



The Gold Fields DNA
NICK HOLLAND
Brand and DNA Presentation
2 September 2013



GOLD FIELDS

Positioning the Gold Fields Brand



Gold Fields has changed fundamentally over the past year



- From Top 4 to mid-tier mining company
- Unbundling of Sibanye Gold
- A strengthened focus on cash generation
- Implementation of revised regionalisation model
- Corporate office, regional and operational restructuring
- A lower gold price environment

This Is Who We Are, What We do, And How We Work

The Gold Fields DNA



The glue that holds together Gold Fields is the brand and what it stands for – our DNA

The Gold Fields DNA is made up of:

- Our Vision
- Our Values
- Our strategic objective
- Our commitments to our stakeholders
 - Employee Charter
 - Employee Value Proposition
 - Society and Community Charter
 - Investor Charter
- Our corporate culture and personality
- Our operating model and structure
- Our strategy
- Our visual corporate identity

This Is Who We Are, What We Do, And How We Work



Our Vision

To Be The Global Leader In Sustainable Gold Mining

“The Global Leader”

- We don't want to be the biggest, but we do want to be the best at everything we do
- We seek to create the greatest enduring value from gold mining for all of our stakeholders, including our employees, our communities, our shareholders and our host governments
- We are gold industry leaders in understanding our stakeholders' needs and responding to them
- Through living our values, we consistently deliver what we promise

“Sustainable”

- If we cannot mine safely, we will not mine
- We seek to enhance the environments in which we operate, and limit the impact that mining can cause
- We are committed to creating “Shared Value” for all our stakeholders. This is our legacy and we measure ourselves against this

“Gold Mining”







- We are a gold miner – we produce gold (and by-products where they exist)
- We believe in our product and do not hedge gold

This Is Who We Are, What We Do, And How We Work

The Gold Fields DNA



Our Values

Safety 	If we cannot mine safely, we will not mine
Responsibility 	We act responsibly and we care for the environment and all of our stakeholders, including our employees, our communities and our shareholders
Honesty 	We act with honesty, fairness, integrity and transparency
Respect 	We treat each other with respect, trust and dignity
Innovation 	We encourage innovation, entrepreneurship and acting like owners
Delivery 	We work together in teams and do what we say we will do

This Is Who We Are, What We Do, And How We Work



Our strategic objective

Sustainable Cash Generation to Underpin “Shared Value”

- To structure our business to generate at least a 15% free cash flow margin at any gold price
- It is only if we generate cash on a sustainable basis that we will create sufficient value to meet our commitments to all of our stakeholders, and to grow Gold Fields
- “Shared Value” is created when both business and social needs are addressed. At its core, “Shared Value” is a business strategy that has a positive social impact without hand-outs.
- To ensure the sustained support of our equity investors, we are committed to paying a dividend of 25% to 35% of normalised earnings

This Is Who We Are, What We Do, And How We Work



Our commitment to our stakeholders

Our Commitment to stakeholders

Our Employees

A Winning, Safe and Productive Team

Our Communities and Society

The Most Trusted and Valued Mining Partner

Our Investors

A Quality Portfolio of Producing and Growth Assets, Providing Superior Returns on Gold

This Is Who We Are, What We Do, And How We Work



Employee Charter

Our Commitment to Gold Fields Employees...

To be a company you can be proud of		<ul style="list-style-type: none">• We live our values and deliver on our promises• We contribute to our communities in a way that you can be proud of and we share the value we create in a way that sustains our business, our communities and the environment
To celebrate achievement		<ul style="list-style-type: none">• We celebrate your successes as an individual as well as the successes of your team• We recognise and reward your performance
To treat you with respect and to work with you to ensure your health and safety		<ul style="list-style-type: none">• We treat you with respect and dignity• We provide a safe and healthy work environment so that you can leave work each day to return to your loved ones, and live a well-balanced life
To provide the right development & support for you to succeed		<ul style="list-style-type: none">• When you deliver, we provide you the opportunity to take on new challenges with the right development and support
With your help, to make Gold Fields the best place to work		<ul style="list-style-type: none">• Your contribution is critical for us to deliver on this promise• We encourage and expect of you to live our values, to work collaboratively, and to do what is best for Gold Fields' enduring legacy.

