelerating licensing, strengthening infrastructure, ensuring reliable energy supply, and creating practical incentives for local processing where commercially competitive.



### Copper: South Africa remains underweight in a commodity central to the energy transition

Copper is increasingly viewed as a safe bet, future-facing critical mineral because of its role in electrification, grid investment, and renewable-energy infrastructure. South Africa, however, remains a relatively small copper producer compared with the Democratic Republic of the Congo and Zambia, which continue to dominate African copper supply and attract a greater share of new project investment.

The domestic copper opportunity is concentrated largely in the Northern Cape, where exploration has identified promising deposits and junior developers are progressing select projects. International interest with BHP US\$500,000 investment through its BHP Xplor Accelerator Program to support Orion Minerals' Northern Cape copper exploration is a good indication of future potential. However, the pipeline remains thin and is still some way from competing with the scale and momentum seen in larger African jurisdictions.

Without a more attractive exploration environment, faster permitting and clearer realisation opportunities, South Africa risks remaining a marginal participant in one of the most strategically important commodity themes of the energy transition.





## **Manganese: A strategic resource, but value capture remains the challenge**

South Africa continues to hold a globally significant manganese resource base, providing the country with a natural strategic advantage in a commodity that is likely to remain important to both industrial activity and aspects of the energy transition.

Despite this resource strength, the investment case is still shaped by familiar domestic constraints. Logistics, processing capacity, cost competitive power, and policy and execution certainty will all influence whether South Africa is able to capture greater value from its manganese position, particularly as global interest grows in battery-grade and higher-value downstream applications.

The opportunity is therefore not only to remain a major raw-material supplier, but also to improve the conditions required to support industrialists with more competitive beneficiation, downstream participation, and project development over time.



## **Lithium: Recovery supported by tighter supply and improved demand**

Lithium prices have remained highly volatile in recent years. The initial price spike was driven by rapid EV adoption, followed by a sharp moderation as demand normalised and new supply entered the market. Prices recovered over the past 12 months, supported by stronger EV demand, growing use in batteries and energy storage systems, and continued investment in renewable-energy infrastructure. At the same time, supply discipline and mine curtailments helped tighten the market, reinforcing lithium's position as a critical mineral exposed to both energy-transition demand and supply-side disruption.

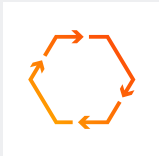
Although South Africa is not known for lithium deposits the fast growth in Zimbabwe's Lithium mining allows for regional opportunities.



## **Nickel: Battery demand supports the outlook, but execution remains key**

Nickel remains exposed to long-term demand from electric vehicles and energy storage, although it did not capture the same pricing momentum seen across several other critical minerals. Persistent global supply dominance by Indonesia, continued to weigh on the market. Even so, prices rose moderately over the past 12 months and, by April 2026, were trending toward two-year highs as policy-driven supply cuts in Indonesia helped tighten expectations.

Renewed investor interest in South African nickel, including the potential restart of African Rainbow Minerals' Nkomati project, together with increased exploration activity and growing policy support for critical minerals, has strengthened the longer-term investment case, although execution remains key.



## **Zinc and cobalt: Strategic relevance remains intact**

Zinc supports renewable-energy infrastructure through galvanisation, and it also has relevance in energy-storage applications. Although less prominent than copper or lithium, it remains part of the broader critical-minerals theme as investment in clean-energy infrastructure and resilient supply chains continues to grow.

Cobalt also remains important to the battery value chain, and Africa's reserve base continues to underpin its long-term strategic relevance despite ongoing volatility in pricing and supply dynamics.



## **Turning mineral potential into investable projects**

The opportunity is to translate South Africa's mineral endowment into investable projects that support economic growth, employment, industrial development, and export growth. To do so, South Africa will need to narrow the gap with competing jurisdictions that offer deeper project pipelines, faster permitting, and more predictable investment conditions.

## **Structural and regulatory headwinds: Persistent constraints continue to limit the sector's ability to convert price upside into sustainable growth**

South Africa's mining sector continued to face material structural and regulatory headwinds during the period. Despite improving sentiment, logistics remained a constraint, particularly on bulk commodity export corridors where rail and port underperformance affected realised prices, production planning, and customer reliability. Energy reliability improved from the worst periods of load shedding, but cost and availability remained important considerations for energy-intensive mining and beneficiation operations.

Regulatory uncertainty also remained a recurring concern. Ongoing policy debate around empowerment, licensing, beneficiation, and ministerial discretion continued to weigh on investor sentiment. While government and industry are engaging on contested provisions, investors continued to prioritise perceived certainty, predictability, and administrative efficiency.

Exploration remains one of the sector's most important constraints. South Africa is geologically well endowed, but investor appetite for early-stage exploration has been weakened by regulatory complexity, permitting timeline uncertainty and eventual project realisation uncertainty due to infrastructure constraints, ownership, tenure and cost considerations. The result is a project pipeline weighted toward brownfield optimisation rather than material new discoveries.

Other headwinds include illegal mining, safety risks, rising labour, and input costs, declining ore grades, environmental compliance costs, and increasing community expectations. These constraints do not remove the sector's opportunity, but they raise the threshold for new investment and reinforce the shift toward brownfield, infrastructure-led and productivity-focused capital allocation.



## M&A momentum: Portfolio realignment and selective consolidation shaped South African mining M&A

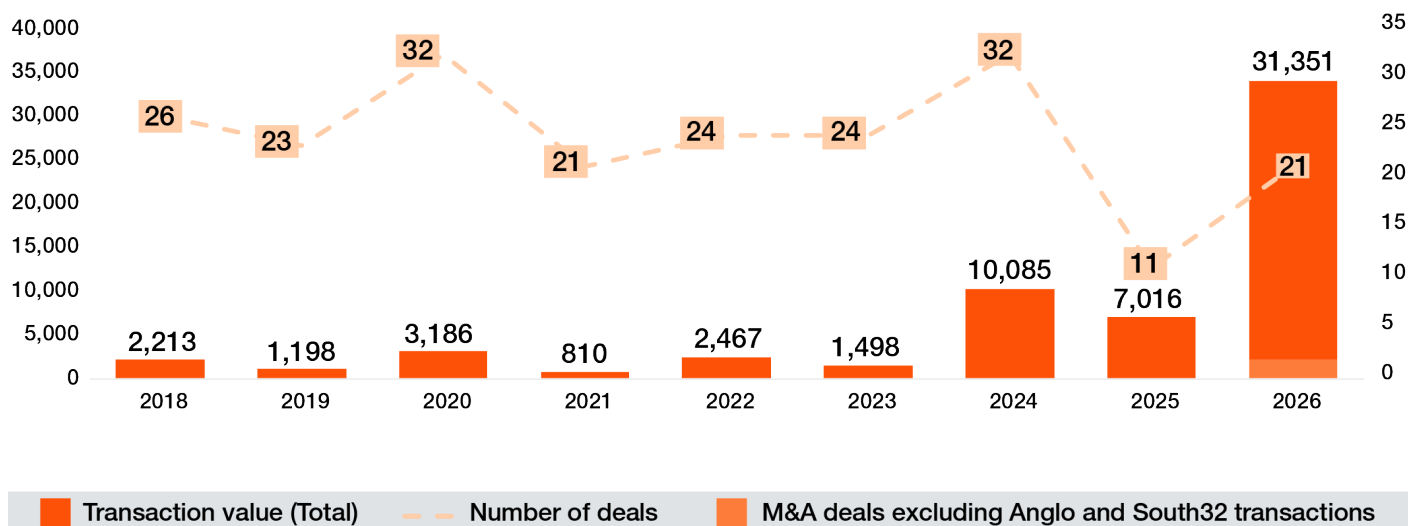
The uneven commodity backdrop, together with persistent infrastructure and cost pressures, shaped capital allocation across the sector. In that context, transaction activity during the period reflected a clear preference for portfolio simplification, selective consolidation, and investment in lower-risk, execution-ready opportunities.

The drive to build scale in critical minerals, optimise portfolios and extend the productive life of existing assets was a defining feature of South African mining M&A, with 21 transactions recorded over the past 12 months and total disclosed transaction value of approximately US\$31 billion.

M&A activity remained active during the year, although headline value was shaped by a small number of large strategic transactions, most notably the Anglo-Teck merger and South32's sale to Alcoa, which together accounted for approximately 93% of disclosed deal value during the period.

Beneath these headline transactions, the broader market reflected a selective approach to capital deployment, with buyers and sellers responding to changing commodity exposure, asset quality, and funding priorities. The transaction landscape also pointed to a preference for opportunities where execution risk could be better managed, particularly where existing infrastructure, operating history or local ownership capability provided a clearer route to value realisation.

### South African announced (disclosed) M&A transactions (USD'm)



## Portfolio optimisation and strategic realignment

One of the most prominent drivers of activity was the continued realignment of mining and metals portfolios.

The proposed merger of Anglo American and Teck Resources is the clearest example of this trend. If completed, the transaction would create a Canadian-headquartered critical-minerals group with substantial copper exposure and the scale to rank among the world's largest copper producers. The transaction builds on Anglo American's portfolio simplification and would materially increase the group's exposure to copper. It also highlights the strategic value of adjacent or complementary asset positions, particularly where portfolio simplification can be paired with operational integration.

Alcoa's proposed acquisition of South32's aluminium value-chain assets provides a further example of portfolio realignment. The transaction would transfer the Hillside smelter and the idled Bayside property in Richards Bay to a US-based owner, strengthening Alcoa's integrated aluminium platform while enabling South32 to simplify its portfolio and sharpen its focus on higher-margin base and precious metals.

Other notable transactions include, among others:

**01**

Exxaro Resources' disposal of Exxaro FerroAlloys to an EverSeed-led consortium comprising management and employees;

**02**

Hulamin's agreement to sell its non-core extrusions business to Norsaf ERS; and

**03**

Gold Fields' agreement to sell eight precious metals royalties to OR Royalties.

**04**

Exxaro's acquisition of Northern Cape manganese assets



## Local consolidation and specialist ownership

Another key driver was the transfer of mines, processing capacity, and operating platforms to local or specialist owners. These buyers may have the regional knowledge, technical capability, and existing infrastructure required to integrate smaller assets that no longer meet the strategic or scale requirements of larger groups.

The acquisition of Exxaro FerroAlloys by the EverSeed-led consortium illustrates this trend. Retaining management and employee participation preserves operational knowledge and aligns the future of the business more closely with those responsible for its performance.

Other transactions demonstrating local consolidation include, among others:

Plantcor Mining & Plant Hire's acquisition of Afarak's Zeerust chrome mine, plant, assets, and mining rights; and

Bumech's ZAR60 million joint-venture structure with the Booysen Family Trust and Maranda Mining Company, alongside investment commitments of approximately ZAR120 million to 2028, over a Limpopo zinc, copper, and silver operation.

These transactions suggest that consolidation is increasingly taking place at the level of individual mines, processing facilities, and operating platforms rather than through combinations of major listed groups. This allows buyers to target specific assets and commodities, while sellers simplify portfolios and transfer operations to owners with a more direct strategic interest in their development.

## Existing infrastructure and shorter routes to production

The transaction set also highlights the value of existing plants, logistics infrastructure, mining rights, and previously developed resources. These attributes can shorten development timelines and reduce capital intensity, although funding, permitting, asset condition, and rehabilitation obligations remain important considerations.

Bisichi's acquisition of Goedehoop North from Thungela illustrates this theme. The assets include a rapid load-out terminal, beneficiation plant, mining rights, and associated rehabilitation liabilities, allowing Bisichi to extend the site's productive use while Thungela optimised its South African portfolio.

Other notable transactions demonstrating demand for existing assets and accelerated development pathways include, among others:

Lions Bay Resources' effort to acquire the Barbrook and Makonjwaan gold assets through the Vantage Goldfields business-rescue process. The existing resources and historical development provide a potential restart opportunity rather than requiring a new mine to be built from the outset; and

Marula Mining's transaction relating to the adjacent Derdepoort mine SPV following its November 2025 acquisition of Tonto Tshipi. This provides exposure to a manganese project with an existing mining right, historical resources, and access to nearby processing infrastructure, offering a potentially shorter route to production than an early-stage exploration project.

## **Funding-and-offtake structures and other notable developments**

Beyond the transactions discussed above, several additional developments during the year reflected the pressures and strategic shifts shaping South African mining. These ranged from major portfolio disposals to innovative funding-and-offtake partnerships and financial restructurings, each illustrating how companies responded to changing commodity markets, capital constraints, and the need to reposition operations.

In February 2026, Orion Minerals' subsidiary Prieska Copper Zinc Mine secured a binding US\$250 million Glencore prepayment facility to fund the Prieska Copper Zinc Project, structured across the "Uppers" and "Deeps" deposits and linked to copper and zinc concentrate offtake. The transaction highlights the role that trading houses can play in securing future critical-mineral supply while providing developers with funding pathways into production.

## **Diamonds under pressure**

The diamond segment remained under considerable pressure over the period, reflecting weaker rough-diamond prices and growing competition from laboratory-grown stones.

Anglo American continued to advance its exit from De Beers as part of its portfolio simplification strategy. The proposed disposal supports a strategic shift toward copper, premium iron ore, and crop nutrients, although execution remains challenging in the context of weak rough-diamond prices and growing competition from laboratory-grown stones.

Petra Diamonds also remained under severe pressure from weaker small-diamond prices, rand strength, and competition from synthetic stones. In May 2026, the group placed Finsch into business rescue, with production suspended pending a business plan. Net debt increased meaningfully by 30 June 2026, while quarterly revenue declined. Petra also secured a R300 million working-capital facility and began a Section 189A process at Cullinan, highlighting the strain on higher-cost producers.



