OUR VISION, MISSION AND VALUES

VISION
To be the leading mining company

MISSION
To create value for our shareholders, our employees and our business, and social partners through safely and responsibly exploring, mining and marketing our products.

VALUES
Safety is our first value.
We treat each other with dignity and respect.
We are accountable for our actions and undertake to deliver on our commitments.
We want the communities and societies in which we operate to be better off for AngloGold Ashanti having been there.
We value diversity.
We respect the environment.
ABOUT THIS REPORT

Scope and objective
This integrated report covers the performance of AngloGold Ashanti Limited and its subsidiaries and investments (collectively, ‘we’, ‘us’, ‘the Company or the Group’) for the year from 1 January to 31 December 2020. In this report, we describe certain elements of our operational, financial, environmental, social and governance (ESG) performance and related information.

We aim to provide a holistic, concise and balanced review of our overall performance, progress made in delivering on our strategy, and our prospects to enable stakeholders to make an informed evaluation of our ability to create value in the short, medium and long term and the future viability of our business.

While the primary audience of this report is investors and other providers of financial capital, it will also be useful to a broader stakeholder audience as the report provides material information relating to our business model, operating context, material risks, stakeholder interests, and our governance. Supplementary operational, geological and sustainability information is available online at www.aga-reports.com.

For completeness, any significant material event that occurs between the end of the financial year and the date on which this report is approved, is included. Unless otherwise indicated, information reported refers to that of the Group as a whole, and not this report is approved, is included. Unless otherwise indicated, information reported refers to that of the Group as a whole, and not only continuing operations.

Reporting frameworks and regulations
In compiling this report, we have applied the International Integrated Reporting Council’s Framework on Integrated Reporting and its guiding principles and content elements. We have also taken into account the following:
• King IV Report on Corporate Governance for South Africa, 2016 (King IV)
• South African Companies Act, No.71 of 2008 (as amended)
• JSE Listings Requirements
• International Financial Reporting Standards (IFRS)
• SAMREC Code
• Sustainable Development Goals (SDGs)

We have also considered the World Gold Council’s Responsible Gold Mining Principles, the principles of the International Council on Mining and Metals (ICMM), the United Nations Global Compact (UNGC), and the expectations of the sustainability indices and related agencies such as ESG ratings agencies, the FTSE/Russell Responsible Investment Index (FTSE4Good), the S&P Global Corporate Assessment (CSA), and the Bloomberg Gender-Equality Index.

Reporting boundary
The reporting boundary for this report includes all AngloGold Ashanti subsidiaries, associates and investments.

Assets sold during the year were those in South Africa – Mponeng and Surface Operations (including Mina Waste Solutions) – and in Mali, Sadiola and Moria. As the sale of the South African assets was concluded on 30 September 2020, their contributions to the Group are reported for the first nine months of the year. The Moria and Sadiola asset sale transactions were concluded on 10 November 2020 and 30 December 2020, respectively. We have, however, not reported on Moria and Sadiola for 2020.

This is a Group level report covering the entire Company, its joint ventures and investments. While performance and targets are reported regionally, we report fully on all operations managed by AngloGold Ashanti. Kibali, in which AngloGold Ashanti has an ownership interest but does not manage, is partially reported.

While there were no significant changes to the scope, boundary or measurement methods used in this report since 2019, any comparative restatements are indicated.

Information on joint ventures and other interests is provided if considered material. Production, costs, capital expenditure, Mineral Resource and Ore Reserve data are reported on an attributable basis, unless otherwise indicated. Employee data, which includes both permanent employees and contractors, and average workforce data, is reported for AngloGold Ashanti with joint ventures reported on an attributable basis.

For details of our assets and their relevant shareholders, see the Corporate profile – who we are, and for information on our principal subsidiaries and operating entities, refer to our «<AFS>».

Approvals and assurance
The information presented in this report has been subject to either an internal or external audit. Internal audit and approval processes include, among others, regular management review of information and data published.

In addition, our operations are subject to risk-based, integrated, combined assurance reviews of the commercial, safety and sustainability aspects of our business. The outcomes of these internal processes and external assurances, as well as any independent technical reviews, provide reasonable assurance to allow the board, on the recommendation of the Audit and Risk Committee, to determine the effectiveness of our internal control systems and procedures, and thus to ensure the accuracy of the information presented.

Financial information from the «<AFS>» was externally audited and signed off by Ernst & Young (EY) while certain selected sustainability performance indicators reported in the «<AFS>» were subjected to an independent external assurance conducted by EY – see page 68 in the «<SR>».

Note:
• Unless otherwise indicated, $ or dollar refers to the US dollar throughout this report. All information is attributable unless otherwise specified
• Rounding of numbers may result in computational discrepancies
• Metric tonnes (t) are used throughout this report and all ounces are Troy ounces
**About AngloGold Ashanti**

AngloGold Ashanti Limited (ASX:AGG, NYSE:AGG) is a leading international gold producer, with a focus on sustainable and responsible operations. The company operates in the Democratic Republic of the Congo, South Africa, Tanzania, Peru, Australia, and the United States. It is committed to delivering on its strategic objectives and maintaining strong relationships with its stakeholders, including employees, communities, and governments.

**World in which we operate and strategic response**

The company operates in a global market characterized by rapid changes in the price of gold, political instability, and environmental concerns. AngloGold Ashanti is committed to maintaining a strong balance sheet, increasing operational efficiency, and enhancing its environmental, social, and governance (ESG) performance. The company’s strategic response includes investing in new projects, expanding its portfolio of producing assets, and improving its operational performance.

**Delivering on our strategy**

AngloGold Ashanti’s strategic objectives are to increase production, reduce costs, and improve operational efficiency. The company is committed to achieving its production targets, maintaining a low-cost position, and improving its financial performance. The company’s strategy includes investing in new projects, expanding its portfolio of producing assets, and improving its operational performance.

**Leadership and accountability**

The company’s leadership is committed to maintaining a strong balance sheet, increasing operational efficiency, and enhancing its environmental, social, and governance (ESG) performance. The company’s leadership team includes the Board of Directors, which is responsible for setting strategy, monitoring performance, and overseeing the company’s operations.

**Rewarding delivery**

AngloGold Ashanti’s reward system is designed to align the interests of the company’s management team with the long-term interests of its shareholders. The company’s management team is rewarded for delivering on its strategic objectives, including increasing production, reducing costs, and improving operational efficiency.

**Corporate information**

AngloGold Ashanti is committed to providing transparent and accurate financial information to its stakeholders. The company’s financial statements are prepared in accordance with International Financial Reporting Standards (IFRS). The company’s management team is responsible for ensuring that the company’s financial statements are accurate and relevant, and that this report presents a fair and balanced view of AngloGold Ashanti’s integrated performance for the year ended 31 December 2020.

This report was approved by the board on 26 March 2021.

**Board Chairperson**

Maria Ramos

**Chief Executive Officer (interim)**

Christine Ramon

**Chairperson: Audit and Risk Committee**

Dr Kojo Busia

**Chairperson: Social, Ethics and Sustainability Committee**

Alan Ferguson

**Chairperson: Remuneration and Human Resources Committee**

Maria Richter

**Independent non-executive directors:**

Albert Garner, Rhidwaan Gasant, Nelisiwe Magubane, Jochen Tilk

**Directors’ statement of responsibility and commitment**

The AngloGold Ashanti board has ultimate responsibility for ensuring and confirming the integrity, accuracy and completeness of this report, as well as of our entire suite of 2020 reports. In this the board is supported by the Audit and Risk Committee and the Social, Ethics and Sustainability Committee.

The board believes that the report has been prepared in compliance with the International Integrated Reporting Council’s Integrated Reporting Framework. The board is of the view that the material issues identified have been addressed, that the information reported is correct and relevant, and that this report presents a fair and balanced view of AngloGold Ashanti’s integrated performance for the year ended 31 December 2020.

This report was approved by the board on 26 March 2021.

**CHAIRPERSON’S LETTER**

**CONSISTENT DELIVERY**

**Maria Ramos / Chairperson**

The pervasive spread and complexity of the COVID-19 pandemic continues to present the world with an economic, health and social crisis that will shape the prospects of a generation of people, particularly in the developing world. The outbreak tested flexibility and resilience as governments, businesses and societies responded to a global health emergency unprecedented in modern times. AngloGold Ashanti was no exception.

I’m pleased to say our leadership and employees responded as we always hoped they would in a crisis; steady under pressure and faithfully adhering to our values in adapting to new challenges in a rapidly evolving operating environment. Our teams designed protocols and operating procedures for each site that helped ensure safe business continuity, while we delivered on our strategic objectives.

At all times our priority was the health and wellbeing of our colleagues, their families and communities, with proactive steps taken to protect those stakeholders and the business itself. These measures were aligned with regulations of our host countries and the guidelines set by the World Health Organization. Care was taken to safeguard employees with comorbidities, and emphasis was placed on close co-operation with our communities, whose specific needs helped direct our support initiatives.

**Close partnerships**

While society has become more adept at dealing with COVID-19 over the past year, we know that the battle is far from over. Adherence to prevention measures – wearing masks, washing hands and keeping a prudent social distance – will continue to be required, even after vaccine programmes are rolled out, as subsequent waves of infection will be spurred by new variants of the coronavirus. The risk will remain especially high for countries without the resources to immediately fund extensive vaccination campaigns for all citizens. We are committed to playing our part in balancing the scales in this regard by working hand-in-glove with our host governments to support their public health interventions.

We learned valuable lessons during the HIV/AIDS crisis in South Africa, the Ebola epidemic in West Africa and in fighting malaria across the continent. Most importantly, we learned that we cannot insulate ourselves from public health emergencies. Our fortunes are inextricably linked to those of our hosts, so we must be at the forefront of the public-private partnerships that will be an essential part of turning the tide.

**COVID-19’s economic impact**

While the pandemic is first a public health crisis, it has also brought the worst recession since World War II, overstretched corporate and sovereign balance sheets and soaring unemployment. These factors will worsen already-severe inequality, with the impact falling disproportionately on women, particularly in Sub-Saharan Africa.

The early signs are clear that the global economic recovery will be uneven. Developing economies have the fewest resources to spur recovery and will be reliant on the private sector to maintain and create vibrant, profitable businesses that improve resilience of their overall economies through salaries, taxes and local procurement. One of the bright spots of 2020 was the much-improved public-private co-operation that will be essential to ensuring that developing economies deal with the challenges of multi-dimensional poverty – exacerbated by the pandemic – as well as economic fragility, climate change and conflict. AngloGold Ashanti will aim to be a strong member of that collaborative effort.
We learned valuable lessons during the HIV/AIDS crisis in South Africa, the Ebola epidemic in West Africa and in fighting malaria across the continent. Most importantly, we learned that we cannot insulate ourselves from public health emergencies. Our fortunes are inextricably linked to those of our hosts, so we must be at the forefront of the public-private partnerships that will be an essential part of turning the COVID-19 tide.

Gold price

The spot gold price rose to a record $2,063/oz in August 2020, driven by investor demand amidst increased uncertainty and the global policy impact of the pandemic.

The record price, however, masked an 14% reduction in physical demand to 3,759.6t from 2019, which the World Gold Council says was due to “far reaching effects” of the pandemic. Jewellery purchases were down 34%, or 515.9t, while smaller demand segments like gold coins and bars and technology, were also softer. Central banks bought only 272.9t of bullion in 2020, 59% less than the previous year.

These declines were partly offset by an increase of 14% year-on-year, or 877.1 tons, in gold-backed exchange traded funds, the largest annual on-year, or 877.1 tons, in gold-backed exchange traded funds, of which $586m accounted for at the end of 2020.

Business performance

Our key strategic objectives include improvement of our overall sustainability performance, particularly the safe operation of our mines; strengthening our balance sheet; increasing Ore Reserve through exploration and growth projects; ensuring tight management of costs to improve cash flow; and streamlining our portfolio to direct capital to higher-return projects.

We made solid progress on most of these metrics. We sold our operating assets in South Africa and Mali, more than halved our net debt to the lowest level in more than 10 years, added six million ounces of new reserves to extend the life of our portfolio, and increased free cash flow almost fivefold, to $743m. Phase 2 of the Obuasi redevelopment was 90% complete at the end of the year, while the feasibility studies on our two Columbia projects made good progress toward completion.

Dividends were up fivefold after a decision to double the payout ratio.

That is a solid performance but we’re mindful that there is much to do to narrow the value gap that persists with many of our international gold-mining peers.

Obuasi must reach its ramp-up milestones during 2021, and the board must make investment decisions on the Gramalote and Quebradona projects, after reviewing their feasibility studies and detailed execution plans. We are also especially focused on cost management and capital discipline, particularly amidst the reinvestment programme in our ore bodies given a potentially stagnant, or declining gold price.

Safety performance

Safety is another area where improvement is required. It is with a heavy heart that I report six fatalities during 2020 – four at the South African operations which have now been sold, and two at our Obuasi mine in Ghana. See <https://www.anglogoldashanti.com/corporate-sustainability/safety-and-health>. On behalf of the board, executive committee and AngloGold Ashanti’s workforce, I convey our heartfelt condolences to the families, colleagues and the communities of our departed colleagues.

A thorough review of our safety strategy was conducted in the second half of 2020, with detailed input from each of our sites and the safety leadership across our business. Implementation of the updated strategy – focused on technology and innovation, deeper learning from high potential incidents, and compliance to the critical controls that protect our employees from injury – is already well underway and will be closely monitored.

Environment, sustainability and governance

Our strategy compels us to seek improvement in the areas of environmental stewardship, social performance and the strength of our governance frameworks and oversight. Excellence in these areas will strengthen our social license to operate and improve our sustainability and ability to create value in the long term.

Mitigating our impact on the environment – and climate change in particular – is non-negotiable. Work is underway to reduce the use of scarce resources such as land and water, and to limit greenhouse gas emissions. We’ve been doing that for some time, reducing total GHG emissions by 48% since 2008, and maintaining high levels of water re-use – 73% in 2020.

The board, through its Social, Ethics and Sustainability Committee, will in the course of 2021 review an updated climate change strategy and new medium-term emissions targets including the pathway to net zero emissions. We will also be making our first disclosure in line with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations.

There were other ESG successes during the year (see <https://www.anglogoldashanti.com/corporate-sustainability/>), with 88.5% compliance with noise and dust monitoring across our operations. Injury rates fell to their lowest level ever at 2.39 injuries per million hours worked, well below the global industry average, driven by a 99% compliance to our major hazard controls.

No disruptions caused by community protests were recorded at our operations, and no human rights violations were reported.

In addition, our value to the communities in which we operate was clear. Procurement expenditure totalled $1.6bn, with 82% spent in host countries. Taxes and royalties of $1.1bn were paid, and employees’ salaries and benefits ended the year at $508m (see <https://www.anglogoldashanti.com/corporate-sustainability/>). These monies greatly improve resilience in the communities around our operations when several other economic sectors are under severe strain. We’re proud of that contribution.

Leadership changes

Kevin Dushnisky stepped down as chief executive officer on 1 September 2020. The board thanks Kevin for his contribution in delivering on the Company’s strategy during his two-year tenure and wishes him well in the future.

Our Chief Financial Officer Christine Ramon, stepped in as interim CEO and has provided leadership to the organisation as it continued to deliver on its strategy, meeting key operational, financial and social objectives. The board is conducting a thorough search for a permanent CEO, considering both internal and external candidates.

Dr Kojo Busia was appointed as independent non-executive director on 1 August 2020 and chair of the Social, Ethics and Sustainability Committee on 1 December 2020. He brings a wealth of experience in sustainability, governance and public policy.

On 7 December 2020, Sipho Pityana resigned from the board after 13 years as a director, including the last six as Chairman. The board thanks Mr. Pityana for the significant contribution he made to AngloGold Ashanti and in particular the focus on sustainability and safety.

Thank you

I want to thank my fellow directors, our interim CEO, Christine Ramon, the leadership team and every employee across the Company for their courage and resourcefulness during an especially challenging year, and for continuing to uphold the values of AngloGold Ashanti. To all our stakeholders, our thanks goes to you for your support throughout this very challenging year. We will continue to work diligently and in line with our values to ensure that AngloGold Ashanti delivers on our commitments.

Maria Ramos
Chairperson
26 March 2021
WHO WE ARE – CORPORATE PROFILE

AngloGold Ashanti Limited (AngloGold Ashanti), with its head office in South Africa, is an independent, global gold mining company with a diverse, high-quality portfolio of operations, projects and exploration activities across nine countries on four continents. While gold is our principal product, we also produce silver (Argentina) and sulphuric acid (Brazil) as by-products. In Colombia, feasibility studies are currently underway at two of our projects, one of which will produce both gold and copper.

STREAMLINED portfolio

STRONGEST balance sheet in a decade

RAMP UP at Obuasi continues

UNLOCKING VALUE in Colombia

ANGLOGold ASHANTI AT A GLANCE

• Third-largest gold producer globally and the largest on the African continent, producing 3.047 Moz of gold and employing an average of 36,952 people (including contractors) in 2020
• Responsible gold miner, in partnerships with host communities and governments – we aim to create value for all our stakeholders over the long term
• Listed on the Johannesburg, New York, Australian and Ghana stock exchanges
• A geographically diverse shareholder base includes the world’s largest financial institutions
• Market capitalisation of $9.4bn as at 31 December 2020
• Included in the JSE Top 40 Index, the S&P Global CSA, the FTSE4Good Index, the Responsible Mining Index and the Bloomberg 2021 Gender-Equality Index

ABOUT ANGLOGold ASHANTI

About AngloGold Ashanti

World in which we operate and strategic response

Delivering on our strategy

Leadership and accountability

Rewarding delivery

Corporate information

Legend

Operations

Projects

Greenfields exploration

OUR FOOTPRINT

AMERICAS

1. Argentina
   Corno Vanguardia (92.5%)

2. Brazil
   Serra Grande
   AGA Mineração

3. Colombia
   Gramalote (50%)
   La Colosa
   Guayablas

AFRICA

4. Guinea
   Siguiri (85%)

5. Ghana
   Iduapriem
   Obuasi

6. Democratic Republic of the Congo (DRC)
   Kibali (45%)

7. Tanzania
   Geita

AUSTRALIA

8. Australia
   Sunrise Dam
   Tropicana

Note: Percentages indicate the ownership interest held by AngloGold Ashanti. All operations are 100%-owned unless otherwise indicated.

(1) Change in ownership from 51% to 50%; managed by B2Gold
(2) Obuasi’s redevelopment project began in 2019
(3) Kibali is operated by Barrick Gold Corporation (Barrick)
(4) As at 31 December 2020, a maiden Mineral Resource was declared for Butcher Well

Geographic diversity of shareholders (%)

North America
South Africa
United Kingdom
Europe
Asia
Rest of the world

CONTINENTS

10 OPERATIONS

3* JOINT VENTURE PARTNERS

3 PROJECTS

* B2Gold at Gramalote, Barrick at Kibali, and Independence Gold Corp. at Tropicana
FOCUSED PORTFOLIO

2020 – another redefining year for AngloGold Ashanti

We improved the quality of our portfolio, balancing competing capital needs, and delivered the Obuasi redevelopment project on time and within budget, supplemented the Ore Reserve in our core portfolio, further reduced debt and grew our dividend, all while managing our operations through the most challenging year ever – due to COVID-19.

- **3.0 Moz**
  Production decline reflects COVID-19 challenges and streamlined portfolio

- **$1,059/oz**
  Includes impact of COVID-19-related stoppages

- **2.39**
  AIFR rate improved 28% on 2019

- **56%**
  Year-on-year

- **62%**
  Year-on-year

- **0.24 times**
  From 1.0 in 2019

**3.0 Moz**
Production decline reflects COVID-19 challenges and streamlined portfolio

**$1,059/oz**
Includes impact of COVID-19-related stoppages

**2.39**
AIFR rate improved 28% on 2019

**56%**
Year-on-year

**62%**
Year-on-year

**0.24 times**
From 1.0 in 2019

**6.1 Moz**
Added to Ore Reserve on a gross basis and 2.6 Moz on net basis for a net increase of 10% year-on-year, portfolio production life increased to about 11 years.

Positioning the business to sustainably grow production and margins

**$1,059/oz**
Includes impact of COVID-19-related stoppages

**2.39**
AIFR rate improved 28% on 2019

**56%**
Year-on-year

**62%**
Year-on-year

**0.24 times**
From 1.0 in 2019

**Free cash flow before growth capital**

**124%**
Year-on-year to $1bn

**5X**
Dividend increased more than fivefold to approximately 48 US cents per share
Our business model:

AngloGold Ashanti actively manages its activities as we try to mitigate negative impacts of our operations and seek to achieve positive outcomes.

Strategy:

Mining is a long-term business, and so our strategy aims to create sustained value over the life of our mining operations and beyond. This involves careful allocation of key resource inputs—the natural, human, intellectual, financial, manufactured, and social and relationship capitals—which are essential to achieving this aim.

“...we strategise and allocate resources to...”

3. Sustained value creation over time requires responsible corporate citizenship and encompasses social upliftment, careful environmental stewardship, effective governance and the creation of economic opportunities for communities, suppliers and governments. Our mission to create value is supported by our emphasis on excellence in ESG performance, through our values and the foundation of our strategy—a relentless focus on people, safety and sustainability.

Understand the long-term impacts of decisions made on the allocation and the use of capital inputs, and the resulting strategic trade-offs, is essential to the long-term creation and preservation of value, while limiting value erosion.

Our most significant/material stakeholders and the associated values are:

- **Shareholders**—To generate sustained growth in total shareholder returns. We are focused on consistently delivering improved cash flows through the cycle.
- **Employees and unions**—To be an employer of choice and to provide the opportunity to earn, learn and develop in a safe, values-driven environment, while promoting inclusivity, diversity and non-discrimination. We actively promote localised employment in the countries in which we operate.
- **Communities**—To contribute positively to socio-economic development. Our aim is that once mining ceases, host communities are resilient and self-sustaining.
- **Suppliers**—To provide business opportunities and growth. We encourage local procurement where possible, as well as inclusivity and diversity.
- **Environment**—To be environmentally responsible, to mitigate and limit the impact on the environment of our mining activities and where possible to protect, restore and rehabilitate the land and biodiversity. We aim to reduce carbon emissions and related intensities, and to minimise water withdrawal.
- **Governments**—To be a responsible, law-abiding corporate citizen of the countries in which we operate and to pay our due contributions (taxes, royalties, duties) to government. We partner with government in the development of local services and infrastructure when and where necessary.

See Our business model, Integrated stakeholder engagement and material issues, ESG performance—overview, Delivering on our strategy and Strategic capital trade-offs.
Material matters are those most likely to substantively affect our ability to preserve and create value over time. To identify matters that are material to AngloGold Ashanti, we apply a comprehensive process to determine what these issues are, and to consider their likely effects on our strategy, our performance and governance as well as our outlook.

Determining materiality

Our materiality process aims to identify those economic, social and environmental matters that present material risks, while simultaneously taking into account our governance, external operating context and those issues of particular concern to stakeholders.

1. **Analyse**
   - Review and evaluate our external operating context in terms of political, economic, social, technological, legal and environmental factors
   - Research and analysis of media coverage, analyst reports and emerging industry issues
   - Benchmarking of peer reporting
   - Engage with external stakeholders to understand expectations and needs

2. **Identify**
   - Externally facilitated review process to agree material matters and risks
   - Categorise and rank matters by subject and area

3. **Prioritise**
   - Based on analysis and identification, prioritise those matters and risks that could potentially impact value creation over time or that may result in value erosion
   - Participants include senior management and those responsible for risk management and governance to ensure an integrated approach and alignment with all areas of the business

4. **Respond, monitor, report and integrate**
   - Once identified and ranked, material matters are reviewed and integrated into our strategic objectives and risk management
   - Key performance indicators are developed and applied across the Group and, where appropriate, included in incentive structures
   - Performance is assessed on an ongoing basis and, where appropriate, remedial action taken

A materiality workshop, facilitated by external advisers was held in November 2020. Participants in the workshop represented a number of disciplines across the business, including investor relations, finance, environmental, social (safety and health, human resources, communities) and governance. The workshop was preceded by a review of stakeholder input and our external environment to ensure the outcome of the workshop was balanced and constructive.

Senior executives and functional heads of discipline have a common understanding of AngloGold Ashanti’s material issues and risks, the changing risk landscape and the actions required to improve the sustainability of the business.

