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# Its All About Cash!

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Chief Executive Officer

BMO Capital Markets 22nd Global Metals & Mining Conference  
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Hollywood, Florida



# Forward Looking Statements



Certain statements in this document constitute “forward looking statements” within the meaning of Section 27A of the US Securities Act of 1933 and Section 21E of the US Securities Exchange Act of 1934.

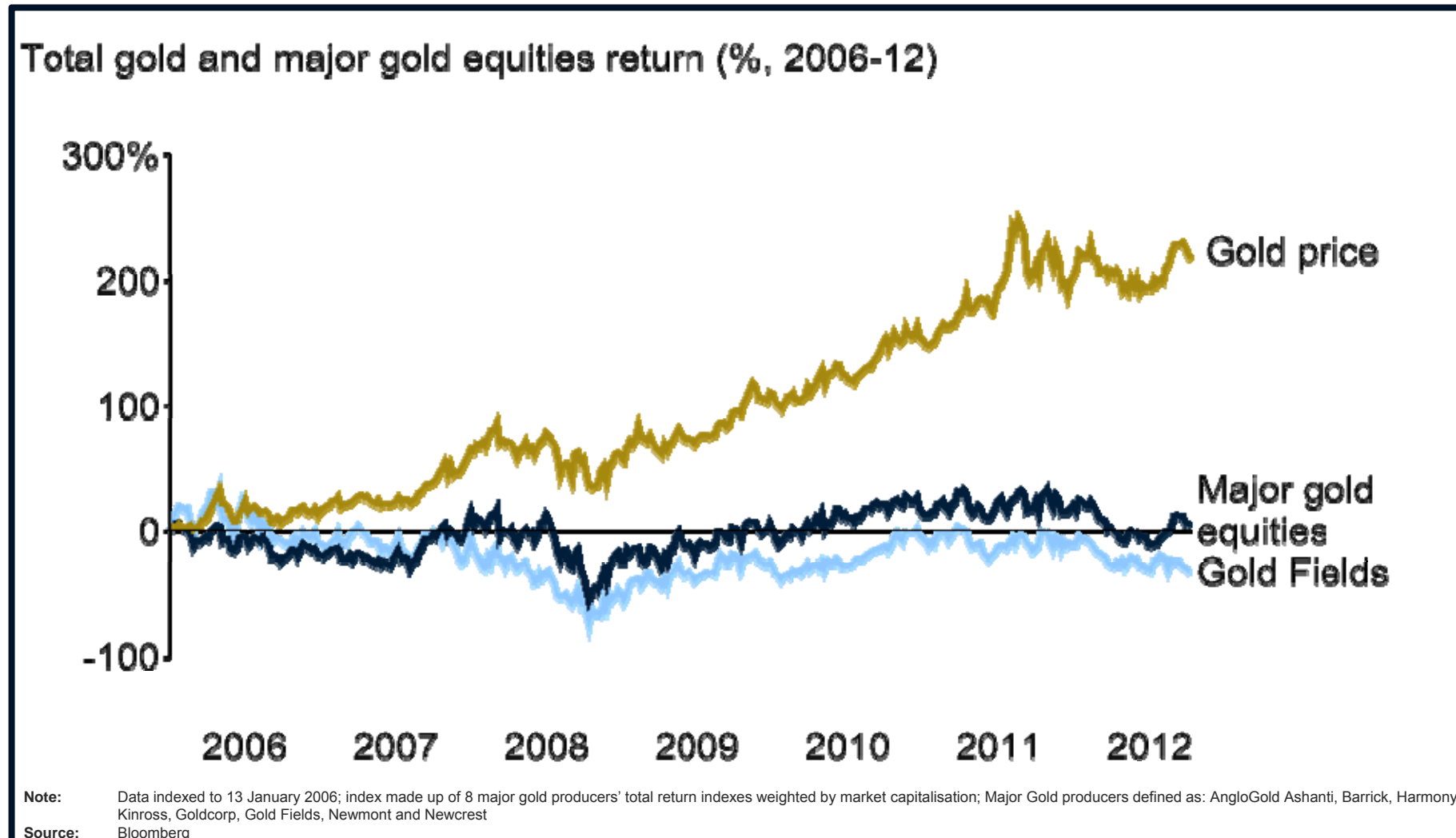
In particular, the forward looking statements in this document include among others those relating to the Damang Exploration Target Statement; the Far Southeast Exploration Target Statement; commodity prices; demand for gold and other metals and minerals; interest rate expectations; exploration and production costs; levels of expected production; Gold Fields’ growth pipeline; levels and expected benefits of current and planned capital expenditures; future reserve, resource and other mineralisation levels; and the extent of cost efficiencies and savings to be achieved. Such forward looking statements involve known and unknown risks, uncertainties and other important factors that could cause the actual results, performance or achievements of the company to be materially different from the future results, performance or achievements expressed or implied by such forward looking statements. Such risks, uncertainties and other important factors include among others: economic, business and political conditions in South Africa, Ghana, Australia, Peru and elsewhere; the ability to achieve anticipated efficiencies and other cost savings in connection with past and future acquisitions, exploration and development activities; decreases in the market price of gold and/or copper; hazards associated with underground and surface gold mining; labour disruptions; availability terms and deployment of capital or credit; changes in government regulations, particularly taxation and environmental regulations; and new legislation affecting mining and mineral rights; changes in exchange rates; currency devaluations; the availability and cost of raw and finished materials; the cost of energy and water; inflation and other macro-economic factors, industrial action, temporary stoppages of mines for safety and unplanned maintenance reasons; and the impact of the AIDS and other occupational health risks experienced by Gold Fields’ employees.

These forward looking statements speak only as of the date of this document. Gold Fields undertakes no obligation to update publicly or release any revisions to these forward looking statements to reflect events or circumstances after the date of this document or to reflect the occurrence of unanticipated events.

# Investors expect us to deliver leverage to the gold price



However, we have not met their expectations.....



**Regaining Investor Confidence Requires a Paradigm Shift**

# The Gold Fields Paradigm Shift



**Its not about ounces at any cost...**

1

**Focus on cash generation**

- Review portfolio to optimise cash generation (Focus on NCE)
- Prioritise low risk, high return brownfields growth opportunities
- Pursue greenfields projects only if they offer truly attractive returns