## Converting South Africa's mineral potential into sustainable growth

South Africa's mining sector ended the 2026 period with improved sentiment, supported by stronger precious-metal prices and continued interest in critical minerals. Performance nevertheless remained uneven across commodities, with coal, iron ore, diamonds, and early-stage base-metal opportunities each facing distinct market, operational, or structural pressures.

The overall investment theme was therefore measured rather than expansive. Companies prioritised disciplined capital allocation, portfolio realignment, and lower-risk development pathways, while M&A activity reflected both strategic repositioning by larger groups and targeted opportunities for local or specialist operators.

Volatility over the past 12 months reinforced that price support alone will not determine the sector's trajectory. Looking ahead, South Africa's ability to convert mineral endowment into sustainable growth will depend on execution, with reliable infrastructure, efficient permitting, cost-competitive reliable energy, access to funding, renewed exploration, and clearer policy implementation all central to strengthening the sector's position in evolving global minerals markets.







# 02

## The changing face of South Africa's mineral reserves

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In SA Mine 2023 we examined the average remaining mine life of four key mineral products in South Africa: gold, platinum group metals (PGMs), iron ore, and coal.

Through an analysis of each commodity, the article highlighted the susceptibility of certain regions in South Africa to declining mineral reserves. It cautioned that, without continued investment in resource development, the long-term viability of mining operations in these regions could be placed at risk.

Since the publication of the 2023 article, several developments have occurred that may have influenced South Africa's reserve and resource profile, including higher precious metal prices and technological/scientific improvements that could enhance the economic viability of mineral resources and support reserve growth.

The 2023 analysis concluded that South Africa possesses coal resources sufficient to support mining activity for a century. Data in 2026 indicates that this position remains intact. Accordingly, coal has been excluded from the comparative analysis, which focuses on changes in reserve profiles, estimated remaining mine life, and the potential for converting resources into reserves.

This article also assesses changes in operational optionality between 2023 and 2026. For the purposes of this analysis, the optionality ratio is calculated by dividing total mineral reserves by total exclusive mineral resources. This metric provides a higher-level indication of the scale of the resource base available for potential future conversion relative to existing reserves.

A lower ratio indicates a larger exclusive resource base relative to reserves and, therefore, greater potential for future reserve conversion. Conversely, a ratio above one indicates that reserves exceed exclusive resources, suggesting more limited optionality based on the currently reported resource base. However, conversion of resources into reserves is not automatic and remains dependent on economic, technical, and regulatory factors.

Although underlying mine lives are each unique and don't conform to the averages provided, the average trend provides meaningful industry insights.

## Gold:

The table below summarises the key reserve measures in 2023 and 2026:

| Province               | Total reserves (million ounces) |           | Years left of mining |           | Optionality |             |
|------------------------|---------------------------------|-----------|----------------------|-----------|-------------|-------------|
|                        | 2026                            | 2023      | 2026                 | 2023      | 2026        | 2023        |
| Free State             | 3                               | 3         | 7                    | 6         | 0.06        | 0.08        |
| Gauteng                | 47                              | 57        | 28                   | 37        | 0.50        | 0.85        |
| Mpumalanga             | 23                              | 3         | 78                   | 16        | 0.28        | 0.36        |
| North West             | 4                               | 5         | 14                   | 18        | 0.30        | 0.60        |
| <b>Total / average</b> | <b>77</b>                       | <b>68</b> | <b>29</b>            | <b>27</b> | <b>0.32</b> | <b>0.55</b> |



The comparison indicates that South Africa's aggregate gold reserve position improved from 68 million ounces in 2023 to 77 million ounces in 2026, while the average estimated mine life increased modestly from 27 to 29 years. This overall improvement, however, masks a material redistribution of reserve strength between provinces.

Had reserves declined solely through mining depletion since 2023, Free State mines would, in theory, have depleted approximately half of their reported reserve base by 2026. However, strong gold price performance over the period supported ongoing mine development to convert substantial resources to reserves and to keep these mines going as they have done since the 90's. The application of higher price assumptions contributed to reserve growth that exceeded expected depletion over the three-year period. This is reflected in a 25% improvement in the optionality ratio, despite annualised depletion rates remaining broadly unchanged in the province.

Mpumalanga recorded the most significant change, with reserves increasing from approximately 3 million ounces to 23 million ounces and estimated mining life extending from 16 to 78 years. The increase can largely be attributable to the completion of development activities at a single mature, operation, which supported the maiden declaration of mineral reserves. As a result, the province's near-term reserve pressure has reduced significantly, making Mpumalanga the principal contributor to the improvement in the overall national gold reserve profile.

By contrast, Gauteng remains the largest gold reserve region but experienced a decline in reserves from 57 million ounces to 47 million ounces, with estimated mining life reducing from 37 to 28 years. The decrease is largely attributable to depletion, including seven million ounces associated with the accelerated depletion of mine dumps. North West also experienced a decline, with reserves reducing from 5 million ounces to 4 million ounces and estimated mine life decreasing from 18 to 14 years. The national position is therefore stronger in aggregate, but remains exposed to ongoing reserve depletion in the historically dominant Gauteng and North West regions.

The average optionality ratio decreased from 0.55 in 2023 to 0.32 in 2026, with declines evident across all four provinces. This suggests an increase in the exclusive resource base relative to reserves and, therefore, greater potential for future conversion of resources into reserves.



## Iron ore:

The below table summarises the key reserve measures in 2023 and 2026:

| Product  | Province      | Total reserves (million tonnes) |      | Years left of mining |      | Optionality |      |
|----------|---------------|---------------------------------|------|----------------------|------|-------------|------|
|          |               | 2026                            | 2023 | 2026                 | 2023 | 2026        | 2023 |
| Iron Ore | Northern Cape | 1,101                           | 696  | 23                   | 13   | 1.02        | 1.47 |

The table indicates a material improvement in the Northern Cape iron ore reserve profile. Total reserves increased from 696 million tonnes in 2023 to 1,101 million tonnes in 2026, while estimated mining life increased from 13 to 23 years. This represents the strongest proportional increase among the mineral products considered and provides a substantially longer operating horizon for the province's iron ore industry.

A key driver of the improved metrics is investment in ultra-high-dense-media-separation (UHDMS) technology. By enabling sharper separation at higher densities, UHDMS can recover additional iron units from lower-grade ore and material previously classified as waste. This improves recovery rates, product yield, and quality, lowers effective cut-off grades, and supports stronger operating margins. In turn, material that was previously uneconomic may become viable for inclusion in mine plans, contributing to higher reserve estimates and potentially increasing the resource base available for future conversion.

Although there is an improvement in optionality, iron ore continues to show less resource-to-reserve flexibility than gold and PGMs. The sector's improved outlook should therefore be viewed not only as an expansion of declared reserves, but also as evidence of targeted investment in processing technology to enhance recoveries and profitability. Such investment can change the economics of lower-grade material, creating a pathway for resources and previously marginal material to be reclassified as reserves where the relevant technical and economic criteria are met. The relationship is not automatic: higher reserve and resource estimates remain subject to geological confidence, technical studies, commodity prices, operating assumptions, and formal reporting criteria. Nevertheless, the adoption of UHDMS illustrates how sustained capital investment and beneficiation innovation can improve the economic recoverability of an existing orebody and extend its productive life.

## PGMs:

The below table summarises the key reserve measures in 2023 and 2026:

| Province        | Total reserves<br>(million 4E ounces) |      | Years left of mining |      | Optionality |      |
|-----------------|---------------------------------------|------|----------------------|------|-------------|------|
|                 | 2026                                  | 2023 | 2026                 | 2023 | 2026        | 2023 |
| Limpopo         | 199                                   | 189  | 64                   | 59   | 0.17        | 0.34 |
| North West      | 99                                    | 72   | 26                   | 19   | 0.23        | 0.25 |
| Total / average | 298                                   | 261  | 43                   | 38   | 0.19        | 0.31 |

The aggregate PGM reserve position strengthened from 261 million 4E ounces in 2023 to 298 million 4E ounces in 2026, while average estimated mining life increased from 38 to 43 years. Both principal producing provinces improved, although the nature and scale of the changes differed.

Limpopo remained the dominant reserve region, increasing from approximately 189 million to 199 million 4E ounces and from 59 to 64 years of estimated mining life. North West recorded the strongest reserve growth, increasing from 72 million to 99 million 4E ounces, with estimated mining life extending from 19 to 26 years. The growth in North West is attributable to a maiden reserve declaration of 23 million 4E ounces for a key project which was previously assessed to be in feasibility in 2023. There has also been investment made into existing operations which contributed roughly nine million 4E ounces, with depletion of the past three years providing an offsetting impact. The improvement in North West is particularly relevant because the 2023 analysis identified the province as having the shorter reserve horizon of the two regions.

Average optionality declined from 0.31 to 0.19, driven principally by the reduction in Limpopo from 0.34 to 0.17. This indicates a larger exclusive resource base relative to reserves and, therefore, continued potential for future reserve conversion.

## Conclusion:

The comparison between 2023 and 2026 demonstrates that mineral reserve positions are not static. While depletion remains an unavoidable feature of mining, the analysis shows that reserve lives can be extended, and in some cases materially improved, through a combination of favourable commodity prices, technological innovation, operational investment, and project development.

While the overall outlook has strengthened since 2023, the results should not be interpreted as a guarantee of future reserve replacement. Sustained investment in exploration, project development, mining technology, and beneficiation remains essential. Ultimately, the long-term future of South Africa's mining industry will depend not only on the resources that remain in the ground, but on its ability to continually reinvent what can be mined safely and economically.





# 03

## The gold beneath our feet

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Gold mining has been central to South Africa's economy for more than 140 years. The question today is whether the country's next phase of gold production will depend on new discoveries or on accessing known resources more efficiently.

Beneath Johannesburg, along the West Rand, and across the historic Witwatersrand goldfields, billions of tonnes of rock and mine residue still contain gold. Some lies kilometres below surface. Some remains in old pillars, remnant areas, and overlooked reef extensions. And some is already above ground, stored in the mine dumps that have shaped the Gauteng skyline for generations.

South Africa's next gold rush may therefore not begin with a discovery. It may begin with a reinvention. That distinction matters.

## **Discovery decline and investment opportunity**

PwC's Mine 2026: Ambition to action notes that the global industry reported no major gold discoveries in either 2023 or 2024, compared with more than 20 a year during the 1990s. Yet gold remains highly investable and recently generated exceptional margins: gold producers among the world's Top 40 miners recorded an aggregate EBITDA margin of approximately 71% in 2025. For South Africa, the opportunity is consequently not simply to find more gold. It is to convert known geology, historic infrastructure, research capability, and mining expertise into new mineable ounces.





## Historical production vs. Current reserves

Gold discovered on the Witwatersrand in 1886 transformed South Africa, accelerating the development of Johannesburg and helped to build the country's rail, road, power, water, education and health infrastructure. The scale of the endowment remains difficult to comprehend: the Witwatersrand Basin has produced more than 1.5 billion ounces, or more than 40,000 tonnes, of gold.

Annual production tells a different story. According to the World Gold Council's Goldhub database, South Africa produced approximately 98 tonnes of gold in 2025, placing it outside of the world's leading gold producing nations. Australia produced 293 tonnes, Canada 213 tonnes and Ghana 183 tonnes during the same period. Deep orebodies, ageing infrastructure, seismicity, energy costs, and safety requirements have progressively narrowed South Africa's economic mining envelope.

But lower production does not mean the resource has disappeared. The USGS dataset estimates South African gold reserves at 5,000 tonnes, approximately 161 million ounces. That is above its estimates for Canada, China and Ghana, although below Australia's broader estimate. Methodologies and economic assumptions differ and comparisons require caution, but the strategic conclusion is clear: South Africa's challenge for gold is not simply geological scarcity. It is converting endowment into safe, financeable and profitable production.

The most significant recent evidence of renewal lies west of Johannesburg, within one of the most intensively mined gold districts on earth. In March 2026, West Wits Mining completed the first gold pour from its Qala Shallows operation, from initial on-reef development ore. The company describes Qala Shallows as South Africa's first new underground gold mine in more than 15 years and is targeting steady-state production of approximately 70,000 ounces a year.

In February 2026, the broader Witwatersrand Basin Project mineral resource increased by 2.2 million ounces to 7.24 million ounces at an average grade of 4.0g/t. About 1.2 million ounces of the increase came from a newly granted prospecting area extending the Kimberley Reefs at depth. A further one million ounces entered the estimate after the cut-off grade was reduced from 2.0g/t to 1.24g/t using higher gold-price assumptions.

The full 2.2 million-ounce increase should not be characterised as a new geological discovery. A material portion represents the economic recognition of mineralisation under a lower cut-off grade. But that is precisely the opportunity in a mature jurisdiction: new ounces may be created economically before they are discovered geologically. Higher prices, better recovery, shared infrastructure, and more selective mining can move mineralisation from known but uneconomic to potentially mineable.

Qala Shallows also offers a useful development model. By using historic access and nearby processing infrastructure, it reduces the burden of building a completely standalone operation. The test will be safe ramp-up, grade reconciliation, and sustainable cash generation, but the project demonstrates that the Central Rand should not automatically be viewed as a closed chapter.

## Identifying remaining opportunities

The most prospective opportunities remain within the Witwatersrand system: the Central and West Rand in Gauteng; the Carletonville and Far West Rand districts; the Klerksdorp-Orkney-Stilfontein-Hartebeestfontein area in North West; the Free State goldfields around Welkom; and the Evander goldfield in Mpumalanga. These are not unexplored blank spaces. The opportunity lies in reef extensions, remnant areas, pillars, and deposits stranded by historic ownership, infrastructure, or economic constraints.