The top issues were identified and a decision taken to replace some of the issues for reporting purposes.
Material matters, related stakeholders and capitals affected

The material issues most likely to affect our ability to create and preserve value, and to affect value created for stakeholders in the long term, are listed in the table below.

<table>
<thead>
<tr>
<th>Related:</th>
<th>Stakeholders</th>
<th>Capitals and value affected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee and community health</td>
<td>Employees, communities, investment community</td>
<td></td>
</tr>
<tr>
<td>(Ebola, malaria, COVID-19 pandemic)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee safety</td>
<td>Employees, investment community</td>
<td></td>
</tr>
<tr>
<td>Business sustainability and growth</td>
<td>Employees, investment community, governments</td>
<td></td>
</tr>
<tr>
<td>Building thriving communities</td>
<td>Communities</td>
<td></td>
</tr>
<tr>
<td>(including local procurement)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human rights</td>
<td>Employees, communities</td>
<td></td>
</tr>
<tr>
<td>Tailings management</td>
<td>Employees, communities, investment community, governments and regulators, industry peers</td>
<td></td>
</tr>
<tr>
<td>Navigating regulatory and political risks</td>
<td>Governments and regulators, investment community</td>
<td></td>
</tr>
<tr>
<td>Water management</td>
<td>Communities, governments and regulators, investment community</td>
<td></td>
</tr>
<tr>
<td>Climate change crisis and energy use</td>
<td>Communities, investors, governments and regulators, investment community</td>
<td></td>
</tr>
<tr>
<td>Integrated closure</td>
<td>Communities, governments and regulators</td>
<td></td>
</tr>
<tr>
<td>(rehabilitation and biodiversity; legacies)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Artisanal and small-scale mining</td>
<td>Communities, employees, governments and regulators</td>
<td></td>
</tr>
<tr>
<td>Security</td>
<td>Employees, communities, governments and regulators</td>
<td></td>
</tr>
<tr>
<td>Integrated talent management</td>
<td>Employees, investment community</td>
<td></td>
</tr>
</tbody>
</table>

While these material matters and their relationship to the capitals guide the content of this report, they are discussed more fully in the <SR>.

Creating value entails optimising and balancing the use of these inputs, enhancing positive outcomes and impacts, minimising those that are negative, and delivering on our strategy.
Our ability to create value depends on the use of and access to various capital inputs – this includes access to financial capital and economically viable orebodies, as well as to the necessary mining infrastructure, including utilities, plant and equipment, and a skilled and experienced workforce. Creating value entails optimising and balancing the use of these inputs, enhancing positive outcomes and impacts, minimising those that are negative, and delivering on our strategy.

Operating context
Those risks and issues arising in our external operating environment that have the potential to affect our ability either positively or negatively to create and preserve value, include:

- Global health concerns – the COVID-19 pandemic and other diseases such as malaria and Ebola
- Volatile global economic and commodity markets resulting in an unpredictable gold price and currency movements
- Relative cost competitiveness, particularly in the resources sector
- Political uncertainty and country risk – instability, regulatory and policy challenges
- Community expectations and the need to work with stakeholders to build self-sustaining communities
- Climate change and decarbonisation efforts
- Management of water, a scarce resource
- Increasingly comprehensive reporting and disclosure requirements

See Managing our risks and opportunities, external operating context and materiality and material issues

Governance
Our all-encompassing governance framework, systems and processes, together with our values, inform how we conduct our business and guide all that we do – our operations, decision-making, behaviour and stakeholder engagement. Our governance structures acknowledge our social and environmental responsibilities.

Our corporate governance aims at achieving:

- Responsible, ethical leadership and conduct, in line with our values and code of ethics
- Effective oversight and control of our business and the effective delegation of responsibility
- Inclusive stakeholder engagement to promote trust and legitimacy and to aid understanding of our impacts on stakeholders

See Corporate governance

Our BUSINESS MODEL

INPUTS

Essential capital inputs

<table>
<thead>
<tr>
<th>Why important</th>
<th>Required inputs</th>
<th>Related challenges/constraints</th>
<th>Related strategic pillars/ capitals affected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural capital</td>
<td>Our primary business activity is the exploration for, development and operation of gold orebodies to transform those into economic and social value. To do this, we need:</td>
<td>• Pipeline of economically viable Mineral Resource and Ore Reserve</td>
<td>• Availability of increasingly scarce, economically viable orebodies must be managed to maximise returns and the value generated over their finite lives</td>
</tr>
<tr>
<td></td>
<td>• Access to various natural resources – land, water and energy, among others</td>
<td>• Land – 480,757ha under management of which 25,738ha was disturbed and 5,006ha had been rehabilitated at the start of 2020</td>
<td>• Mining and its related processing activities have certain inevitable environmental impacts. Challenges include:</td>
</tr>
<tr>
<td>Financial capital</td>
<td>Access to cost-efficient capital is vital to fund our business, sustain operations, ensure future growth, and to pay for the use of other capital inputs necessary to our business. Our main sources of funding are operational cash flow, debt and credit facilities, and equity.</td>
<td>At the start of 2020, our financial capital included:</td>
<td>• Ensure sufficient financial capital is available to conduct our business, to balance competing demands for financial capital and optimise its allocation</td>
</tr>
<tr>
<td></td>
<td>• Cash and cash equivalents from continuing operations of $0.456m</td>
<td>• Adjusted net debt from continuing operations of $1,581m</td>
<td>• Generating cash flow to fund the business as well as future growth depends on various factors, both external and internal</td>
</tr>
<tr>
<td></td>
<td>• Undrawn borrowing facilities of $1,752m</td>
<td>• Investments in associates and joint ventures of $1,581m, a source of dividends</td>
<td>• We operate in a constrained global financial environment where the cost of financial capital is dictated by company fundamentals, investor sentiment, political and country risk, and the overall health of the global economy</td>
</tr>
<tr>
<td></td>
<td>• Other investments of $86m, a source of dividends</td>
<td>• Market capitalisation of $9.28bn</td>
<td>• Our cost efficiency impacts cash flow</td>
</tr>
<tr>
<td></td>
<td>• Representative, skilled, engaged and motivated workforce</td>
<td>• Talent attraction, retention and succession planning ensures we have the skills and expertise necessary to operate our business efficiently and deliver on our strategy. COVID-19-related challenges highlight the importance of talent retention</td>
<td>• Labour rehabilitation and restoration, the protection and preservation of biodiversity</td>
</tr>
<tr>
<td>Human capital</td>
<td>• Employees with the necessary mining and related technical skills and expertise – employed 36,952 people, including 16,222 contractors</td>
<td>• Employee engagement and retention are a focus for ESG investors and broader society</td>
<td>• Efficient energy use, reducing the use of non-renewable energy and increasing that of renewable energy to limit emissions and our impact on the climate</td>
</tr>
<tr>
<td></td>
<td>• $10.8m invested in training and development</td>
<td>• Internal appointments followed changes to the board and executive management</td>
<td>• Responsible deposition and management of mining waste streams, especially tailings</td>
</tr>
<tr>
<td></td>
<td>• Cordial and constructive engagement with all employees</td>
<td>• Mining can be hazardous, and a safe, healthy workforce is essential to the execution of our strategy. COVID-19 was the single most significant challenge to employability well-being</td>
<td></td>
</tr>
</tbody>
</table>
OUR BUSINESS MODEL CONTINUED

**INPUTS continued**

<table>
<thead>
<tr>
<th>Essential capital inputs</th>
<th>Why important</th>
<th>Required inputs</th>
<th>Related challenges/constraints</th>
<th>Related strategic pillars/ capitals affected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing capital</td>
<td>Efficient conduct of our business relies on the development and maintenance of our mining operations and related infrastructure and equipment.</td>
<td>• Ten mining operations with well-maintained infrastructure, gold processing plants and equipment. The book value of our property, plant and equipment is $2.9bn as of 31 December 2020 (31 December 2019: $2.6bn excluding the South African portfolio) • Exploration and mining rights, permits and licences • Three projects (Obuasi, Gramalote, Quebradona) are being developed and brownfields projects underway at Geita, Sigui, Kibali, Cerro Vanguardia, AGA Mineração, Sunrise Dam, and Tropicana • Consumed: ▪ Cyanide – 23.7t ▪ Explosives – 50.2t ▪ Liquid fossil fuels – 270,063L ▪ Lubricants – 6,047L ▪ Total acids – 10,412t ▪ Total alkalis – 141,430t</td>
<td>• Continued access to reliable manufactured capital entails focused investment in its development, maintenance, upgrade and replacement • Well-maintained, functional infrastructure, plant and equipment, together with the necessary technical support, are essential to cost-efficient, steady operations. Maintenance of manufactured capital is included in stay-in-business capital expenditure • Balancing competing demands for financial capital, while allowing for unexpected equipment failure and potential supplier delays</td>
<td>Strategic pillars</td>
</tr>
<tr>
<td>Social and relationship capital</td>
<td>Relationships with many of our stakeholders support our license to operate, and must be based on trust and transparency. These relationships also help protect our reputation, and enable us to deliver on our strategy. Stakeholders include communities, governments, NGOs, and investors, among others.</td>
<td>• Our Values and Code of Ethics guide our stakeholder engagement ▪ Commitment to maintaining our integrity and reputation among stakeholders, including investors, communities, civil society, NGOs, suppliers, governments and regulators ▪ Dedicated community engagement structures facilitate engagement and promote supportive communities ▪ A reliable, cost-focused, efficient and representative supplier database, adhering to our Supplier Code of Conduct. Local suppliers are given preference ▪ Constructive relationship with government and regulators ▪ Accurate, transparent and consistent disclosure ▪ Responsible ESG practices, consistent financial and operational performance and delivery on our strategy earns investor confidence</td>
<td>Stakeholder trust is vital in securing our social licence to operate; low levels of trust could potentially impede the business • The importance of strong stakeholder relationships has been highlighted because of declining levels of trust in global organisations • To maintain trust, relationships are carefully nurtured</td>
<td>Strategic pillars</td>
</tr>
<tr>
<td>Intellectual capital</td>
<td>An ethical, performance-based culture, solid governance framework and efficient management systems, including enterprise risk management, are vital in facilitating delivery on our business strategy. Underpinning these is innovation and technology to enhance and optimise efficiencies and outcomes.</td>
<td>• Integrated, focused strategy supported by sound management systems, corporate governance framework and an effective risk management framework ▪ Our Values and Code of Ethics guide our behaviour and all decision making ▪ Talent management programme to maintain bench strength ▪ Competitive remuneration and clear performance management systems aim to ensure the best skills are attracted and retained ▪ Technology to enable the constant monitoring of all information technology (IT) assets in real time and any possible threats</td>
<td>Attracting and retaining the talent required to enhance our intellectual capital is key to obtaining the skills required to drive innovation and technological development • The costs of digitalisation, technological innovation and R&amp;D must compete for capital allocation • Increased cybersecurity threats • Maintaining cybersecurity across all operations is essential</td>
<td>Strategic pillars</td>
</tr>
</tbody>
</table>

**OUTPUTS AND RELATED CAPITALS**

<table>
<thead>
<tr>
<th>Key outputs of business activities</th>
<th>Related capitals</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 42.1Mt of ore treated/milled (attributable) 1)</td>
<td>Strategic pillars</td>
</tr>
<tr>
<td>• Produced 3.0 Moz of gold – and 3.9 Moz of silver and 188t of sulphuric acid as by-products</td>
<td>Other capitals affected:</td>
</tr>
<tr>
<td>• Produced 140.844Mt of overburden and waste rock</td>
<td>Other capitals affected:</td>
</tr>
<tr>
<td>• Deposited 70.528Mt of tailings</td>
<td>Other capitals affected:</td>
</tr>
<tr>
<td>• Generated revenue of $5.5bn from the sale of gold and by-products 1)</td>
<td>Other capitals affected:</td>
</tr>
</tbody>
</table>

1) Excludes surface and dump ore treated/milled  
2) Includes equity-accounted plant ventures
## OUTCOMES OF OUR BUSINESS ACTIVITIES

<table>
<thead>
<tr>
<th>Action to enhance and optimise value and prevent its erosion</th>
<th>Outcomes achieved</th>
<th>Stakeholders affected</th>
</tr>
</thead>
<tbody>
<tr>
<td>• We work to mitigate direct environmental impacts of our activities and to offset these where possible.</td>
<td>• At 31 December 2020, our mining activity, project development and sale of assets resulted in:</td>
<td>Stakeholder</td>
</tr>
<tr>
<td>• The South Africa and Mali asset sales streamlined our portfolio to help ensure value creation in the longer term.</td>
<td>• Mineral Resource (inclusive) of 124.5Moz</td>
<td>Communities</td>
</tr>
<tr>
<td>• Initiated a focused Ore Reserve programme</td>
<td>• Ore Reserve of 29.7Moz</td>
<td>NGOs</td>
</tr>
<tr>
<td>• $162m invested in brownfields and greenfields exploration to develop the Ore Reserve pipeline.</td>
<td>• Gross Ore Reserve increased by 6.1Moz – extending average operating life by around 11 years</td>
<td>Investors</td>
</tr>
<tr>
<td>• Feasibility studies on our two Colombia projects were advanced, bringing closer the introduction of new production sources that will be mostly hydropowered</td>
<td>• Eight reportable environmental incidents (2019: 3)</td>
<td>Employees</td>
</tr>
<tr>
<td>• About $24m invested in the project to convert our Brazil TSFs to dry stacking, and another $72m planned for this work in 2021</td>
<td>• No community environment-related grievances</td>
<td></td>
</tr>
<tr>
<td>• Initial, bottom-up work done in preparation for the update of our climate change strategy and the setting of emission targets, including physical risk assessments at each site</td>
<td>Land</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• 25,881ha of land disturbed by our activities – 5.6% of land under management</td>
<td></td>
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<tr>
<td></td>
<td>• 5,243ha land rehabilitated – 1.1% of land under management</td>
<td></td>
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<tr>
<td></td>
<td>Water</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Water re-use efficiency of 73% for 2020 compared to 76% in 2019</td>
<td></td>
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<tr>
<td></td>
<td>Energy and GHG emissions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Energy consumption improved while efficiency declined</td>
<td></td>
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<tr>
<td></td>
<td>Free cash flow rose by 485% to $743m, from $127m in 2019</td>
<td>Stakeholder</td>
</tr>
<tr>
<td></td>
<td>Adjusted net debt from continuing operations declined by 62% to $597m</td>
<td>Shareholders and investors</td>
</tr>
<tr>
<td></td>
<td>Adjusted EBITDA rose 50% year-on-year to $2.6bn</td>
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<tr>
<td></td>
<td>Adjusted net debt to adjusted EBITDA ratio from continuing operations fell to 0.24 times</td>
<td></td>
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<tr>
<td></td>
<td>Cash and cash equivalents were up 192% to $1.33bn</td>
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<tr>
<td></td>
<td>No employees lost wages or benefits during lockdowns and COVID-19 related disruptions</td>
<td></td>
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<tr>
<td></td>
<td>Improved shareholder returns:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Paid a dividend of approximately 48 US cents a share – a fivefold increase from 9 US cents a share in 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Share price increased marginally over the year for a market capitalisation of $9.4bn at year end 2020</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Regrettably, six colleagues lost their lives in 2020 in workplace accidents</td>
<td>Stakeholder</td>
</tr>
<tr>
<td></td>
<td>• All injury frequency rate improved 28% to 2.39 injuries per million hours</td>
<td>Employees</td>
</tr>
<tr>
<td></td>
<td>• All occupational disease frequency rate improved 47% to 0.72 cases per million hours worked</td>
<td>Shareholders and investors</td>
</tr>
<tr>
<td></td>
<td>• Improved employee skills, enhancing their employability – $10.8m invested in training and development</td>
<td>Governments and regulators</td>
</tr>
<tr>
<td></td>
<td>• Diversity – 33% of the executive committee and 44% of the board are women</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Increased employee engagement and improved employee relations because of frequent COVID-19 related communications</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Paid $508m in salaries, wages and other benefits</td>
<td></td>
</tr>
</tbody>
</table>

**Natural capital**

Streamlined the portfolio through the sale of assets in South Africa and Mali, generating cash proceeds of $239m including dividends and loan payments

Most of these funds were used to reduce debt

Free cash flow generation was the highest since 2011

A doubling in the dividend payout ratio contributed to a more than fivefold increase in the annual dividend payment

More detailed information on our activities see: CEO’s review, ESG performance and Mineral Resource and Ore Reserve – summary in this report, and relevant sections in the <IR>

**Financial capital**

We invest in technology systems and procedures to ensure workplaces are safe, employees are healthy, motivated, and equipped to do their jobs. We provide training and development, ensure fair labour practices, promote local employment and diversity and inclusivity.

• Our safety strategy aims to minimise harm and injury in the workplace.
• Our COVID-19 response saw all employees receive salaries and wages during periods of enforced lockdown and the suspension of operations.
• Our internal talent pipeline is strengthened through our established talent review and succession plan.
• Diversity, inclusion and localisation, especially in the Africa region, are important focus areas

See CFO’s report

**Human capital**

At 31 December 2020, our mining activity, project development and sale of assets resulted in:

- Mineral Resource (inclusive) of 124.5Moz
- Ore Reserve of 29.7Moz
- Gross Ore Reserve increased by 6.1Moz – extending average operating life by around 11 years
- Eight reportable environmental incidents (2019: 3)
- No community environment-related grievances

More detailed information on our activities see: CEO’s review, ESG performance and Mineral Resource and Ore Reserve – summary in this report, and relevant sections in the <IR>

See ESG performance – an overview and People are our business in this report as well as relevant sections in the <IR>

More detailed information on our activities see: CEO’s review, ESG performance and Mineral Resource and Ore Reserve – summary in this report, and relevant sections in the <IR>
OUTCOMES OF OUR BUSINESS ACTIVITIES

Manufactured capital

- Our actions here aim to ensure our mines operate efficiently and their operating lives are optimised.
- Two projects in Colombia are progressing – their feasibility studies are underway and the results are expected by end June 2021.
- The first phase of the Obuasi Redevelopment Project was completed. The overall project was 90% complete by end 2020.

See Strategic capital trade-offs, CEOs review and Regional review.

Social and relationship capital

- Our activities here are aimed at ensuring constructive stakeholder relations, which are vital to maintaining our regulatory and social licences to operate.
- As a responsible corporate citizen, we aim to share the socio-economic benefits of our mining activities and support resilient, self-sustaining communities.
- Regular and constructive engagement with local, regional and national governments.
- Our socio-economic activities are aligned with local development targets.
- Focus on human rights and human rights awareness training.
- Concerted effort to ensure and maintain positive community relations.

For the detail on these activities, see ESG performance – an overview and relevant sections in the <IR>.

Intellectual capital

A detailed digital transformation roadmap has been developed that has defined usability for various areas with the potential to improve operating and safety performance, and ensure reliable delivery and compliance with strategic and business plans.

For further detail, see Planning for the future – projects, exploration and innovation.

Outcomes achieved

- Number of operations reduced from 14 to 10, after sale of the South Africa and Mal assets.
- Obuasi – creating value over the longer term
  - Advancement of the Obuasi Redevelopment Project, once fully ramped up, is expected to contribute 350,000-400,000oz of gold annually to production for first 10 years of full production.
  - Annual production will be equivalent to more than 10% of Group production.
  - Employ 4,210 people (of whom more than 90% are local nationals) – focus on in-country recruitment and local procurement.
- Colombia projects – allowing for long-term optionality
  - Pending board approval, the Colombia projects are expected to contribute an estimated 600,000oz of annual gold-equivalent production in their first five years, once both are fully ramped up.
  - Significant resources and reserves, and the equipment and infrastructure needed to develop them.

Stakeholders affected

Stakeholder

- Shareholders and investors
- Employees
- Communities
- Governments and regulators

Communities

- Overall positive relationship with communities boosted by active engagement and the provision of local employment and procurement opportunities, infrastructure and services.
- Community resettlements and community demands for services, jobs, and reduced environmental impact.
- Accolades received for community work in Colombia, Tanzania and Ghana.
- No reported human rights violations for a third consecutive year.
- Total local procurement spend of $2.1bn including capital purchases.
- Total community investment of $20.6m.

Governments and regulators

- Good regulatory compliance – no fines received for material non-compliances.
- $1,055m paid in total to governments.

Investors

- Strong financial performance and transparent engagement and disclosure, supports investor and shareholder confidence.
- Dividends totaling $38m paid to shareholders.

Employees

- Digital disruption.
- Technological challenges of remote work for many employees, accelerated by the COVID-19 pandemic and resultant move to remote working.
## Our Business Model

### Value Created, Preserved and Eroded by Delivering on Our Strategy

#### Value for Stakeholder

<table>
<thead>
<tr>
<th>Shareholders and Investors (including providers of capital)</th>
<th>Value for AngloGold Ashanti</th>
<th>Long-term Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Improved cash flows from a steady performance and increased gold price</td>
<td>Sustained positive cash flows over the long term will provide shareholders with positive returns</td>
<td></td>
</tr>
<tr>
<td>• Debt reduced from cash flows and asset sale proceeds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Increased earnings and cash flow provide greater optionality in capital allocation and investment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Improved liquidity and greater access to capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Reduced debt levels</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employees</th>
<th>Value for AngloGold Ashanti</th>
<th>Long-term Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Fair pay in return for work</td>
<td>Sustained employment over the longer term means the steady receipt of salaries and wages, with the subsequent sustained contributions to local expenditure and local economic activity, boosting local economies and creating more resilient communities</td>
<td></td>
</tr>
<tr>
<td>• Wages and salaries earned support employees’ livelihoods</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Skills development and learning, personal career growth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Employee benefits, including healthcare</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Suppliers</th>
<th>Value for AngloGold Ashanti</th>
<th>Long-term Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Reliable offtake of goods and services</td>
<td>As a long-term customer for suppliers, we contribute positively to local communities, encouraging economic growth over time. In exchange, suppliers will help ensure the supply chains remain resilient during widespread disruptions</td>
<td></td>
</tr>
<tr>
<td>• Local procurement supports local business and workforce, and creates resilient economies and societies</td>
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<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communities</th>
<th>Value for AngloGold Ashanti</th>
<th>Long-term Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Employment and procurement opportunities – community members employed by the mines in turn contribute to local economies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Investment in socio-economic development projects such as agriculture, education and infrastructure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Improved standards of living</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Governments</th>
<th>Value for AngloGold Ashanti</th>
<th>Long-term Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Payment of taxes, royalties and other duties support the national fiscus in host countries</td>
<td>Continued payment of taxes, royalties and duties, by both the Company and employees, contributes to the national fiscus of each country in which we operate, ensuring shared value with our host governments and communities</td>
<td></td>
</tr>
<tr>
<td>• Payment of employee personal income tax</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Partners in our operations benefit from earnings generated</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Environment</th>
<th>Value for AngloGold Ashanti</th>
<th>Long-term Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Mining is an environmentally disruptive activity. We aim to minimise our impacts and help restore this natural capital</td>
<td>Improved environmental performance aids inclusion in ESG performance indices, boosting responsible investment in our equity, supporting our valuation in the long term</td>
<td></td>
</tr>
<tr>
<td>• Environmental management mitigates the damage caused through land disturbances, protecting biodiversity and the responsible consumption of natural resources and waste management</td>
<td>Reduced environmental impact and carbon footprint in line with the SDGs</td>
<td></td>
</tr>
<tr>
<td>• Strong relationships with suppliers helped ensure business continuity during disruptions to global supply chains (eg. COVID-19)</td>
<td>Land rehabilitation to repair damage or restore land</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Value for Stakeholder</th>
<th>Value for AngloGold Ashanti</th>
<th>Long-term Value</th>
</tr>
</thead>
</table>

Our social aims include contributing to, and promoting resilient, self-sustaining communities. Our community investment focuses on developing socio-economic initiatives that are economically viable and sustainable in the long term.
OUR EXTERNAL OPERATING CONTEXT

The environment in which AngloGold Ashanti operates is dynamic and often complex, influencing delivery on our strategy and our ability to create value.

The impact of the COVID-19 pandemic was profound, bringing a series of challenges to our operating environment and wider society, damaging economies and leading to heightened geopolitical tensions, uncertainty, increased inequality and rising poverty. Against this backdrop, investors increased the call for companies in which they invest to improve their own sustainability, improve governance and put in place practices that will improve their contribution to society and reduce their impact on the environment.