A Safe, Winning and Productive Team

The Gold Fields DNA



Our Employee Value Proposition

My pay

- Guaranteed pay - market competitive base pay
- Variable pay- short term incentives (e.g. bonus), and long term incentives (e.g. shares) (where applicable)

My growth

- Exciting and challenging work
- Workplace learning and training opportunities
- Performance & talent management
- Coaching and mentoring
- Career development



My benefits*

- Leave
- Housing (where applicable)
- Health benefits
- Life Insurance
- Vehicle (where applicable)





My work environment

- Gold Fields values
- Leadership style
- Organisational design & goal setting
- Employee assistance programme

What Gold Fields offers you

Society and Community Charter

Our Commitment to Society and Gold Fields' Host Communities...

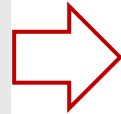
To build strong relationships and trust		<ul style="list-style-type: none">• We build strong relationships with key stakeholders, based on trust and open, honest and frequent engagement
To create and share value		<ul style="list-style-type: none">• To ensure that we leave an enduring, positive legacy for the communities in which we operate, we work with our stakeholders (investors, employees, communities and governments) to create "Shared Value"
To measure our actions and impact		<ul style="list-style-type: none">• We commit to put in place measures to gauge how we are performing against our commitments to create "Shared Value", build communities and reduce our impact on the environment
To deliver against our promises		<ul style="list-style-type: none">• We strive to reach a better understanding of all the relevant issues associated with our business, to co-create and deliver the right commitments to secure and maintain our Social Licence to Operate

The Most Trusted and Valued Mining Partner

Investor Charter

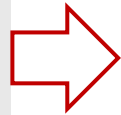
Our Commitment to Gold Fields' Investors...

To build a quality portfolio of productive mines and assets under exploration and development



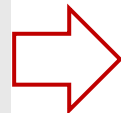
- The quality of our asset portfolio is key to our success. What is most important, however, is our commitment to generate cash on a sustainable basis, in order for us to meet our commitments to all of our stakeholders

To provide superior returns



- In order to be an appealing long-term investment we will deliver leverage to the gold price and attractive returns relative to our peers and the gold price

To deliver on our commitments



- We seek to be judged on what we do rather than what we say. We will be clear and transparent on our strategy and the performance of our assets, and focus on achievements rather than on what we intend to do. To protect our credibility and integrity we will only make commitments that we can achieve

A Quality Portfolio of Producing and Growth Assets, Providing Superior Returns on Gold

The Gold Fields DNA



Our group culture and personality

The Gold Fields Culture...

- **Is dynamic, innovative and entrepreneurial**
 - “acting like engaged owners and executing with a sense of urgency”
 - “no red tape, bureaucracy, politics, ego or status symbols”
 - “we say what we mean and we mean what we say”
 - “we strive for excellence and a culture of high performance”
- **Is responsible, accountable and values driven**
 - “a caring organisation”
 - “responsive, interactive and team oriented”
 - “communicates well”
- **Has spirit and aims to make a difference in everything we do**

This Is Who We Are, What We Do, And How We Work

The Gold Fields DNA



Our group culture and personality – The Power of the Pride*

	Teamwork	The success of the pride (the team) is the success of each individual. A pride of lion is an example of teamwork that delivers maximum results
	The individual	Powerful teams are made up of powerful individuals
	Common goals	Nothing distracts a pride from its goal when hunting. Each member is focused on the common goal which is clearly understood by all
	Communication	Team members must be alert to communication for the team to be successful. They communicate clearly and act swiftly and purposefully
	Rewards	Success is essential for survival. Each team member is motivated towards the common goal and share in the rewards. Failure means starvation.
	Training	Training on the rules of engagement and survival techniques is intense. Creative play is encouraged while training. Training never ends
	Spirit	Trust, confidence and respect are inherent in a pride. They are the reason a pride survives – they work together and trust each other
	Structure	A pride operates best when it contains as many powerful hunters and fighters as possible and where egos do not divert attention from the overall goals. Ego battles are dealt with swiftly. Places on the team can only go to the very best and have to be earned the hard way
	Security	Security enhances the function of the pride. Synergy in the pride enhances security. The pride protects its members. The pride is more powerful than the sum of the individuals in the pride.