Unlocking them requires a national ‘remaining gold inventory’ that brings together historic mine plans, geophysical data, tailings assays, and infrastructure. The purpose would be to identify where stranded resources and regional infrastructure could support viable development.

## Tailings retreatment as an opportunity

South Africa’s old tailings storage facilities represent a distinctly different opportunity. Earlier mines processed enormous ore volumes using the technologies of their time. Low residual grades, accumulated across tens or hundreds of millions of tonnes, can now form substantial secondary resources. Modern hydraulic mining, improved metallurgical control, large-scale processing, and higher gold prices can make some of these deposits commercially attractive. Tailings processing is not new to the country, the expected scale of processing in future could be.

Pan African Resources’ Soweto Tailings Retreatment Project on the West Rand provides a current example. Its September 2026 definitive feasibility study identifies mineral reserves of approximately 108 million tonnes at 0.28g/t, containing about 0.98 million ounces of gold. The proposed operation is designed to produce 35,000 to 40,000 ounces annually, with estimated life-of-mine production of approximately 561,000 ounces over about 15 years, while leveraging existing processing infrastructure. Tailings retreatment can potentially also release strategically located ground for industrial development

## Artisanal and small-scale mining: Formalisation vs. Illegal operations

No discussion of South Africa’s remaining gold can ignore artisanal and illegal mining, but the two are not interchangeable. Properly formalised artisanal and small-scale mining can create livelihoods and bring marginal deposits into economic use. Illegal mining controlled by organised syndicates undermines safety, mineral ownership, tax revenues, and community security.

The 2025 Mineral Resources Development Bill proposed a dedicated licensing regime for artisanal and small-scale mining. Formalisation can create a path for legitimate community participation, but it will only work if licensing is accessible, mineral flows are traceable, and safety and environmental standards are enforced. For mining companies, closure planning must also extend beyond physical security to monitoring, rehabilitation, and community transition. Otherwise, yesterday’s mine can rapidly become tomorrow’s illegal mining network.



## **Competing on investability: Policy and capital over geology**

Australia and Canada, underline that geology alone does not determine production. In estimated 2025 output, Australia produced more than three times South Africa's volume and Canada more than twice its volume. Their geological and industry structures differ, but South Africa can still compete on investability. PwC Mine 2026 frames the issue clearly: geology determines who can participate, while policy, capital, and productivity determine who captures value.

For South Africa, that means more predictable permitting, cadastral transparency, security of tenure, reliable power, infrastructure access, and financing capable of bridging the gap between exploration, feasibility, and production. It also means using technology where it changes the economics or risk profile: interpreting decades of geological data more effectively; enabling safer and more selective mining through automation and real-time monitoring; and sharing processing, power, water, and infrastructure among smaller deposits.

## **Combining resource classes for maximum value**

The greatest opportunity may lie in combining three resource classes: newly delineated reef extensions, stranded resources around historic operations, and above-ground gold in tailings. Individually, some may not support a major standalone development. Connected to existing infrastructure and regional rehabilitation strategies, they may become investable.

Decline is not inevitable as indicated by the examples mentioned. These examples do not transform national production on their own. They show that remaining value can be unlocked when geology is combined with infrastructure, capital, technology, and execution.

South Africa's next gold era will not be won by chasing depth alone, nor by waiting for another 1886. It will be won by converting what the country already knows into what it can safely and sustainably produce: mapping every remaining ounce, reopening the right ground, retreating the right tailings, formalising legitimate small-scale participation, and applying modern technology to one of the world's greatest mineral systems. The gold beneath our feet is not a promise of easy riches. It is something more valuable: a second chance to turn an extraordinary geological inheritance into a productive, responsible, and investable future.



04

## Beyond the mine gate: Connecting the decisions that shape mining value

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## **Mining has always been an optimisation business.**

A deposit must be understood, a mine designed, material moved and processed, and product delivered safely and reliably. Each step involves choices about cost, recovery, throughput, quality, timing, and risk. The value realised from mineral production depends on how those choices come together.

What do we mine? When do we mine it? What product do we make? Where do we sell it? Under what contract? How do we deliver it? How is the price exposure structured? Where does contractual flexibility sit?

None of these questions are new. Their interaction is what matters.

## **From mine-to-mill and mine-to-market**

Mining has long recognised that decisions made in one part of an operation affect performance elsewhere. Mine-to-mill thinking is a familiar example: changes to feed characteristics, blending, or sequencing can influence throughput, recovery, energy consumption, and cost. Looking across the boundary between mining and processing reveals trade-offs that are harder to see when each stage is considered separately.

Consider a copper mine in South Africa: ore sequencing affects feed grade and consistency to the mill; the mill's recovery rate influences concentrate quality; concentrate quality determines which smelters will accept it and at what premium or discount; and smelter acceptance influences logistics routing and timing. A decision made in year two of the mine plan can affect concentrate marketability in year five. The same logic extends further along the value chain. Mine planning, processing, logistics, trading, and finance operate with different objectives, constraints, information, and time horizons, but their decisions are economically connected. Mine sequencing affects the material available for processing and blending; processing choices influence recovery, quality and product mix; product specifications influence customer fit; logistics capacity affects where material can be delivered and when; and contract and pricing structures shape commercial exposure.

A decision made in one part of the system can therefore change the economics elsewhere. That is the essence of a mine-to-market perspective.

“

A mine-to-market perspective is particularly relevant for new critical-mineral projects. While developing a new operation requires many interdependent choices to be resolved together, it also creates a rare opportunity to align mine design, processing, infrastructure, logistics, and market strategy from the outset.

## The economics extend beyond the benchmark

Mineral products are commodities traded around standardised specifications and common market benchmarks. Yet customers aren't interchangeable. Their specific requirements create real economic differences.

Customers differ in their:

- 01** Processes
- 02** Feed requirements
- 03** Operating conditions
- 04** Raw-material mix

A characteristic that matters to one customer may be of much less importance to another. Product-market fit therefore has real economic relevance.

The commercial outcome also depends on product specification, delivery basis, timing, contract structure, quality adjustments, freight, and the pricing period. For a producer, the broader question is how a particular parcel of material fits into the wider system: what can realistically be produced from it, which markets are best suited to the resulting product, and what are the operational and logistical implications of serving them?

Many of those choices are shaped before a sale takes place:

Mine sequencing determines the material available to the plant

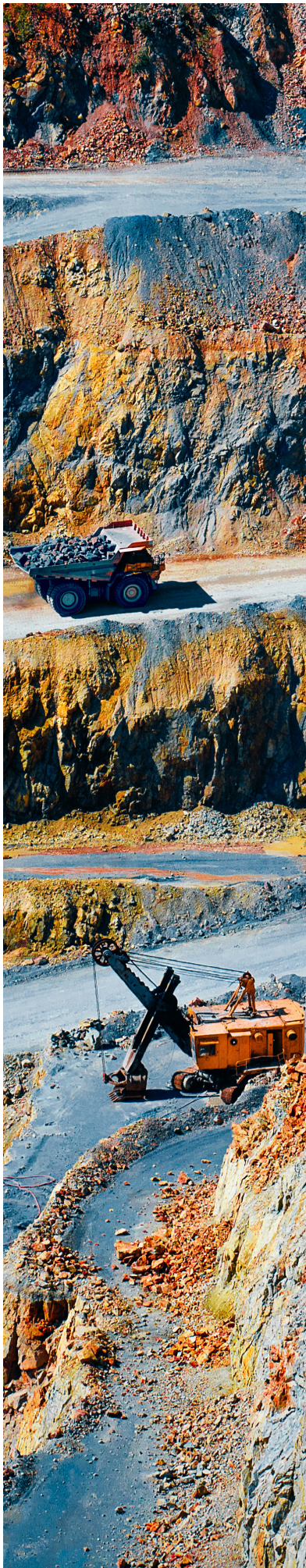
Blending affects specification and consistency

Processing influences recovery, quality, and product mix

Stockpiles can preserve flexibility around timing and blending

Market information can help inform these choices where the downstream consequences are material.





Additional processing may, for example, improve a product specification, but the economic case also depends on yield, cost, and demand. In South Africa, **power availability** and cost can add another important consideration where processing is energy intensive. The relevance of commercial information will vary by decision horizon, with greater scope to adjust blending, processing, allocation, or timing as production and sale approach.

## Contracts, logistics, and pricing shape the outcome

The economics of a physical commodity contract extend beyond its headline price. Volume commitments, timing provisions, pricing periods, and contractual flexibility can all affect the exposure created by a transaction. The ability to choose between agreed alternatives or adjust within defined limits has economic value. That value depends on who holds the flexibility, when it can be exercised, and how it interacts with the rest of the transaction.

Pricing structures can create similar differences. Two transactions linked to the same benchmark may have different exposures because they use different pricing formulas or averaging mechanisms, and those exposures may interact with the rest of the sales portfolio and with financial risk management.

Freight forms part of the same commercial equation. Different delivery structures influence who arranges carriage, which costs each party bears, and where particular risks transfer.

For South African producers, the connection between operations and markets is particularly visible where material must move through long rail corridors and specialised ports before reaching the customer. Changes in product availability, logistics capacity, or shipment timing can affect the economics well beyond the mine itself. The economics of serving a market depend partly on how the product gets there and how the freight arrangement fits with the rest of the portfolio.

## Making decisions under uncertainty

A single fixed optimum is rarely a useful description of mining reality. Ore characteristics vary, processing performance changes, production schedules move, logistics constraints emerge, customer requirements evolve, and commodity markets fluctuate.

The practical challenge is to understand how different choices perform as conditions change—and which decisions create the greatest exposure to those changes:

Which commitments reduce future flexibility?

Which variables matter most?

How sensitive is one decision to changes elsewhere in the system?

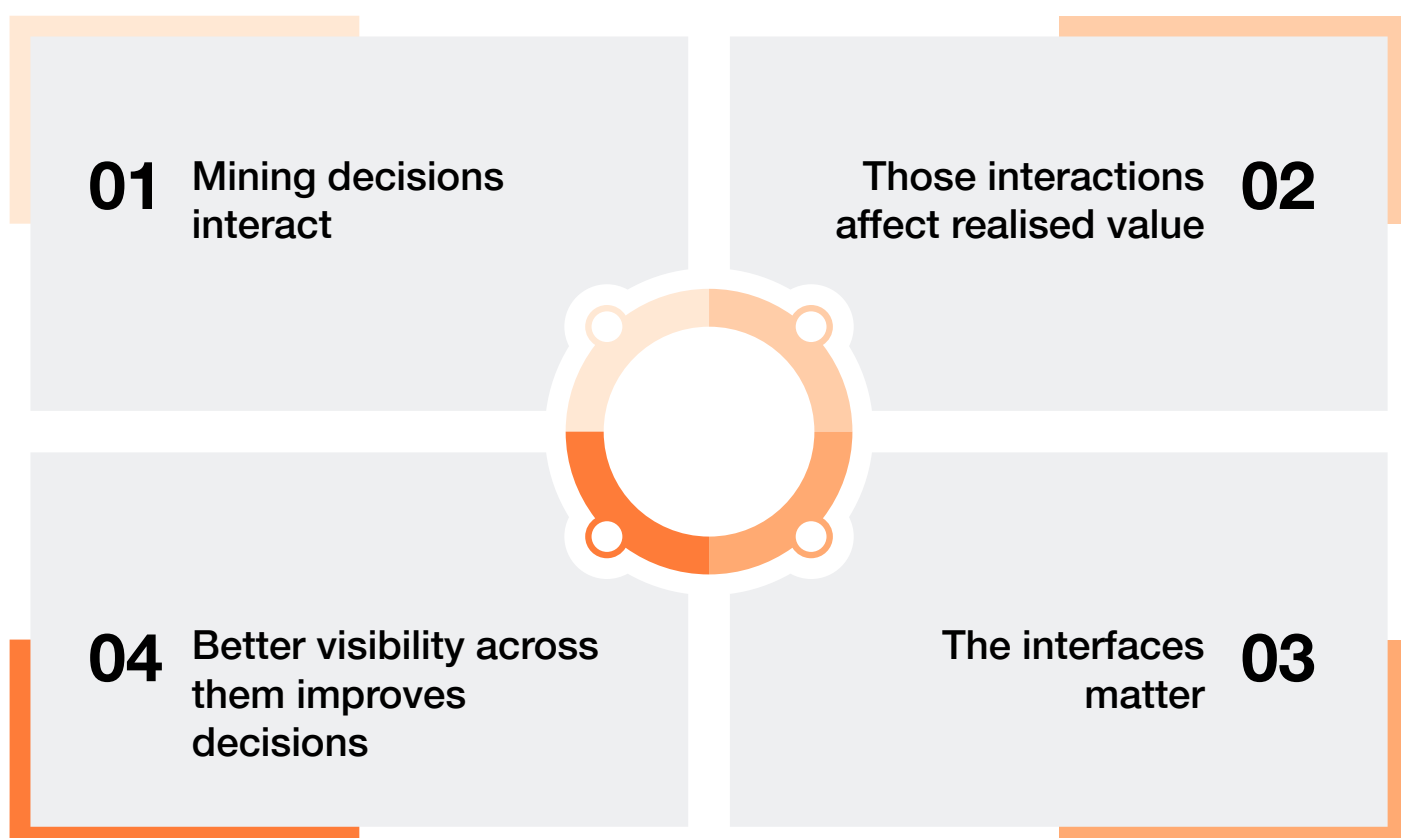
Better visibility across the key interfaces can support better decision-making. The useful question is often a simple one: **if we change this decision here, what changes economically elsewhere?**

For a long-term mine plan, the answer may concern product mix or future marketability. For a processing decision, it may involve the trade-off between recovery and specification. For a sales decision, it may involve freight, contractual flexibility, or price exposure. These decisions sit at different levels of the organisation and operate over different time horizons, but they still benefit from a clearer view of how they interact.