Externally, AngloGold Ashanti was primarily affected by:

- **COVID-19 pandemic**
- **Global macro-economics and geopolitics**
- **Growing climate crisis and growing pressure to decarbonise**
- **Uncertain and increasingly rigorous regulatory requirements**
- **Increasing stakeholder/societal expectations**
- **Pressure from International credit ratings**

### Explanation and impact

**COVID-19 pandemic**

The pandemic has had far-reaching social and economic impacts. As governments rolled out measures to limit the spread, operations were halted in some regions. Society has been severely impacted by extended and repeated lockdowns which have ravaged economies and eroded societal norms.

**Our response**

- Actively worked to mitigate the impact of significant disruptions, operational or otherwise, due to COVID-19
- Supporting host governments, NGOs and communities
- Established a cross-functional team to manage crisis response
- Strict operating protocols implemented at all operations
- Site contingency plans under regular testing and review
- Halit non-essential travel and tighten approvals for essential travel
- Increased awareness, surveillance and screening
- Implement strict quarantine and isolation protocols

**Global macro-economics and geopolitics**

**Explanation and impact**

Economic uncertainty and heightened geopolitical tensions impact a number of factors that can influence commodity prices, exchange rates, and interest rates. These factors together with investor sentiment influence the gold price, which in turn affects the health of our business.

The COVID-19 pandemic led to economic shutdowns around the world. The International Monetary Fund estimates that the global economy shrank by 3.5% in 2020. In response to uncertainty created by the pandemic, and to the extraordinary measures taken by governments to lessen its economic impact, the average gold price rose by 27% year on year. Gold revenues in 2020 were further boosted by weaker local currencies in Brazil, Argentina and South Africa.

**Outlook**

Geopolitical developments including the US-China trade war, increased nationalism and political polarisation, the conclusion of Brexit and its uncertain long-term impacts, and the ongoing pandemic and its effects, may create ongoing uncertainty that supports the gold price. Conversely, a robust economic recovery in the US, Europe and China, aided by a successful vaccine roll-out, may bring with it rising interest rates and consequent downward pressure on the gold price.

**Capitals affected**

- Cost and capital discipline
- Disciplined capital allocation for exploration projects to extend mine life and improve the quality of our portfolio

**Related strategic focus areas**

For more on how AngloGold Ashanti managed its response to the pandemic across diverse geographic regions, see [IR].
OUR EXTERNAL OPERATING CONTEXT CONTINUED

Growing climate crisis and increasing pressure to decarbonise

Explanation and impact
Changing rainfall patterns, rising sea levels, higher temperatures, reduced availability of potable water and extreme weather conditions caused by global climate change remain growing concerns for businesses, investors, broader society and governments. This has led to growing pressure to reduce greenhouse gas (GHG) emissions and to limit energy and water usage and to promote responsible practices in line with the Conference of the Parties (COP) on Climate Change, the Paris Agreement, the SDGs and the Task Force on Climate-related Financial Disclosures (TCFD).

Outlook
Pressure from governments, investors and broader society that companies improve environmental stewardship and reduce GHG emissions, both absolutely and in terms of consumption rates per tonne mined, is likely to intensify. This trend is being driven by national commitments under the Paris Agreement to limit average global temperature increases to less than 1.5 degrees Celsius by 2050. To achieve this, global emissions are projected to need reductions of 8-10% annually between 2020 and 2050. We had in place emission-intensity targets to achieve a 30% reduction in GHG emissions per tonne processed, by 2022, from our 2007 base. This target was met in 2018. Work is underway during 2021 to set new medium-term targets, and then to progress work toward charting a pathway to net zero emissions. Our power mix already includes hydro-electric energy in the DRC and Brazil, while our planned Colombia projects will be largely hydro-powered. Our Australian operations, previously powered by diesel generators, now use natural gas.

Uncertain and increasingly rigorous regulatory requirements

Explanation and impact
Regulatory certainty facilitates decision making in relation to long-term investments in mining assets with lives spanning several decades. Regulatory changes relating to mining rights, the payment of taxes and royalties, and operating or closure and decommissioning requirements can impact investment returns. More onerous regulations can result in an increased cost of compliance, which may be compounded by uncertainty in the understanding or application of legislation. This can affect the financial position of the business and its sustainability as well as relationships with government and regulators.

Outlook
While we engage regularly with all governments and regulators, particular attention is given to negotiations with regulators in Colombia (mining and environmental permitting), Tanzania (on taxation), and other countries in Africa (Guinea, Tanzania and Ghana) that are considering legalising or formalising small-scale and artisanal mining. We are also committed to implementing the Global Industry Standard on Tailings Management and remaining abreast of regulations governing the management of TSFs. Conversion of our TSFs in Brazil to dry stacking is underway. We engage consistently with host governments and monitor and evaluate actual or anticipated regulatory changes, for timely implementation and compliance.

Increasing stakeholder/societal expectations

Explanation and impact
Companies, particularly those in the extractive industries, face increased scrutiny worldwide from an array of stakeholders:
- Providers of capital and ratings agencies have increasingly exacting expectations relating to financial, operating performance and ESG performance
- Governments’ expectations relate to contributions to the economy and to national and local economies, as well as partnerships to facilitate service delivery and social and economic development
- Communities’ expectations relate to socio-economic benefits – local employment and procurement opportunities, and the provision of infrastructure, healthcare and education

Outlook
There has been increasing expectation from governments, investors and broader society for greater disclosure on ESG performance and sustainability metrics in general. We will continue aligning our community engagement with the principles of engagement for Indigenous Peoples and First Nations communities where applicable. On disclosure, we have comprehensive ESG data sets available on our website, which are updated regularly, and we will continue to participate annually in a number of ESG rating agency surveys and aim to respond promptly to related queries. The COVID-19 pandemic has enhanced the importance of community health work; we have reacted by engaging more closely with governments and communities and providing medical and protective equipment, donations and delivered awareness and educational campaigns. We continue our successful malaria programmes in Ghana, Guinea and Tanzania, initiatives to protect our sites and communities from Ebola, and our COVID-19 support initiatives, among others. For more detail see our.<IR>

Pressure from increased international credit ratings

Explanation and impact
As the ratings agencies assess the credit risk of a company and their ability to honor its debt obligations, the assessments sometimes take into account the jurisdiction within which the company is located or operates as the country’s political, economic and regulatory environment can have an impact on the company.

Outlook
While we remain headquartered in Johannesburg, South Africa, and retain our primary listing on the JSE, the impact of South Africa’s rating by Fitch, Moody’s and S&P has decreased. However, we remain exposed to other lower-rated sovereign countries. Our overall credit rating has improved since 2019, a result of a more stable operating performance, improved cash generation, and consistent delivery on our strategic objectives, with the agencies taking greater account of the consistent delivery on our strategic objectives.
**Principal uses of gold**

**Investment**
- Gold is a long-term store of value independent of other assets. As its price often moves contra-cyclically, it can protect or enhance the performance of an investment portfolio and reduce volatility. The volumes of gold bought by investors have increased steadily over the past three decades. Investment demand increased by 40% in 2020 owing to increased economic uncertainty, increased stock of negative-yielding debt, and uncertainty created by the COVID-19 pandemic.
- Central banks are also a strong source of demand, with volumes having increased steadily over the past decade.

**Jewellery**
- Historically, gold jewellery has been the strongest source of demand, accounting for around 50% of total demand. In 2020, jewellery demand fell, largely because of curtailed economic activity because of the pandemic. The largest markets are India and China.

**Medicine and dentistry**
- Gold nanoparticles are used in rapid diagnostic testing, which have helped to revolutionise the diagnosis of diseases such as HIV/AIDS.
- Gold-based drugs are being developed to treat diseases such as rheumatoid arthritis.
- Gold nanoparticles deliver anti-cancer drugs directly to tumours.
- Gold’s being malleable and non-allergenic makes it ideal for use in dentistry.

**Technology, aerospace, environment**
- Gold wire is widely used in almost all electronic devices that make the internet function – computers, mobile phones, global positioning systems, etc. As an efficient and reliable conductor and connector, it enables the rapid, accurate transmission of data.
- In space, layers of gold are used to protect astronauts and equipment from heat and radiation.
- Gold nanoparticles are used to improve the efficiency of solar cells and panels.
- Environmentally, nanoparticles are used to clean contaminated groundwater by breaking down pollutants.

**Role of the board, Audit and Risk Committee and management**

The board provides oversight of AngloGold Ashanti’s risk management framework, policies and processes and has ultimate accountability for the development and implementation of the risk management strategy and plan.

The Audit and Risk Committee is accountable for ensuring the company’s risk governance framework is effective.

The Chief Financial Officer is accountable for the enactment of the policy and reports to the Audit and Risk Committee.

AngloGold Ashanti has a formal risk management policy and a comprehensive set of risk management standards. We adhere to the King IV Corporate Governance Risk Principles, ISO 31000 and the Committee of Sponsoring Organisations (COSO) Enterprise Risk Management Framework.

**Risk management framework**

This framework applies across the company and to all Group-managed entities, covering the components below.

- Identifying: Risks and opportunities are identified at an operational and regional level and assessed with input from senior management.
- Assessing: Risks and opportunities are identified at an operational and regional level and assessed with input from senior management.
- Reporting: Risks and opportunities are identified at an operational and regional level and assessed with input from senior management.
- Mitigating: Risks and opportunities are identified at an operational and regional level and assessed with input from senior management.
- Evaluating: Risks and opportunities are identified at an operational and regional level and assessed with input from senior management.
- Responding: Risks and opportunities are identified at an operational and regional level and assessed with input from senior management.
- Appétit and tolerance statements: Risks and opportunities are identified at an operational and regional level and assessed with input from senior management.

AngloGold Ashanti Limited
Managing our risks and acting on opportunities continued

Risk appetite and risk tolerance

In conducting our business, a certain amount of risk is inevitable. AngloGold Ashanti defines risk appetite as the level and type of risk that the Group is willing to accept to achieve its business goals, while risk tolerance refers to the level of risk carried at a particular time. Both risk appetite and risk tolerance are critical elements of the Group’s risk management process and how risk management integrates with business planning and operational management. The board determines the appropriate levels of Group risk tolerance and sets limits for risk appetite annually.

See Our Strategy, Delivering on our strategy and Our external operating context

Opportunities

While AngloGold Ashanti recognises that risk is present in all business and operational activities, we also understand that threats in certain scenarios can present opportunities.

Significant opportunities are:

- Increasing Ore Reserve

Several opportunities exist in the ongoing development of the Ore Reserve – either by greenfield discoveries or conversion from our

Managing risk during the COVID-19 pandemic

As the COVID-19 pandemic swept around the world, AngloGold Ashanti demonstrated real-time risk management and the ability to respond quickly to the resulting challenges, adapting and innovating processes in reaction to the changing COVID-19 environment across its operating regions. Decision-making at all levels was streamlined through our crisis management processes, which had as a centrepiece a multi-disciplinary daily crisis meeting across all operations. This meeting allowed for rapid sharing of information, which was vital as the spread of the virus accelerated, and also equally efficient sharing of emerging best practice and solutions to challenges across our sites. All of these mitigation measures from the risks that had been highlighted, were carefully logged and followed through to resolution.

Government-imposed lockdowns forced certain mines to suspend operations at different stages, and for different periods of time during the year. We worked to ensure business continuity while prioritising the health and safety of our employees and host communities. We quickly put in place protocols and standard operating procedures for all sites to help prevent the transmission of the virus. Our teams worked closely with community leadership around our mines and governments in our operating jurisdictions, to provide support for efforts to flatten the curve and cushion the economic impact of the pandemic.

Guidance was suspended in March and reinstated in September, once there was a greater degree of certainty in our ability to manage our operations during conditions created by the pandemic.

As the virus spread around the globe, disrupting supply chains, a concerted effort was made to increase inventories of critical

Mineral Resource – which is key to the long-term sustainability of the business. Through a targeted investment programme started in 2020, our exploration teams added 2.7Moz of Ore Reserve, net of those depleted by production, and anticipate another net increase in 2021 as this programme continues. For more details see Mineral Resource and Ore Reserve – summary in this report.

- New project development

Investment decisions on the two Colombian projects are expected in the coming year. These projects are the wholly owned Quibdó copper-gold project and the Gramalote joint venture (50:50) with operator B2Gold. Once in production, these projects, which are low-cost and have long operating lives, will substantially reduce AngloGold Ashanti’s cost profile with increased margins and cash generation, while also enhancing our life-of-mine profile with medium- to long-term production and total Ore Reserve, maintaining long-term optionality.

- Commodity diversification

As a copper-gold project, Quibdó will diversify the range of commodities produced. Copper is essential to renewable energy and electric vehicle technologies, among others. As the world moves towards decarbonisation and reduced emissions in the face of the climate crisis, global demand for copper is expected to increase.

We drew down fully on our $1.4bn revolving credit facility and put in place a short-term, $1bn emergency credit facility, to ensure adequate liquidity as the extent and impact of the pandemic became clearer. As the gold price rose through the course of 2020 and free cash flow improved as a result, cash balances were bolstered and later supplemented by the issue of a new, $700m 10-year bond at a lower coupon than the one settled in April 2020, which we had elected to pay from existing credit facilities and cash on hand.

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COVID-19 remains a risk to the business as new variants emerge and spread across the world, but we have a significantly more robust balance sheet than a year ago, increased inventories on our sites, and a much improved understanding of the practicalities of operating safely and maintaining business continuity during periods of increased transmission of the virus. We remain alert to unanticipated risks emerging as the virus evolves, seeking to retain the flexibility and cohesion that stood us in good stead during 2020. We will work closely with our government stakeholders to support their vaccination efforts as vaccines become available, prioritising our employees and contractors, their dependants, and the populations in our host communities.
Our top 10 residual Group risks

Our risks are assessed over the short, medium and long term. The heat map below shows the residual rating for each of our top 10 material risks over a three-year view (medium term). Residual risk is the Company’s exposure to a particular risk once mitigation measures have been applied to the inherent risk.

1. Adverse regulatory changes to mining rights and fiscal requirements

<table>
<thead>
<tr>
<th>Description</th>
<th>Potential contributing factors</th>
<th>Potential consequences</th>
<th>Response and mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our experience is that political, tax and economic laws and policies in countries in which we operate can change rapidly. We operate in countries that can from time to time experience a degree of social and political instability as well as economic uncertainty.</td>
<td>Potential instability and elections in 2020 in certain operational jurisdictions could elevate political risk impacting the company</td>
<td>Adverse regulatory changes to mining rights and fiscal requirements</td>
<td>Regular, inclusive engagement and broader collaboration with government, communities and NGOs</td>
</tr>
<tr>
<td>Resource nationalism</td>
<td>Increased tax and royalty obligations</td>
<td>Inability to convert Mineral Resource to Ore Reserve</td>
<td>Continuous monitoring of legislative/political landscape</td>
</tr>
<tr>
<td>Regulatory uncertainty</td>
<td>Increased operating costs reduce cash flow and can adversely impact business plans</td>
<td>Adverse impact on market capitalisation</td>
<td>Use of joint venture alliances in line with host country’s regulatory requirements</td>
</tr>
<tr>
<td>Impact of COVID-19</td>
<td>Compromised employee safety and security</td>
<td>Increased scrutiny from governments, non-governmental organisations and communities</td>
<td>Assuring compliance with the relevant country legislation</td>
</tr>
<tr>
<td>Government imposed lockdowns</td>
<td>Adverse impact on market capitalisation</td>
<td>Increased resource nationalism</td>
<td>Government relations framework</td>
</tr>
</tbody>
</table>

2. Inability to convert Mineral Resource and Ore Reserve

<table>
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</thead>
<tbody>
<tr>
<td>It is essential to replace Ore Reserve depleted by mining and production in order to maintain or increase production in the long term. If not, operational performance and financial condition and prospects will be adversely affected.</td>
<td>Adverse changes to geological models</td>
<td>Reduced mining flexibility and adverse impact as well as uncertainty on business planning and ability to forecast</td>
<td>Improved Ore Reserve development to create flexibility for mines to cope with unexpected events</td>
</tr>
<tr>
<td>See Mineral Resource and Ore Reserve – summary in this report.</td>
<td>Inability to react to changing economic factors</td>
<td>Increased Ore Reserve conversion</td>
<td>Robust business planning, portfolio optimisation and feasibility studies to withstand potential risks</td>
</tr>
<tr>
<td>Adverse future implications on the industry and our governance of event risks</td>
<td>Regulatory uncertainty</td>
<td>Lower production</td>
<td>Focused greenfield exploration targeting new discoveries</td>
</tr>
<tr>
<td>See COVID-19 response and Tailings management in the «SR&gt;».</td>
<td>Untractable feasibility studies</td>
<td>Premature mine closure or mothballing of operations</td>
<td>Continued focus on brownfields exploration</td>
</tr>
<tr>
<td>Project studies late or over budget</td>
<td>Impairments, lower future earnings, decline in market capitalisation</td>
<td>Ranking of opportunities based on returns and affordability</td>
<td></td>
</tr>
</tbody>
</table>

3. Adverse future implications on the industry and our governance of event risks

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Potentially catastrophic risks include the COVID-19 pandemic and tailings dam failure. These risks could lead to significant financial consequences and fundamental changes to the way we operate.</td>
<td>Cost of compliance with tailings management regulations following the 2019 Brumadinho tailings dam failure in Brazil</td>
<td>Global economic uncertainty across all sectors</td>
<td>Ensuring adequate liquidity</td>
</tr>
<tr>
<td>See COVID-19 response and Tailings management in the «SR&gt;».</td>
<td>COVID-19 pandemic and subsequent events</td>
<td>Fluid regulatory environment</td>
<td>Comprehensive tailings management framework, standards and guidelines to deal with risks</td>
</tr>
<tr>
<td>Impact of COVID-19</td>
<td>Changes to inspection procedures due to social distancing and travel restriction</td>
<td>Recovery and consequent rise in global interest rates could have an adverse effect on gold prices</td>
<td>Conversion to dry stacking operations</td>
</tr>
</tbody>
</table>

Risk outlook

There is an expectation of some uncertainty with a willingness to take justifiable risks to improve portfolio quality.
MANAGING OUR RISKS AND ACTING ON OPPORTUNITIES

4. Failure to successfully deliver and ramp up growth projects

<table>
<thead>
<tr>
<th>Description</th>
<th>Potential contributing factors</th>
<th>Potential consequences and impact on value creation</th>
<th>Response and mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Failure to develop and operate projects in line with expectations could negatively impact business performance. See CEO’s review and Projects and exploration – planning for the future in this report.</td>
<td>Unplanned operational issues affecting delivery on targets, Operations exposed to natural catastrophes or extreme weather, Non-compliance with critical controls resulting in safety incidents or potential fatalities. Impact of COVID-19</td>
<td>Delivery of business plans by focusing on strategic projects and allocating capital in accordance with our capital allocation framework. Increased project delivery due to the spread of the COVID-19 virus, Employee illness or death.</td>
<td>Project delays can adversely impact costs, project returns and earnings. Failure to achieve project delivery. Decline in investor confidence and company valuation. Project steering committee participation.</td>
</tr>
</tbody>
</table>

5. Failure to meet our operational and safety targets

<table>
<thead>
<tr>
<th>Description</th>
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<th>Potential consequences and impact on value creation</th>
<th>Response and mitigation</th>
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</thead>
<tbody>
<tr>
<td>Unplanned stoppages and unforeseen operational interruptions that can impact production and operational accidents or injury could adversely impact business performance. See Employee safety in the 3IR.</td>
<td>Unplanned operational issues affecting delivery on targets, Operations exposed to natural catastrophes or extreme weather, Non-compliance with critical controls resulting in safety incidents or potential fatalities. Impact of COVID-19</td>
<td>Delivery of business plans by focusing on strategic projects and allocating capital in accordance with our capital allocation framework. Increased project delivery due to the spread of the COVID-19 virus, Employee illness or death.</td>
<td>Project delays can adversely impact costs, project returns and earnings. Failure to achieve project delivery. Decline in investor confidence and company valuation. Project steering committee participation.</td>
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6. Failure to attract and retain critical skills and talent

<table>
<thead>
<tr>
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<th>Potential consequences and impact on value creation</th>
<th>Response and mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Failure to retain and attract sufficiently skilled and experienced employees may harm our business and growth prospects. Having the right people with the required skills is vital to the efficient conduct of our business and strategic delivery. See People are our business in this report and integrated talent management in the 3IR.</td>
<td>Non-compliance with critical controls resulting in safety incidents or potential fatalities. Impact of COVID-19</td>
<td>Delivery of business plans by focusing on strategic projects and allocating capital in accordance with our capital allocation framework. Increased project delivery due to the spread of the COVID-19 virus, Employee illness or death.</td>
<td>Project delays can adversely impact costs, project returns and earnings. Failure to achieve project delivery. Decline in investor confidence and company valuation. Project steering committee participation.</td>
</tr>
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</table>

7. Loss of or threats to social licence to operate

<table>
<thead>
<tr>
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<th>Response and mitigation</th>
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</thead>
<tbody>
<tr>
<td>Failure to operate in a sustainable and responsible manner and provide benefits to communities could threaten our “social licence to operate” and adversely impact our financial condition. See Building resilient, self-sustaining communities in the 3IR.</td>
<td>Non-compliance with community and security policies and leading standards, Ineffective stakeholder engagement, Land relinquishment pressure, Increase in illegal and artisanal small-scale mining, Community perception of environmental and other risks. Impact of COVID-19</td>
<td>Delivery of business plans by focusing on strategic projects and allocating capital in accordance with our capital allocation framework. Increased project delivery due to the spread of the COVID-19 virus, Employee illness or death.</td>
<td>Project delays can adversely impact costs, project returns and earnings. Failure to achieve project delivery. Decline in investor confidence and company valuation. Project steering committee participation.</td>
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</table>
8. Failure to move down the industry cost curve – all-in sustaining cost competitiveness

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Lower spot prices and strengthening of currencies in host countries will adversely impact our ability to generate free cash flow. See the CFO’s report in this report.</td>
<td>inadequate free cash flow/liquidity, inability to deliver growth and execute strategy. Recapitalisation at distressed equity prices and in poor market conditions. Adverse investment and credit ratings. Sustained lower gold price may adversely affect new capital projects, continuity of existing operations and other long-term strategic decisions. Lower market capitalisation.</td>
<td></td>
<td>Drive operational excellence programmes. Introduce lower cost ounces. Capital optimisation to generate maximum returns. Threat to investment and credit ratings. Completed asset sales to focus on higher-return options.</td>
</tr>
</tbody>
</table>

9. Adverse gold and commodity price, and currency movements

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Period of gold price increases</td>
<td>Reduced demand for jewellery and increased supply of gold. US dollar strength relative to other currencies in host countries. Increased input prices – fuel, steel and reagents. Increased global interest rates providing more attractive alternatives for gold investors.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10. Inability to meet investor expectations on responsible mining and increased disclosure (ESG performance)

<table>
<thead>
<tr>
<th>Description</th>
<th>Potential contributing factors</th>
<th>Potential consequences and impact on value creation</th>
<th>Risk outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of disclosure and irresponsible mining could lead to investors divesting, increased reputational risk, and an adverse impact on the share price and our social licence to operate.</td>
<td>Non-alignment with ESG standards, or disclosure requirements. Ineffective structures and processes to ensure accountability, transparency or responsiveness, leading to an escalation of risk exposure and negative impact on our social licence to operate. Impact of irresponsible mining on host communities. Carbon emissions target reduction and disclosure.</td>
<td>Increasing financial flexibility including caution with a preference for safe delivery.</td>
<td></td>
</tr>
</tbody>
</table>

Emerging risks

The most prominent emerging risks which are being closely monitored are:

- Cybersecurity
- Climate change

Technological innovation and protecting our technology from attack, are key to sustaining our operating environments. This area receives ongoing focus and oversight by the Board. Audit and Risk Committee and management.

