Mining on... Mars
Forward Looking statements

Terms of use

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.
About Gold Fields

GLOBALLY DIVERSIFIED

7 operating mines, 2 projects

- Total attributable annual gold-equivalent production: About 2.2 million ounces
- Attributable gold Mineral Reserves: About 49 million ounces
- Gold Mineral Resources: About 104 million ounces
- Listed on: The Johannesburg Stock Exchange (JSE) Limited, with secondary listings on the New York Stock Exchange (NYSE) and the Swiss Exchange (SIX)
**OUR VISION**

*To be the global leader in sustainable gold mining*

**HOW WE DO THINGS**

- safety
- integrity
- respect
- responsibility
- innovation
- delivery
Vision: To be the global leader in sustainable gold mining

Medium-term aspiration: AIC of US$900/oz by 2020

Annual target: 15% free cash-flow margin (FCF) at US$1,300/oz gold price

Our Values: How we do things
- safety: if we cannot mine safely, we will not mine
- integrity: we act with honesty, fairness and transparency
- respect: we treat all stakeholders with trust, dignity and respect
- delivery: we strive for excellence and do what we say we’ll do
- innovation: we encourage innovation and an entrepreneurial spirit
- responsibility: we responsibly manage our impact on the environment and host communities

Our Strategy

What we want to achieve

1. Protect licence to operate and enhance reputation
2. Deliver FCF margin %
3. Safely meet guidance for operations
4. Safely deliver strategic projects
5. Manage balance sheet and maximise capital returns
6. Improve quality of our portfolio

STRATEGIC OBJECTIVE
Maximise total shareholder return sustainably

LICENCE AND REPUTATION

SAFE OPERATIONAL DELIVERY

CAPITAL DISCIPLINE

PORTFOLIO MANAGEMENT
OPERATING MODEL
A new way of working
Social enterprise

**ECO-SYSTEM**
External focus

**LEVEL OF EXTERNAL FOCUS**

**ENTERPRISE**
Internal focus

**LEVEL OF COLLABORATION AND INTERNAL AGILITY**

**FUNCTIONAL**
Siloed operating model

**LEVEL OF COLLABORATION AND INTERNAL AGILITY**

**SYMPHONIC**
Network of teams operating model

INCREASED ENGAGEMENT WITH EXTERNAL ACTORS

INCREASED COLLABORATION AND INTERNAL INTEGRATION
The mine of the future

1. Globally distributed with smaller teams
2. Connected workforce
3. Entrepreneurial
4. Digital cultural evolution
5. Shared employee value propositions
6. Agility
7. Innovation anywhere
8. Runs in the cloud
9. More women in senior management roles
10. Flatter structure
11. Tells stories
12. Democratising learning
13. Shifts from profit to prosperity
14. Authentic leadership
DIGITAL CULTURAL EVOLUTION
A digital culture precedes a successful digital transformation
Digital cultural evolution

1. Design the change required
2. Cultivate leadership characteristics and engage employees
3. Align the organisation to embed the new culture
4. Implement new technologies
AUTHENTIC LEADERSHIP
Values | Optimistic | Transparent | Resilient
Authentic leadership
The future of leadership is authentic

### PAST

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<th>Directs and delegates</th>
<th>Leads by example</th>
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<tr>
<td>Relies on IT for technology</td>
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<td>Controls information</td>
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<td>Conforms to convention</td>
<td>Challenges convention</td>
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<tr>
<td>Manager</td>
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EMPLOYEE OF THE FUTURE

“An employee’s worth is often based on how much they contribute to the company, but the new wave of thinking highlights that organisations also contribute back to employees.”

Jacob Morgan, author, keynote speaker and futurist
Skills of the future

- Data detective
- Chief trust officer
- Augmented reality journey builder
- People-machine teaming manager
Shared Employee Value Proposition

VALUE MAP

Offer elements

Employee gain creators

Employee gain relievers

EMPLOYEE PROFILE

FIT

Employee gains

Employee drivers

Employee pains
DIVERSITY DRIVES INNOVATION
The value of a diverse team is its capacity to challenge the norm
Thank you
QUESTIONS AND ANSWERS