## **The interface matters**

Yet the value realised from production is also shaped by the path material takes through the wider system: how it is processed, what product it becomes, where it is sold, how it is delivered, and the terms under which the transaction takes place. The path from pit to customer determines value as much as what comes out of the ground.

For mining companies, this means three practical outcomes: improved margins through better product-market alignment, reduced downside risk through greater contractual and operational flexibility, and more effective capital deployment across the value chain. **Making those connections more visible across mine planning, processing, logistics, trading, and finance can support better decisions and unlock value across the mining value chain.**







# 05

## From compliance to value creation: Governance trends in South Africa's mining sector

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## Introduction

Corporate governance has become increasingly important in shaping how companies create, protect, and sustain value. While governance has historically been viewed through a compliance lens, stakeholder expectations continue to evolve as investors, regulators, employees, and communities place greater emphasis on transparency, accountability, and long-term decision-making.

The mining sector operates within a particularly complex environment. Mining companies must navigate commodity price volatility, evolving regulatory requirements, environmental obligations, community expectations, workforce safety considerations, and increasing scrutiny of sustainability-related matters. As a result, governance is no longer regarded solely as a mechanism for compliance. It has become a critical component of strategic oversight, risk management, and long-term value creation.

Against this backdrop, our analysis explores governance practices disclosed by selected JSE-listed mining companies. The assessment considers governance across five key areas: board composition and diversity, board effectiveness, risk governance, sustainability governance, and stakeholder oversight.

## Governance assessment framework

The governance assessment comprised publicly available disclosures from selected JSE-listed mining companies with a market cap above R200m which resulted in approximately 20 companies. Information was obtained from integrated reports, annual reports, governance reports, sustainability reports, remuneration reports, and annual financial statements.

The assessment was structured around five governance pillars informed by the principles of King V, each focusing on a different aspect of governance and oversight. These governance pillars include: board composition and diversity, board effectiveness, risk governance and internal controls, sustainability governance, and stakeholder governance. Together, these pillars provide a holistic view of governance practices across the sector and serve as the basis for the observations and trends discussed in the sections that follow.



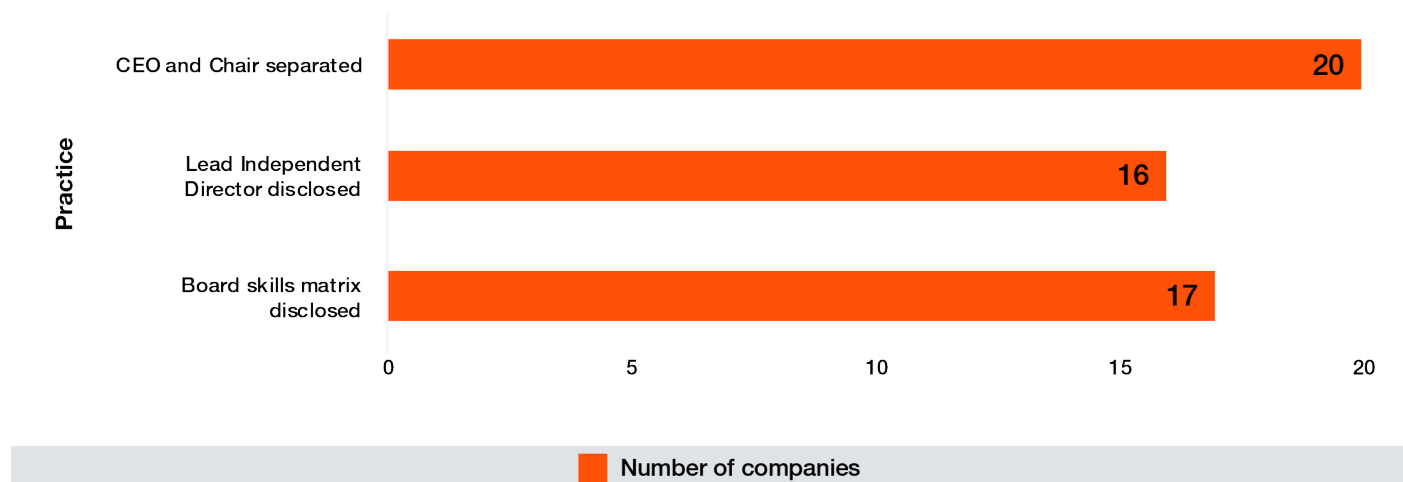


# Governance trends across the mining sector

## Board composition and diversity

Board composition extends beyond the number of directors serving on a board and includes considerations such as independence, diversity, leadership structures, skills, experience, and tenure (Principle 5). Collectively, these characteristics contribute to the board's ability to provide objective oversight and respond effectively to an increasingly complex operating environment.

## Leadership and capability practices



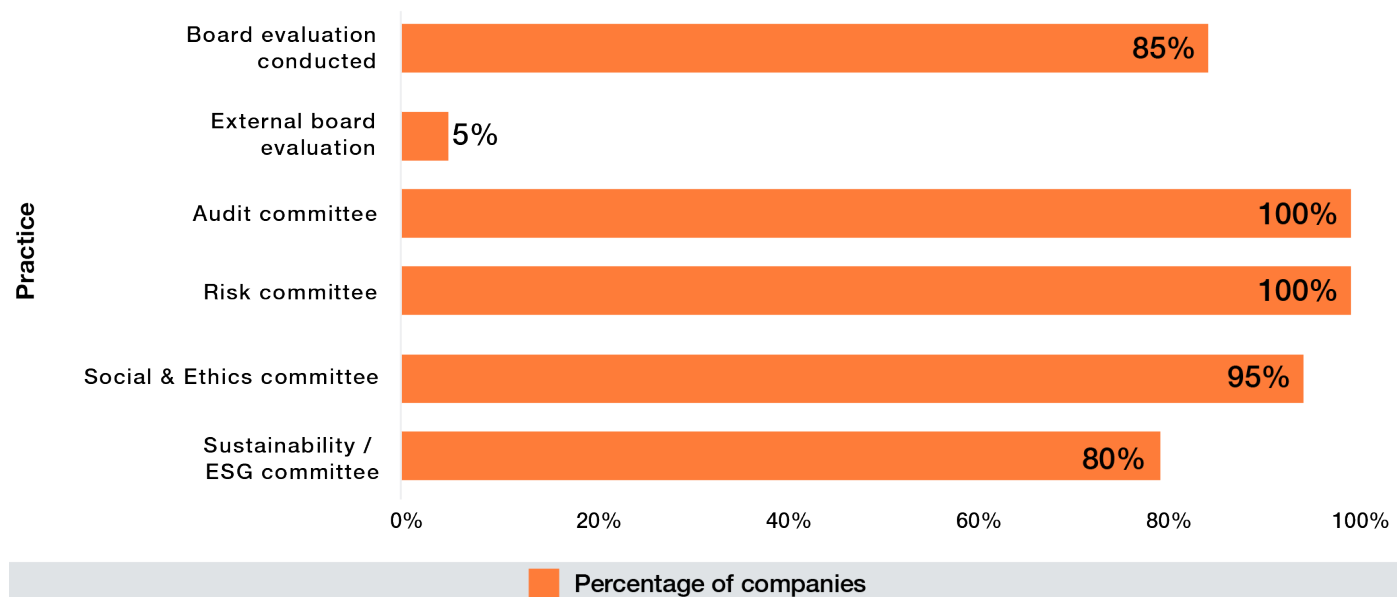
Compared to a prevalence of approximately 50% among JSE Top 200 companies, 16 of the 20 companies had a Lead Independent Director. A review of board leadership structures suggests that this prevalence is not solely attributable to executive-chair arrangements. The role was observed alongside executive, non-independent non-executive, and independent Chairs, indicating that Lead Independent Directors are used more broadly as an additional board leadership and independence mechanism.

Diversity disclosures were less consistent across the companies assessed, particularly in relation to racial and intersectional diversity, limiting the ability to draw broader sector-wide conclusions.

## Board effectiveness

Board effectiveness focuses on how governance structures operate in practice and how governing bodies discharge their oversight responsibilities through board evaluations, committee oversight, and director engagement (Principles 1,5, and 6). Governance structures create value only when they operate effectively.

### Governance oversight practice (% of companies)



Regular board evaluations appear to have become an established governance practice across the mining sector. In contrast, externally facilitated board evaluations were far less common. Independent evaluations can provide an objective assessment of board performance and may identify governance issues or improvement opportunities that internal assessments overlook. The limited prevalence of external evaluations suggests that while performance reviews are well established, independent external assessments are not yet widely adopted across the sector.

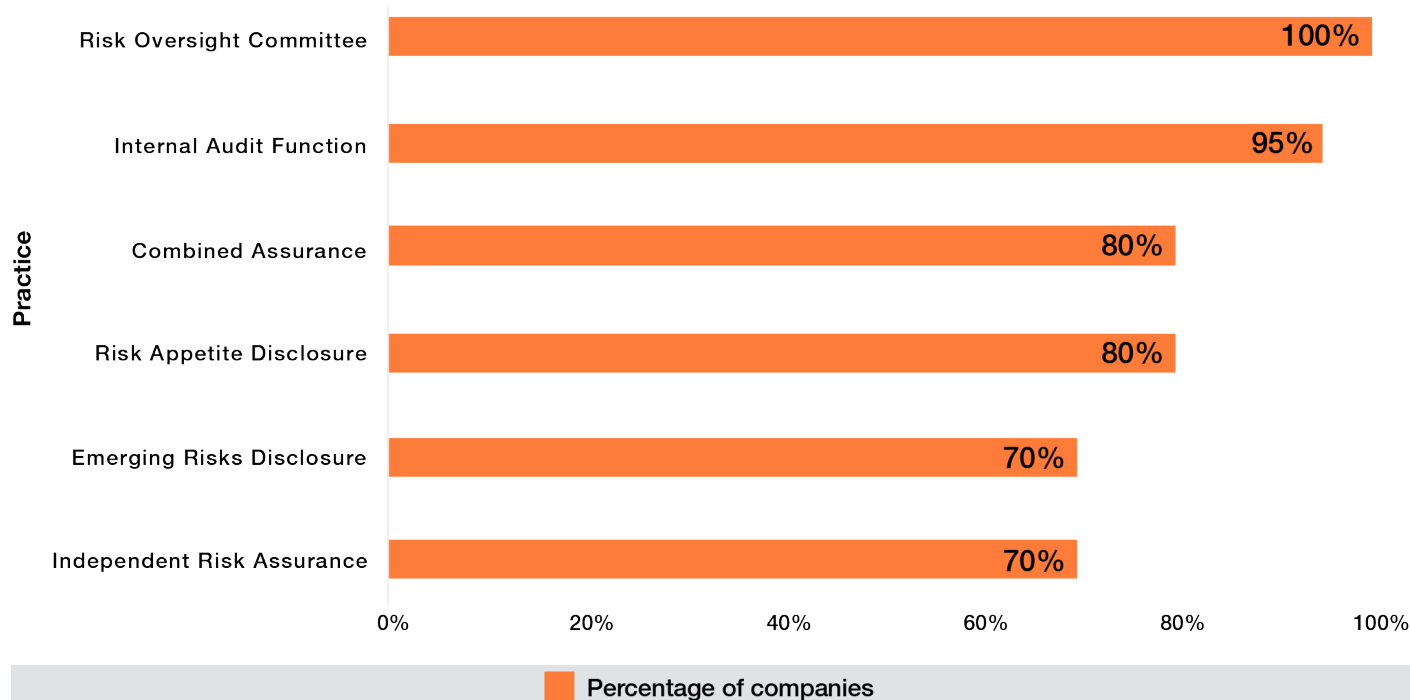
Overall, the findings suggest that formal governance frameworks are well established across the sector. However, the depth of governance disclosure varies between organisations, particularly in relation to board attendance and externally facilitated evaluations.