Climate change

Our operations are exposed to several physical risks resulting from climate change. Climate change is a priority at board level with the focus on setting further decarbonisation targets, charting a path to net zero and implementing the Task Force on Climate-related Disclosures (TCFD) recommendations. We established a climate change working group and during 2020 began to consider high level physical climate change risk assessments with conservative climate change scenarios considered for all operations. See Climate change and energy use in the «SR».
### Risks by region

#### Africa

<table>
<thead>
<tr>
<th>Risk</th>
<th>Key areas of focus and opportunities</th>
</tr>
</thead>
</table>
| Adverse regulatory changes to mining rights and fiscal changes | **Tanzania:**
|  | **Gold:**
|  | In July 2017, the Government of Tanzania enacted a new legal framework for the country's extractive industries. We are operating in compliance with the legislation and maintaining constructive engagements with authorities. |
|  | **DRC:**
|  | *Our joint venture partner Barrick continues to engage with the DRC government on concerns related to the 2018 mining code.*
|  | *At June 2018, AngloGold Ashanti and many other holders of mining rights reserved their rights under the 2002 Mining Code.*
|  | *A VAT refund agreement was signed with the DRC Tax Administration in 2018 permitting the joint venture to offset the amount of VAT credits eligible for repayment against other payments to government.*
|  | *Discussions are continuing with the authorities to progress the Article 220 Decree, with the aim of limiting the fiscal impact of the new mining code and improving the cash repatriation process.* |

| Adverse future implications on the industry and our governance of event risks | **COVID-19:**
|  | *There is still a significant degree of uncertainty in relation to potential impacts of COVID-19, requiring flexibility in response planning to assist the business to recover and thrive.* |

| Failure to successfully deliver and ramp up growth projects | **Ghana:**
|  | **Obuasi:**
|  | *The Obuasi Redevelopment Project continued its ramp-up, delivering a 127,000oz in production despite delays in receiving equipment and in the arrival of skilled personnel, critical to the project as a result of COVID-19 related lockdowns in various jurisdictions during the year. Phase 2 is on tight schedule and expected to be completed in the first half of 2021.*
|  | *Management continues to work closely with government and community stakeholders to ensure the mine is developed sustainably and creates value for all stakeholders.* |

| Failure to meet our operational and safety targets | **Guinea:**
|  | **Song:**
|  | *Operational and technical challenges related to the commissioning of the combination plant continue to impact performance.*
|  | *Plans to mitigate these challenges have been implemented and there has been an upsizing in production, with operations stabilising.*
|  | *The company is carrying out preparatory work, including the construction of a haul road for the higher grade Block 2 deposit at Siguiri.* |

| Failure to attract and retain critical skills and talent | **Guinea:**
|  | **Song:**
|  | *Continue the Chairman’s Young Leaders Programme that targets internal talent, creating a talent pipeline for future leadership positions.*
|  | *We are assessing our structural models to optimise effectiveness.*
|  | *Localisation of the hiring of employees and companies, in our host countries is a priority.* |

| Loss of and/or threats to social licence to operate | **Ghana:**
|  | **Obuasi:**
|  | *Maintaining comprehensive engagement with key stakeholders to minimise operational disruptions and secure our licence to operate.*
|  | **Obuasi:**
|  | *Localisation is a focus in the community, and we work with stakeholders on the implementation of the Obuasi Social Management Plan, creating opportunities for alternative livelihoods and skills development.*

#### Americas

<table>
<thead>
<tr>
<th>Risk</th>
<th>Key areas of focus and opportunities</th>
</tr>
</thead>
</table>
| Adverse future implications on the industry and our governance of event risks | **Brazil:**
|  | **COVID-19:**
|  | *There is still a significant degree of uncertainty in relation to the impacts of COVID-19, requiring flexibility in response planning to assist the business to recover and thrive.*

| Tailings storage facilities (TSFs) | **AngloGold Ashanti Brazil’s existing tailings facilities introduced dewatering bays and filtration plants to reduce the volume of material deposited.**
|  | *TSFs at our Brazil operations are being converted to dry stacking and will be decommissioned, as required by legislation or their closure plans.* |

| Failure to successfully deliver and ramp up growth projects | **Columbia:**
|  | **Quedadas Project:**
|  | *The feasibility study is expected to be completed in the first half of 2021 after which it will be presented to the board for approval.*
|  | *Forming a broad strategic alliance with all relevant stakeholders to establish regional support for the project.*
|  | *Local stakeholder support continues to grow.*

| Failure to meet our operational and safety targets | **Brazil:**
|  | **Guabi:**
|  | *The operation has been experiencing poor ground conditions. The installation of additional ground support has been incorporated into the mining cycle. The initial drilling completed over the past year resulted in a revised geological interpretation of the main orebody.*
|  | *The focus is to increase the development and drilling to expand our knowledge of the orebody and increase confidence in the mine plan.* |

| Failure to attract and retain critical skills and talent | **Columbia:**
|  | **Granadillo Project:**
|  | *Having transferred operatorship of our Granadillo project to B2Gold we are able to focus our technical skills towards the development of this project.*
|  | *Working closely with our partner B2Gold to advance drilling and complete the feasibility study during 2021.*
|  | *A request for approval is expected in 2021, followed by construction in 2022.* |

<table>
<thead>
<tr>
<th>Australia</th>
<th>Key areas of focus and opportunities</th>
</tr>
</thead>
</table>
| Risk | **Tropicana:**
|  | *The Boston Shaker underground mine, which moved into commercial production during the third quarter of 2020, is on schedule and under the budget in the approved feasibility project.*

| Failure to successfully deliver and ramp up growth projects | **Tropicana:**
|  | *The Boston Shaker underground mine, which moved into commercial production during the third quarter of 2020, is on schedule and under the budget in the approved feasibility project.*

| Failure to attract and retain critical skills and talent | **Tropicana:**
|  | *Continue the Chairman’s Young Leaders Programme that targets internal talent, creating a talent pipeline for future leadership positions.*
|  | *Initiatives include an assessment of structural models conducted at regional levels that envisage optimisation of structures and shift accountabilities.*

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*AngloGold Ashanti Limited*
**INTEGRATED STAKEHOLDER ENGAGEMENT**

Effective management of stakeholder relationships has a direct bearing on our ability to deliver on our strategy.

Stakeholder engagement helps us understand our internal and external operating environment, allowing us to inform decision-making. We engage regularly with key stakeholders to better appreciate their views of AngloGold Ashanti, to understand their ambitions and requirements, and to identify potential risks, opportunities and material issues.

Our stakeholder engagement approach
We are committed to collaborative stakeholder engagement. Our stakeholder engagement process is integrated and inclusive and aims to balance the needs, interests and expectations of stakeholders with those of the Company. It is critical at every stage of our business, from exploration through to mine closure.

**Identifying our key stakeholders**
We identify our key stakeholders based on their ability to impact our business and influence decision-making, taking into account the:
- Extent to which AngloGold Ashanti depends on their support to achieve our strategic objectives
- Extent to which they can affect AngloGold Ashanti and its performance
- Significance of the both the stakeholder and their respective issues to the Company
- Risk to AngloGold Ashanti of not effectively engaging with the stakeholder, or addressing their issues

<table>
<thead>
<tr>
<th>Strength</th>
<th>Quality of engagement</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>Strong</td>
<td>Strong</td>
<td>= collaborative and mutually advantageous</td>
</tr>
<tr>
<td>Cordial</td>
<td></td>
<td>= sufficiently involved to achieve common goals</td>
</tr>
<tr>
<td>Weak</td>
<td></td>
<td>= requires some effort and consultation to achieve consensus</td>
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**Oversight and accountability**
The board has ultimate responsibility for stakeholder engagement. The Social, Ethics and Sustainability Committee assists with oversight of material stakeholders and their issues. A formal stakeholder engagement framework provides for structured and constructive engagements at appropriate management and operational levels.

**Engaging key stakeholders**
In determining the key stakeholders, we identified the significance of our engagement with each, their primary concerns and expectations, our response to those concerns and expectations, and the potential value for each stakeholder.

<table>
<thead>
<tr>
<th>Stakeholder concerns</th>
<th>How we engage</th>
<th>Quality of engagement: Strong</th>
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</thead>
<tbody>
<tr>
<td>ESG performance and concerns</td>
<td>By email, telephone, meetings or video conference</td>
<td></td>
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<tr>
<td>The valuation gap between AngloGold Ashanti and many of its international peers</td>
<td>Interim and annual results presentations</td>
<td></td>
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<tr>
<td>Potential to change primary listing</td>
<td>Media Interviews</td>
<td></td>
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<td>Asset sales and their consequences</td>
<td>Annual reports</td>
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<td>Impact and management of COVID-19</td>
<td>Website</td>
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<td>Long-term financial viability</td>
<td>Investor days</td>
<td></td>
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<tr>
<td>Progress on Obuasi redevelopment</td>
<td>Site visits</td>
<td></td>
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<tr>
<td>TSFs and their management</td>
<td>Investor conferences, roadshows and one-on-one meetings</td>
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<tr>
<td>Relations with Indigenous Peoples and First Nations</td>
<td>Corporate action and regulatory announcements</td>
<td></td>
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<tr>
<td>Performance and disclosure on critical metrics such as safety, operational, financial and ESG metrics</td>
<td>Annual general meeting</td>
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<td>Jurisdictional risk and cash conversion challenges</td>
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<td>Silicosis settlement</td>
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<tr>
<td>Remuneration – policy and implementation</td>
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<tr>
<td>Changes at executive and board level</td>
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**AngloGold Ashanti’s concerns**
Providing a clear understanding of our strategy and the plans in place to address risks.

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<tr>
<th>Value to stakeholder</th>
<th>Related capitals</th>
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</thead>
<tbody>
<tr>
<td>Return on investment – share price and dividends</td>
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<td>Long-term sustainability of business</td>
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<tr>
<td>Comprehensive and transparent reporting</td>
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<tr>
<td>Effective risk management, and ethical conduct and corporate governance</td>
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<td>Good corporate citizenship and overall ESG performance</td>
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INTEGRATED STAKEHOLDER ENGAGEMENT CONTINUED

Employees and unions

Significance
Includes: Employees at all levels of the Company and labour unions representing employees at certain operations

Represents our human capital that provides the manpower, knowledge, skills and expertise necessary to the conduct of our business

Employees are fundamental to delivery on our mission and strategy. Constructive employee engagement promotes stable employee relations, enhances productivity, and ensures alignment in delivering on our strategic objectives.

How we engage
Employees – frequent and ongoing:
- Internal electronic newsletters, briefs, emails, intranet
- Management meetings, staff briefings, town hall sessions
- Safety and health awareness campaigns
- Employee surveys
- Performance and exit reviews

Unions – more formal and structured:
- Regular, diarised meetings
- More frequent during wage negotiations

Our response
- Implemented COVID-19 protocols tailored to address circumstances at each operation – accompanied by a focused communications plan and ongoing feedback to central crisis management team
- Ensured no employee lost wages or benefits during 2020 related to COVID-19 lockdowns and other disruptions
- Continued strengthening of the balance sheet to better weather short- and medium-term volatility in the gold price and general operating environment
- Successfully concluded asset sales in South Africa and Mali, minimising job losses in the process
- Debt consolidation
- Steady delivery on our strategy by maintaining financial discipline, reducing debt, tight cost control, increasing shareholder dividends, portfolio re-investment
- Improvements to quality of our asset base and unlocked value for shareholders by adhering to strict investment criteria
- Concluded significant work to improve remuneration practice and disclosure

Value to stakeholder
- Improved job security
- Reward and recognition
- Education and training
- Talent management and career planning
- Inclusivity, equity and diversity

Related capitals

Quality of engagement: Cordial

Governments and regulators

Significance
Includes: National, regional, local government and various regulators (mining, environmental, social, labour, taxation)

Government and regulators develop and implement legislation and associated regulations that can significantly affect AngloGold Ashanti as a whole or one or more of our operations; impact varies by region and country.

Ongoing engagement aims to communicate the condition of the business, its challenges and opportunities, and to mitigate regulatory and political risk, encourage certainty, strengthen our licence to operate and generally promote an environment conducive to investment and development. Proactive engagement with governments includes collaborating on their service delivery responsibilities.

How we engage
- Engagement is regular and ad hoc, depending on matters arising or company developments, industry-related changes and opportunities for dialogue specific forums like industry conferences and government-organised events
- In person, virtual, direct or indirect, at company level or through industry partners which lobby on behalf of the mining industry. See Industry partners below for indirect engagement with governments and regulators

Our response
- Continued engagement with government stakeholders at all levels
- Improved internal systems and activities to meet requirements of regulatory changes
- Maintained dialogue in the DRC on the repatriation of funds held in the country through our joint venture partner and operator, Barrick
- Maintained dialogue in Tanzania and Colombia
- Continued payment of taxes, royalties and duties
- Engaged with governments and relevant regulators in countries in which asset sales were underway to ensure the transactions were in line with local legislation. Also obtained the necessary approvals to conclude the transactions as well as to fulfill conditions precedent for the respective sale agreements.
- Complying with all laws and regulations relating to TSFs

Value to stakeholder
- Contributions to the national fiscus through the payment of taxes, royalties and duties
- Collaboration on infrastructural projects
- Investment in local economic development
- Compliance with and reporting on regulatory obligations that demonstrate constructive partnerships with government

Related capitals

Quality of engagement: Cordial

Inclusivity, equity and diversity

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Related capitals

Quality of engagement: Cordial

Inclusivity, equity and diversity
INTEGRATED STAKEHOLDER ENGAGEMENT CONTINUED

**Communities**

**Significance**
Includes: Those communities in the vicinity of our operations on whose goodwill we depend, and who are directly impacted by mining operations.

We are accountable to our host communities to be a responsible corporate citizen. Communities can directly affect our social license to operate. In line with our values, we aim to leave them better off for having been there once mining has ceased.

We aim to manage expectations, uphold human rights and ensure community and asset security. Mutually beneficial partnerships with host communities enhance shared value creation, which help in retaining our social licence to operate.

**How we engage**
- A forward-looking community engagement strategy is in place to identify potential areas of concern within local communities.
- Engagement is focused on local economic development programmes, partnerships and the development of local governments and host communities. These contribute to economic growth, stimulate income-generating opportunities, create employment, and, in line with our strategy, create shared value.
- Directly, through various community forums, depending on the host country and the matter at hand. These forums include representatives from the Company, the community and local authorities.
- Directly through the implementation of community engagement strategies to drive their complaints, which are followed up until resolution is reached.

**Stakeholder concerns**
- Employment and procurement opportunities
- Sale of assets in South Africa and Mali, including the incorporation of mine areas into local municipalities and donation of facilities to local communities in South Africa.
- Legacy issues (social and environmental), post-asset sale in South Africa.
- Local enterprise and economic development programmes.
- Environmental and social impact of mining activities on communities (noise, dust, water issues).
- Education and infrastructure

**AngloGold Ashanti’s concerns**
- Social licence to operate
- Potential business interruptions
- Legacy issues (social and environmental), post-asset sale in South Africa.

**Value to stakeholder**
- Investment in community socio-economic development projects
- Local employment opportunities
- A stimulus for local economic growth
- Community health and safety, including malaria, Ebola, silicosis and more recently COVID-19

**Related capitals**

For more information on our work to establish self-sustaining communities, see <IR>.

**Suppliers**

**Significance**
Includes: Range of suppliers – from established multi-national corporations to smaller, more localised businesses – and labour contractors.

We aim to manage expectations, uphold human rights and ensure community and asset security. Mutually beneficial partnerships with host communities enhance shared value creation, which help in retaining our social licence to operate.

**How we engage**
- Procurement opportunities – continuity of contracts and sustainability of business, especially with the COVID-19 challenges.
- Promotion of local procurement and capacity building to empower local communities.

**AngloGold Ashanti’s concerns**
- Responsible ESG practice – includes ensuring alignment with our Code of Ethics, and encompasses human rights, labour relations, employment and environmental practices, anti-bribery and corruption, and safety procedures.
- Promote increased participation by local companies, for example, the Obuasi redevelopment project.
- Increased focus on procurement with local suppliers.

**Stakeholder concerns**
- Management of service level agreements
- Direct engagement via our supply chain/procurement teams
- Webinars
- Service delivery feedback meetings

**Value to stakeholder**
- A source of business and local economic activity in host communities and host countries
- Longevity of our business supports the economic survival of suppliers

**Related capitals**

"Multiplier effect"
Industry partners and peers

Quality of engagement: Strong

Significance
Includes: National or local mining/industry bodies, the ICMM, WGC, among others

Provides a joint platform for addressing industry-related developments and concerns, as well as initiatives for sharing lessons learnt and best practice.

Engagement aims to garner support and promote collaboration with other shared stakeholders – governments, regulators, employees, unions and communities – on matters of mutual concern, to work together to reduce regulatory and political uncertainty, and to promote long-term partnerships. This includes joint efforts to find solutions to sector or industry challenges, and on any new developments to promote the future of the industry.

How we engage
• Various engagement platforms including conferences, meetings and other industry forums
  • As members of the ICMM, we attend two virtual membership meetings/calls annually, and participate in several ICMM working groups focused on different industry-related matters
  • World Gold Council provides a platform to share with and learn from international gold industry peers

Stakeholder concerns
(varies by region/country)
• Regulatory changes in Tanzania
• Community challenges
• Silicosis settlement (South Africa)
• TSF management
• Growing demands for responsible mining practices and related ESG performance
• Industry safety performance
• Environmental management and compliance
• Decarbonisation and impact of climate change – reporting requirements

AngloGold Ashanti’s concerns
• As above

Our response
• Collaboration with industry bodies to share lessons in important areas, and to co-create solutions to common challenges, including the design of safer, cleaner mining vehicles
• Collaboration with industry bodies to manage and improve regulatory and political certainty
• Participated in the establishment of the Tshiamiso Trust which will oversee the payment of claims, among others
• Collaborated in development of the WGC’s Responsible Gold Mining Principles
• Enhanced TSF management – have begun process to convert to dry stacking in Brazil

Value to stakeholder
• Provides a platform for dialogue and joint lobbying on sector-specific issues and concerns and to raise awareness of mining-related concerns
• Facilitates development of sector-based strategies and best practice guidelines on topics of shared interest such as safety and TSFs, among others
• Enables collaboration on matters of joint concern such as the roll-out of COVID-19 programmes to provide PPE and sanitisation, among others
• Sharing of technical expertise and advice
• Community and infrastructural development

Related capitals

Engaging with media
Media engagement facilitates the understanding of AngloGold Ashanti, among government stakeholders, the investment community and general public, promotes transparent and accurate reporting, and supports constructive relationships with other stakeholders. It aids management of our reputation and improves transparency and credibility, contributes to our social licence to operate, and can address speculation and misinformation in the public domain.
Five key strategic focus areas have been identified to enable us to deliver on our overall strategic objective – to generate sustained and improved cash flows and returns over the longer term. These strategic areas, which guide decision-making, are aimed at generating increased cash flows; extending mine lives; creating an organic pipeline of economically viable orebodies; and enhancing our licence to operate. The overall aim is creating and preserving value for all our stakeholders.

OUR FIVE KEY STRATEGIC FOCUS AREAS

- Improve portfolio quality
- Maintain long-term optionality
- Focus on people, safety and sustainability
- Ensure financial flexibility
- Optimize overhead, costs and capital expenditure

OUR STRATEGY

STRATEGIC ENABLERS

- Streamlined, margin-focused portfolio
- Disciplined capital allocation and a strong balance sheet
- Engaged workforce; prioritising the safety and health of employees
- Values-driven culture
- Responsible citizenship with good governance as the foundation

OUR VISION, MISSION AND STRATEGIC AIM

Our vision, mission and values are embedded in our strategy. Introduced in 2014, our current strategy allows us to be agile in navigating a dynamic operating environment. It enables AngloGold Ashanti to create value throughout the business cycle. Our strategy considers the external macro-economic environment, resulting risks and opportunities as well as our most material issues.

Our vision
To be the leading mining company

Our mission
To create value for our shareholders, our employees and our business and social partners through safely and responsibly exploring, mining and marketing our products

Our strategic aim
To generate sustainable cash flow improvements and returns

STRATEGIC GOALS OVER TIME

Short term (1 to 3 years)
Unlock full underlying value of the portfolio

Medium term (3 to 5 years)
Support a self-funded project pipeline for our long-term production plans

Long term (5 to 7 years)
Continue replenishing and increasing Ore Reserve pipeline to sustain the business
THE YEAR COVID-19 – IMPACT, RESPONSE AND MANAGEMENT

Primary impacts of the pandemic

**On the business**

Various levels of national lockdown were implemented across our operating regions, with the most significant being at the South Africa operations where underground operations were suspended for nearly one month from the end of March 2020. Operations were gradually resumed with full production resumed during May, 2020.

In the Americas region, after an initial lockdown, the Brazilian operations returned to full production. The rate of infection among employees reflected that in broader Brazilian society. However, at Cerron Vanguardia, operations were suspended several times, most recently in November/December, 2020.

In Australia, although there was no official national lockdown, shift arrangements and the ‘fly-in-fly-out’ roster was impacted by national travel restrictions. The impact on production was minimal.

In the Africa region, the most significant consequence of the pandemic was the adjustment to the Obuasi Redevelopment Project’s schedule. This was delayed by a quarter, largely as a consequence of restrictions to travel by expatriate employees.

**Impact on production and costs**

The total combined impact on production in 2020 is estimated at 140,000oz while the contribution to the all-in sustaining cost is estimated at $56/oz, equivalent to around 9%.

**On stakeholders**

Stakeholder collaboration around managing the pandemic and its impacts was essential to ensure the health and safety of employees and those in the communities surrounding our operations.

- **On employees**
  
  We ensured that no employee lost salaries or benefits because of pandemic-related lockdowns. Their financial security, in addition to our socio-economic support for our host communities, has greatly reinforced the interconnectedness of our mines and communities.

  As at 19 March 2021, AngloGold Ashanti had conducted more than 50,800 COVID-19 tests of which 2,794 employees had tested positive. About 94.4% of the confirmed cases have fully recovered. Sixty per cent of our employees succumbed to COVID-19 related illnesses.

- **Communities**

  We implemented a series of humanitarian initiatives to keep our employees and communities surrounding our operations safe and healthy. AngloGold Ashanti also extended COVID-19 controls to dependants and communities. Collaboration and partnerships to address the outbreak at local, industry and national level were key pillars of our strategy to control and manage the pandemic. We provided support in terms of food, personal protective equipment, medical supplies and equipment; personal and environmental hygiene facilities and services; infrastructure support; remote mental health and medical services as well as cash donations at various levels of governments. In the Africa region, given the regions of the healthcare systems, collaboration with local and national health authorities was key to mitigating risk. AngloGold Ashanti contributed to various community control measures. Obuasi received an award for the best COVID-19 educational response initiative at the fourth edition of the Sustainability and Social Investments awards in Ghana in November 2020, in recognition of the nature and quality of the awareness campaigns at the mine, in host communities and the nation at large.

- **Governments and local municipalities**

  The rapid escalation of the seriousness of the pandemic necessitated close co-operation between national health ministries, local governments and our own health teams. This was vital in helping to bring infections. This co-operation allowed us to build and create solutions together – whether it was securing access to testing, designing social distancing plans, or bolstering the availability of hospital beds.

  In addition, we continue to support and explore opportunities for partnerships and to collaborate with national authorities and contribute to efforts towards equitable access to safe, good quality and approved vaccines. Given the anticipated delays in the vaccine roll-out efforts in many of our operating countries, current controls are being re-enforced and maintained.

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The global spread of the COVID-19 pandemic during 2020 impacted every aspect of our business, our stakeholders, and our risks and material issues. It took an unprecedented toll on businesses and socio-economic systems across the globe. This forced businesses, including AngloGold Ashanti, to take extraordinary measures to protect the health of employees and communities, and to protect our business.

In tackling the pandemic, clear and consistent communication and co-operation, both within AngloGold Ashanti and with a broad range of external stakeholders, was fundamental in navigating the pandemic amid a rapidly evolving regulatory landscape. In responding, we acted quickly with a plan that not only enabled business continuity and delivery on our strategic objectives, but also supported our people and communities throughout.

**Responding to and managing the pandemic**

It quickly became apparent how vital it was to ensure close and ongoing co-operation between health ministries, local government departments, community leadership and our own site management and health teams. The mechanisms and effectiveness of this collaboration was one of the more positive outcomes of the pandemic that we will work to make a feature of our business in the years ahead, enabling us to be more proactive in anticipating both short- and long-term health risks, and to design appropriate responses.

The rapid evolution of the COVID-19 pandemic, and the multiple risks presented, required closer monitoring and shorter, faster internal reporting systems. A multidisciplinary committee that risks presented, required closer monitoring and shorter, faster internal reporting systems. A multidisciplinary committee that...
It is an honour for me to review our 2020 performance and provide information on the exciting prospects for AngloGold Ashanti in the coming years. The start of the year was unexceptional. We provided the market our guidance for 2020 and outlined our key priorities as normal, but this was quickly overtaken by events, and the need to refocus our efforts on managing through a virus outbreak unprecedented in recent times.