2

**Deliver South Deep**

- Full production of circa 700koz in 2016

3

**Financial gearing**

- Leverage balance sheet for growth on a per share basis

4

**Strong dividend policy**

- 25% to 35% pay-out of normalised earnings

5

**Sustainable development**

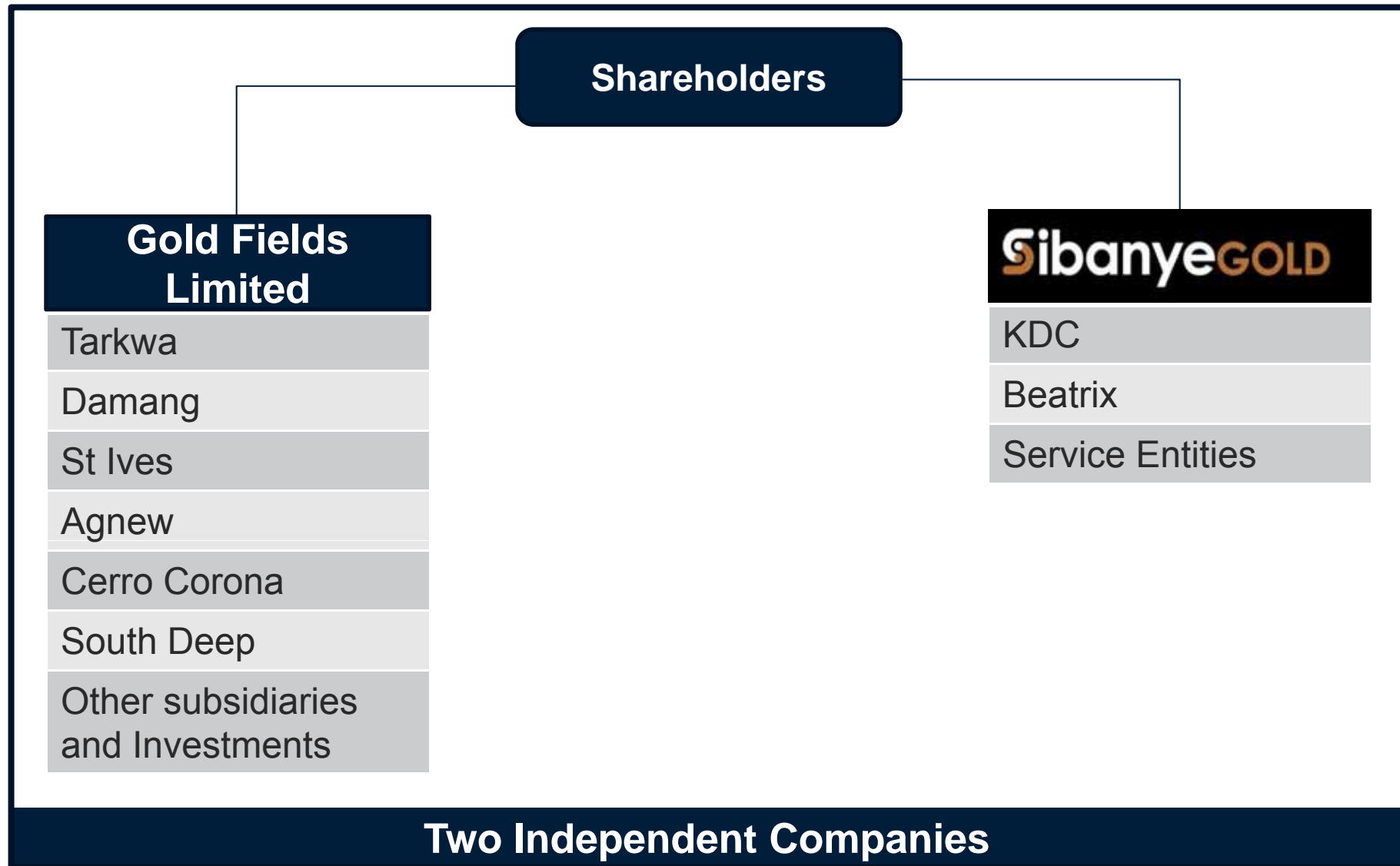
- Focus on long-term sustainability of the business

**Its All About Cash!**

# Portfolio Review



## Unbundling Sibanye Gold



# Portfolio Review



## Unbundling Sibanye Gold - Rationale

Create fit-for-purpose, sustainable, long-life operations

Install a specialist, dedicated and focussed management team

Ring-fence SA cash flows for SA projects and dividends

Reverse declining production trends

Optimise extraction of reserves & resources and extend life of mines

Harness technology for challenges of deep level, hard rock, labour intensive mining

Act as catalyst for consolidation in SA gold industry

**A New Future For KDC and Beatrix**

# Portfolio Review



## Focus on Sustainable Cash Generation

<b>Group</b>	<ul style="list-style-type: none"><li>• Corporate Office and Regional structures rationalised</li><li>• Greenfields exploration spend cut to US\$80 million p.a.</li></ul>
<b>St Ives</b>	<ul style="list-style-type: none"><li>• Owner mining conversion completed</li><li>• High cost heap leach operation closed</li></ul>
<b>Agnew</b>	<ul style="list-style-type: none"><li>• Low grade Main and Rajah ore bodies stopped</li><li>• Focus on high grade Kim ore body</li></ul>
<b>Tarkwa</b>	<ul style="list-style-type: none"><li>• High cost South Heap leach operation stopped</li></ul>
<b>Damang</b>	<ul style="list-style-type: none"><li>• Focus to improve NCE margin to + 25%</li><li>• Pit cut-back and underground options explored</li></ul>

**No Marginal Ounces**

# Portfolio Review



## Focus On Cash Generation – Case Study, Agnew Gold Mine

### Challenges

- Mined high grade Kim and low grade Main & Rajah lodes
- Difficult ground conditions at Main & Rajah
- Paste fill and scheduling problems
- Attention and focus diverted away from high grade Kim

### Interventions

- Withdrew from Main & Rajah lodes
- Refocus mining on high grade Kim
- Restructure & rationalise fixed costs
  - Staffing reduced by ~20%
  - Mining fleet rationalised

		H1 2012	H2 2012	
Gold produced	koz	74	102	38%
Cash costs	A\$/oz	920	710	23%
NCE	A\$/oz	1,400	970	40%

### Outlook

- Not a short term, high grading strategy
- Kim has 7 years of life
- Significant exploration potential
  - Extensions to Kim
  - Parallel new ore body discovered