## Risk governance and internal controls

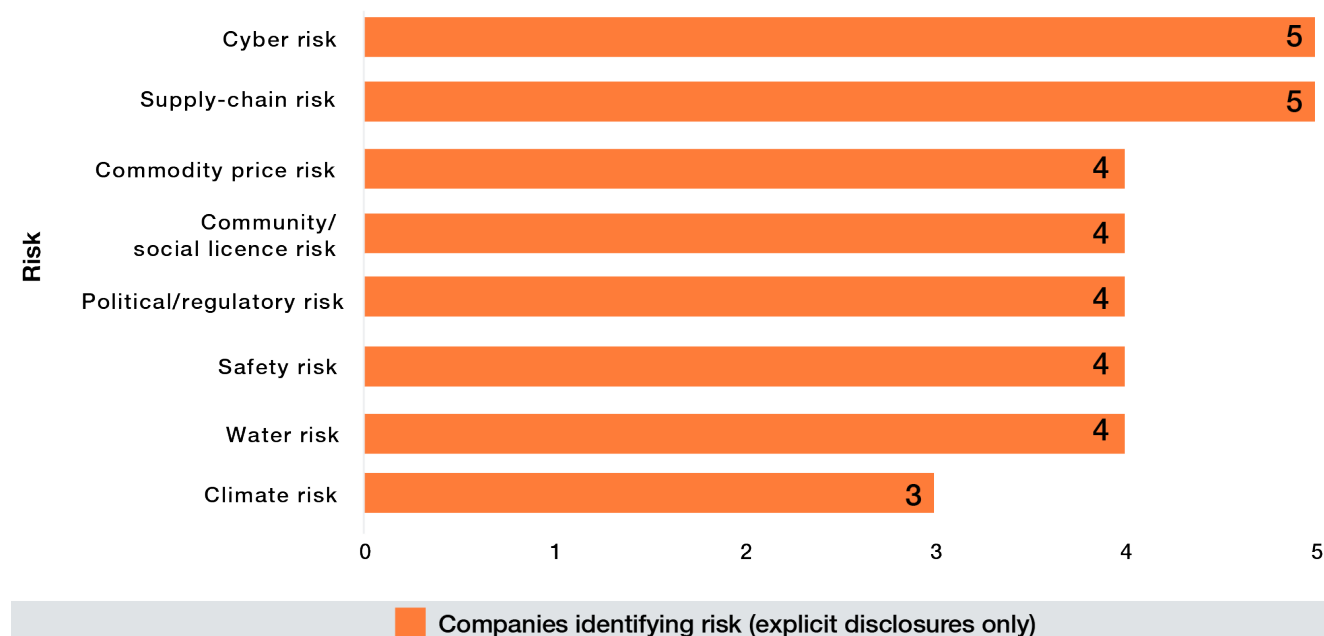
Within the mining sector, risk governance extends across a broad range of strategic, operational, environmental, regulatory, and market-related considerations. Effective risk governance seeks to ensure that organisations understand their key risks, allocate appropriate oversight responsibilities, and implement mechanisms to monitor and respond to changing risk conditions (Principles 8,9,10, and 12).

### Risk Governance Maturity



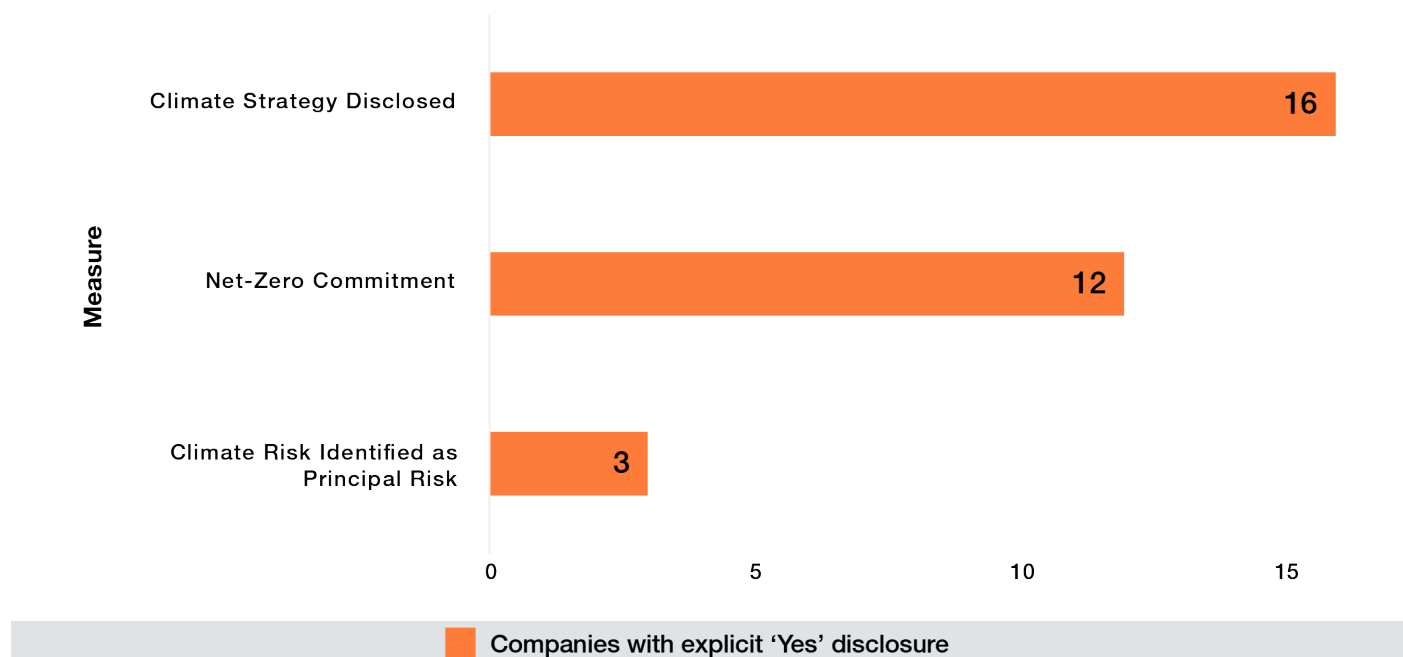
Risk governance structures were remarkably consistent across companies operating in different commodities. Regardless of whether companies operated in gold, PGMs, coal, iron ore, or diversified mining portfolios, formal risk oversight appears to have become a widely accepted governance practice across the sector.

### Most frequently identified principal risks



While governance structures were relatively consistent, the principal risks identified varied across organisations. Cyber risk, supply-chain disruptions, commodity price volatility, and community-related risks emerged most frequently amongst companies providing explicit principal-risk disclosures. The prominence of cyber risk suggests that technology and operational resilience are becoming increasingly important governance considerations alongside more traditional mining-sector risks.

## Climate Governance vs Climate Risk



An interesting observation relates to climate change. Although many companies disclosed climate strategies and net-zero commitments, relatively few explicitly identified climate change as a principal risk. This may suggest that while climate governance is becoming increasingly embedded within mining companies, the classification of climate-related issues as principal enterprise risks remains less consistent across the sector with the focus more on the resultant impact of climate change such as the impact on water and supply chain.

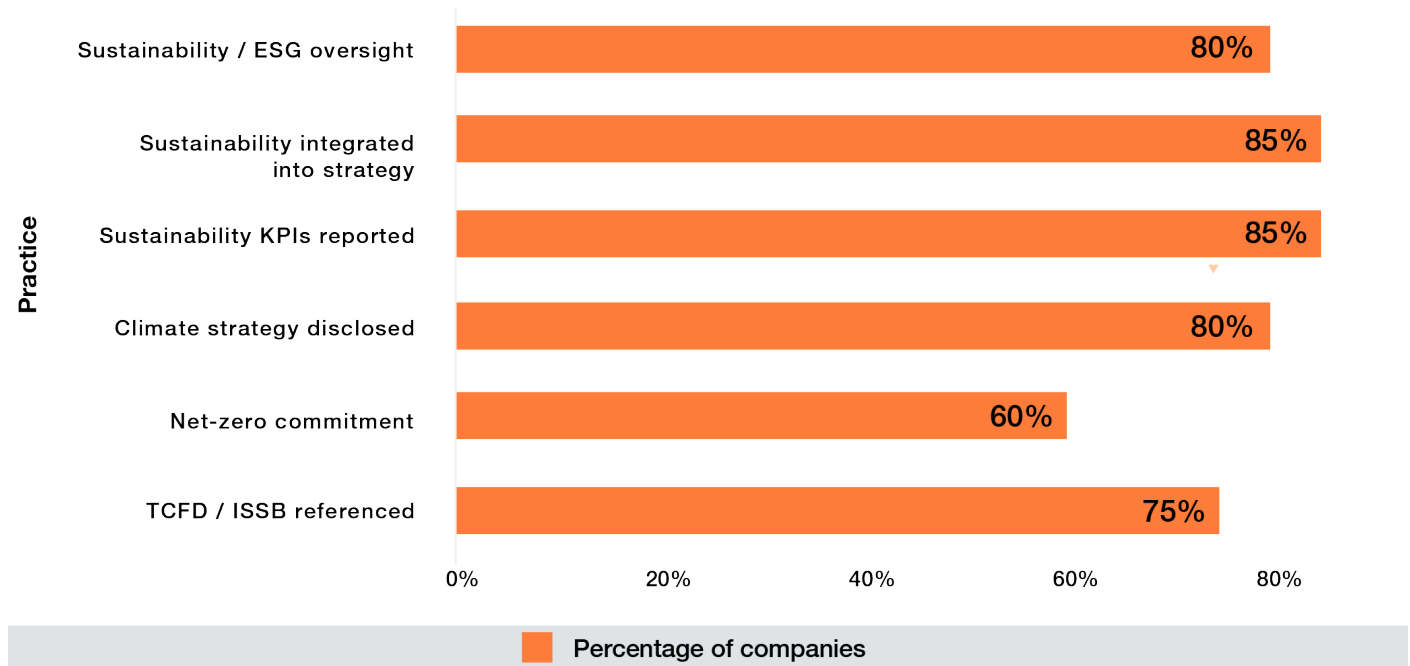




## Sustainability governance

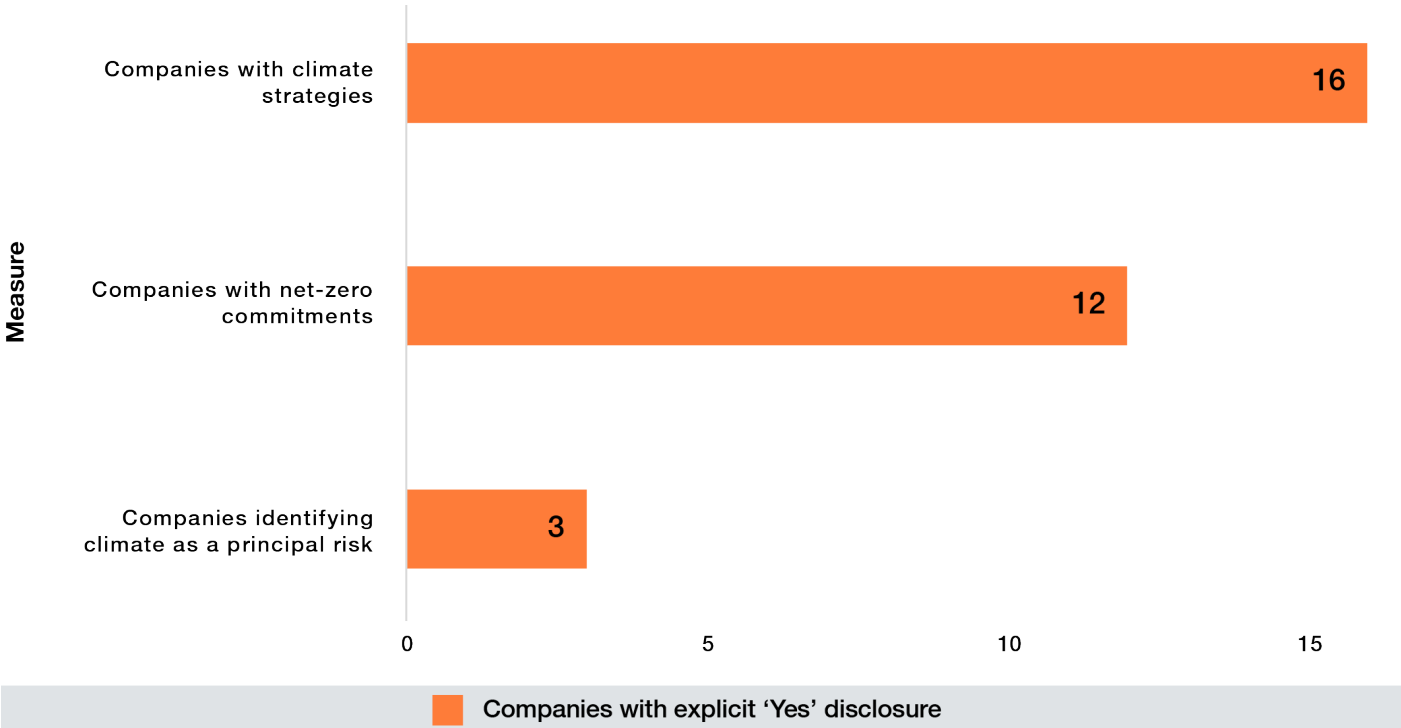
Sustainability governance considers how environmental, social, and long-term value creation objectives are incorporated into governance structures and decision-making processes (Principle 3). As sustainability-related risks and opportunities become increasingly understood as being linked to organisational resilience and stakeholder expectations, sustainability governance has become an important component of corporate governance (Principle 2 and 4).

### Sustainability Governance Adoption



The assessment suggests that key foundations of sustainability governance are firmly embedded across the companies reviewed. Sustainability oversight, strategic integration and sustainability-related performance indicators were widely disclosed, indicating that sustainability considerations are increasingly being incorporated into governance and decision-making processes rather than treated as standalone or annual reporting requirements. As this space matures, enhanced views of impact and outcomes (as opposed to input metrics), increasingly connected “financial and other” progress reporting and improved investor-grade data should be evident as a result of mainstreaming sustainability within companies.

# Sustainability Governance vs Risk Classification



An interesting contrast emerged between sustainability governance and risk disclosure. While many companies disclosed climate strategies and net-zero commitments, relatively few explicitly identified climate change as a principal risk. It may suggest that there are time lags between materiality in the current period and what climate change implies for the future business prospects of each company. It may also mean, in some cases, that climate-related impacts are still to be better unpacked and secondary/knock on effects understood so that they can be effectively incorporated within risk management processes.