*Courtesy of Ian Thomas, The Power of the Pride

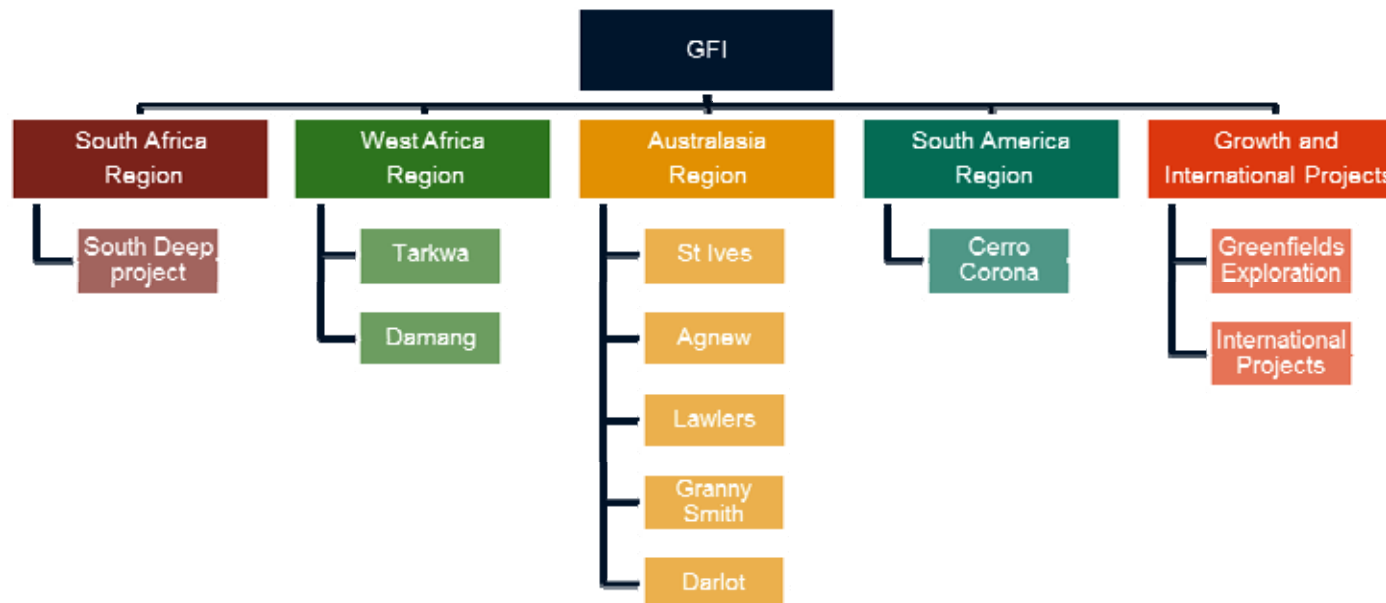
Lessons from Nature To Enhance Who We Are, What We Do and How We Work

The Gold Fields DNA



Our operating model and structure

- A fit-for-purpose, low-cost, operating model and structure focussed on sustainable cash generation
- Full operational responsibility & accountability in capable and appropriately resourced regions
- Corporate office narrowly focussed on group functions: strategy; capital; growth; stakeholders; brand & reputation; policies & standards; compliance & reporting