**From The Worst Performer To The Best**



# Portfolio Review



Prioritise low risk, high return Brownfields Opportunities

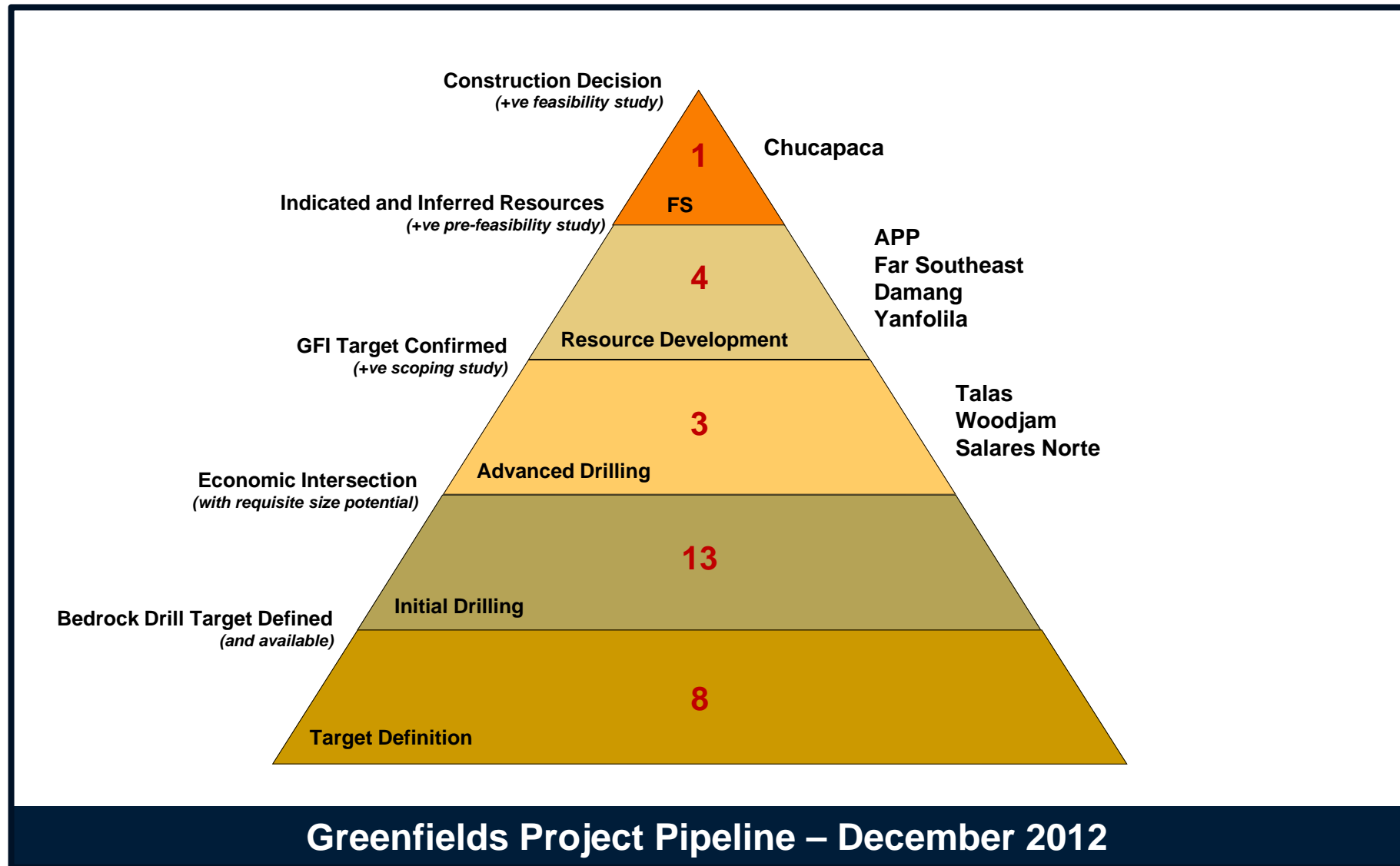
<b>Tarkwa</b>	<b>Tarkwa Expansion Phase 6 (TEP6)</b>
<b>Damang</b>	<b>Optimise extraction of 10Moz ore body</b>
<b>Cerro Corona</b>	<b>Sulphides Expansion Project Oxides Project</b>

**Low Risk Strategy To Grow Cash Generation Machine**

# Portfolio Review



## Pursue Greenfields Projects Only For Superior Returns



# Portfolio Review



## Pursue Greenfields Projects Only For Superior Returns

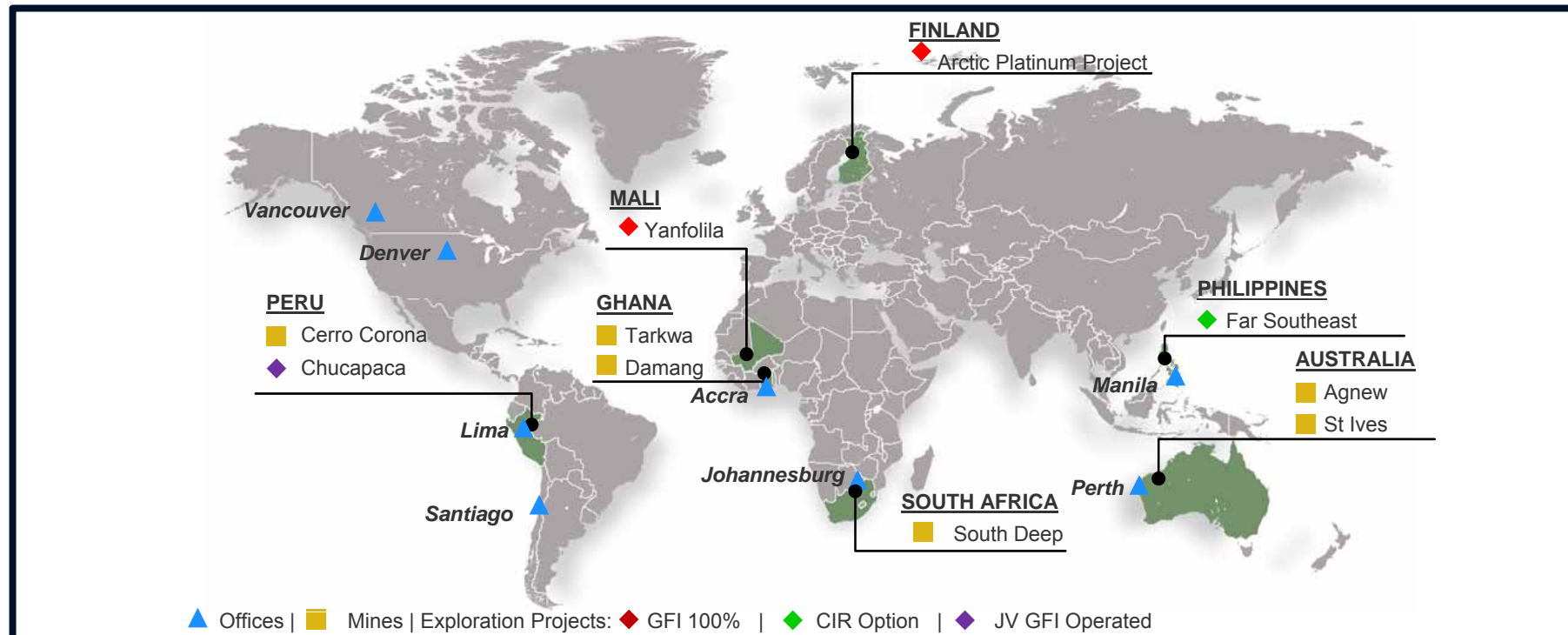
Peru	Chucapaca Project	<ul style="list-style-type: none"><li>• Start small if possible</li><li>• Advance only projects with attractive returns</li><li>• Enforce stringent stage gates</li><li>• Where appropriate de-risk through financial or technical partnerships</li><li>• It is not about ounces!</li></ul>
Philippines	Far Southeast Project	
Finland	Arctic Platinum Project	
Mali	Yanfolila Project	