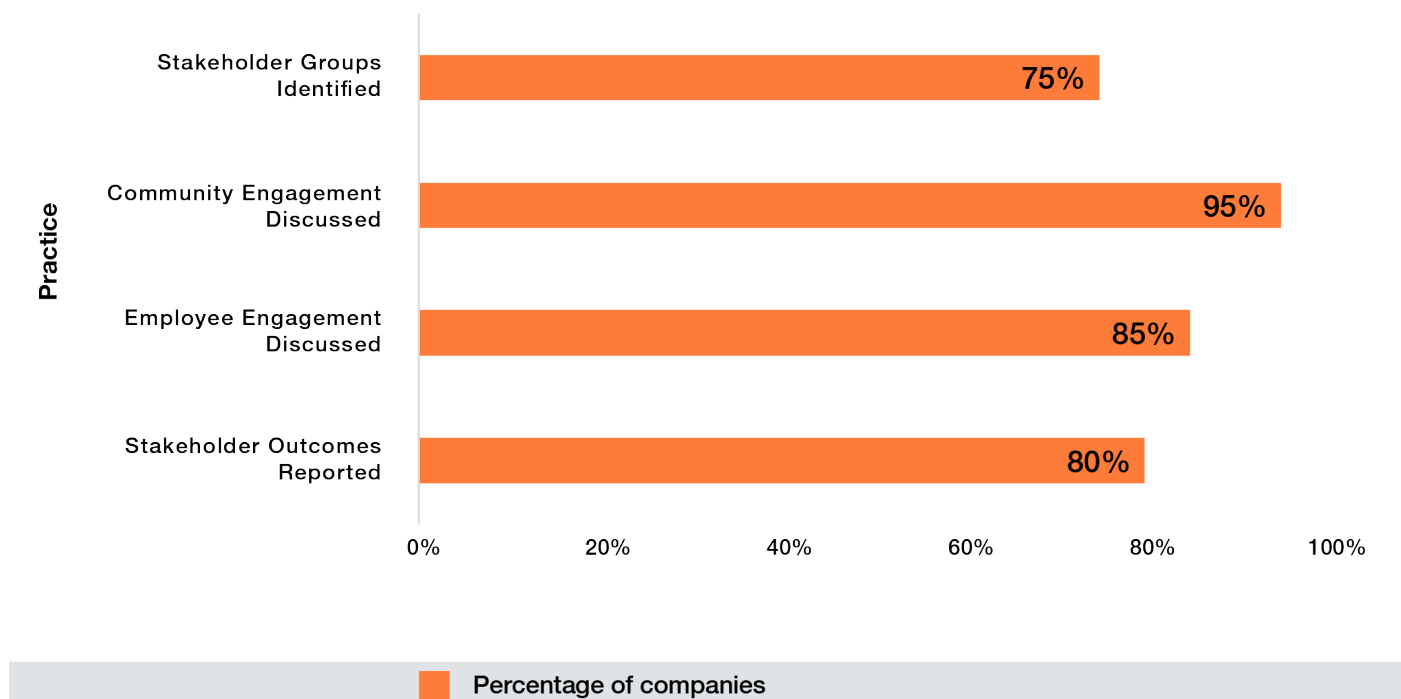




## Stakeholder governance

Stakeholder governance considers how organisations engage with and respond to stakeholders whose support influences long-term value creation (Principle 13). Within the mining sector, constructive stakeholder relationships are closely linked to organisational resilience, reputation, and maintaining a social licence to operate.

### Stakeholder Governance Maturity



Stakeholder governance was one of the most consistently disclosed governance areas across the companies assessed. Community engagement, employee engagement, and stakeholder-outcome reporting were widely disclosed, suggesting that stakeholder engagement is increasingly regarded as a formal governance activity rather than solely a communication function.

An encouraging observation is that stakeholder governance frequently extends beyond identifying stakeholder groups to reporting engagement outcomes. Many companies disclosed the issues raised by stakeholders together with the actions taken in response, providing greater transparency regarding how stakeholder engagement informs decision-making.

Community engagement emerged as the most prominent focus area across the population assessed. Given the importance of maintaining a social licence to operate within the mining sector, this finding reinforces the central role that stakeholders continue to play within governance frameworks. More broadly, the prevalence of stakeholder-engagement disclosures suggests that stakeholder considerations are increasingly being incorporated into governance structures, sustainability initiatives, and long-term value-creation objectives.

## Key insights

The assessment suggests that governance practices are increasingly embedded across listed mining companies and are viewed as foundational elements of resilience, accountability, and sustainable value creation.



## Conclusion

The assessment indicates that governance practices across the companies reviewed are generally well developed. Formal governance structures, risk oversight mechanisms, sustainability governance arrangements, and stakeholder engagement processes were commonly disclosed across the population assessed. Future governance focus areas are likely to include climate-risk integration, enhanced diversity (gender, skill, etc.) disclosures, greater use of externally facilitated board evaluations, and increased emphasis on governance effectiveness over governance structure.







06

## Mining and AI: The constraint is skills, not software

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## Highlights from Ten Insights into 4IR in South African Mining 2026—AI: Powering the future

South Africa's mining sector sits at a critical crossroads. Very few large new mines have started in recent years, more have closed, economically viable deposits are harder to find, employment continues to decline, and illegal mining, infrastructure failures, and community pressure add further strain. Into that environment arrives AI—not as a side project, but as a test of whether the industry can become safer, smarter, more competitive, and more inclusive.

This third edition draws on ten anonymised CEO interviews, focus groups with line management from a diverse range of miners, and Minerals Council industry meetings. Although the subject is AI, every insight is human-generated. Here is what mining leadership actually told us.

### Leadership triggers it—or it doesn't happen

The mining CEO was historically the custodian of ore bodies, production, and safety. That role now extends to technology champion, driver of innovation, and leader of culture change. Yet in our 2026 study only 23% of the CEOs we interviewed believe their AI strategy is well defined and aligned to business goals, while 46% rate it as merely “average”.

As one CEO put it: if the CEO doesn't trigger it in the business, it won't happen. AI cannot live in IT—it belongs in strategy, capital allocation, operating model design, and risk.

### Value over volume, delivered through data

Commodity price volatility punishes volume-at-any-cost strategies. The three levers CEOs identified for choosing value over volume—operational technology improvements, digitisation, and rapid data analysis—are precisely where AI earns its keep: understanding cost position, lifting productivity, cutting waste, and future-proofing mines through the price cycle.

The message is not produce less; it is produce smarter, safer, and more profitably.





## Modern tools on traditional mines

South Africa's mines are mature, deep, and labour-intensive. As one CEO summed it up: we can't replace existing industries and business structures with a technology, but we can apply modern technology to existing infrastructure and extract better performance.

Do not force the mine to fit the technology: start with the ore body, the work, the people, and the problem—then choose the tool. Technology fails without people; data fails without understanding; innovation fails without trust.

## Why digital projects fail—and what works

The pattern is consistent. A multimillion-rand ERP implementation failed because line management never bought in; a modest purpose-built tool succeeded because users were involved, and it solved the right problem. Common causes of failure are misalignment with business needs, poor change management, siloed systems, and data that is collected but never processed.

Success looks different:

Start with a high-value use case and prove measurable ROI

Build incrementally, tied to strategy, improving daily work rather than complicating it

Be brutal—stop projects quickly when they don't create value

Where it is done well, the returns are real: in our interviews CEOs and line management told us advanced process control delivered 10–15% productivity improvements for some miners, and one digital twin went far beyond its original mandate, optimising shift cycles, pump energy, and ventilation.

## The binding constraint

Nearly 70% of mines rate their AI readiness as poor or very poor—and not a single respondent rated themselves excellent. That is a skills gap, not a software gap. We have moved from an environment defined by labour availability to one that demands skills readiness.

The encouraging part: most employees are already comfortable with mobile technology, AI can teach in home languages, and satellite connectivity offers a realistic route across the rural divide. One CEO described the ambition perfectly—do the job in 60% of the time, and use the other 40% to think about how to do it better.



## From data to action

Mining generates millions of data points daily across geology, equipment, safety, ventilation, energy, and production. Without governance, quality, ownership, platforms, and skills, that data becomes noise rather than knowledge.

As one executive said, data doesn't help if it's just data—it needs to be put through the funnel to get to wisdom. The future belongs to organisations that move from data to information, to insight, to action.

AI will not transform mining by itself. Transformation requires leadership, trust, skills, data discipline, governance, and adoption.

The technology is ready. The question is whether we are.





07

# Financial Performance

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## Market Capitalisation by commodity

Total market capitalisation increased to R1,610 billion in the current year, up from R1,304 billion in 2025, representing a R306 million (23%) YoY increase. This growth was primarily driven by strong performance by precious metals.

Gold and platinum group metals (PGMs) together accounted for 85% of the 2026 total market capitalisation of the companies meeting the publication's inclusion criteria, which is up from 77% in the prior year:

The gold sector increased by 26% YoY, in addition to the 35% growth in 2025.

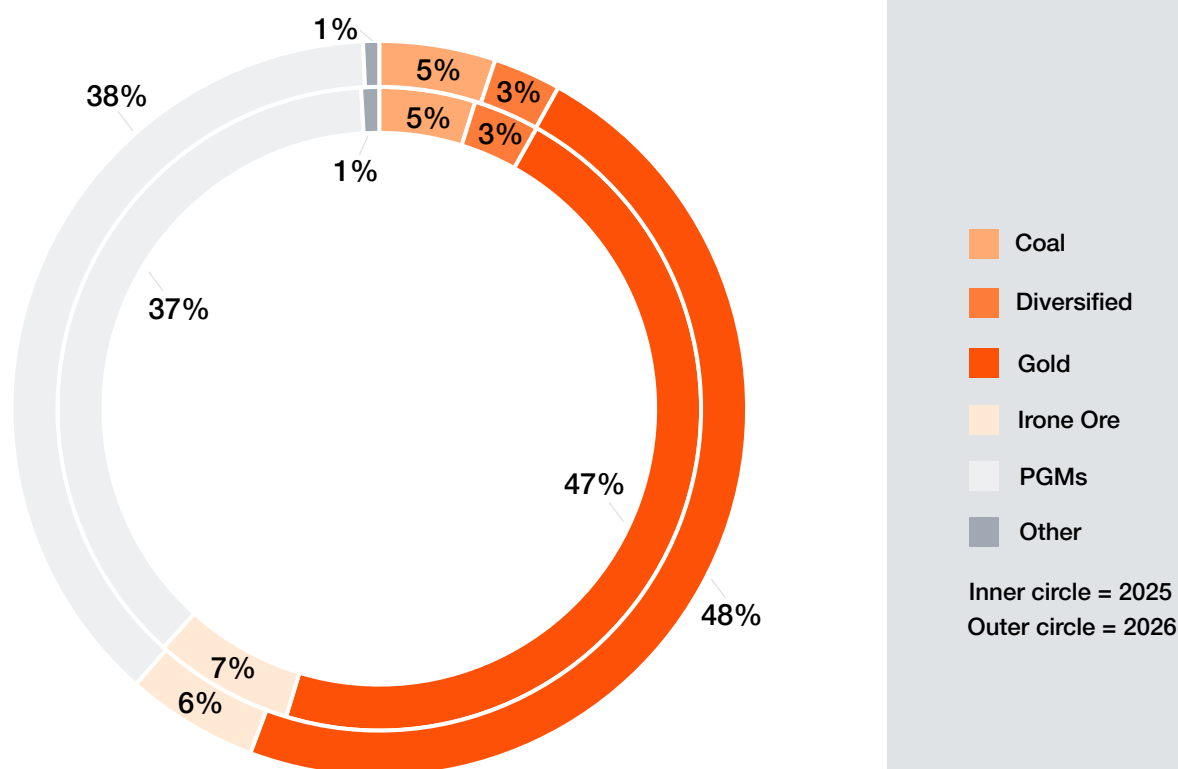
PGMs increased by 25% YoY, in addition to the 32% growth in prior year.

Bulk commodities also experienced an increase in market capitalisation driven by improved Transnet freight Rail performance and price optimism.

In addition, some of the strongest market capitalisation growth came from mine development companies that progressed development. For example, Orion Minerals Limited's market capitalisation increased by 210% from 2025 while Southern Palladium Limited increased by 90% as the project was de-risked and they subsequently received a mining licence.

Pan African Resources PLC maintained second place, with market capitalisation increasing by 118% from 2025, driven by a number of factors including high gold prices and ability to increase in production by developing previously operated assets.