COVID-19

We were surprised by the speed with which the COVID-19 pandemic spread across the world, reaching within weeks, with unprecedented lockdowns, border closures and social distancing. The manner of our response to COVID-19 highlighted the best of AngloGold Ashanti and its people. Daily calls in the months following the first government lockdown orders brought together colleagues across nine countries, ensuring we protected our people while working towards our business objectives. We continued our ongoing initiatives, such as sharing the latest news from our sites and communities, which were the centrepiece of our crisis response and allowed our experienced professionals from every corner of our Company.

The fundamental performance of the business was strong in 2020, which was a pivotal year for us. From a strategic perspective, we made solid progress across several fronts; we met our guidance for the eighth year in a row and succeeded in our aim of streamlining the portfolio by exiting operations in South Africa and Mali. The asset sale proceeds were applied to debt reduction, further strengthening the balance sheet. Our ability to maintain that record depends on a strong balance sheet, given the high level of uncertainty in the market. We are also investing in growth capital, the measure on which we calculate dividends, also year-on-year. While the higher gold price is welcome, we continue to apply conservative long-term assumptions in our planning, well below the spot price. We believe this is the best way to protect our balance sheet over the long term and ensure that we don’t get carried away by a bull market.

We learnt valuable lessons along the way that will stand us in good stead as this public health emergency remains with us for some time yet. There are also learnings that will stay with us well beyond that, particularly around information sharing, co-operating more effectively across our global footprint, and in creating a more resilient organisation.

COVID-19 impacts, linked in part to the production losses from the North WestChrome operations in South Africa and Mali, had a position boosted by our successful issuance of a 10-year, $700m bond in September, at the lowest-ever coupon for AngloGold Ashanti at 3.75%.

CEO’S REVIEW AND OUTLOOK

STRATEGIC AND OPERATING SUCCESS

About AngloGold Ashanti / World in which we operate and strategic response / Delivering on our strategy / Leadership and accountability / Rewarding delivery / Corporate information

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Ore Reserve increases and five-year outlook

Another plank of our strategy is the increase in the Ore Reserve across the portfolio. You’ll remember that 12 months ago we started a focused plan to increase investment in brownfield exploration and Ore Reserve development. The aim there was to improve mining flexibility and commodity knowledge, to increase the Ore Reserve and extend mine life. I’m pleased to say that we got off to a promising start in 2020, with 6 Moz added to the Ore Reserve on a gross basis, which more than offset our depletion and extended the operating mine life of the portfolio to about 11 years. We saw Ore Reserve additions at key assets – notably adding 1.4 Moz at Geita, open pit mine, surface deposit and 1.8 Moz at Obuasi. We see this programme continuing through to 2023 as we push out our Ore Reserve runway ahead of us.

Another benefit of this enhanced orebody knowledge is our ability to provide a longer-term outlook for the business, a first in several years for AngloGold Ashanti as we try to provide shareholders with a view into how we think about the business, the exciting potential that resides in our base of operating assets, and the world-class pipeline of projects we are considering taking to development. We are at an exciting inflection point in our growth strategy primed to generate returns and unlock latent resource potential. Over the next five years, we expect to see c.5.0% compound annual growth in gold production, with growth in the first four years coming mainly from brownfield options in our existing portfolio. Obuasi makes big additions in the first two years, while the Brazil and African operations each make valuable contributions through the period before Colombia kicks in from years four and five.

Over the same period, we see costs improving, as this year’s investment in tailings compliance in Brazil comes to an end, followed by the completion of deferred stripping programmes at Tropicana and Iduapriem. Also, at the end of 2022, the current intensive investment programme in Ore Reserve development tapers off, taking further pressure off margins.

So, while we see an increase in all-in sustaining costs in the short term, we believe that bringing in new ounces to our Ore Reserve base and extending production profile – at a competitive cost – is the highest-return capital we can spend. The added benefit is the longer valuation runway for the assets, as we start to stretch their lives out further ahead of them.

In short, after years of rationalising our portfolio by selling and closing mines, we have a clear and credible path back to disciplined, high-return and low-risk growth.

Closing the value gap

We are alive to the valuation gap that exists with some of our peers, and aware that closing it will not be down to any single measure.

We have a clear strategy so execution is key. We have three world-class projects in our portfolio, in Obuasi – which was 90% complete at the end of 2020 – and two Colombian projects, the Gramalote joint venture and the wholly-owned Minera de Cobre Quiiborada, that will come to the board of directors for approval during 2021. Ramping up Obuasi to full production by the end of 2021, amidst the challenges presented by the COVID-19 pandemic, is an important catalyst to release value. Similarly, the positive finalisation of two key feasibility studies, that will bring two additional low-cost, long-life assets into our portfolio, will create significant value. That will need to be followed by flawless execution.

Solving our cash conversion challenges, by creating a smoother mechanism to release cash flows from the DRC, and a reliable manner of offsetting VAT balances from Tanzania, will also lift the value of two key assets, Kibali and Geita.

Then there is the bread and butter work of ensuring that our existing mines – ten in all – deliver to their budgets, and reach their potential with the capital investments that we plan to make in them over the coming years. Each of our mines has real potential and each has a plan to improve in the coming years, whether it be through the addition of life, production, or increased efficiencies. Our top-class operators, backed by an industry leading exploration team and excellent support staff across each of our operating jurisdictions, will ensure operational excellence.

The true measure of success will be to meet these developments, operational and financial milestones, while creating sustainable value for our shareholders and other stakeholders. This means maximising the direct benefit our host countries and communities receive – through taxes, royalties, jobs and procurement – while limiting our impact on the environment, by further lowering greenhouse gas emissions and reducing the amount of scarce natural resources we use.

Climate

Later this year we plan to complete an updated Climate Strategy, with new, medium-term goals, and to publish our inaugural report in line with the Task Force on Climate-related Financial Disclosures, on TCFD. Bottom-up work from each site, starting with climate risk assessments, have been done, and our initial steps to mitigate the risks we face will be in several aggressive climate scenarios, has begun.

Of course, we are not newcomers to this field. We have reduced the greenhouse gas (GHG) intensity of our portfolio, which means maximising the direct benefit our host countries and communities receive – through taxes, royalties, jobs and procurement – while limiting our impact on the environment, by further lowering greenhouse gas emissions and reducing the amount of scarce natural resources we use.

We’ll remain disciplined and steadfast in our approach and in delivering on the strategy through the cycle, within the guardrails of our balance sheet. We’ll maintain discipline even as we benefit from a suite of visible catalysts in the short, medium, and long term to unlock value. Our investment case is indispensible, and I look forward to AngloGold Ashanti’s next chapter as we build on our momentum to unlock the value of our unique portfolio.

Finally, I would like to express my deep gratitude to the entire AngloGold Ashanti leadership team and to our global employees for their exceptional commitment and efforts in delivering on our business priorities, despite the challenges during this past year. I would like to thank our shareholders and all stakeholders for your continued support and trust in our Company. Our aim remains – very clearly – to be a solid, profitable business that delivers value for all stakeholders through the cycle.

Christine Ramon
Interim Chief Executive Officer
26 March 2021
AngloGold Ashanti delivered a solid performance in 2020 and continued to make progress in meeting its strategic commitments, despite the continuing COVID-19 pandemic.

### Performance against our strategy

<table>
<thead>
<tr>
<th>Ensure financial flexibility</th>
<th>Maintain long-term optimality</th>
<th>Improve portfolio quality</th>
<th>Optimise overhead, costs and capital expenditure</th>
<th>Focus on people, safety and sustainability</th>
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</thead>
</table>

**Performance outcomes**

- Strong cash flows used to reduce debt and for reinvestment for long-term growth
- Adjusted net debt to adjusted EBITDA ratio reduced to 0.24x, now >76% below 1.0x through-the-cycle target
- Strengthened balance sheet provides flexibility and optionality throughout the cycle – strong liquidity position of ~$2.8bn, including cash and cash equivalents at year-end of $1.3bn
- Investment grade credit ratings from Fitch and Moody’s Investor Services
- Track record of discipline capital allocation
- Improved financial performance leading to a more than five-fold increase in dividend to 20% of free cash flow before growth capital expenditure, payable bi-annually from 2021
- Good progress – on time and on budget – with ramp up of phase 2 of the Obuasi redevelopment nearing completion
- Advanced project development at Sunrise Dam and Geita
- Feasibility studies advanced for Gramalote and Quebradona in Colombia - nearing decision
- Greenfield options being explored in the United States, Australia and Brazil
- Ongoing brownfield development across the portfolio: Sunrise Dam targets drill out; Tropicana Havana expansion and underground; opportunities in the Africa region with new additions at Geita, Obuasi, Sigui, Kibali and Iduapriem; drilling programmes underway in Brazil and Argentina
- Minimise the Inferred Mineral Resource in the first two years and delaying use of blue sky material for as long as possible
- Streamlined and improved overall portfolio quality with completion of the sale of assets in South Africa and Mali
- Embarked on a multi-year initiative to increase investment in Ore Reserve development and brownfields exploration aimed at increasing Ore Reserve conversion, extending the life of assets, improving mining flexibility and enhancing knowledge of orebodies
- Increased the portfolio’s operating life by two years to about 11 years
- Added 6.1Moz of Ore Reserve on a gross basis
- Maintained capital discipline
- Margin-focused operations through a streamlined portfolio
- Given the COVID-19 pandemic, health and safety of employees and communities is a priority
- $44m spent on COVID-19 related initiatives to prevent the spread of the pandemic, to protect employees, to provide public health and economic relief to host communities and governments, and to manage the direct COVID-19 impact on the business
- Safety and health performance:
  -Fatalities increased with six deaths recorded for 2020
  -All-injury frequency rate continued to decline, reaching a record low of 2.39 per million hours worked (or 1.68, excluding South Africa and Mali)
  -All occupational disease frequency rate fell to 0.72
  -Improved employee mental health support
- People
  -Greater emphasis on inclusivity and diversity
- Environment
  -Maintained water re-use efficiency of more than 70% – at 73% for 2020
  -Reduced emissions
- Communities
  -No human rights violations were reported
  -Community investment of $20.6m
- Focus on people, safety and sustainability
  -Ensure and maintain stakeholder trust and confidence
  -Invest in stakeholders
  -Maintain focus on excellence in ESG performance
  -Motivate and engage employees
  -Embed diversity and inclusion
- Link to executive remuneration: ESG performance metric weighting

<table>
<thead>
<tr>
<th>Legend for risks</th>
<th>Nature of risk</th>
<th>External</th>
<th>Strategic</th>
<th>Operational</th>
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<tbody>
<tr>
<td>2</td>
<td>Inability to meet investor expectations on responsible mining and increased disclosure (ESG performance)</td>
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<tr>
<td>3</td>
<td>Adverse gold and commodity prices, and currency movements</td>
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<td>4</td>
<td>Failure to move down the industry cost curve all-in sustaining cost competitiveness</td>
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<td>5</td>
<td>Failure to attract and retain critical skills and talent</td>
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<td>6</td>
<td>Loss of or threats to social licence to operate</td>
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<td>7</td>
<td>Failure to meet our operational and safety targets</td>
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<td>8</td>
<td>Adverse implications of significant events for AngloGold Ashanti and the industry and for our governance</td>
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<td>9</td>
<td>Adverse regulatory changes to mining rights and fiscal requirements</td>
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<td>10</td>
<td>Inability to convert Mineral Resource to Ore Reserve</td>
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<td>11</td>
<td>Failure to successfully deliver and ramp up growth projects</td>
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<td>12</td>
<td>Failure to meet our operational and safety targets</td>
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<td>13</td>
<td>Loss of or threats to social licence to operate</td>
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<tr>
<td>14</td>
<td>Adverse gold and commodity prices, and currency movements</td>
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**Outlook – priorities**

- Maintain shareholder confidence
- Excess cash flow generated used to boost shareholder returns
- Reduce debt and maintain liquidity
- Deliver on commitments/guidance
- Use cash generated to reinvest in our asset base to support long-term business sustainability
- Pursue value-accretive opportunities
- Self-funded portfolio improvements with no equity issuance
- Demonstrate capital discipline
- Deliver on commitments
- Optimise operational efficiencies
- Apply technology and innovation to enhance efficiencies
- Ongoing brownfield development across the portfolio in Tanzania, Ghana, Guinea, Argentina and Australia
- Explore for value to establish a system that goes beyond the norm, that allows us capture of geological understanding from the earliest stage of development
- Exploring for value to establish a system that goes beyond the norm, that allows us capture of geological understanding from the earliest stage of development
### STRATEGIC CAPITAL TRADE-OFFS

#### Managing the COVID-19 pandemic

<table>
<thead>
<tr>
<th>Strategic focus area</th>
<th>Rationale</th>
<th>Capital affected</th>
<th>Depicted</th>
<th>Increased</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on people, safety and sustainability</td>
<td>Protecting employees and communities is a top priority, and especially so during a global pandemic. We provided personal protective equipment (PPE) and sanitisers, medical care and facilities, and implemented communication and awareness campaigns on prevention, among other things.</td>
<td>Human capital: The pandemic presented a threat to the health and safety of employees. A total of 2,261 employees contracted COVID-19 as of end of March 2021. Most were asymptomatic, and the recovery rate is 94.4%.</td>
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<td>Financial capital: Since the outbreak of the pandemic, we have invested $65m in combating it and protecting employees and communities.</td>
<td>Manufactured capital: production was impacted with enforced operational shut downs in a number of countries; as estimated 142,000oz of production were lost and its impact on all in sustaining cost is estimated at $65/oz for the year</td>
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<td>Social and relationship capital: In managing the pandemic and its consequences, we collaborated with stakeholders at all levels. This resulted in improved relationships and close collaboration in prevent infection and responding to the public health and economic aspects of the pandemic.</td>
<td>Human capital: employees received full salaries and benefits, even those unable to work during lockdowns and mine closures. Demonstrations of good faith enhanced the quality of relationship with employees.</td>
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#### Rationalisation of portfolio/asset sales

<table>
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<tr>
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<tr>
<td>Improve portfolio quality</td>
<td>The latest review to streamline our portfolio of assets started in 2018 and resulted in the sales of our remaining South Africa assets, and Morta and Sadiola in Mali. The review aimed to sharpen focus on higher-margin, longer life operations and projects that yielded higher returns than those available in the assets sold.</td>
<td>Natural capital: Mineral Resource and Ore Reserve reductions of 63.9Moz and 16.8Moz respectively, related to the assets sold; with respect to GHG emissions intensity, the South African asset sales are expected to reduce our impact in 2021, from 2019 levels.</td>
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<td>Manufactured capital: Fewer operations in our portfolio has decreased</td>
<td>Financial capital: The asset sales in 2020 generated $209m in total, most of which was used to reduce debt. The South African asset sale also contributed to reduced environmental and other liabilities totalling close to $198m as well as a reduced wage bill</td>
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<td>Manufactured capital: The quality of the remaining assets overall is enhanced</td>
<td>Natural capital: In 2020, on the back of our aggressive exploration programme, we recorded a 45% increase in the average grade of our Ore Reserve in our remaining portfolio</td>
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#### Focus initiatives to deepen and convert Ore Reserve

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<tr>
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</thead>
<tbody>
<tr>
<td>Improve portfolio quality</td>
<td>Optimising our mining portfolio and focusing our management attention and capital on longer-life, higher-return assets, was a particular focus once asset sales were completed. A three-year Ore Reserve development and conversion programme started in early 2020. Relaunching the Ore Reserve pipeline is critical to the long-term sustainability and success of our business. The programme is intended to enhance mining feasibility and extend operating mine lives. In terms of capital allocation, this is expected to be a low-risk, high-return investment. Related work is underway at Geita, Siguiri, Iduapriem, Obuasi, AGA Minaengao, Serra Grande, Cerro Vanguardia, Tropicana and Sunrise Dam.</td>
<td>Financial capital: Sustaining capital expenditure totalled $532m, while growth capital was $265m</td>
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<td>Natural capital: In 2020, the Ore Reserve increased by 6.1Moz on a gross basis, and 2.7Moz on a net basis, once depletion was taken into account</td>
<td>Natural capital: In 2020, the back of our aggressive exploration programme, we recorded a 45% increase in the average grade of our Ore Reserve in our remaining portfolio</td>
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#### Progressing Colombian projects

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<tbody>
<tr>
<td>Obuasi redevelopment</td>
<td>The Obuasi Redevelopment Project has an estimated Mineral Resource of 29.5Moz. The project is in the process of ramping up to a steady state production rate of 4,000t/day, expected in the second half of 2021. At full production, Obuasi will contribute between 350,000oz and 400,000oz annually during its first 10 years of production, at an estimated all-in sustaining cost of around $825/oz, in 2018 money terms. This is an improvement on the Company’s average costs and falls in the lower half of the industry cost curve. Obuasi has an estimated mine life of more than 20 years, with production increasing and costs improving in the second decade of production as higher-grade areas are mined.</td>
<td>Financial capital: $455m invested to date in the redevelopment of the Obuasi mine</td>
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<td>Natural capital: Obuasi’s Ore Reserve increased markedly during 2020 as confidence in the orebody was enhanced owing to the detailed mine planning process. AngloGold Ashanti has relinquished about 60.3km² of land to the government of Ghana, for use by local communities in line with government initiatives. A comprehensive programme is in place to rehabilitate areas of the mine site and address legacy issues.</td>
<td>Human capital: Providing employment with priority given to locals and Ghanaian nationals. Skills transfer programmes are in place to create skills in areas of scarcity.</td>
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<td>Social and relationship capital: Through the Obuasi redevelopment, we have created local procurement opportunities, partnered with local companies, invested in socio-economic development programme, and fostered positive relationship with government and regulators.</td>
<td>Manufactured capital: Adding to our mining infrastructure, plant and equipment.</td>
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#### Maintain long-term optionality

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<tbody>
<tr>
<td>Obuasi's Ore Reserve</td>
<td>Greenfields exploration in Colombia has led to three new ore discoveries. Two of those – Quibdoo and Gramalote – are at an advanced stage, with final feasibility study results expected in 2021, after which the board will make an investment decision in each case. Those are high-quality projects that, if approved, would improve the average cost and reserve life of AngloGold Ashanti’s overall portfolio.</td>
<td>Financial capital: $77m invested in 2020 to advance Gramalote and Quibdoo</td>
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<td>Quibdoo, a copper-gold project, also brings commodity diversification to the portfolio. Copper is essential in renewable energy and electric vehicle technologies, which are increasingly sought after as demand for materials that facilitate decarbonisation and reduced emissions grows.</td>
<td>Natural capital: Impact on the environment, including water and land, with detailed mitigation plans in place, including large-scale reforestation, restoration of indigenous ecosystems, and the development of an ecopark at the Quibdoo site.</td>
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<td>See Planning for the future – projects, exploration and innovation for details</td>
<td>Natural capital: Potentially adding to our Mineral Resource and Ore Reserve</td>
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Environment, social and governance — ESG — matters encompass those material issues and risks which could potentially impact our ability to create sustained long-term value. These factors are integrated into our strategy through our foundational strategic pillar — Focus on people, safety and sustainability — and are thus vital aspects underpinning our business model.

Our ESG commitments are informed by a comprehensive materiality assessment which determines our key priorities, risks and opportunities. Our activities are underpinned by strong governance systems and a world-class set of policies, standards and management systems.

COVID-19 has further intensified stakeholders’ focus on ESG issues, ranging from how we treat employees, our approach to climate change and human capital, and our efforts to promote sustainable supply chains and communities in which we operate.

Contributing positively to employees, communities and demonstrating responsible environmental stewardship are critical to ensuring our social licence to operate. It is a responsibility we take seriously that covers resource use and land rehabilitation, social justice, good governance, good corporate citizenship, diversity and inclusion, and human rights.

Strong ESG performance is important in maintaining our stakeholder confidence and trust, and in creating sustained value in the long term. This is another area which receives focus at all levels of the business. Consequently, the board, supported by its committees, is actively engaged in oversight and monitoring of the Company’s performance, promoting an ethical culture, being a responsible corporate citizen, and ensuring inclusive stakeholder relationships – see our ESG governance framework below.

Our ESG governance framework

### Board
- Robust, active oversight and engagement on ESG and sustainability issues

#### Policies, frameworks and standards
- Aligning with global best practice
  - Policies, standards and frameworks that seek to align with global best practice
  - Policies operationalised through robust management systems
  - Systems include safety, health, human resources, environment, community affairs, tailings management, security, human rights and closure

#### Management
- Active engagement, delegation and oversight on execution
  - Executive management team has direct accountability for all aspects of the business, including ESG matters and sustainability
  - An internal Climate Change Working Group oversees corporate climate change strategy
  - Monthly and ad hoc reporting on key issues across all operating sites and disciplines

#### Assurance
- Systematic, well-planned and co-ordinated
  - Comprehensive risk and assurance review process includes
    - AuRisk: a proprietary risk management system, identifies risks and tracks performance on mitigation measures
    - Internal: detailed combined assurance audits of all sites conducted annually/biannually, led by Internal Audit and supported by all functional sustainability disciplines
    - External: ensuring alignment with global best practice (see below)

### Sustainability and ESG frameworks and standards

We have ESG standards, policies and frameworks and are signatories to, or members of, several external organisations, frameworks and standards with ESG principles aligned with our values. These affiliations provide another avenue for stakeholders to assess our performance in these areas. Our participation in industry initiatives also enables us to inform and influence global standards and practices, while gaining insight into emerging expectations, risks and best practice.

#### These include:

### ESG performance and the SDGs

AngloGold Ashanti is committed to the United Nations SDGs to support its 2030 Agenda to end poverty and inequality, protect the planet and ensure prosperity for all. While the SDGs were aimed at national governments initially, the private sector and public companies are increasingly being encouraged to support them.

Our sustainable development strategy, which supports our overall business strategy, is aligned with the SDGs. The SDGs also speak to sustainability-related issues, and ensures ethical conduct through related company policies and standards with ESG principles aligned with our values. These affiliations provide another avenue for stakeholders to assess our performance in these areas. Our participation in industry initiatives also enables us to inform and influence global standards and practices, while gaining insight into emerging expectations, risks and best practice.

#### These include:

### SDGs identified as those to which we can make a material, positive contribution

Core to our business, and we are committed to making a positive contribution:

#### Other SDGs affected in the conduct of our business

Not core to our business but we can positively contribute:

#### SDGs we indirectly or negatively affect

Potentially impacted by our activities and require mitigation:
An overview

Sustainability indices

We voluntarily engage with several entities that rank our sustainability/ESG performance, according to their own methodologies. These rankings are based on our ESG-related disclosures and also ESG risks and performance and provide useful external feedback on our performance and benchmarks against our peers. We are proud where we do well but are more focused and work hard on those areas highlighted for improvement. These indices are:

- S&P Global Corporate Sustainability Assessment (CSA) (formerly SAM CSA)
- Responsible Mining Index
- FTSE4Good
- Bloomberg Gender-Equality Index

S&P Global CSA enables directing reporting of key sustainability metrics and benchmarking of performance on a wide range of industry-specific ESG criteria. CSA results are not only an important resource to the financial community but also to employees, customers and critical NGOs.

In the 2020 assessment, AngloGold Ashanti was ranked number 10 out 134 metals and mining companies in the industry and achieved an overall ESG rating score of 69 versus an industry average of 26.

The Responsible Mining Index (RMI) assesses the extent to which large-scale mining companies address a range of economic and ESG issues across their mining activities. AngloGold Ashanti ranked fourth out of 38 global mining companies, and first for emerging market companies, for our mine-site results in the latest RMI rankings. We scored in the top five for performance in economic development, lifecycle management, community wellbeing and environmental responsibility. Other areas which are assessed by the index are business conduct and working conditions.

We were commended for, among others, our transparency in relation to the negative impacts our operations can have, our formalised approach to supporting local procurement and local business development, for our comprehensive approach to mitigating the impacts of collective retrenchment and relatively detailed disclosure of environmental incidents.

This index tracks the financial performance of public companies committed to disclosing their efforts to support gender equality through policy development, representation and transparency. AngloGold Ashanti has been included in the 2021 Bloomberg Gender-Equality Index (GEI) in recognition of the work being done to improve diversity and inclusion across the Group. Our overall score of 67% compares with an average score across all sectors of 67% for the mining sector.