**No Unrealistic Production Targets**

# The New Gold Fields



## A Global Footprint



		South Africa	South America	West Africa		Australasia		International Operations	Total
		South Deep	Cerro Corona	Tarkwa	Damang	St Ives	Agnew		
Resources <sup>1&amp;2</sup>	Moz	81.4	7.7	15.1	10.0	5.3	3.8	41.9	123.3
Reserves <sup>1</sup>	Moz	39.6	6.1	10.3	3.4	2.8	1.3	23.9	63.5
2012 prod	koz	270	342	719	166	450	177	1,854	2,124
LoM <sup>3</sup>	Yrs	50+	18+	14+	21+	6+	7+	15 <sup>4</sup>	

1. Managed gold equivalent Mineral Resources and Reserves as at 31 December 2011  
 2. The total managed gold equivalent Mineral Resources as at 31 December 2011 excludes the 32.2 million managed gold equivalent ounces of the growth projects (Chucapaca, APP, Yanfolila, Talas)  
 3. LoM based on 2012 production  
 4. LoM based on weighted average Mineral Reserve

# The New Gold Fields



## Proforma results from operations

Proforma based on Results for Q4 2012 and F2012		Q4 2012	F2012
Attributable production	koz	534	2,031
Cash costs	US\$/oz	793	784
NCE	US\$/oz	1,365	1,365
NCE margin	%	19	18
EBITDA	US\$m	506	1,868
<b>Normalised earnings</b>	<b>US\$m</b>	<b>143</b>	<b>447</b>

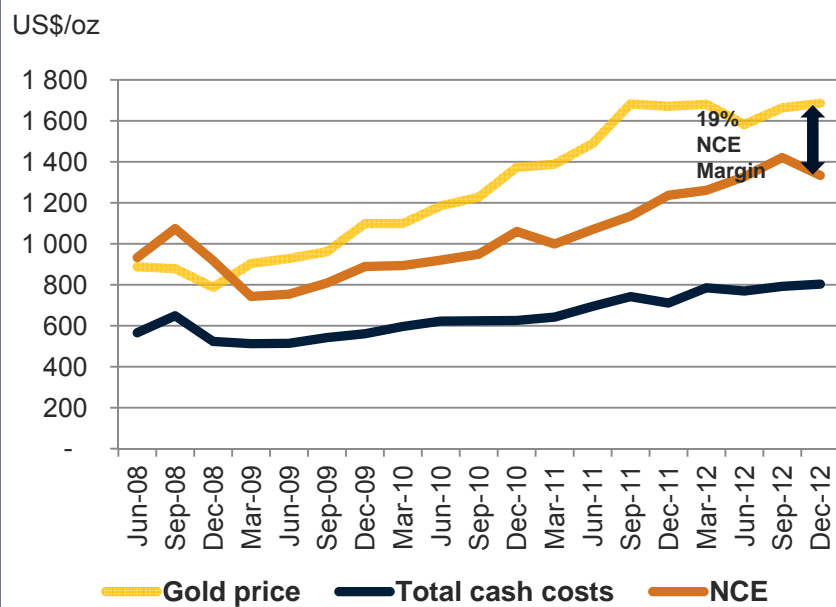
## A Cash Generative Portfolio

# The New Gold Fields

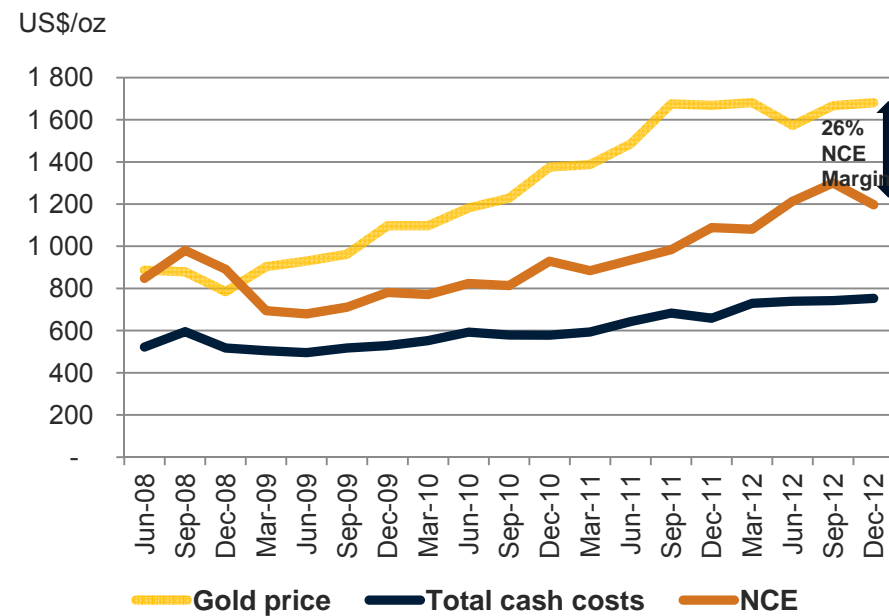


## Focus on All-in Costs (NCE)

### New GFI Including South Deep



### New GFI Excluding South Deep



**Targeting A 25% NCE Margin**

# The New Gold Fields



## Leverage the Balance Sheet

### Financial Targets

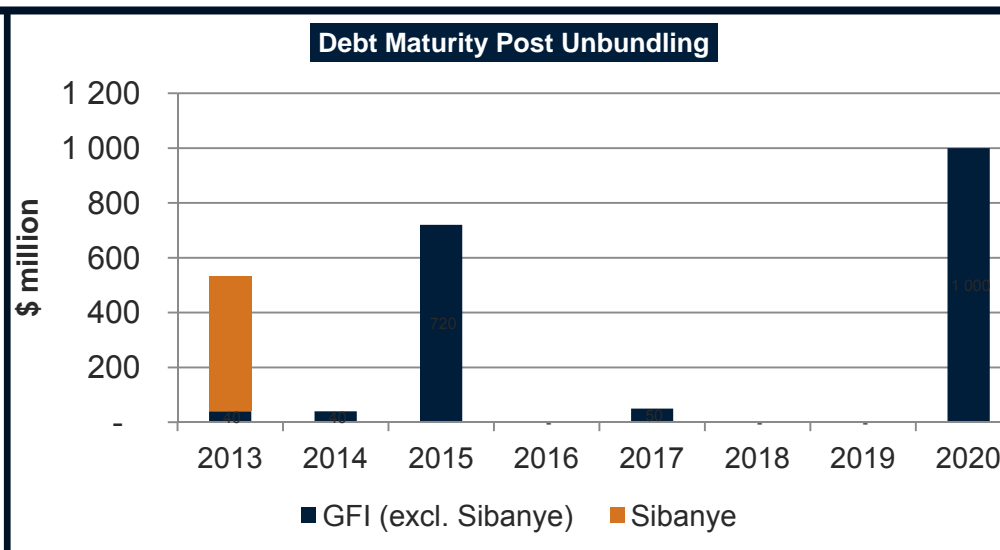
- Leverage balance sheet in particular, the long end
- Strive for long-term Net Debt / EBITDA ratio  $\leq 1.0x$

### Liquidity and Funding Policy

- Maintain strong liquidity and improve debt maturity profile
- Continue to diversify financing sources away from bank funding