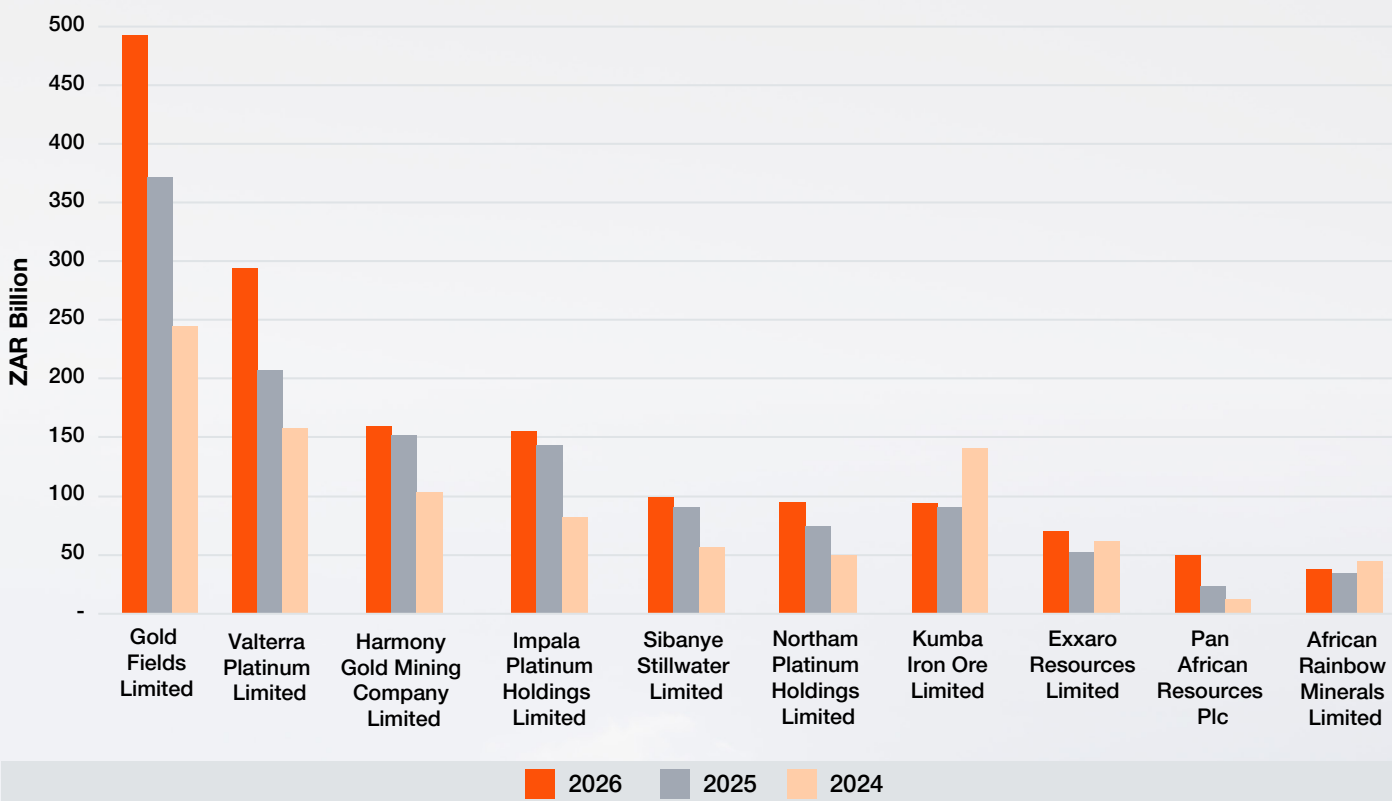
## Market Capitalisation per commodity



Source: Equity RT Africa, PwC Analysis



Market Capitalisation of the top ten companies, 30 June 2026 (R'billion)



The composition of the Top 10 mining entities remained consistent with the prior year. While there were notable changes to the rankings due to shifting market dynamics, the top 4 remained stable.

Precious metal producers particularly benefited from a buoyant gold and PGM price environment. Collectively, these companies continue to account for a substantial share of the South African mining sector’s market value. Their retention of the top four positions by market capitalisation highlights their prominence within the industry and the sustained market relevance of gold and platinum group metal producers.

PwC Analysis, EQUITY RT South Africa



## Income Statement

| Income Statement (rand)                      | 2026       | 2025       | Difference | % change    |
|----------------------------------------------|------------|------------|------------|-------------|
|                                              | R billion  | R billion  | R billion  |             |
| Revenue from ordinary activities             | 786        | 569        | 218        | 38%         |
| Operating Expenses                           | (443)      | (422)      | (22)       | 5%          |
| Metal purchases                              | (64)       | (25)       | (39)       | 159%        |
| <b>EBITDA</b>                                | <b>279</b> | <b>122</b> | <b>156</b> | <b>128%</b> |
| Impairment reversal/(charge)                 | 5          | (2)        | 7          | (375%)      |
| Depreciation charge                          | (41)       | (38)       | (3)        | 8%          |
| <b>Profit/(loss) before interest and tax</b> | <b>243</b> | <b>83</b>  | <b>160</b> | <b>193%</b> |
| Net interest                                 | 1          | 0          | 1          | 100%        |
| Tax expense                                  | (67)       | (25)       | (42)       | 167%        |
| Equity accounted income                      | 8          | 8          | 0          | 4%          |
| Discontinued operations                      | 0          | 0          | 0          | 0%          |
| <b>Net profit</b>                            | <b>185</b> | <b>65</b>  | <b>119</b> | <b>183%</b> |
|                                              |            |            |            |             |
| EBITDA margin                                | 35%        | 22%        |            |             |
| Net profit margin                            | 23%        | 11%        |            |             |
| Tax rate                                     | 28%        | 30%        |            |             |

| Revenue per Final Consolidated | Current year R' billions | Prior year R' billions | Difference R' billions | % change   |
|--------------------------------|--------------------------|------------------------|------------------------|------------|
| Gold                           | 185                      | 132                    | 53                     | 41%        |
| PGM's                          | 429                      | 270                    | 159                    | 59%        |
| Other Mining                   | 32                       | 27                     | 6                      | 22%        |
| Iron Ore                       | 66                       | 67                     | -1                     | -2%        |
| Coal                           | 73                       | 73                     | 0                      | 0%         |
| <b>Total</b>                   | <b>786</b>               | <b>569</b>             | <b>217</b>             | <b>38%</b> |

Source: PwC Analysis

Improved precious metal prices boosted revenue. Production increases and inflationary increases resulted in the increase in operating costs. Impairment reversals were noted in the platinum producers.



| EBITDA       | Current year R' billions | Prior year R' billions | Difference R' billions | % change    | EBITDA Percentage current year | EBITDA Percentage prior year |
|--------------|--------------------------|------------------------|------------------------|-------------|--------------------------------|------------------------------|
| Gold         | 79                       | 43                     | 36                     | 85%         | 43%                            | 32%                          |
| PGM's        | 153                      | 40                     | 113                    | 280%        | 36%                            | 15%                          |
| Other Mining | 4                        | 1                      | 4                      | 683%        | 13%                            | 2%                           |
| Iron Ore     | 28                       | 28                     | 0                      | 1%          | 42%                            | 41%                          |
| Coal         | 14                       | 11                     | 3                      | 29%         | 20%                            | 15%                          |
| <b>Total</b> | <b>279</b>               | <b>122</b>             | <b>156</b>             | <b>128%</b> | <b>35%</b>                     | <b>22%</b>                   |

EBITDA margin growth grew with an increase in revenue. Growth higher than revenue due to mining being a majority fixed cost industry. Revenue growth pulls down to the bottom line.



## Cashflow statement

| Cash Flows                                                    | 2026  | 2025  | Difference | % Change |
|---------------------------------------------------------------|-------|-------|------------|----------|
|                                                               | Rbn   | Rbn   | Rbn        |          |
| Cash generated from operations before working capital changes | 380   | 200   | 181        | 91%      |
| Working capital changes                                       | 14    | 6     | 8          | 145%     |
| Cash generated from operations after working capital changes  | 394   | 205   | 189        | 92%      |
| Other                                                         | (19)  | 5     | (25)       | (481%)   |
| Income taxes paid                                             | (53)  | (24)  | (29)       | 123%     |
| Net operating cash flows                                      | 322   | 187   | 135        | 73%      |
|                                                               |       |       |            |          |
| Purchases of Property, plant and equipment                    | (121) | (111) | (9)        | 8%       |
| Free cash flow                                                | 201   | 75    | 126        | 167%     |
|                                                               |       |       |            |          |
| Cash flows related to other investing activities              |       |       |            |          |
| Purchase of investments                                       | (69)  | (30)  | (38)       | 126%     |
| Sale of investments                                           | 17    | 3     | 13         | 396%     |
| Other                                                         | (2)   | 3     | (5)        | (170%)   |
| Net other investing cash flows                                | (54)  | (24)  | (30)       | 122%     |
|                                                               |       |       |            |          |
| Cash flows related to financing activities                    |       |       |            |          |
| Proceeds from ordinary shares issues                          | 0     | (1)   | 2          | (118%)   |
| Proceeds from interest-bearing liabilities                    | 108   | 117   | (9)        | (8%)     |
| Repayment of interest-bearing liabilities                     | (125) | (87)  | (38)       | 43%      |
| Distribution to shareholders                                  | (82)  | (60)  | (22)       | 37%      |
| Other                                                         | (11)  | (6)   | (5)        | 80%      |
| Net financing cash flows                                      | (110) | (37)  | (73)       | 194%     |
|                                                               |       |       |            |          |
| Net increase/(decrease) in cash and cash equivalents          | 37    | 14    | 24         | 174%     |





## Free cash flows

Free cash flow is defined as cash generated from operating activities with less expenditure on property, plant and equipment (PPE). It provides an indication of a company's ability to fund capital expenditure, repay debt, return value to shareholders, and pursue growth opportunities.

In the current year, free cash flow increased significantly from the prior year, driven primarily by stronger operating cash generation in the various sectors. The improvement noted year on year is mainly attributable to higher profitability amongst gold producers, supported by elevated gold prices and strong operational performance.

The increase in free cash flow reflects a combination of higher cash inflows from operations and disciplined capital allocation. Gold mining companies were the largest contributors to the increase, benefiting from favourable commodity prices, while PGM producers also recorded improved cash generation as market conditions stabilised. The resulting growth in free cash flow strengthened balance sheets and provided greater flexibility for shareholder distributions, debt reduction, and strategic investment opportunities.

## Distribution to shareholders

With a strong performance noted in the current year and a healthy balance sheet, shareholders were rewarded for their investment, and this is highlighted by the significant increase in the dividend payout.

Dividend distributions increased during the year as mining companies benefited from stronger cash generation, particularly within the gold sector. Higher gold prices, combined with increased production and operational efficiencies, translated into record earnings and free cash flow for several producers. As a result, companies were able to increase shareholder returns either through higher dividend payments or by revising payout frameworks to return a greater proportion of free cash flow to shareholders to increase payouts between 40% - 70% of headline earnings.

## Capital expenditure

Capital expenditure remained elevated as mining companies continued investing in projects aimed at increasing production and improving operational efficiencies. Growth capital was largely directed towards expansion projects, processing infrastructure and strategic developments that can generate long-term value, such as Pan African Resources' successfully commissioned expansion of the Mogale Tailings Retreatment (MTR) surface operations.

## Balance Sheet

| Financial position                     |                        |                      |                      |            |
|----------------------------------------|------------------------|----------------------|----------------------|------------|
|                                        | Current Year R'billion | Prior Year R'billion | Difference R'billion | % Change   |
| <b>Current assets</b>                  |                        |                      |                      |            |
| Cash and cash equivalents              | 182                    | 145                  | 37                   | 26%        |
| Inventories                            | 128                    | 120                  | 8                    | 7%         |
| Receivables and other current assets   | 99                     | 87                   | 12                   | 14%        |
| <b>Total current assets</b>            | <b>410</b>             | <b>352</b>           | <b>58</b>            | <b>16%</b> |
| <b>Non-current assets</b>              |                        |                      |                      |            |
| Mining and production assets           | 770                    | 648                  | 122                  | 19%        |
| Investments                            | 107                    | 105                  | (2)                  | (2%)       |
| Other Non-Current Assets               | 99                     | 61                   | 38                   | 62%        |
| <b>Total non-current assets</b>        | <b>978</b>             | <b>814</b>           | <b>164</b>           | <b>20%</b> |
| <b>Total assets</b>                    | <b>1,387</b>           | <b>1,166</b>         | <b>221</b>           | <b>19%</b> |
| <b>Share capital &amp; reserves</b>    |                        |                      |                      |            |
| Share capital and reserves             | 831                    | 681                  | 150                  | 22%        |
| <b>Total equity</b>                    | <b>831</b>             | <b>681</b>           | <b>150</b>           | <b>22%</b> |
| <b>Current liabilities</b>             |                        |                      |                      |            |
| Accounts payable and other liabilities | 185                    | 155                  | 30                   | 19%        |
| Interest bearing liabilities           | 25                     | 17                   | 8                    | 45%        |
| <b>Total current liabilities</b>       | <b>209</b>             | <b>172</b>           | <b>37</b>            | <b>22%</b> |
| <b>Non-current liabilities</b>         |                        |                      |                      |            |
| Interest bearing liabilities           | 101                    | 124                  | (23)                 | (18%)      |
| Deferred taxation liabilities          | 139                    | 101                  | 38                   | 37%        |
| Other non-current liabilities          | 108                    | 88                   | 20                   | 22%        |
| <b>Total non-current liabilities</b>   | <b>347</b>             | <b>313</b>           | <b>34</b>            | <b>11%</b> |
| <b>Total liabilities</b>               | <b>557</b>             | <b>485</b>           | <b>72</b>            | <b>15%</b> |
| <b>Total equity and liabilities</b>    | <b>1,387</b>           | <b>1,166</b>         | <b>221</b>           | <b>19%</b> |

Source: PwC Analysis



## Key ratios

|                                                  | 2026 | 2025 |
|--------------------------------------------------|------|------|
| Market capitalisation to net asset value (times) | 1.9  | 1.8  |
| Net (cash)/borrowings (R'billions)               | (56) | (4)  |
| Gearing percentage                               | (9%) | (1%) |
| Solvency ratio (times)                           | 2.5  | 2.4  |
| Current ratio (times)                            | 2.0  | 2.0  |
| Acid ratio (times)                               | 1.3  | 1.3  |
| Net borrowings to EBITDA                         | (0)  | (0)  |

Cash balances remained strong while debt levels were well managed despite ongoing investment in growth projects. This was highlighted by the increase in net cash. Strong operating cash flows and balance sheets also enabled the companies to fund expansion programmes and payout dividends while maintaining prudent leverage positions.

Precious metal miners declared higher dividends than previous years but also committed to capital expenditure. Indicating that management has chosen to use the strong cash position for both reinvestment and returns to the shareholder.

Gold companies are generating sufficient cash flows to fund both shareholder distributions and growth investments. This supports stronger net cash positions and lower leverage.