Our highest scores were for disclosure, equal pay and gender parity, our sexual harassment policies and our pro-women branding. Although we improved in some areas, opportunities exist to better our performance in others – such as female leadership and talent pipeline, and gender inclusivity. With the support of the board and executive committee to promote gender diversity and create an inclusive working environment, we are well placed to achieve this. See People are our business and the Remuneration report for more information.
Mining, by its very nature, has a negative impact on the environment. Our primary business activity is to extract gold-bearing rock from the earth. In so doing, land is disturbed. Mining consumes water and energy, generates air emissions and produces various forms of waste that must be safely and responsibly managed and/or disposed of. Air, water and energy management, the protection of biodiversity, and land rehabilitation are principal environmental focus areas. AngloGold Ashanti acknowledges the extent of our impacts on the natural environment as well as on host communities and is committed to mitigating those impacts.

Our approach to environmental management is based on responsible stewardship, with the goal of minimising impacts to the environment and the equitable use of natural resources.

Key areas of environmental responsibility are protecting biodiversity, including land rehabilitation, and mitigating impacts on water, energy, and air and climate change. We work actively to integrate environmental management with our operational functions and to formalise cross-functional collaboration.

Our active management aims to minimise impacts, to enhance efficiencies in the use of natural resources, to encourage responsible consumption, and to mitigate and remediate environmental impacts.

Our most material environmental issues are:
• Energy and climate change: Innovative methods are used to reduce GHG emissions intensity and we continue to search for ways to improve in this important area. In 2008, we set our first target to cut GHG emissions intensity of our portfolio by 30% over 15 years. We achieved a 43% reduction in carbon intensity by 2018, well before the 2022 self-imposed deadline. New medium-term targets are in the process of being set and will be followed by a pathway to achieve net zero carbon emissions. Hydropower, already used at Kibali in the DRC and at our operations in Brazil, will also feature strongly at our Colombia projects once mining begins there.
• Water management: We aim to continuously optimise the volume of water imported for production, and to maximise water re-use within the operations, while preventing the contamination of natural water resources by our activities. In 2020, re-used water provided about 73% of our total water requirements.
• Tailings management: We are committed to implementing the Global Industry Standard on Tailings Management. Our detailed tailings management framework sets principles, standards and guidelines for the construction, management and oversight of our tailings storage facilities (TSFs), and focuses on the sound management of all phases of the TSF lifecycle. Oversight at all levels - from board to site – covers planning and investigation; design; construction and operation; monitoring and checking; and taking corrective action where necessary. In Brazil, we have begun converting our TSFs to dry-stacking structures in compliance with new legislation.
• Integrated closure management: Managing the social aspects of closure is perhaps the most difficult element of mining, particularly given the growing emphasis on contributing toward the development of resilient and sustainable communities. We aim to identify social transition projects by engaging closely with communities during the life of the mining operation, to promote sustainable local businesses and to continue rehabilitating disturbed land as we operate to reduce final restoration and decommissioning costs. In recent years we have managed to steadily reduce the area of land disturbed. See table on page 72.

Environmental performance – summary

Energy and climate change

Our aim is to mitigate our carbon footprint through gains in energy efficiency while isolating our operations and host communities against physical climate risks as a result of the climate crisis. AngloGold Ashanti has been proactive in acting on climate change and provided early leadership. We are now focused on setting new targets.

Preparatory work is currently underway to set new targets. A new internal Climate Change Working Group (CCWG) has been established with members drawn from key group functions and from all operations. The primary aims of the working group are to review our climate change performance, develop an updated climate change strategy, update our understanding of physical and transition risks and opportunities relating to climate change, develop and update mitigation and adaptation priorities for operations and host communities, update climate change metrics and targets, including a revision of related metrics used in management’s discretionary remuneration, and oversee implementation of mitigation and adaptation projects.

Compliance

• Our Group Environmental Policy, Standards and Guidelines guide our environmental activities while allowing flexibility to adapt to the varying operational, geographical, climate and regulatory contexts. Each operation’s unique set of controls is maintained through its Environmental Management System (EMS), which is ISO 14001: 2015 certified.

• We are in material compliance with all relevant environmental legislation.

• 94% of sites certified to ISO 14001:2015

• 88% of sites certified to the International Cyanide Management Code

All our gold processing plants are certified to the Cyanide Code with the exception of Obuasi mine and Mine Waste Solutions (MWS). MWS was sold on 30 September 2020 while Obuasi has been under construction and redevelopment. Obuasi will initiate processes for recertification once construction and ramp up to full production are achieved.
**Energy and climate change (continued)**

**Energy usage by region**

<table>
<thead>
<tr>
<th>Region</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>8.46</td>
<td>9.16</td>
<td>9.36</td>
<td>9.93</td>
<td>10.29</td>
</tr>
<tr>
<td>Americas</td>
<td>3.94</td>
<td>4.23</td>
<td>4.13</td>
<td>4.31</td>
<td>4.17</td>
</tr>
<tr>
<td>Australia</td>
<td>5.62</td>
<td>6.32</td>
<td>6.72</td>
<td>7.68</td>
<td>7.77</td>
</tr>
<tr>
<td>South Africa</td>
<td>10.54</td>
<td>10.05</td>
<td>5.17</td>
<td>4.40</td>
<td>3.35</td>
</tr>
<tr>
<td>AngloGold Ashanti</td>
<td>28.55</td>
<td>29.76</td>
<td>25.38</td>
<td>26.32</td>
<td>25.57</td>
</tr>
</tbody>
</table>

* South Africa reported for nine months to the date of sale – 30 September 2020

**GHG emissions by region**

<table>
<thead>
<tr>
<th>Region</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>662</td>
<td>666</td>
<td>676</td>
<td>825</td>
<td>770</td>
</tr>
<tr>
<td>Americas</td>
<td>180</td>
<td>182</td>
<td>168</td>
<td>177</td>
<td>166</td>
</tr>
<tr>
<td>Australia</td>
<td>336</td>
<td>372</td>
<td>395</td>
<td>449</td>
<td>451</td>
</tr>
<tr>
<td>South Africa</td>
<td>2,864</td>
<td>2,733</td>
<td>1,322</td>
<td>1,218</td>
<td>949</td>
</tr>
<tr>
<td>AngloGold Ashanti</td>
<td>4,062</td>
<td>3,953</td>
<td>2,571</td>
<td>2,070</td>
<td>2,337</td>
</tr>
</tbody>
</table>

* South Africa reported for nine months to the date of sale – 30 September 2020

**Energy use intensity**

<table>
<thead>
<tr>
<th>Region</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>0.30</td>
<td>0.34</td>
<td>0.36</td>
<td>0.39</td>
<td>0.40</td>
</tr>
<tr>
<td>Americas</td>
<td>0.54</td>
<td>0.55</td>
<td>0.59</td>
<td>0.58</td>
<td>0.55</td>
</tr>
<tr>
<td>Australia</td>
<td>0.51</td>
<td>0.54</td>
<td>0.57</td>
<td>0.60</td>
<td>0.60</td>
</tr>
<tr>
<td>South Africa</td>
<td>0.27</td>
<td>0.26</td>
<td>0.15</td>
<td>0.13</td>
<td>0.14</td>
</tr>
<tr>
<td>AngloGold Ashanti</td>
<td>0.33</td>
<td>0.35</td>
<td>0.32</td>
<td>0.33</td>
<td>0.37</td>
</tr>
</tbody>
</table>

* South Africa reported for nine months to the date of sale – 30 September 2020

**Water**

Water is a valuable and often scarce resource. It is also one which we share with other users such as farmers, local industries and communities. Our aim is to prevent any contamination of water sources and improve our water use efficiencies by minimising the volumes of water imported/drawn for use in our mining and processing activities and maximising its re-use and recycling at the operations.

**Water usage**

<table>
<thead>
<tr>
<th>Region</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>11.9</td>
<td>16.7</td>
<td>15.6</td>
<td>15.8</td>
<td>17.4</td>
</tr>
<tr>
<td>Americas</td>
<td>8.1</td>
<td>8.3</td>
<td>7.8</td>
<td>8.8</td>
<td>10.6</td>
</tr>
<tr>
<td>Australia</td>
<td>7.6</td>
<td>6.8</td>
<td>7.7</td>
<td>8.7</td>
<td>8.7</td>
</tr>
<tr>
<td>South Africa</td>
<td>23.2</td>
<td>20.5</td>
<td>7.7</td>
<td>8.7</td>
<td>10.7</td>
</tr>
<tr>
<td>AngloGold Ashanti</td>
<td>56.7</td>
<td>52.2</td>
<td>45.9</td>
<td>47.9</td>
<td>47.4</td>
</tr>
</tbody>
</table>

* South Africa reported for nine months to the date of sale – 30 September 2020

**Energy and climate change (continued)**

A detailed breakdown of our environmental statistics by operation is available online – see ESG data tables at [www.aga-reports.com](http://www.aga-reports.com).

A detailed breakdown of our environmental statistics by operation is available online – see ESG data tables at [www.aga-reports.com](http://www.aga-reports.com).
Tailings management

At the start of 2020, AngloGold Ashanti managed 34 tailings facilities – 60% active, 20% being remined and 20% inactive (storman). At the end of the year, after the sale of assets, the portfolio had been reduced to 22 TSFs, of which 15 were active and seven inactive.

The ICMM’s Global Industry Tailings Standard on Tailings Management was launched in August 2020. As a member of the ICMM, we have committed to implement the standard at all facilities within five years. The Group’s tailing engineers staff have prepared a gap assessment against the Standard’s requirements to be rolled out to operations starting in 2021.

We have also developed a detailed framework for tailings management practice that sets principles, standards and guidelines for the construction, management and oversight of TSFs.

The framework focuses on the sound management of all phases of the lifecycle of a TSF and recognises that each TSF is unique and that no single design or operating technique can be universally adopted.

Integrated closure management

Our integrated closure management standard aims to ensure that our activities minimise adverse impacts on people, the environment and broader society. Our Closure Planning Standard, implemented in 2013, sets a consistent benchmark across all operations and ensures a multi-disciplinary approach in identifying and managing current and future closure risks and liabilities.

The social aspects of managing mine closure is increasingly important with a growing emphasis on contributing to resilient and sustainable communities during the lifecycle of the mining operation that will leave a positive impact long after closure. See Resilient, self-sustaining communities in the <SR>.

Land under management, land rehabilitated, and rehabilitation liabilities

<table>
<thead>
<tr>
<th>Region</th>
<th>Land under management</th>
<th>Rehabilitated to date</th>
<th>Disturbed and not yet rehabilitated</th>
<th>Restoration</th>
<th>Decommissioning</th>
<th>Total 2020</th>
<th>Total 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>243,188</td>
<td>2,173</td>
<td>9,248</td>
<td>248.1</td>
<td>164.4</td>
<td>412.5</td>
<td>408.7</td>
</tr>
<tr>
<td>Americas</td>
<td>77,471</td>
<td>688</td>
<td>2,943</td>
<td>126.2</td>
<td>33.0</td>
<td>159.2</td>
<td>167.0</td>
</tr>
<tr>
<td>Australia</td>
<td>121,681</td>
<td>1,050</td>
<td>4,803</td>
<td>68.7</td>
<td>42.2</td>
<td>110.9</td>
<td>96.8</td>
</tr>
<tr>
<td>South Africa</td>
<td>19,171</td>
<td>1,331</td>
<td>8,887</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>96.6</td>
</tr>
<tr>
<td>Less equity-accounted investments</td>
<td>(3.1)</td>
<td>(20.6)</td>
<td>(23.7)</td>
<td>(54.0)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less liabilities held for sale</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>(96.4)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AngloGold Ashanti</td>
<td>461,511</td>
<td>5,243</td>
<td>25,881</td>
<td>439.9</td>
<td>219.0</td>
<td>658.9</td>
<td>618.7</td>
</tr>
</tbody>
</table>

More detail on each of these material environmental issues is provided in the <SR>.

A detailed breakdown of our environmental statistics by operation is available online – see ESG data tables at www.aga-reports.com.
## Employee and community health

The COVID-19 pandemic led to improved integration of health risk management across the Company, beyond occupational health and into our over-arching business strategy.

The pandemic required significant focus and resources across AngloGold Ashanti as we worked to limit the spread of the virus and safely maintain operational continuity. Given the close association between employees and communities, the measures we took focused on both stakeholder groups. As at 19 March 2021, AngloGold Ashanti had conducted more than 50,800 tests with a 99.9% success rate. We did this through ongoing engagement that allows us to identify projects relevant to communities and support them so they can have measurable and sustainable impacts on the communities in which we operate. For more detail see <SR>, page 30.

## Silicosis class action and the Tshiamiso Trust


The settlement agreement relating to the silicosis and TB class action became effective on 10 December 2019, following the legal processes that had to be in place for a trust to be established. The Tshiamiso Trust was subsequently registered on 7 February 2020. The trust has begun its work tracking class-action members, processing claims submitted, undertaking medical examinations and paying benefits to eligible claimants, in accordance with the terms of the historic silicosis and TB class action settlement agreement.


A detailed breakdown of statistics by operation is available online – see ESG data tables at www.aga-reports.com.

## Building resilient, self-sustaining communities

Communities are a material stakeholder in our business and creating and sharing value with them helps secure our social licence to operate. As a responsible mining company, we aim to ensure stakeholders see meaningful benefit from our operations. We do this through ongoing engagement that allows us to identify projects relevant to communities and support them so they can have measurable and sustainable impacts on the communities in which we operate. For more detail see <SR>, page 30.

### Average number of employees (including contractors)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>12,691</td>
<td>13,593</td>
<td>14,853</td>
<td>15,790</td>
<td>16,829</td>
</tr>
<tr>
<td>Americas</td>
<td>8,126</td>
<td>8,511</td>
<td>7,973</td>
<td>8,114</td>
<td>8,789</td>
</tr>
<tr>
<td>Australia</td>
<td>925</td>
<td>974</td>
<td>1,051</td>
<td>1,140</td>
<td>1,230</td>
</tr>
<tr>
<td>South Africa</td>
<td>28,507</td>
<td>26,245</td>
<td>18,803</td>
<td>18,700</td>
<td>20,397</td>
</tr>
<tr>
<td>Other</td>
<td>2,400</td>
<td>2,157</td>
<td>1,589</td>
<td>1,353</td>
<td>1,807</td>
</tr>
</tbody>
</table>

### Our performance

#### Gender diversity – female representation by region

<table>
<thead>
<tr>
<th>Region</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>67%</td>
<td>33%</td>
</tr>
<tr>
<td>Australia</td>
<td>69%</td>
<td>31%</td>
</tr>
<tr>
<td>Africa</td>
<td>69%</td>
<td>31%</td>
</tr>
<tr>
<td>South Africa</td>
<td>67%</td>
<td>33%</td>
</tr>
<tr>
<td>Corporate office</td>
<td>67%</td>
<td>33%</td>
</tr>
</tbody>
</table>

#### Board gender representation

- Male: 56%
- Female: 44%

#### Executive management gender representation

- Male: 67%
- Female: 33%

- Board – female directors: 4
- Executive Committee – female members: 2

A detailed breakdown of statistics by operation is available online – see ESG data tables at www.aga-reports.com.
At Sigui in Guinea, where artisanal small-scale miners are active on our concession, we work with local and regional authorities, community leaders and other stakeholders to assist in mitigating or reducing this risk to communities and our operations. A memorandum of understanding was signed with the community and authorities in late 2019, which helped keep our active pits clear of illegal mining.

We have also initiated a multi-stakeholder ASM formalisation process, led by the Guinean government. In Tanzania, Ghana, Mali and Colombia, we are part of ongoing multi-stakeholder initiatives to advance co-existence and formalisation.

We will continue to co-operate with governments, communities, civil society, the private sector and international bodies, focusing on dialogue with all stakeholders, as we seek to build resilient self-sustaining host communities. For more information on this, see <SR>.

### Indigenous peoples

Australia is the only country in which we operate where Indigenous Peoples and their communities are adjacent to our sites. Over the past 30 years, we have developed a solid foundation for constructive community engagement and relationships, with good levels of co-operation with the traditional owners in the Eastern Goldfields of Western Australia. We have adopted a comprehensive community investment strategy that targets: education support; health and wellbeing; indigenous employment; and progressive contracting and procurement practices supporting the development of Aboriginal-owned businesses. See the case study on the partnership with Aboriginal contractors, Carey Mining Pty Ltd on the website.

As standard practice, we consult with Indigenous Peoples and their representatives on new exploration programmes or new mining projects. Heritage surveys, field inspections and monitoring of exploration activities are practical aspects of our heritage protection process. This process is designed to ensure full compliance with applicable federal and state legislation.

There are potential legislative changes regarding indigenous heritage laws in Australia, given the risks highlighted by the destruction of Juukan Gorge in Western Australia. The Indigenous Affairs Minister of Western Australia (WA) has been actively engaged in, and is supportive of, the reform process of the Aboriginal Heritage Act 1972 (WA), and will continue to support the ongoing, extensive consultation process. We believe that returning the Act will deliver a modernised legislative framework, which will further empower traditional owners and local knowledge holders to make informed decisions about their own cultural heritage.

In addition, AngloGold Ashanti Australia is working with the Minerals Council of Australia, as a member of the newly established Indigenous Partnerships Committee, to develop a collective industry response to rebuid trust and drive the next generation of partnerships with Aboriginal and Torres Strait Islander landowners and communities.

### Community Investment ($m)

<table>
<thead>
<tr>
<th>Year</th>
<th>Africa</th>
<th>Americas</th>
<th>Australia</th>
<th>South Africa</th>
<th>Equity-accounted investments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>7.6</td>
<td>9.0</td>
<td>0.6</td>
<td>4.6</td>
<td>(1.6)</td>
</tr>
<tr>
<td>2017</td>
<td>9.0</td>
<td>9.8</td>
<td>0.7</td>
<td>6.0</td>
<td>(1.5)</td>
</tr>
<tr>
<td>2018</td>
<td>8.1</td>
<td>9.4</td>
<td>0.7</td>
<td>5.2</td>
<td>(1.2)</td>
</tr>
<tr>
<td>2019</td>
<td>17.9</td>
<td>9.8</td>
<td>0.7</td>
<td>4.0</td>
<td>(1.1)</td>
</tr>
<tr>
<td>2020</td>
<td>12.9</td>
<td>6.2</td>
<td>0.8</td>
<td>2.9</td>
<td>(2.2)</td>
</tr>
</tbody>
</table>

AngloGold Ashanti Limited <IR>
The issue of human rights cuts across the entire business and our Global Human Rights Policy extends to our business partners including supply chain, state and joint venture partners, and public and private security providers.

Our approach to human rights is guided by our Human Rights Policy, and Human Rights Due Diligence Standard and Guideline. Our human rights framework is informed by the Universal Declaration of Human Rights and the United Nations Guiding Principles for Business and Human Rights (UNGPs). We refer to all internationally recognised human rights as expressed in the International Bill of Human Rights and the International Labour Organisation Declaration on Fundamental Principles and Rights at Work.

Our policy is consistent with the 10 principles of the UNGS and our commitment includes the rights of Indigenous Peoples, women, and other groups in society whose situation may render them particularly vulnerable to adverse impacts on their rights.

Due diligence self-assessments of our human rights performance have been conducted at all sites and we continue to provide human rights awareness training in the form of induction, classroom-based, refresher or online training. All operations have grievance and independent anonymous whistle-blowing mechanisms to ensure that all grievances and/or allegations are investigated and acted on. Currently, a comprehensive review of the mechanisms to ensure that all grievances and independent anonymous whistle-blowing hotlines are active by country and/or operation. Around 15 such lines are operational. While these communications, whistleblowing hotline communications, and SMS communications are in addition to our posters, corporate email communications, compliance intranet portal communications, and donations and activities, interacting with government officials, and procedures for hiring agents and intermediaries. The training covers anti-bribery and anti-corruption, payments to government officials, gifts, hospitality and sponsorships, engagement of agents and intermediaries, conflicts of interest, reporting wrongdoing, political and social-economic interests.

Our approach to responsible sourcing considers the possible severity of potential human rights infringements in our supply chain, and the reputational risks this could hold for the Company. As such, we maintain our commitment to ensuring that we assess and investigate the ethics, labour and environmental practices of our direct and indirect suppliers. During 2020, we updated our supplier self-assessment questionnaire to encompass modern slavery requirements which focus on potential related risks in our supply chain.

**Performance 2020**

- No human rights violations were reported for the third consecutive year.
- 99.7% of security personnel attended VP/SHR training.
- 11,574 people employees attended human rights awareness training.
- Human rights due diligence self-assessments conducted at all sites.

**Corruption, bribery and conflicts of interest**

In line with our governance framework and Code of Ethics, ethical, responsible corporate citizenship entails combating corruption, bribery and conflicts of interest. During 2020, key activities undertaken in this regard by the Group Compliance team included the global roll out of online anti-bribery and anti-corruption training to all employees with computer access. All employees without online access received annual DVD training. In line with good governance, all governance body members were also required to complete this training. More than 5,000 employees, including governance body members, successfully completed the training, which included rigorous self-assessments. The training covers anti-bribery and anti-corruption, payments to government officials, gifts, hospitality and sponsorships, engagement of agents and intermediaries, conflicts of interest, reporting wrongdoing, political and social-economic interests.

Given our geographic footprint and the many languages spoken across our jurisdictions, whistleblowing hotlines are active by country and/or operation. Around 15 such lines are operational. While these lines are used for all complaints, a dedicated ethics email address is available. Complaints can also be reported via the tip-offs website.
**Group summary**

**ENVIRONMENT**

- **Energy consumption**: 25.57PJ
  (Efficiency: 0.37GJ/tonne treated)
- **GHG (CO₂e) emissions**: 2,337kt
  (Efficiency: 33kg/tonnes treated)
- **Water used**: 47,405ML
  (Efficiency: 0.68kL/tonne treated)
- **Land under management**: 461,511ha
  Rehabilitated with total rehabilitation liabilities of $658.9m
- **Reportable environmental incidents**: 8

**SOCIETY**

- **People employed on average**: 36,952
  (includes contractors)
- **Salaries, wages and other benefits**: $508m
- **Training and development**: $11m
- **Local procurement**: $2.12bn
  82% of total procurement spend of $2.58bn
- **Community investment**: $20.6m

**GOVERNANCE**

- **Total current taxes paid**: $562m
- **Royalties and other taxes paid**: $284m
- **Taxes paid on behalf of employees**: $209m

**Compliance**

- **ISO 14001**: 94% of sites certified
- **Cyanide Code**: 88% of sites certified

**Security and human rights**

- **No incidents or allegations**: 99.7% of security personnel attended VPSHR training
Executive summary

AngloGold Ashanti demonstrated its ability to balance the competing capital needs of the business while delivering improved value to shareholders.

Progress was made on each of these objectives, with the increased investment in its ore bodies yielding net increases in Ore Reserve and Mineral Resource of continuing operations; the redevelopment of the Obuasi mine tracking to its revised schedule; the portfolio streamlined following the sale of operating assets in South Africa and Mali; the balance sheet further strengthened with debt at its lowest levels in a decade and a marked improvement in cash generation; and feasibility studies for two Colombian projects progressing to schedule ahead of investment decisions in 2021.

The improved performance of the business, coupled with a higher dividend payout ratio, ensured a fivefold increase in the annual dividend payment for 2020. The Company achieved all of these strategic milestones without approaching shareholders for new capital.

Group financial performance

Net cash inflow from operating activities for the year increased by 58% to $1,654m in 2020 compared to $1,047m in 2019. Free cash flow for the year improved by 485% to $743m in 2020 compared to $127m in the prior year, primarily driven by the increase in received gold prices.

Production for 2020 decreased by 7%, mainly due to the sale of our remaining South African producing assets, the cessation of mining activities at Sadiola and Morila in Mali, and the impact of the COVID-19 pandemic. The Group’s AISC came in at $1,059/oz in 2020, compared with $1,037/oz in 2019, compared with $978/oz in 2019. On a continuing operations basis, the impact on production from COVID-19 in 2020 was estimated at 140,000oz or 5% and its impact on AISC was estimated at $55/oz or 5%. Production from continuing operations for 2020 was 2.862Moz at a total cash cost of $746/oz in 2019. AISC for these continuing operations was $1,037/oz in 2020, compared with $978/oz in 2019. AISC for continuing operations for 2020 was $1,037/oz in 2020, compared with $978/oz in 2019. AISC for these continuing operations was $1,037/oz in 2020, compared with $978/oz in 2019. AISC for continuing operations was $1,037/oz in 2020, compared with $978/oz in 2019.

