

# CEO SCORECARD 2019 continued

## GROUP 2020 BSC

### 2020 GROUP SCORECARD

**ACHIEVE OUR VISION:**  
To be the global leader in sustainable gold mining

#### FINANCIAL

#### INCREASE TOTAL SHAREHOLDER RETURN

##### CAPITAL DISCIPLINE PROCESS

Reduce net debt by  
US\$300m – US\$400m @ US\$1,500/oz<sup>1</sup>

#### STAKEHOLDER

##### REPUTATION WITH STAKEHOLDERS

- 60% of active investors engaged twice a year
- 80% achievement of planned government engagement interactions

#### INTERNAL BUSINESS PROCESSES

##### STRATEGIC PLANNING PROCESS

- Improve the resolution between short-term and long-term planning

#### ORGANISATIONAL CAPACITY

##### EFFICIENCIES AND SECURITY OF UTILITIES (ENERGY AND WATER)

- 5% TJ reductions through energy-saving initiatives
- Achieve 800,000t CO<sub>2</sub>-eq reduction target for 2017 – 2020<sup>4</sup>
- Commence construction of South Deep solar power plant
- 3% reduction in freshwater withdrawal
- Increase water recycling/reuse to 66% of total water use

##### QUALITY

##### Improve portfolio management

- Develop growth plans for the Australia, West Africa and Americas regions

<sup>1</sup> Illustrative price

<sup>2</sup> Including spending on Salares Norte project

<sup>3</sup> This is measured by the number of referrals via LinkedIn

<sup>4</sup> Representing about half of our annual Scope 1-2 emissions

We are committed to achieving our vision of being the global leader in sustainable gold mining. Our strategy is designed to enable the delivery of this vision through an integrated approach. Our strategy, which comprises four pillars – organisational capacity, internal business processes, stakeholders and financial performance – is further informed by our dedication to operational resilience, debt reduction and integrated thinking.

- Above median performance against peer group

**COST GUIDANCE (AIC)**

US\$1,035 – 1,055/oz<sup>2</sup>  
Cost guidance for 2020

**CAPITAL RETURNS**

15% return at US\$1,300/oz  
and A\$1,850/oz gold price per project/investment

**(ANALYSTS AND INVESTORS, EMPLOYEES, GOVERNMENT, COMMUNITIES)**

- Substantial implementation of community action plans
- Increase in the number of influenced hired employees<sup>3</sup>

**CAPITAL DISCIPLINE PROCESS**

- Substantial compliance of capital projects with time, cost and scope approvals

**SAFETY, OCCUPATIONAL HEALTH AND WELLBEING**

- Substantial achievement of environmental, health and safety scorecard

**ORGANISATIONAL CULTURE**

- Improve response to findings in employee climate surveys
- Managers living the Gold Fields values as measured by 360° assessment
- Increased diversity and inclusion among employees

**OF OUR PORTFOLIO**

**Sustain improvements at South Deep**

- Deliver the 2020 guidance of 8,000kg at R625,000/kg

**Delivery of Salares Norte**

- Complete detailed engineering design
- Commence with construction in Q4 2020

**INNOVATION AND TECHNOLOGY**

- Significant progress in rolling out digital infrastructure

**PEOPLE CAPACITY**

- 75% cover for high impact and mission critical roles

**GOVERNANCE AND COMPLIANCE**

- No material deviations from compliance guidelines
- All audit findings resolved within agreed timeframes

Lag indicators: indicators of performance that show how successful we have been in achieving outcomes

Lead indicators: indicators of performance that drive outcomes/future success