## Dividends declared on 30 June 2026 and Capital expenditure to be paid during 2027

|                                                 | 2027 |             |
|-------------------------------------------------|------|-------------|
| Dividends declared to be paid post 30 June 2026 |      |             |
| Gold                                            |      | 27.24       |
| PGM's                                           |      | 37.79       |
| Coal                                            |      | 3.17        |
| Other                                           |      | 2.07        |
|                                                 |      | 70.27       |
| Capital commitments                             | 2027 | Beyond 2027 |
| Gold                                            | 23.5 | 5.0         |
| PGM's                                           | 39.7 | 26.3        |
| Coal                                            | 3.7  | 2.1         |
| Other                                           | 8.1  | 14.8        |
|                                                 | 75.0 | 48.1        |

- This dividend amount relates to the final or interim dividends declared in relation to the February/ June 2026 financial results.
- Companies will still have sufficient cash reserves after paying the dividends declared in June 2026 and the capital commitments

## Ten-year summary

The information included below differs from that presented in the remainder of this analysis, as it comprises the aggregated results of the leading mining companies reported on in previous editions of SA Mine.

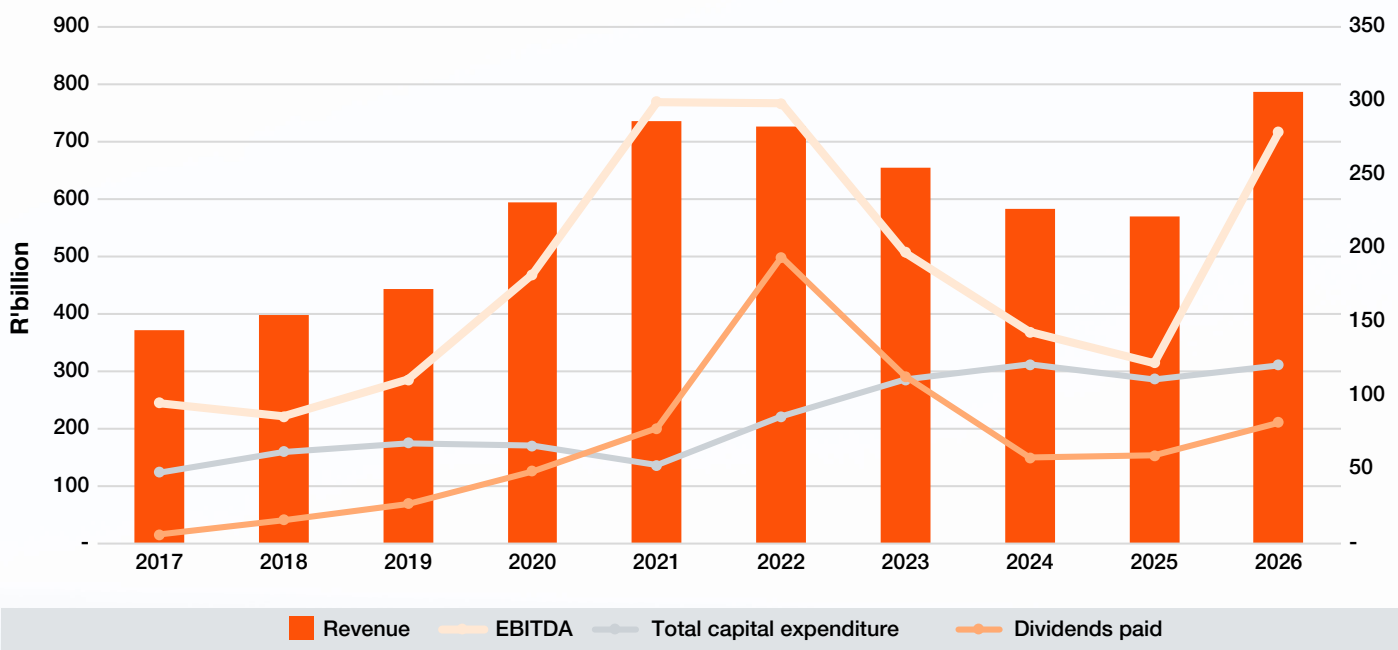
### Ten year summary of financial information

|                                            |       | Updated<br>▼ | Published<br>▼ |       |       |       |       |      |      |      |      |
|--------------------------------------------|-------|--------------|----------------|-------|-------|-------|-------|------|------|------|------|
|                                            | 2026  | 2025         | 2024           | 2023  | 2022  | 2021  | 2020  | 2019 | 2018 | 2017 | 2016 |
| Market capitalisation                      | 1,610 | 1,198        | 1,003          | 1,087 | 1,299 | 1,471 | 1,280 | 884  | 482  | 420  | 560  |
| <b>Aggregated income statement</b>         |       |              |                |       |       |       |       |      |      |      |      |
| Revenue                                    | 786   | 569          | 582            | 654   | 726   | 735   | 594   | 443  | 398  | 371  | 333  |
| EBITDA                                     | 279   | 122          | 143            | 197   | 298   | 299   | 182   | 111  | 86   | 95   | 66   |
| Impairment charges                         | 5     | (2)          | (32)           | (23)  | (5)   | 10    | (6)   | (22) | (46) | (22) | (60) |
| Net finance costs                          | 1     | 0            | 1              | (2)   | (2)   | (5)   | (11)  | (11) | (11) | (10) | (10) |
| Income tax expense                         | (67)  | (25)         | (25)           | (48)  | (72)  | (88)  | (37)  | (15) | (9)  | (11) | (2)  |
| Net (loss)/profit                          | 185   | 65           | 59             | 108   | 206   | 208   | 88    | 32   | (11) | 17   | (46) |
| EBITDA margin                              | 35%   | 22%          | 25%            | 30%   | 41%   | 41%   | 31%   | 25%  | 22%  | 26%  | 20%  |
| <b>Cash flow from operating activities</b> |       |              |                |       |       |       |       |      |      |      |      |
| Cash flow from operating activities        | 380   | 200          | 143            | 211   | 281   | 255   | 153   | 100  | 79   | 83   | 69   |
| Total capital expenditure                  | 121   | 111          | 121            | 111   | 86    | 53    | 66    | 68   | 62   | 48   | 49   |
| Free cash flow                             | 201   | 75           | 22             | 100   | 195   | 202   | 87    | 32   | 17   | 35   | 20   |
| Other investing cash flows                 | (54)  | (24)         | (2)            | (6)   | (17)  | 6     | (4)   | 4    | (20) | (8)  | 4    |
| Dividends paid                             | (82)  | (60)         | (58)           | (113) | (194) | (78)  | (49)  | (27) | (16) | (6)  | (8)  |
| Other financing cash flows                 | (28)  | 22           | 6              | 9     | 2     | (2)   | (14)  | (6)  | (27) | (8)  | (7)  |
| <b>Aggregated balance sheet</b>            |       |              |                |       |       |       |       |      |      |      |      |
| Cash                                       | 182   | 145          | 133            | 172   | 179   | 194   | 133   | 70   | 65   | 58   | 46   |
| Property, plant and equipment              | 770   | 648          | 563            | 584   | 509   | 455   | 494   | 430  | 406  | 403  | 414  |
| Total assets                               | 1,387 | 1,166        | 1,073          | 1,156 | 1,059 | 996   | 956   | 780  | 717  | 692  | 709  |
| Total liabilities                          | 557   | 485          | 414            | 421   | 222   | 375   | 465   | 360  | 325  | 296  | 311  |
| Total equity                               | 831   | 681          | 659            | 735   | 682   | 621   | 491   | 420  | 392  | 395  | 398  |

Source: PwC Analysis



# Ten-year historical financial information







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## About this publication

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## Basis for compiling the report

The results aggregated in this report are based on the latest publicly available information, primarily sourced from annual and financial reports released to shareholders. We included mining companies listed on a stock exchange with primary operations in South Africa, covering financial year ends up to 30 June 2026. A market capitalisation cut-off of R200 million was applied, and companies with suspended listings were excluded. Only entities with audited financial results released by 17 September 2026 were considered for inclusion. Companies analysed in this publication have varying financial year ends and report under different accounting frameworks. For consistency, financial information has been aggregated at the individual company level without adjustments for differing reporting standards. Wherever possible, results have been aligned to reflect the 12-month period ending 30 June 2026. For companies with non-June year ends, reviewed interim results were added or deducted to approximate a comparable annual period. Any restatements or adjustments to prior periods, as disclosed in the latest published results, have also been taken into account. All currency figures are reported in South African rand, except where specifically stated otherwise. The results of companies that report in currencies other than the rand have been translated at the average rand exchange rate for the financial year, with balance sheet items translated at the closing rand exchange rate.

Our selection criteria excluded global mining companies Anglo American PLC, BHP, South32 and Glencore PLC. Although these companies have a significant South African footprint, their global exposure and size mean that their performance does not necessarily reflect trends in the South African mining environment. While many of the entities analysed also have international exposure, the bulk of their operations are in Africa.

Some diversified companies undertake part of their activities outside the mining industry. No attempt has been made to exclude such non-mining activities from the aggregated financial information.





## Companies analysed

| Company Name                        | Year-end          |
|-------------------------------------|-------------------|
| African Rainbow Minerals Limited    | 30 June 2026      |
| Afrimat Limited                     | 28 February 2026  |
| Copper 360 Limited                  | 28 February 2026  |
| DRDGold Limited                     | 30 June 2026      |
| Eastern Platinum Limited            | 31 December 2025  |
| Exxaro Resources Limited            | 31 December 2025  |
| Gold Fields Limited                 | 31 December 2025  |
| Goldplat PLC*                       | 30 June 2026      |
| Harmony Gold Mining Company Limited | 30 June 2026      |
| Impala Platinum Holdings Limited    | 30 June 2026      |
| Jubilee Metals Group PLC*           | 30 June 2026      |
| Kumba Iron Ore Limited              | 31 December 2025  |
| Mantengu Mining Limited             | 28 February 2026  |
| Merafe Resources Limited            | 31 December 2025  |
| Northam Platinum Holdings Limited   | 30 June 2026      |
| Orion Minerals Limited              | 30 June 2026      |
| Pan African Resources PLC           | 30 June 2026      |
| Petra Diamonds Limited*             | 30 June 2026      |
| Platinum Group Metals Ltd*          | 31 August 2026    |
| Sibanye Stillwater Limited          | 31 December 2025  |
| Southern Palladium Limited*         | 30 June 2026      |
| Sylvania Platinum Limited           | 30 June 2026      |
| Tharisa plc                         | 30 September 2026 |
| Thungela Resources Limited          | 31 December 2025  |
| Valterra Platinum Limited           | 31 December 2025  |
| West Wits Mining Limited#           | 30 June 2026      |

\*Results for these companies were not released in time for inclusion in this report.

# Company analysed but results not available for 2026

## Glossary

| Term                  | Definition                                                                                                   |
|-----------------------|--------------------------------------------------------------------------------------------------------------|
| Acid ratio            | (Current assets less inventory) / current liabilities                                                        |
| Capex                 | Capital expenditure                                                                                          |
| CIT                   | Corporate income tax                                                                                         |
| Current ratio         | Current assets / current liabilities                                                                         |
| DMRE                  | Department of Mineral Resources and Energy                                                                   |
| EBITDA                | Earnings before interest, tax, depreciation, amortisation and impairments                                    |
| EBITDA margin         | EBITDA / revenue                                                                                             |
| ETR                   | Effective tax rate                                                                                           |
| Gearing percentage    | Net borrowings / (net borrowings plus equity)                                                                |
| GDP                   | Gross domestic product                                                                                       |
| HDPs                  | Historically Disadvantaged Persons                                                                           |
| IDPs                  | Integrated Development Plans                                                                                 |
| JSE                   | Johannesburg Stock Exchange                                                                                  |
| Market capitalisation | The market value of the company calculated as the number of shares outstanding multiplied by the share price |
| M&A                   | Mergers and acquisitions                                                                                     |
| MPRDA                 | Mineral and Petroleum Resources Development Act                                                              |
| MPRRA                 | Mineral and Petroleum Resources Royalty Act                                                                  |
| NEMA                  | National Environmental Management Act                                                                        |
| Net asset value       | Total assets less total liabilities                                                                          |
| Net borrowings        | Interest-bearing debt less cash                                                                              |
| Net profit margin     | Net profit / revenue                                                                                         |
| PGM                   | Platinum group metal                                                                                         |
| Stats SA              | Statistics South Africa                                                                                      |
| Solvency ratio        | Total assets / total debt                                                                                    |
| US                    | United States                                                                                                |
| USD                   | United States Dollar                                                                                         |
| Working capital       | Inventories plus accounts receivable less accounts payable                                                   |
| YOY                   | Year-on-year                                                                                                 |
| YTD                   | Year to date                                                                                                 |





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## Contacts

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**Andries Rossouw**  
Africa Energy, Utilities and Resources  
Leader, PwC South Africa  
Tel: +27 (0) 11 797 4060



**Vuyiswa Khutlang - Project Lead**  
Partner | Energy, Utilities and Resources,  
PwC South Africa  
Tel: +27 (0) 11 287 0773

## SA Mine 2026 Contributors

Arne Schmidt  
Ian Mackay  
Fhatu Mavhungu  
Kyla-Lee Doyle  
Thomas Payne  
Vuako Khosa  
Zubair Desai  
Andries Rossouw  
Vuyiswa Khutlang  
Jason Wright  
Stephan Swanepoel  
Keiyuran Mestry  
Sheivaan Naidoo  
Riyadh Lakhi





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<https://pubs.usgs.gov/periodicals/mcs2026/mcs2026-gold.pdf>

### **West Wits Mining, March 2026 Quarterly Activity Report**

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### **West Wits Mining, November 2025 corporate presentation**

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