In 2020, AngloGold Ashanti demonstrated its ability to balance the competing capital needs of the business while delivering improved value to shareholders.
Our free cash flow generation is applied in a balanced manner to the four pillars of our capital allocation strategy, consisting of sustaining capital expenditure to prioritise Ore Reserve growth; maintaining a strong and solid balance sheet to provide optionally and flexibility through the cycle; return of value to shareholders through a policy of competitive dividends; and self-funding any major growth capital projects.

Disciplined, shareholder-focused capital allocation

- Reinvesting in our asset base to support the long-term sustainability of our business
- Commitment to cash returns to shareholders
- Solid balance sheet underpins flexibility and optionality through the cycle
- Growth focused on risk-adjusted returns
- Allocation of excess cash tested against shareholder returns

In order for the continued successful application of this capital allocation discipline, from a financial perspective the strategic focus remains mostly on the following three aspects:

Margin improvement

We have maintained a good margin, while self-funding our business, throughout a difficult market. In 2020, we continued to focus our efforts on driving operational excellence and cost efficiencies across our business thereby enhancing our margins. We have seen the AISC margin improve mostly on the following three aspects:

- Operating and capital productivity
- Not operating cash flow
- Sustaining capital
- Prioritising Ore Reserve growth
- Sustaining free cash flow
- <2x adjusted net debt/EBITDA through the cycle
- Dividends
- 20% of free cash flow pre-growth capital
- Growth capital
- Excessing a return in excess of our hurdle rate
- Further debt reduction
- Additional dividends should capacity exist
- Growth

All-in sustaining costs (ASC)* vs. gold price received

Our free cash flow generation is applied in a balanced manner to the four pillars of our capital allocation strategy, consisting of sustaining capital expenditure to prioritise Ore Reserve growth; maintaining a strong and solid balance sheet to provide optionally and flexibility through the cycle; return of value to shareholders through a policy of competitive dividends; and self-funding any major growth capital projects.

Improve balance sheet strength and preserve liquidity

On 18 March 2020, the Company drew $900m under the US dollar RCF to fund the repayment of the $700m 5.375% bonds that matured on 15 April 2020 and to support short-term liquidity in the event of continuing disruptions in the global financial markets as a result of the outbreak of the COVID-19 pandemic. A further $450m was drawn on the remainder of the US dollar RCF and received on 27 March 2020.

Since there was significant uncertainty with regards to the potential impact of the global pandemic, the Company entered into a $1bn standby facility in April 2020 in order to bolster liquidity.

As a result of the pandemic driven gold price rally, the Company’s ability to generate free cash flow improved markedly during the year, with total free cash flow for the year increasing more than fivefold to $743m. In parallel to this, in September 2020 we issued a new $700m ten-year bond, at a coupon of 3.75%, the lowest in the history of the Company. The combination of substantial free cash flow and the new bond issued allowed the Company to repay its drawn US dollar RCF in full in the second half of the financial year. We also cancelled the $1bn standby facility in October 2020.

Our focus on maintaining a strong balance sheet remained unchanged throughout all of the above, even after our net debt level reached its lowest level in a decade, falling to $597m as at 31 December 2020, with the adjusted net debt to adjusted EBITDA ratio from continuing operations improving to 0.24 times.

Cash proceeds from the South African asset sale were partly used to settle remaining South African debt and allowed us to cancel our liquidity management efforts focused on the 2022 $750m bond.

We ended 2020 with strong liquidity including cash balances of $1.33bn, which excluded the Kibali cash lock-up in the DRC of $1.24bn. Our US dollar RCF remained undrawn through the year end and up to the date of this report.

This position allows us to consider optionally with regards to liquidity management efforts focused on the 2022 $750m bond. It further provides optionally with regards to the funding of the Colombia projects, allowing us to consider whether we self-fund these projects or enter into any other available funding alternatives.

Our current liquidity levels provide us with reasonable comfort should we be faced with unfavourable and unforeseen impacts of this pandemic in the foreseeable future.

The Company will continue targeting an adjusted net debt to adjusted EBITDA ratio of 1.0 times through the cycle. We believe this target level is sustainable, even as we invest inward, service debt obligations and pay dividends to shareholders at the discretion of the board of directors.

We remain strongly levered both to the gold price and currencies and we expect cash flow generation across the business to continue to benefit from prevailing market conditions as well as from efficiency and operational improvements in our business.
The board approved a dividend of 705 SA cents or approximately 4.8 US cents per share (2019: 165 SA cents or 9 US cents per share), representing a 433% increase in US dollar terms.

The increase of the dividend pay-out is a reflection of our continued capital discipline and commitment to improving shareholder returns on the back of improved free cash flow generation. Importantly, we will maintain adequate balance sheet flexibility and utilise our cash flows and available facilities to fund our ongoing capital and operational requirements, including self-funding sustaining and growth capital expenditure, should we wish to do so.

Free cash flow before growth capital was $1,003m (2019: $448m). The board also approved the dividend pay-out to be increased from 10% of free cash flow, before growth capital, subject to board discretion. We increased the dividend pay-out percentage from 10% to 20% of free cash flow, representing a 433% increase in US dollar terms.

Continued focus on sustainability and safety improvements

We continue to focus on material sustainability risks, while considering the best approach to further enhance the managing and reporting of ESG related matters. Details of this can be found in our Sustainability Report.<br>

The Company continues to focus on safe production and the health of employees across all operations. Regrettably, we recorded six workplace fatalities during the year. These comprised four deaths in South Africa and two deaths at Obuasi in Ghana. The Group all-in injury frequency rate (AIFR), which is the broadest measure of workplace safety, improved 28% to a record 2.39 injuries per million hours worked in 2020, from a rate of 3.31 injuries per million hours worked in 2019. The portfolio of managed operations outside of South Africa reported an AIFR of 1.68 during the year, their best performance ever. The Company’s safe production strategy, which continues its focus on achieving our goal of zero harm, is aided by safety campaigns and has yielded safety-performance improvements over time.

Target increased Ore Reserve conversion through additional investment in Ore Reserve development and Mineral Resource conversion

AngloGold Ashanti embarked on a multi-year initiative at the beginning of 2020, to increase investment in Ore Reserve development and brownfields exploration. The aim of this investment was to increase the ratio of Ore Reserve conversion, extend the reserve lives of our assets, enhance mining flexibility and further improve knowledge of the ore bodies in the portfolio. This programme is designed to use incremental sustaining capital investment to unlock latent value from within the existing portfolio.

One year into this initiative, solid progress has been made with the gross addition of 6.1Moz of Ore Reserve. This was achieved primarily by exploration activities across the portfolio, with only 14% of the gross increase attributable to the $120/oz increase in Ore Reserve pricing, to $1,200/oz. This increased the reserve life of the portfolio to about 11 years.

At Geita, a key asset where extending the reserve life is a priority, 1.4Moz of Ore Reserve were added, with 0.6Moz of depletion. Geita Ore Reserve ended the year at 2.34Moz, 55% higher year-on-year after accounting for depletion. As a result, Geita’s reserve life, based on Ore Reserve and a normalised long term production base (525koz) increased by almost 85%, to five years. Across the rest of the Group, Obuasi added 1.1Moz in gross Ore Reserve and there were steady gross gains totalling 2.8Moz at Kibali, Idiapinen, AGA Minaçu, Sigui, Sierra Grande, Cerro Vanguardia and Sunrise Dam.

Aim to complete divestment processes

South Africa assets

AngloGold Ashanti completed the sale of its remaining South African producing assets to Harmony Gold on 30 September 2020, following receipt of all regulatory approvals. Harmony Gold acquired full ownership of these assets and related liabilities on 1 October 2020. The sasolco obligation and the post-retirement medical obligation relating to South African employees are retained by AngloGold Ashanti.

Mali assets

AngloGold Ashanti together with its joint venture partner Barrick Gold Corporation (Barrick) completed the sale of the Moria gold mine in Mali to Friedhelm Limited (previously named Mali Lithium Limited) on 10 November 2020. In addition, the Company, together with its joint venture partner IAMGOLD Corporation completed the sale of their entire interests in Société d’Exploitation des Mines d’Or de Sadiola S.A. to Allied Gold Corp on 30 December 2020.

On 14 February 2019, Sadiola Exploration Limited (SADEX), the subsidiary jointly held by AngloGold Ashanti Limited and IAMGOLD Corporation, entered into a share purchase agreement with the Government of Mali, whereby SADEX agreed to sell to the Government of Mali its 80% participation in Société d’Exploitation des Mines d’Or de Yatéla (Sadiola), for a consideration of USD1. At the date of this report, the transaction remained subject to the fulfillment of a number of conditions precedent, including the approval of the Share Purchase Agreement by the Council of Ministers and the adoption of two laws (the Endorsement Law and Establishment Law).
4. Obuasi Phase 2 commissioning complete by year-end

Commercial production at Obuasi for Phase 2 (1,200 tonnes per day mining and milling rate) was achieved. Effective 1 October 2020. The COVID-19 pandemic, caused some construction delays and had the effect of limiting mining volumes, which in turn delayed the commercial production date for Phase 1 by two quarters and continues to have a knock-on effect on Phase 2 operational readiness. The project’s production for the full year ended 31 December 2020 was 127,000oz, with 30,000oz produced in the fourth quarter of the year. This included a 22-day planned stoppage in December, for the tie-in of Phase 2 of the project.

Phase 2 construction reached 90.1% completion at the end of December 2020. Commissioning of the Phase 2 milling circuit has commenced and will continue in early 2021. The HRS shaft, paste-fill plant and the GCVS ventilation shaft continue to target completion at the end of the first half of 2021. The ramp-up of Phase 2 capacity to 4,000 tonnes per day is targeted on a tight schedule to commence during the second quarter of 2021 and may continue into the third quarter of 2021.

Mining rates continued to be constrained by skilled labour challenges caused by Australian international travel restrictions during the year, which have again been tightened in January 2021, with a further reduced quota of weekly travelers allowed to enter and exit the country’s airports. This challenge is being resolved through continued focus on in-country recruitment and training to help bridge the gap. As a result, the mine plan for 2021 was revised to take into account these COVID-19 limitations. This plan intends to achieve the required ramp-up in production in parallel with the construction schedule and good progress is being made in the second production area at Block K. lower.

5. Optimise margins and cash conversion

Our margins on revenue from continuing operations for total cash costs, AISC, and all-in costs (AIC) were 56, 42% and 33%, respectively. These margins reflected increases from 2019 (total cash costs: 46%; AISC: 30%; and AIC: 17%). Margins were positively affected by the higher gold price received during the year.

Although free cash flow generation was the highest since 2011 and in aggregate more than the last four years together, it continues to be impacted by the continued slow cash reparation from the DRFC. Cumulative cash receipts from Kibali for 2020 amounted to $140m. However, the Company’s attributable share of the outstanding balances awaiting reparation from the DRFC were $424m, after a further build-up of $232m of cash lock-up in 2020. Barrick, the operator of the Kibali joint venture, continues to engage with the DRFC regarding the 2018 Mining Code and the cash reparation.

6. Enforce capital discipline in a rising gold price environment

Total capital expenditure (including equity accounted investments) decreased by 3% to $790m in 2020, compared to $814m in 2019. This included growth capital expenditures of $260m relating to Obuasi, Siguiri, Geita, Tropicana, Sunrise Dam and Quebradona in 2020, compared to $332m invested in growth projects in the prior year. Sustaining capital expenditure was 8% higher in 2020 at $532m, compared with $494m in 2019 as the Company steadily progressed its reinvestment programme, focusing on Ore Reserve Development and Reserve Conversion at sites with high geological potential. A further $112m was spent on Greenfields exploration and study costs, largely in Colombia and North America while $45m was spent on non-sustaining exploration drilling to improve the Mineral Resources at current operations.

Due to the improved ability in 2020 to generate free cash flow, our earnings margins were substantially improved and the board approved an increase in our dividend pay-out percentage, thereby ensuring that we maintain an appropriate balance between internal and external allocation of our capital resources.

8. Focus on cash conservation measures including reducing corporate costs and AISC

Cash conversion constraints were discussed in item 5 above.

Corporate administration, marketing and other expenses decreased to $68m in 2020, from $82m in 2019. This equates to $24/oz sold from continuing operations, which makes it one of the lowest corporate cost structures amongst the gold mining peer group. The main reasons for this decrease are as a result of the weakening of the South African rand against the US dollar since most of these costs are rand-based, together with reductions in travel and training costs reflective of the impact of the COVID-19 pandemic.

8. Pursue optimal financing alternatives for the Group and focus on reducing finance costs

During 2020, we concluded a 15-year $170m bond offering, priced at 3.75% per annum - the lowest ever coupon ever achieved by the Company for a bond offering - with the net proceeds directed to repaying a portion of outstanding borrowings. The initial proceeds of $200m received from the sale of the South African producing assets were used to further reduce debt.

The South African R1.4bn RCF, R2.5bn RCF and R1bn RCF facilities were cancelled voluntarily in 2020. The $1bn standby facility put in place at the onset of the COVID-19 pandemic in order to provide additional liquidity was cancelled on 1 October 2020.

We are continuing to assess our options with regards to the $750m bond maturing in 2022 and our options available with regards to the two Colombian projects – in addition to self-funding options, we are also considering alternative funding arrangements.

Looking ahead to 2021

Guidance and indicative outlook

Following the key strategic objectives set out by the Company in 2019, related to streamlining the portfolio and reinvestment in assets with high geological potential, AngloGold Ashanti is pleased to provide a two-year guidance, as well as a five-year indicative outlook.

The Company expects to see an average 2.0% compound annual growth rate (CAGR) in gold production from continuing operations over the next two years relative to 2020 production. The primary driver of production growth is related to Obuasi operating at steady-state, Tropicana reverting to normalised production levels following the reinvestment in its life extension, and AGA Mineração, Siguiri and Sunrise Dam expected to increase production to higher levels.

Sustaining capital expenditure for each of 2021 and 2022 is expected to range between $270m to $820m, which includes investments in Ore Reserve Development and Exploration ($330m to $880m) and Bradwell assemblage (3% of sustaining capital) and $200m to $800m. On a per ounce basis, however, sustaining capital will decline in 2022 as production increases further.

On a five-year indicative outlook, the Company expects to see an average of 5.0% CAGR in gold production between 2021 and 2025. This is underpinned by the Company’s ten operating assets, as well as the Company potentially moving forward with investments in the Quebradona and Granadillo projects.

As a result of these investments, non-sustaining capital expenditure is expected to increase in 2022 to 2024, before declining. Following the completion of these projects, as well as the expected return of sustaining capital to normalised levels following the current intensive brownfields investment campaign, the Company is expected to be well positioned to operate at an AISC between $900/oz - $1,150/oz – in nominal terms – in 2025.

The Granadillo and Quebradona projects in Colombia – should they be approved – will have a material impact on the production and cost trajectory of the business over the long term. These are long-life and low-cost projects, and at steady-state production, are expected to improve the Company’s long-term AISC by about 10%. The Quebradona project would give AngloGold Ashanti exposure to the copper market.

The development of Ore Reserve is key to the long-term success and sustainability of AngloGold Ashanti, and the Company is committed to enhance operating flexibility and extend the lives of its existing mines by converting its Mineral Resource into better defined Ore Reserve as well as growing its Mineral Resource base. This focused investment programme, now in its second year, continues to build on the positive momentum of 2020, and these investments are expected to position the Company to add Ore Reserve as well as, where applicable, Mineral Resource.

We continue to enforce capital and cost discipline across the business, ensuring that we continue to deliver strong cash flow generation in the elevated gold price environment, while prioritising the health and wellbeing of our employees and our host communities.

Proactively manage the emerging risks relating to the COVID-19 pandemic from an operational, liquidity, working capital and supply chain perspective

AngloGold Ashanti continues to respond to the evolving COVID-19 pandemic while contributing to the global effort to stop the spread of the virus and provide public health and economic relief to local communities.

The impact on production in 2020 from COVID-19 was estimated at 140,000oz, and its impact on AISC was estimated at $55/oz, or about 5% of this $22/oz is estimated to be related to costs incurred and $33/oz to lost production. Consumable inventory levels were increased at certain operations to mitigate potential supply chain challenges resulting from the pandemic.

All of AngloGold Ashanti’s mines are operating normally subject to updated protocols and various travel restrictions, except for Cerro Vanguardia which, at 31 March 2021, was running at between 60% to 80% mining capacity due to continuing inter-provincial travel restrictions in Argentina, which prevent certain employees from getting to site.
COVID-19

AngloGold Ashanti continues to respond to the evolving COVID-19 pandemic while contributing to the global effort to stop the spread of the virus and provide public health and economic relief to local communities. The Company has taken a number of proactive steps to protect employees, host communities and the business itself. See The year of COVID-19 – impact, response and management on page 54.

These initiatives have complemented government responses in each of its operating jurisdictions. Our thoughts and prayers are with the families, colleagues and loved ones of those who have been impacted by the virus.

As of the end of March 2020, second waves of the outbreak are being experienced in several of our operating jurisdictions, coinciding with the prevalence of new, more contagious variants of the virus. As with the first wave, the increase in cases is being countered by government-imposed restrictions, including mandatory isolation and quarantine measures. Continued diligence is being observed to strictly follow protocols and vigilance in relation to business continuity including supply chain. We remain mindful that the COVID-19 pandemic, its impacts on communities and economies, and the actions authorities may take in response to it, are subject to change in response to current conditions.

Acknowledgement

The past year was not only tumultuous for the gold market; in March 2020, the broader finance team was required to quickly embrace remote working arrangements - this transition occurred seamlessly with minimal disruptions and I am grateful for the team for their efforts in this regard under trying circumstances.

From a personal perspective, I stepped into the Interim Chief Financial Officer position for AngloGold Ashanti with effect from 1 September 2020, shortly after the announcement of the resignation of Kelvin Dushnisky as Chief Executive Officer and then Chief Financial Officer, Christine Ramon, taking up the reigns as Interim Chief Executive Officer. I wish to record my gratitude to Christine and the rest of the executive team for providing me with advice and support during this transition as well as to thank them for their continued support.

The broader finance team across the Group, which includes the financial reporting, tax, treasury, information management, global supply chain and internal audit functions continues to work together seamlessly to ensure that we proactively manage risk, ensuring that we have robust financial systems in place to maintain a strong internal control environment whilst enabling relevant, timely financial reporting that inform business decisions - all of this in an environment of a continuing global pandemic. I wish to commend this team for their continued enthusiasm in the ongoing delivery of quality work and the ongoing support provided to me in my current role. I look forward to the year ahead, and the opportunities we will offer as we simultaneously become accustomed to the new business normal, while continuing our focus on achieving our strategic objectives and improving returns to our shareholders.

Warm regards

Ian Kramer
Interim Chief Financial Officer
26 March 2021

Priorities for 2021

Our financial priorities for 2021 are:

• Continue to grow Ore Reserve and Mineral Resource through our continued reinvestment strategy
• Maintain strong cost and capital discipline
• Continue our efforts to optimise margins and generate strong free cash flows
• Improve our cash conversion efforts, with a specific focus on unlocking cash lock-up in the DRC
• Continued efforts to reduce debt and maintain a healthy balance sheet

These financial priorities are underpinned by the following operational and sustainability priorities:

• Continued focus on the safety and well-being of employees and communities through the COVID-19 pandemic, while supporting host government vaccination efforts
• Achieve Phase 2 completion and commence ramp-up to steady state at Obuasi
• Make investment decisions for the Gramalote and Quibradona projects in Colombia

Achieving these priorities will position the Company favourably to achieve its longer-term indicative outlook, and underpin a competitive return to shareholders.

Guidance

<table>
<thead>
<tr>
<th>Production (000oz)</th>
<th>Actual(1)</th>
<th>Guidance</th>
<th>Indicative outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2020</td>
<td>2021</td>
<td>2022</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2023</td>
<td>2024</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2025</td>
<td></td>
</tr>
<tr>
<td>Production (000oz)</td>
<td>2,806</td>
<td>2,700 - 2,900</td>
<td>2,825 - 3,025</td>
</tr>
<tr>
<td>Costs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All-in sustaining costs ($/oz)</td>
<td>1,037</td>
<td>1,130 - 1,230</td>
<td>1,130 - 1,230</td>
</tr>
<tr>
<td>Total cash costs ($/oz)</td>
<td>790</td>
<td>790 - 850</td>
<td>800 - 840</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>Total ($m)</td>
<td>757</td>
<td>900 - 1,140</td>
</tr>
<tr>
<td>Non-sustaining capex ($m)</td>
<td>497</td>
<td>720 - 820</td>
<td>720 - 820</td>
</tr>
<tr>
<td>Overheads</td>
<td>Corporate costs ($m)</td>
<td>68</td>
<td>85 - 90</td>
</tr>
<tr>
<td>Depreciation and amortisation ($m)</td>
<td>124</td>
<td>165 - 185</td>
<td>125 - 135</td>
</tr>
<tr>
<td>Other operating expenses ($m)</td>
<td>57</td>
<td>50</td>
<td>30</td>
</tr>
</tbody>
</table>

(1) Actual results from continuing operations

Economic assumptions for 2021 are as follows: $/A$0.72, BRL5.00/$, AP98.00/$, ZAR16.95/$; and Brent $50/bbl.

Production, cost and capital expenditure forecasts include existing assets as well as the Quebradona and Gramalote projects that remain subject to approval. Mineral Resource conversion and high confidence inventory. Cost and capital forecast ranges are expressed in nominal terms. In addition, both production and cost estimates assume neither operational or labour interruptions, or power disruptions, nor further changes to asset portfolio and/or operating mines (except as described above) and have not been reviewed by our external auditors. Other unknown or unpredictable factors could also have material adverse effects on our future results and no assurance can be given that any expectations expressed by AngloGold Ashanti will prove to have been correct. Measures taken at our operations together with our business continuity plans aim to enable our operations to deliver in line with our production targets, we, however, remain mindful that the COVID-19 pandemic, its impacts on communities and economies, and the actions authorities may take in response to it, are largely unpredictable. Accordingly, actual results could differ from guidance and/or indicative outlook and any deviation may be significant. Please refer to the Risk Factors section in AngloGold Ashanti’s annual report on Form 20-F which has been filed with the United States Securities and Exchange Commission (SEC).

Sensitivities to key economic metrics based on budgeted economic assumptions for 2021 are as follows:

Sensitivity | Cash from operating activities before taxes for 2021 ($m)
--- | ---
10% change in the oil price | AISC ($/oz)
10% change in local currency | 14
10% change in the gold price | 49
50,000oz change in production | 49

* All the sensitivities based on $1,450/oz gold price and assumptions used for guidance.

