

Note from Chris



6 April 2021

Introducing myself to you all

Dear Colleagues

Were we living under 'normal' circumstances, I would be doing this address in person and meeting as many of you as possible on a road show across our Regions - shaking hands and chatting to people is far and away my preferred way of engaging. But we're living in interesting times and have all had to adapt to new ways of connecting with each other. So allow me to introduce myself via this platform, and start off by saying I'm delighted to be taking over the reins from Nick Holland as Gold Fields' CEO.

I feel very fortunate to be coming into this position in a company that is solidly positioned for sustainable success. This is thanks to the strategic direction provided by our leadership team, and particularly to the work that each one of you has put in to achieve our goals over the past few years. I am particularly impressed at how our people have managed to keep things running smoothly through lockdown, isolation and the other stressors imposed on us by the Covid-19 pandemic. Working alone is not easy but Gold Fields' people deserve thanks and praise for their agility and dedication in rising to the challenge.

I know that many of you will have questions to ask me, and I hope to be able to answer these in time. I suspect that chief amongst the questions people have is: "What's going to change?" At the moment I am familiarising myself with our business, and will be conducting virtual meetings with our teams to fully understand our operations and their strengths and challenges. Only then will I be in a position to take a closer look at the wider strategic issues.

Another question, raised in my Teams call with Corporate Office, was whether there was any substance to rumours and 'reports' that Gold Fields is going to undertake a merger or acquisition. I can assure you that these are purely speculative – we have not been approached or ourselves sought out any such deal.

From a work point of view, we will continue with the current working arrangements. We are focusing strongly on dealing with the Covid-19 pandemic, potential new waves of infection and working with authorities to get our people vaccinated. We will wait for a bit longer before making important decisions such as opening offices and more permanent working arrangements.

We tragically lost one of our Cerro Corona contractor operators to Covid a week ago. Because of Peruvian privacy laws, we are unfortunately unable to publish his name but his passing has caused



safety



integrity



respect



responsibility



innovation



delivery



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great sadness among our team there. He worked at the mine since 2018, was just 44 years old, from the town Bambamarca, and is survived by his wife and two children. This loss of life – the eleventh due to Covid in our company - is an urgent reminder for all of us to continue to observe the measures put in place to prevent the spread of the virus.

I will continue to uphold the uncompromising commitment to safety and health that the company has so admirably established. I am also passionate about environmental stewardship, and excited to carry on the ground-breaking work you have done on community value creation. One of my first areas of focus will be to work with our people to consolidate this into Gold Fields' Environmental, Social and Governance (ESG) Charter with clear long-term targets

I know that any change in leadership can create uncertainty and anxiety – you are experiencing this change amidst all the other uncertainty that Covid has caused. However, I can assure you that my preferred way of working is to listen to our people and collaborate on decisions that need to be made.

In time we will get to know each other - hopefully in person before too long. I will look to you and our leadership team for support, information-sharing and partnership. For my part, my door is always open and I welcome any questions, suggestions and input you may have. Communication is, after all, the cornerstone of all successful relationships.

I have every confidence in you and in our combined ability to continue Gold Fields' success.

Yours in Health and Safety
Chris Griffith, CEO



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