### Balance Sheet

- Conservative debt maturity schedule



<b>Proforma</b> All figures in US\$ million	<b>Gold Fields</b>	<b>Sibanye Gold</b>
Net Debt – 31 Dec 2012	1,263	443
EBITDA – C2012	1,868	694
Net Debt/EBITDA – 31 Dec 2012	0.68	0.64
Committed unutilised facilities (Post unbundling)	700	207
Cash From Operations – C2012	962	480

## Conservative Approach

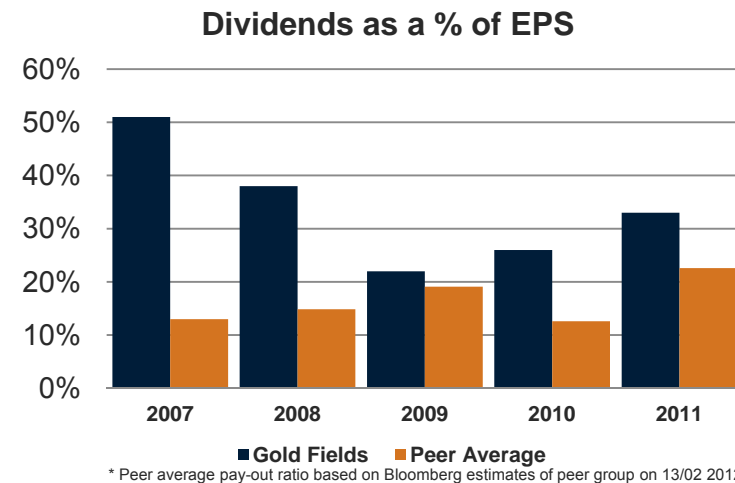
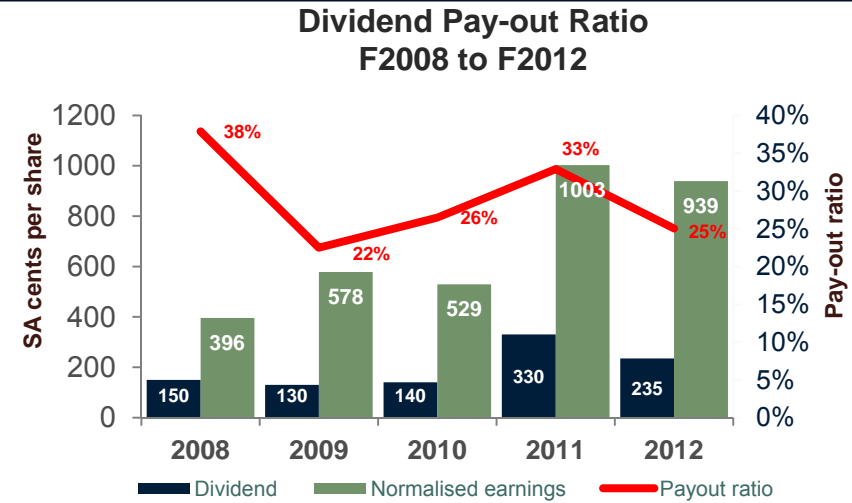
# The New Gold Fields



## Dividend Policy

### 2012 Dividends

Final dividend	R0.75 per share
Full-year dividend	R2.35 per share
Pay-out ratio	25%



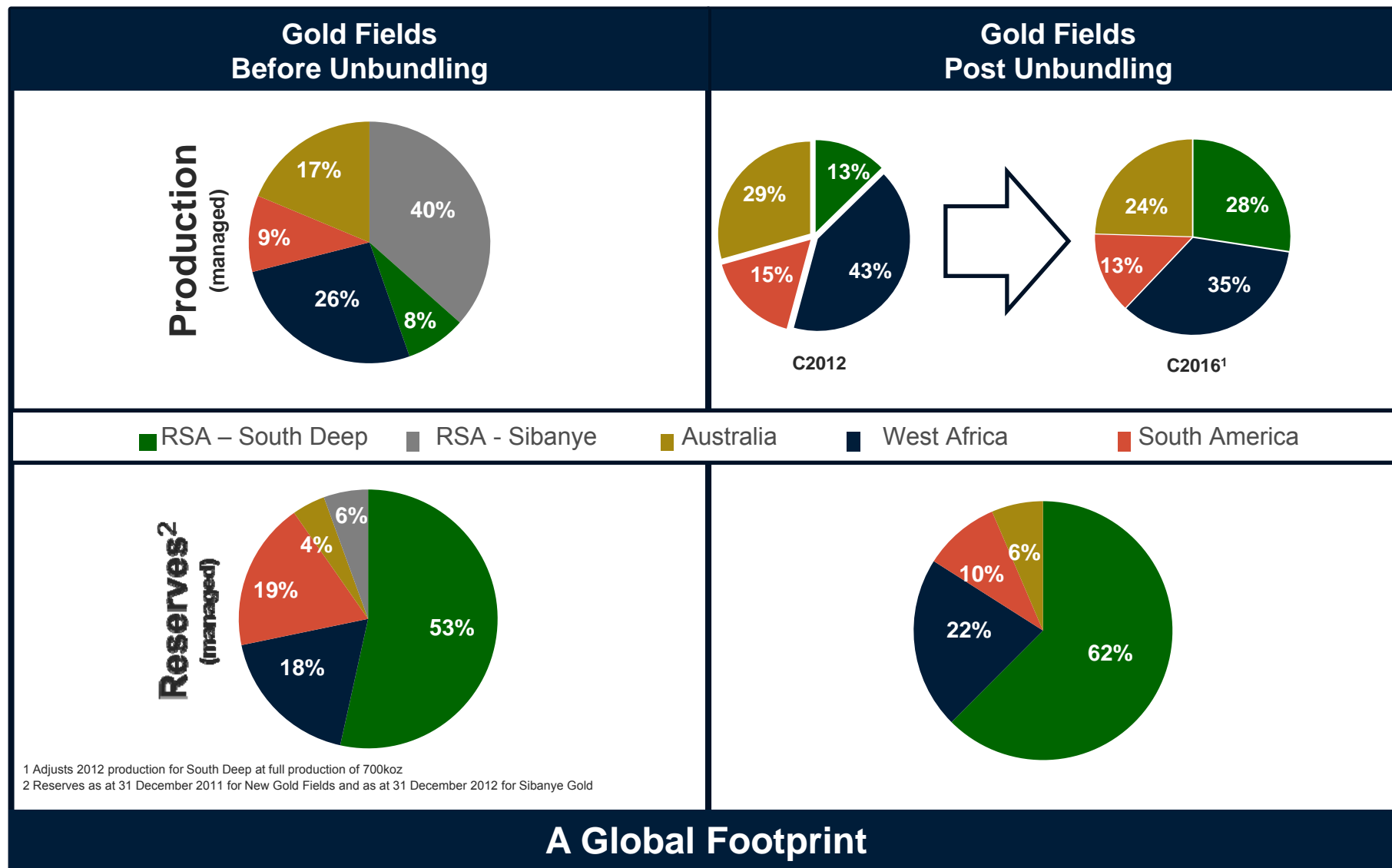
Dividends enjoy priority – 25% to 35% of normalised earning