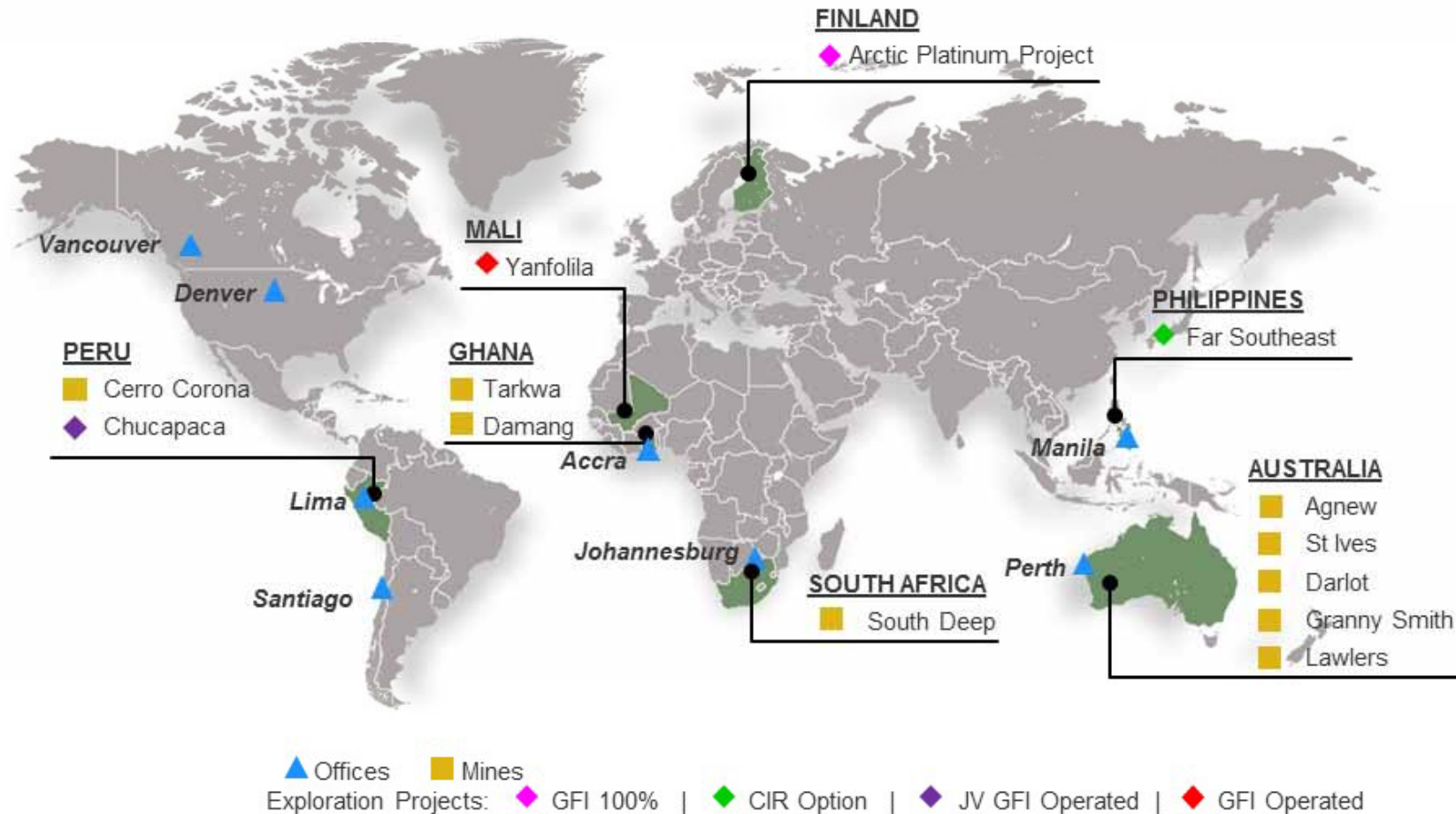


This Is Who We Are, What We Do, And How We Work

The Gold Fields DNA



Our operating model and structure



This is Who We Are, What We Do, And How We Work

The Gold Fields DNA



Our strategy

Operational Excellence	Growing Gold Fields	Securing The Future
<p>Uncompromising commitment to:</p> <ul style="list-style-type: none"> • Safe and productive teams • Cost discipline in support of sustainable cash generation • No marginal mining – “not ounces for ounces’ sake” • To structure our business to generate at least a 15% free cash flow margin at any gold price • A dividend-first policy - we pay out 25% to 35% of normalised earnings 	<p>Organic growth, exploration and opportunistic M&A:</p> <ul style="list-style-type: none"> • Prioritise low risk, high return projects • Focus on less capital intensive, higher grade gold projects in regions where we already have a presence • Must grow reserves per share and cash flow per ounce • It’s not about ounces, it’s about cash flow, profitability and return on investment • Exploration and development growth will be partly self-funded through sales of non-core projects and investments • Active portfolio management with stringent stage gating – “backing only the winners” • Where appropriate, de-risk through technical or financial partnerships 	<p>Ensure the sustainability of our business through a commitment to:</p> <ul style="list-style-type: none"> • Safety and health • Environmental stewardship • Stakeholder relations • Human rights & ethics • “Shared Value” • Employee development • Attraction and retention of critical skilled employees <p>We believe in our product and do not hedge gold</p>

This is Who We Are, What We Do, And How We Work



Brand repositioning – what you can expect

Corporate Identity (CI) Manual	<ul style="list-style-type: none">• We require absolute and strict adherence to our CI manual• Includes signage at our operations (phase-in)
Digital Communication Update	<ul style="list-style-type: none">• New website: www.goldfields.com• DNA website on the Intranet in due course• New e-mail signature must be used by everybody in the company• Transfer to .com domain for all e-mails (in future)• Common desktop background• New look Intranet• Use of LinkedIn as the first of our social media strategy roll out plans• On-line competitions
Stationary Update	<ul style="list-style-type: none">• Revised Powerpoint templates, letterheads, internal reports, Note from Nick, brochures, posters , etc• Revised magazine and regional publications design

This Is Who We Are, What We Do, And How We Work

The Gold Fields DNA



Brand repositioning – Programme for rest of 2013



This Is Who We Are, What We Do, And How We Work



The Gold Fields DNA
NICK HOLLAND
Brand and DNA Presentation
2 September 2013



GOLD FIELDS