# The New Gold Fields



## International Diversification



## A Global Footprint

# South Deep Project (South Africa) 100%



## Capital Projects Progress

- **Landmark Union Agreement on new Operating Model – 2 October 2012**
- Full production of circa 700koz in 2016
- De-stress development increased 75% year on year.
- Self-funding by end of 2013

### Key Infrastructure Projects Completed : On Budget and On Time

	2010	2011	2012	2013E	2014E	2015E	Status
94 Level Refrigeration Plant	Phase 1 commissioned		Commission machines 3, 4 and 5 with 100 and 105 Level BACs				On schedule
Twin Vent Shaft Deepening			Hoisting builds up as per mine plan				Commissioned Oct 2012
Tailings Storage Facility							Commissioned April 2011
Plant Expansion 330 Ktpm							Commissioned Nov 2012
Backfill Infrastructure			Backfill pipe extensions in the 95-1W, 95-2W and 95-3W				Commissioned
New Mine Development							On-going

### Transition to Build-up Underway

# 2013 Group Guidance



Conservative Yet Realistic

Managed production	koz	1,910 to 1,990
Attributable production	koz	1,825 to 1,900
Cash cost	US\$/oz R/kg	860 250,000
NCE	US\$/oz R/kg	1,360 R395,000
Exchange rates	US\$:ZAR US\$:A\$	1=9.00 1 = 0.962
<b>Focus On Margins &amp; Cash Flow</b>		

# Conclusion



## A smaller, more focussed, yet solid platform for growth

Focus on cash generation and a superior return on all funds invested

Cash generation takes priority over production targets

Dividends have first call on cash flows – 25% to 35% of normalised earnings

Judiciously advance only low-risk, high return, brownfields and best greenfields projects

Seek opportunistic M&A of in production assets where path to value is clear

Maintain current approach to focus on gold and continue international diversification

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# Its All About Cash!

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# South Deep Project (South Africa) 100%



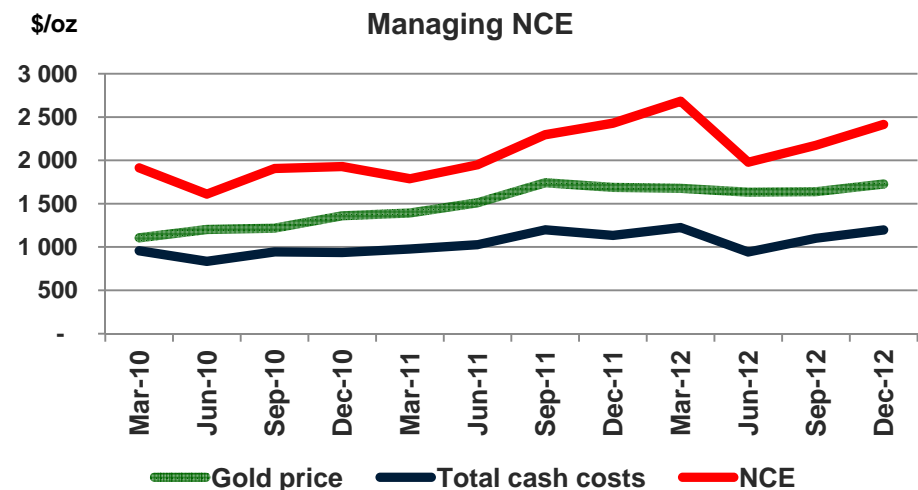
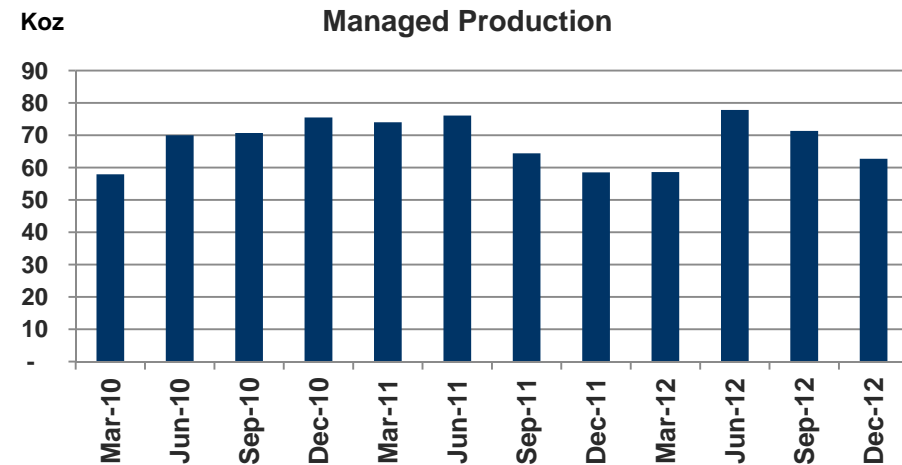
## Transition Phase – Project to Mine

		F2012	F2011
Managed production	koz	270	273
EBITDA (operating profit)	US\$ m	148	131
Contribution to New GFI EBITDA	%	8	7
Total cash cost	US\$/oz	1,105	1,073
NCE	US\$/oz	2,283	2,091
Internal contribution to capital	%	52	55
Capex	US\$m	315	275

Resource – 31 Dec 2011	Moz	81.4
Reserves – 31 Dec 2011	Moz	39.6
Life of Mine	years	≥50 years

### 2013 Guidance

Managed production	koz	305 to 320
Total cash costs	US\$/oz	~1,100
	R/kg	~317,000
NCE	US\$/oz	1,800
	R/kg	520,000



## A 100% Mechanised Mine

\* Exchange rate used for guidance: US\$1=R9.00

# Damang Gold Mine (Ghana) 90%



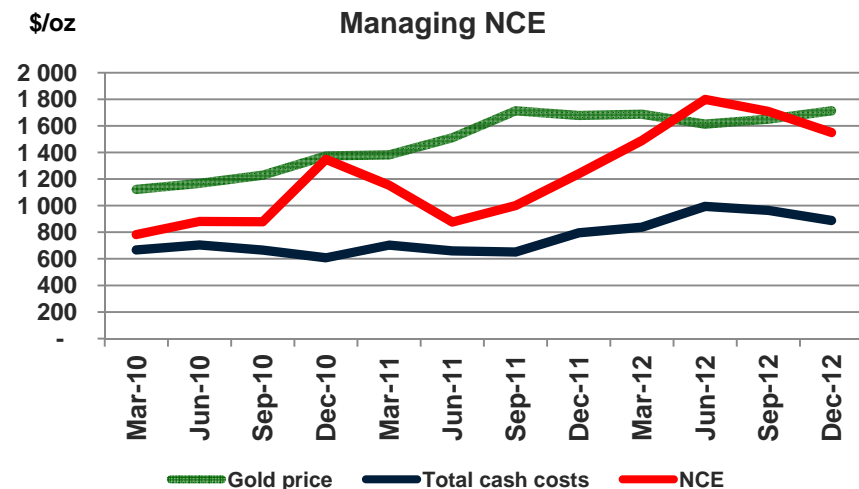
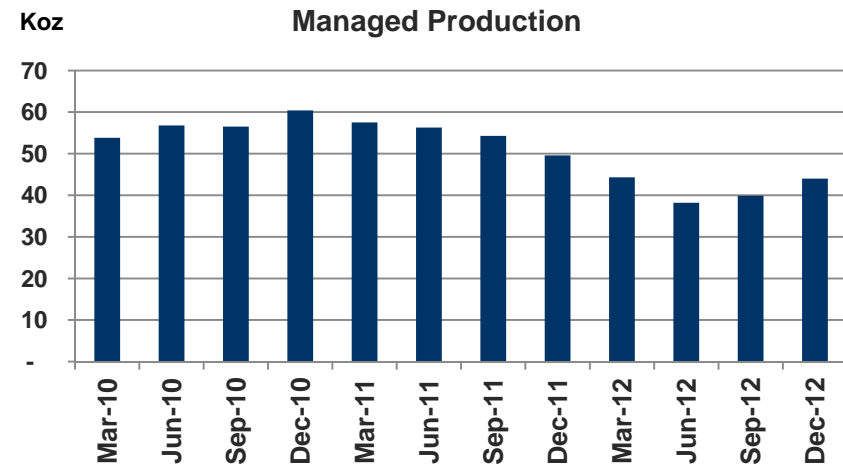
## Two Years Of Heavy Inward Investment

		F2012	F2011
Managed production	koz	166	218
EBITDA (operating profit)	US\$ m	125	201
Contribution to New GFI EBITDA		7%	10%
Total cash cost	US\$/oz	918	701
NCE	US\$/oz	1,630	1,056
NCE Margin	%	2	33
Resource – 31 Dec 2011	Moz		10.0
Reserves – 31 Dec 2011	Moz		3.4
Life of Mine	years		≥21

- All 2013/14 cash to be re-invested
  - Harness 10.0Moz Resource position
  - Return production to ~200koz – 250koz p.a.

### 2013 Guidance

Managed production	koz	165 to 180
Total cash costs	US\$/oz	1,010
NCE	US\$/oz	1,650



## A Mine In Transition

# Tarkwa Gold Mine (Ghana) 90%



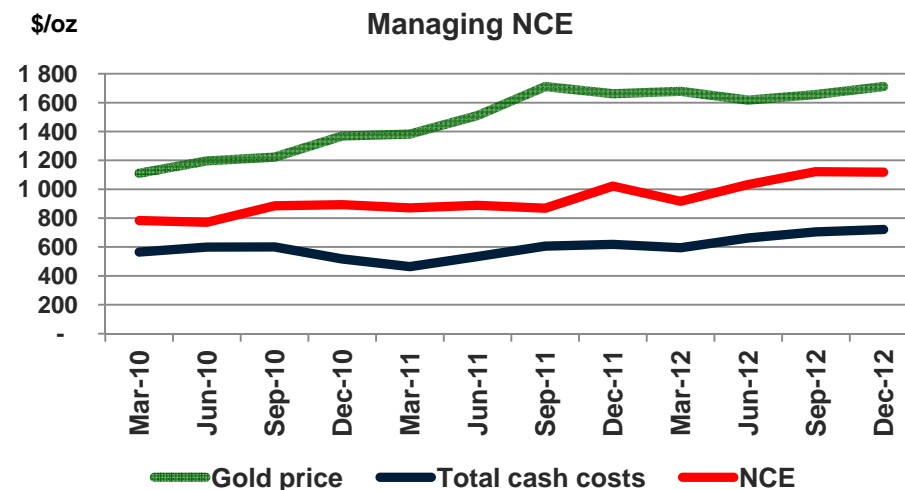
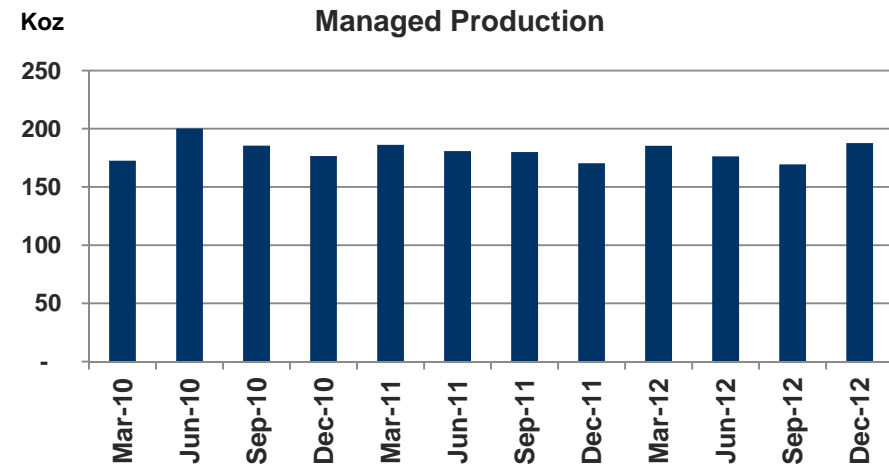
## Optimisation Phase

		F2012	F2011
Managed production	koz	719	717
EBITDA (operating profit)	US\$ m	729	752
Contribution to New GFI EBITDA		39	38
Total cash cost	US\$/oz	673	556
NCE	US\$/oz	1,049	913
NCE Margin	%	39	42
Resource – 31 Dec 2011	Moz		15.1
Reserves – 31 Dec 2011	Moz		10.3
Life of Mine	years		≥14

- High cost South heap leach stopped
- Brownfields expansion under consideration
  - CIL options to replace remaining heap leaches

### 2013 Guidance

Managed production	koz	640 to 650
Total cash costs	US\$/oz	785
NCE	US\$/oz	1,190



**World Class Open Pit Operation**



# Cerro Corona Mine (Peru) 99%



## Its Pay-back Time

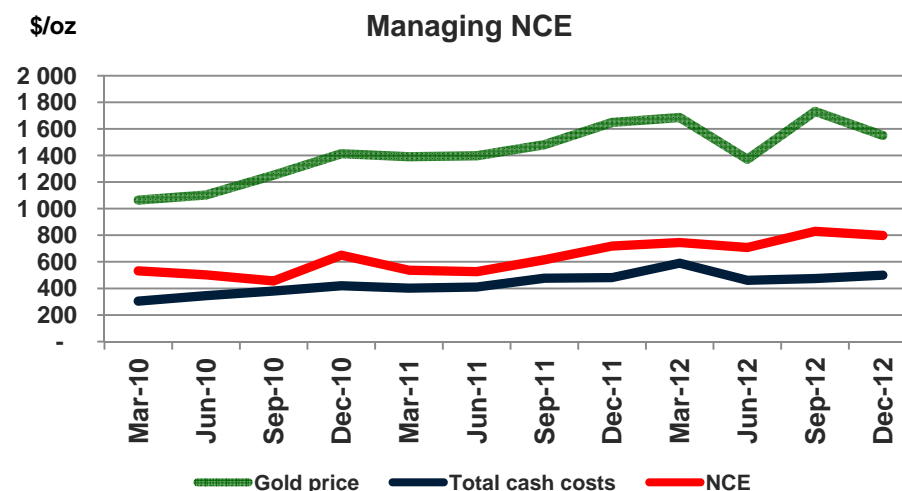
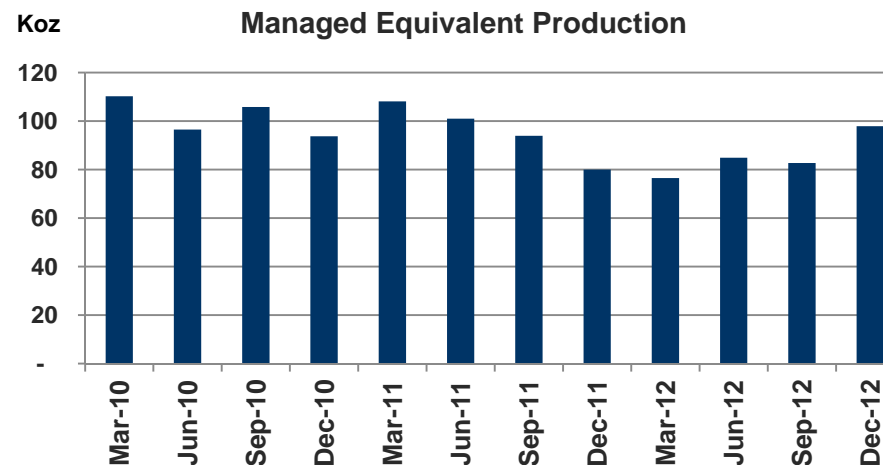
		F2012	F2011
Managed production	koz	342	383
EBITDA (operating profit)	US\$ m	396	403
Contribution to New GFI EBITDA		21	20
Total cash cost	US\$/oz	492	437
NCE	US\$/oz	775	592
NCE Margin	%	51	60
Resource – 31 Dec 2011	Moz		7.7
Reserves – 31 Dec 2011	Moz		6.1
Life of Mine	years		≥18

- Brownfields expansions under consideration
  - Sulphide plant expansion
  - 300koz oxide heap leach opportunity
- 5-year payback achieved in 2013, 18 years left to mine

### 2013 Guidance

Managed production*	koz	270 to 280
Total cash costs	US\$/oz	~600
NCE	US\$/oz	~920

## World Class Open Pit Operation



\* Stated on an equivalent ounce basis based on a gold price of US\$1,700 per ounce and a copper price of US\$8,000 per tonne

# St Ives Gold Mine (Australia) 100%



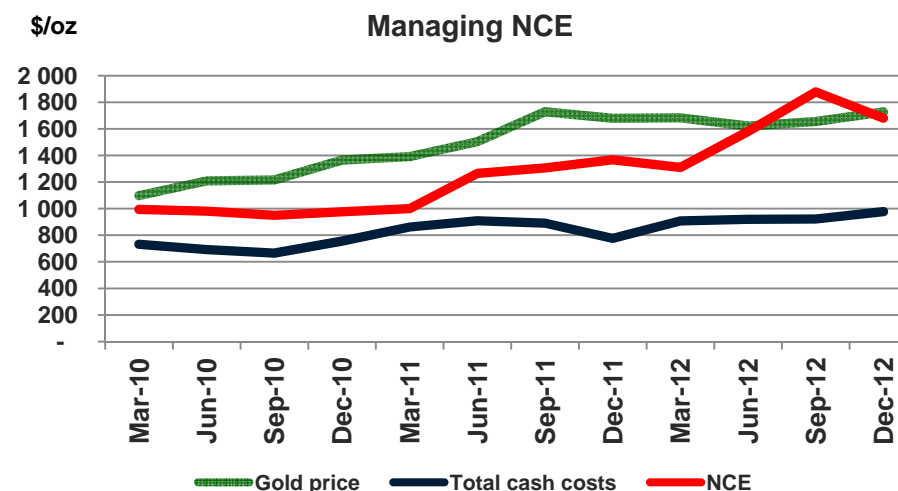
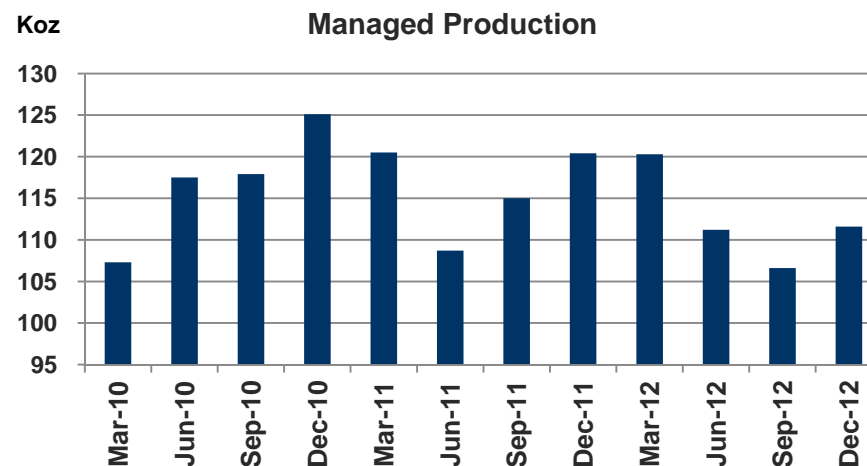
## Harvest Benefits of Owner Mining Conversion

		F2012	F2011
Managed production	koz	450	465
EBITDA (operating profit)	US\$ m	326	322
Contribution to New GFI EBITDA		17	16
Total cash cost	US\$/oz	931	901
NCE	US\$/oz	1,608	1,287
NCE Margin	%	4	19
Resource – 31 Dec 2011	Moz		5.3
Reserves – 31 Dec 2011	Moz		2.8
Life of Mine	years		≥6

- Owner-mining conversion complete (Benefits in 2013)
- High cost heap leach closed

### 2013 Guidance

Managed production	koz	380 to 400
Total cash costs	US\$/oz	970
	A\$	930
NCE	US\$/oz	1,405
	A\$	1,350



## Significant New Exploration Targets at Invincible & Greater Neptune

# Agnew Gold Mine (Australia) 100%



## A Turn-around Story

		F2012	F2011
Managed production	koz	177	194
EBITDA (operating profit)	US\$ m	144	181
Contribution to New GFI EBITDA		8	9
Total cash cost	US\$/oz	827	696
NCE	US\$/oz	1,191	1,096
NCE Margin	%	29	32
Resource – 31 Dec 2011	Moz		3.8
Reserves – 31 Dec 2011	Moz		1.3
Life of Mine	years		≥7

- High cost, low grade Main & Rajah lodes closed
- Focus on high grade Kim lode

### 2013 Guidance

Managed production	koz	150 to 160
Total cash costs	US\$/oz	730
	A\$	700
NCE	US\$/oz	1,035
	A\$	990

## Restructured For Cash Flow