Currency and commodity assumptions

<table>
<thead>
<tr>
<th>Currency/Commodity</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>A$/S exchange rate</td>
<td>0.72</td>
</tr>
<tr>
<td>$/BRL exchange rate</td>
<td>5.00</td>
</tr>
<tr>
<td>$/ARS exchange rate</td>
<td>98.00</td>
</tr>
<tr>
<td>$/R exchange rate</td>
<td>16.95</td>
</tr>
<tr>
<td>Oil ($/bbbl)</td>
<td>50</td>
</tr>
</tbody>
</table>
FINANCIAL REVIEW

Three-year summary

US dollar million

<table>
<thead>
<tr>
<th>US dollar million</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from product sales</td>
<td>4,427</td>
<td>3,525</td>
<td>3,336</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>(2,699)</td>
<td>(2,626)</td>
<td>(2,584)</td>
</tr>
<tr>
<td>(Loss) gain on non-hedge derivatives and other commodity contracts</td>
<td>(19)</td>
<td>5 (2)</td>
<td></td>
</tr>
<tr>
<td>Gross profit</td>
<td>1,709</td>
<td>904</td>
<td>750</td>
</tr>
<tr>
<td>Corporate administration, marketing and other expenses</td>
<td>(60)</td>
<td>(62)</td>
<td>(79)</td>
</tr>
<tr>
<td>Exploration and evaluation costs</td>
<td>(124)</td>
<td>(112)</td>
<td>(89)</td>
</tr>
<tr>
<td>Impairment, derecognition of assets and profit (loss) on disposal</td>
<td>(1)</td>
<td>(6)</td>
<td>(7)</td>
</tr>
<tr>
<td>Other expenses</td>
<td>(57)</td>
<td>(83)</td>
<td>(70)</td>
</tr>
<tr>
<td>Operating profit</td>
<td>1,459</td>
<td>621</td>
<td>490</td>
</tr>
<tr>
<td>Interest income</td>
<td>27</td>
<td>14</td>
<td>8</td>
</tr>
<tr>
<td>Dividends received</td>
<td>2</td>
<td>-2</td>
<td></td>
</tr>
<tr>
<td>Foreign exchange and other losses</td>
<td>-</td>
<td>(12)</td>
<td>(9)</td>
</tr>
<tr>
<td>Finance costs and unwindings of obligations</td>
<td>(177)</td>
<td>(172)</td>
<td>(168)</td>
</tr>
<tr>
<td>Share of associates and joint ventures’ profit</td>
<td>278</td>
<td>188</td>
<td>122</td>
</tr>
<tr>
<td>Profit before taxation</td>
<td>1,580</td>
<td>679</td>
<td>440</td>
</tr>
<tr>
<td>Taxation</td>
<td>(825)</td>
<td>(202)</td>
<td>(212)</td>
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<tr>
<td>Profit after taxation from continuing operations</td>
<td>754</td>
<td>477</td>
<td>228</td>
</tr>
<tr>
<td>Discontinued operations</td>
<td>964</td>
<td>369</td>
<td>233</td>
</tr>
<tr>
<td>Profit (loss) from discontinued operations</td>
<td>7</td>
<td>(376)</td>
<td>(83)</td>
</tr>
<tr>
<td>Profit (loss) for the year</td>
<td>971 (7)</td>
<td>150</td>
<td></td>
</tr>
</tbody>
</table>

Allocated as follows:

Equity shareholders
- Continuing operations | 946        | 364        | 216        |
- Discontinued operations | 7          | (376)      | (83)       |

Non-controlling interests
- Continuing operations | 18         | 5          | 17         |

Share of associates and joint ventures’ profit increased by $110 million (85%) from 2019 mainly as a result of an increase in equity attributable net profit of $95 million at Kibali. AngloGold Ashanti, together with its joint venture partner Barrick, completed the sale of the Morilu gold mine in Mali to Firefinch Limited (previously named Mali Lithium Limited) on 10 November 2020. On 30 December 2020, AngloGold Ashanti together with its joint venture partner IAMGOLD, completed the sale of their entire interests in SIEMOS (Sadolla) in Mali to Allied Gold Corp. Profits on sale of joint ventures during the year totalled $18 million.

A taxation expense of $625 million in 2020 increased by 150% ($375 million) compared to 2019. Charges for current tax in 2020 amounted to $662 million, an increase of 89% compared to 2019 mainly due to higher earnings in Australia, Ghana, Tanzania and Argentina. Charges for deferred tax in 2020 amounted to a net deferred tax expense of $63 million, compared to a net deferred tax benefit of $48 million in 2019. The increase mainly relates to the derecognition of deferred tax assets in South Africa during the fourth quarter of 2020.

A 26% increase in revenue from 2019 supported by 28% higher average gold price received of $1,778/oz, with 1% lower gold sold of 2,834,000oz in 2020 largely due to COVID-19 related production impacts at Cerro Vanguardia in Argentina and Serra Grande in Brazil.

3% increase in costs of sales from 2019 primarily due to a 3% increase in cash operating costs ($50 million), and a 32% increase in royalties paid ($44 million) partly offset by a 40% decrease in rehabilitation and other non-cash costs ($21 million). The increase in cash operating costs are due to higher labour and contractor costs, consumable stores, COVID-19 pandemic related spend, services and other charges partly offset by lower fuel and power costs. The decrease in rehabilitation and other non-cash costs arose from the changes to restoration provision cash flows, inflation rates and discount rates compared to 2019. Inflationary increases were mostly offset by weaker local currencies in South Africa, Australia and Brazil.

Other expenses decreased during 2020 largely due to ceasing care and maintenance activities at Obuasi as the redevelopment project progressed to commercial level of production in 2020, partly offset by increased cost of indirect taxes and other duties/expenses and a Brazilian power utility legal settlement received in 2019 not repeated in 2020.

Year to date

US dollar million

<table>
<thead>
<tr>
<th>US dollar million</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangible, right of use and intangible assets</td>
<td>3,157</td>
<td>2,873</td>
<td>3,504</td>
</tr>
<tr>
<td>Investments</td>
<td>1,839</td>
<td>1,667</td>
<td>1,675</td>
</tr>
<tr>
<td>Inventories</td>
<td>802</td>
<td>725</td>
<td>758</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>1,330</td>
<td>456</td>
<td>329</td>
</tr>
<tr>
<td>Assets held for sale</td>
<td>601</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other assets</td>
<td>544</td>
<td>541</td>
<td>377</td>
</tr>
<tr>
<td>Total assets</td>
<td>7,672</td>
<td>6,863</td>
<td>6,643</td>
</tr>
<tr>
<td>Equity and liabilities</td>
<td>3,740</td>
<td>2,676</td>
<td>2,694</td>
</tr>
<tr>
<td>Total equity</td>
<td>7,672</td>
<td>6,863</td>
<td>6,643</td>
</tr>
<tr>
<td>Borrowings and lease liabilities</td>
<td>2,084</td>
<td>2,204</td>
<td>2,050</td>
</tr>
<tr>
<td>Provisions</td>
<td>814</td>
<td>797</td>
<td>927</td>
</tr>
<tr>
<td>Total asset held for sale</td>
<td>246</td>
<td>241</td>
<td>315</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>788</td>
<td>673</td>
<td>657</td>
</tr>
<tr>
<td>Total equity and liabilities</td>
<td>7,672</td>
<td>6,863</td>
<td>6,643</td>
</tr>
</tbody>
</table>

Tangible, right of use and intangible assets increased by $214 million from 2019 mainly due to project capital expenditure of $331 million and stay-in-business capital expenditure of $394 million incurred in 2020. $17 million of finance was capitalised as part of the Obuasi redevelopment project and $39 million of tangible assets were recognised as part of the Joint Operation accounting change for Gramalote in Colombia. A further increase of $66 million is due to foreign currency translations to the group reporting currency. Amortisation charges amounted to $759 million in 2020.

Investments includes investments in associates and joint ventures which increased by $70 million from $1,581 million in 2019 to $1,651 million in 2020 largely due to the continued slow cash repatriation from Kibali joint venture located in the Democratic Republic of the Congo (DRC). Cumulative cash receipts from the DRC in 2020 totalled $140 million.

At 31 December 2020, AngloGold Ashanti’s attributable share of the outstanding cash balances awaiting repatriation from the DRC amounted to $424 million. Barrick Gold Corporation, the operator of the Kibali joint venture, continues to engage with the DRC Government regarding the 2018 Mining Code and the cash repatriation. Since the third quarter of 2020, VAT offsets and refunds have also been impacted by the COVID-19 pandemic in the DRC.

Cash and cash equivalents increased by $874 million from 2019 supported by the highest free cash flow generation since 2011, aided by the improved gold price, but partly offset by lower gold output, higher operating costs, royalties and taxation, and further impacted by the continued slow cash repatriation from the Democratic Republic of the Congo (DRC). Free cash flow was impacted by unfavourable working capital movements, related mainly to inventories, the VAT lock-up at Geita and increased export duty receivables at Cerro Vanguardia.

On 1 July 2020, the Finance Act, 2020 (No. 8) became effective in Tanzania, amending the Value Added Tax Act, 2014 (No. 5), without retroactive effect, specifically by deleting the disqualification of refunds due to exporters of ‘raw minerals’. This allows for the recovery of VAT refunds for mineral exporters from July 2020 onwards. Cerro Vanguardia had a cash balance of $137 million equivalent as at 31 December 2020, of which $50 million is currently eligible to be declared as dividends. Application has been made to the Central Argentine Bank to approve $11 million of this eligible amount to be paid offshore to AngloGold Ashanti, however, approval remains pending. The cash available is for Cerro Vanguardia’s operational requirements.

Borrowings and lease liabilities decreased by $120 million from 2019 and together with the increased cash balance resulted in adjusted net debt of $597 million at 31 December 2020, down from $1,581 million at 31 December 2019.

During 2020, we concluded a 10-year $700 million bond offering, priced at 3.75% per annum - the lowest coupon achieved by the Company for a bond offering - with the net proceeds directed to repaying a portion of outstanding borrowings. The initial proceeds of $200 million received from the sale of the South African producing assets were used to further reduce debt. The balance sheet remains robust, with strong liquidity comprising the $1.4bn multi-currency Revolving Credit Facility (RCF) which is undrawn, the $150m Geita RCF of which $41 million is drawn, the $65 million Siguiri RCF which is fully drawn, the South African R500 million ($34 million) RMB corporate overnight facility which is undrawn, and cash and cash equivalents of $1.3bn at 31 December 2020. The South African R1.4bn RCF, R2.65bn RCF and R11bn RCF facilities were cancelled voluntarily in 2020. The $11bn standby facility that was put in place at the onset of the COVID-19 pandemic in order to provide additional liquidity was cancelled on 1 October 2020.

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Summarised group financial results – statement of cash flows

<table>
<thead>
<tr>
<th>US dollar million</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flows from operating activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash generated from operations</td>
<td>1,828</td>
<td>1,102</td>
<td>931</td>
</tr>
<tr>
<td>Dividends received from joint ventures</td>
<td>148</td>
<td>77</td>
<td>91</td>
</tr>
<tr>
<td>Net taxation paid</td>
<td>(431)</td>
<td>(221)</td>
<td>(166)</td>
</tr>
<tr>
<td>Net cash inflow from operating activities from continuing operations</td>
<td>1,545</td>
<td>958</td>
<td>856</td>
</tr>
<tr>
<td>Net cash inflow from discontinued operations</td>
<td>109</td>
<td>89</td>
<td>9</td>
</tr>
<tr>
<td>Net cash inflow from operating activities</td>
<td>1,654</td>
<td>1,047</td>
<td>865</td>
</tr>
</tbody>
</table>

### Financed from activities

**Cash and cash equivalents at end of year** | $3,740 | $2,806 | $2,676 |

**Cash and cash equivalents at beginning of year** | $2,014 | $1,257 | $1,091 |

**Net increase in cash and cash equivalents** | $1,709 | $1,547 | $1,585 |

**Capital expenditure** | (319)  | (238)  | (261)  |

**Net receipts (payments) from acquisition and disposal of subsidiaries, associates and joint ventures** | 2      | (5)    | (9)    |

**Net proceeds (payments) from disposal and acquisition of investments, associate loans, and acquisition and disposal of tangible assets** | 241    | 17     | 23     |

**Interest received** | 27     | 14     | 5      |

**Increase in cash restricted for use** | (6)    | (6)    | 2      |

**Net cash outflow from investing activities from continuing operations** | (448)  | (683)  | (561)  |

**Net cash outflow from operating activities** | (1,047) | (865)  | (779)  |

**Free cash flow** | 705    | 570    | (570)  |

### Financed from activities

**Cash and cash equivalents at end of year** | $3,740 | $2,806 | $2,676 |

**Cash and cash equivalents at beginning of year** | $2,014 | $1,257 | $1,091 |

**Net increase in cash and cash equivalents** | $1,709 | $1,547 | $1,585 |

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**Interest received** | 27     | 14     | 5      |

**Increase in cash restricted for use** | (6)    | (6)    | 2      |

**Net cash outflow from investing activities from continuing operations** | (448)  | (683)  | (561)  |

**Net cash outflow from operating activities** | (1,047) | (865)  | (779)  |

**Free cash flow** | 705    | 570    | (570)  |

### Movements in working capital:

**Increase in inventories** | (83)   | (97)   | (2)    |

**Increase in trade, other receivables and other assets** | (163)  | (138)  | (74)   |

**Increase (decrease) in trade, other payables and provisions** | 8      | 40     | (46)   |

**Inventory grew as a result of ramp up to commercial production at Obuasi during the year, transition to underground owner mining at Ggeta's Star and Comet mine and increased safety stocks of consumables and reagents as a COVID-19 preventative measure.**

**The increase in Trade, other receivables and other assets is mainly due to the delay in recovery of reimbursable indirect taxes and duties in Tanzania, Ghana and Argentina.**

### Capital expenditure

**Net cash inflow from investing activities from continuing operations** | (448)  | (683)  | (561)  |

**Net cash outflow from investing activities** | (319)  | (238)  | (261)  |

**Net cash inflow from operating activities** | $958   | $856   | $865   |

### Free cash flow reconciliation:

**US dollar million** | 2020 | 2019 | 2018 |

**Cash inflow from operating activities** | 1,654 | 1,047 | 865 |

**Cash inflow from investing activities** | (448) | (683) | (561) |

**Cash inflow from financing activities** | (319) | (238) | (261) |

**Free cash flow** | 705 | 570 | (570) |

### Three-year summaries (continued)

#### Ratios and statistics

<table>
<thead>
<tr>
<th>Ratios and statistics</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adjusted net debt</strong></td>
<td>$700</td>
<td>$597</td>
<td>1,581</td>
</tr>
<tr>
<td><strong>Adjusted net debt to adjusted EBITDAs</strong></td>
<td>1.2</td>
<td>1.0</td>
<td>1.2</td>
</tr>
<tr>
<td><strong>Profit attributable to equity shareholders</strong></td>
<td>$946</td>
<td>$857</td>
<td>646</td>
</tr>
<tr>
<td><strong>Profit attributable to equity shareholders</strong> US cents</td>
<td>87</td>
<td>87</td>
<td>52</td>
</tr>
<tr>
<td><strong>Capital expenditure</strong></td>
<td>225</td>
<td>87</td>
<td>52</td>
</tr>
<tr>
<td><strong>Net cash inflow from operating activities</strong></td>
<td>$1,546</td>
<td>958</td>
<td>856</td>
</tr>
</tbody>
</table>

#### Asset and debt management

<table>
<thead>
<tr>
<th>Asset and debt management</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Equity</strong></td>
<td>$3,740</td>
<td>2,676</td>
<td>2,694</td>
</tr>
<tr>
<td><strong>Net capital employed</strong></td>
<td>$4,424</td>
<td>4,422</td>
<td>4,657</td>
</tr>
<tr>
<td><strong>Net asset value per share</strong></td>
<td>US cents</td>
<td>897</td>
<td>663</td>
</tr>
<tr>
<td><strong>Market capitalisation</strong></td>
<td>$9,430</td>
<td>9,278</td>
<td>5,180</td>
</tr>
<tr>
<td><strong>Return on net capital employed</strong></td>
<td>31</td>
<td>11</td>
<td>8</td>
</tr>
<tr>
<td><strong>Adjusted net debt to equity</strong></td>
<td>16</td>
<td>59</td>
<td>62</td>
</tr>
</tbody>
</table>

#### Exchange rates

<table>
<thead>
<tr>
<th>Exchange rates</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rand/dollar average</strong></td>
<td>14.65</td>
<td>14.44</td>
<td>13.25</td>
</tr>
<tr>
<td><strong>Australian dollar/dollar average</strong></td>
<td>1.45</td>
<td>1.44</td>
<td>1.34</td>
</tr>
<tr>
<td><strong>Australian dollar/dollar closing</strong></td>
<td>1.30</td>
<td>1.42</td>
<td>1.42</td>
</tr>
<tr>
<td><strong>Brazilian real/dollar average</strong></td>
<td>5.15</td>
<td>3.94</td>
<td>3.66</td>
</tr>
<tr>
<td><strong>Brazilian real/dollar closing</strong></td>
<td>5.20</td>
<td>4.03</td>
<td>3.87</td>
</tr>
<tr>
<td><strong>Argentinian peso/dollar average</strong></td>
<td>70.71</td>
<td>48.29</td>
<td>28.14</td>
</tr>
<tr>
<td><strong>Argentinian peso/dollar closing</strong></td>
<td>84.15</td>
<td>59.30</td>
<td>37.81</td>
</tr>
</tbody>
</table>

(1) Includes pre-production ounces.

(2) The Adjusted EBITDAs calculation is based on the formula included in the revolving credit agreements for compliance with the debt covenant formulas.

(3) Includes attributable share of equity-accounted investments.
**ECONOMIC VALUE-ADDED STATEMENT**  
For the year ended 31 December 2020

### ECONOMIC VALUE GENERATED

<table>
<thead>
<tr>
<th>US dollar million</th>
<th>% 2020</th>
<th>% 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gold sales and by-product income</td>
<td>94</td>
<td>4,836</td>
</tr>
<tr>
<td>Interest received</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>Royalties received</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Profit from sale of assets</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Income from investments</td>
<td>5</td>
<td>261</td>
</tr>
<tr>
<td>Other Income</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Total Economic value generated</td>
<td>100</td>
<td>5,134</td>
</tr>
</tbody>
</table>

### Economic value distributed (2)

<table>
<thead>
<tr>
<th>US dollar million</th>
<th>2020</th>
<th>2019</th>
<th>Contributing to the SDGs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>508</td>
<td>591</td>
<td></td>
</tr>
<tr>
<td>Salaries and wages</td>
<td>497</td>
<td>579</td>
<td></td>
</tr>
<tr>
<td>Training and development</td>
<td>11</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td>1,055</td>
<td>736</td>
<td></td>
</tr>
<tr>
<td>Current taxation (3)</td>
<td>562</td>
<td>298</td>
<td></td>
</tr>
<tr>
<td>Royalties (4)</td>
<td>175</td>
<td>131</td>
<td></td>
</tr>
<tr>
<td>Employee taxes (4)</td>
<td>209</td>
<td>221</td>
<td></td>
</tr>
<tr>
<td>Production, property and other taxes (4)</td>
<td>109</td>
<td>86</td>
<td></td>
</tr>
<tr>
<td>Community (5)</td>
<td>22</td>
<td>26</td>
<td>4% 27% 57%</td>
</tr>
<tr>
<td>Suppliers and services (6)</td>
<td>1,664</td>
<td>1,755</td>
<td></td>
</tr>
<tr>
<td>Providers of capital</td>
<td>221</td>
<td>208</td>
<td></td>
</tr>
<tr>
<td>Finance costs and unwinding</td>
<td>183</td>
<td>181</td>
<td></td>
</tr>
<tr>
<td>Dividends</td>
<td>38</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>3,470</td>
<td>3,316</td>
<td></td>
</tr>
</tbody>
</table>

1. Gold income increased by 19% due to a higher gold price received for the year 2020
2. Economic distribution providing human, financial, social, natural and manufactured capital, guided by business objectives and material issues identified through the operating process to ensure sustainable operational value retention for stakeholders, underpinned by our key behavioural programme operational excellence, implemented at every step of the business from exploration through the entire chain to divestment / disposal
3. Current taxation includes normal taxation and withholding taxation on dividends paid per jurisdiction in which the Group operates
4. Employees, production, property and other taxes and royalties are reported on a cash basis and exclude equity-accounted joint ventures
5. Community and social investments exclude expenditure by equity-accounted joint ventures
6. Suppliers and services excludes capital expenditure

**Total distributed**  
(2019: $3.32bn)

- Suppliers and services
- Government
- Employees
- Providers of capital
- Communities

**Value retained**  
(2019: 22%)
People are OUR BUSINESS

People are the foundation of our business and our human resources framework is central to motivating and developing our employees, ensuring we have a workforce with the relevant skills to deliver on our strategy. The five strategic pillars of the framework are to: optimise overhead costs and capital expenditure; improve portfolio quality; maintain long-term opportunity; focus on people safety and sustainability; and ensure financial flexibility.

Strategic pillars
We have identified areas that are key to delivering a successful human resources strategy, including ensuring an organisational design and operating model aligned with our business strategy and the implementation of health-of-discipline frameworks to enable operational excellence, that allow us to:

• develop capable ethical global leaders across the organisation
• focus on employee engagement and commitment
• provide an integrated talent management programme to ensure succession planning and retention
• simplify and integrate global human resources systems across the company

The Health of Discipline framework supports our continuous drive for operational excellence and efficiency across the business. We use competency frameworks for several technical and functional roles. The leadership competency framework that gives effect to the development of global and ethical leaders was introduced and is embedded into recruitment practices. Our mentorship programme for operational excellence and efficiency across the business.

COVID-19 response
AngloGold Ashanti has adopted a risk-based approach in responding to the COVID-19 pandemic. This was led by Group health specialists who worked closely with regional and country-based health professionals. Consistent people management practices were established based on the philosophy that no AngloGold Ashanti employee should be negatively affected from an employment perspective as a result of COVID-19. This led to an effective response that included identifying and protecting vulnerable employees, introducing and administering special COVID-19 sick leave, and reinforcing employee wellness programmes as well as focusing on physical and mental wellness for our employees and their families.

We introduced remote working where possible and leveraged technology to facilitate and adapt to new ways of working. Where remote working was not practical, for example on mining and processing sites, operating procedures were modified to ensure social distancing, mask wearing, good hand hygiene and frequent hand washing.

Business travel was restricted to essential and business-critical travel to reduce the risk of exposure for employees, including expatriates.

COVID-19 has altered the working landscape significantly and there is a need to re-imagine the future of work. This need, together with a number of leadership changes during the year, led to the decision to carry out a company-wide organisational culture assessment during the year.

For more detail on how we work to build talent through our Chairman’s Young Leadership Programme and Mentorship Programme, see integrated talent management in the "<SR>.

Focus for 2021
It is clear that attracting, retaining and developing critical and scarce skills is a key human resources priority and we are developing a comprehensive response to address this. We have adapted our approach towards employee engagement as a result of COVID-19 to ensure that we maintain levels of engagement despite significant changes to the working environment.

Talent management, learning and development
Talent and succession planning
AngloGold Ashanti talent review and succession planning process continued to deliver on its aim to strengthen our internal talent pipeline. Annual bottom-up reviews are conducted to identify, develop, engage and retain a critical cross-section of talent with particular focus on succession pools for executive and senior leadership positions (including general managers), critical and scarce skills talent, and high-potential future leaders.

During 2020, we succeeded in further strengthening our talent and succession pipelines across the company. Some 90% of vacancies during 2020 were filled by internal candidates which indicates the efficacy of talent and succession planning practices. We also achieved a retention rate of ~90% within the executive and senior leadership talent pool.

For more detail on how we work to build talent through our Chairman’s Young Leadership Programme and Mentorship Programme, see integrated talent management in the "<SR>.

Learning and development
We continue to focus on the development of employees with the requisite skills to ensure operational excellence, support talent development and succession management and give effect to key priorities including localisation and gender inclusivity.

During 2020, the Company spent approximately $5.6m on learning and development interventions, with the main focus on technical skills training to enhance safety and productivity, supervisory training, graduate development, mentorship and coaching, and management and leadership development.

Online learning
The COVID-19 pandemic accelerated the shift from traditional classroom to online and virtual learning. Online interventions were piloted across the company, with targeted interventions covering project management skills, leadership essentials, team management, business communication, soft management and various technical courses.

The pilot phase offered a large selection of content, offering formal courses, videos, online books, audiobooks and podcasts and involved 107 employees.

We are rolling out personalised online learning with the aim of providing a comprehensive online curriculum to support AngloGold Ashanti’s blended learning approach.

Diversity and inclusion
During 2020, the company progressed to further entrench its Diversity and Inclusion Framework approved by the board in 2019. For more detail, see integrated talent management in the "<SR>.

Localisation
Working with local companies and employing people from host countries and communities remains a priority for AngloGold Ashanti, particularly in Africa. We have seen a 34% reduction in the deployment of expatriate employees since 2016, with the number falling from 216 to 142.

Several deliberate interventions contributed to this reduction:
• Internal capacity building through initiatives such as technical assessments, structured development plans, local talent pool mentorship, and international exposure have helped to strengthen local talent pipelines.
• The regional recruitment policy has been revised and reinforced and the company has entered into strategic partnerships with local and international recruitment agencies to advance localisation objectives.
• An extensive talent mapping process to identify external pools of national talent.
• Graduate programmes across the Africa region.
• The appointment of high-potential local talent in key roles.
• Extensive mentoring and career guidance for local talent across the Group.
• Ongoing support and development of young leaders in the Africa region.

There is still much work to be done to further reduce dependence on expatriate employees and improve gender representation in local talent pools. We have set a target to further reduce the number of expatriate employees and accelerate development of critical skills in the next three years. The focus will be to develop leadership skills and key technical mining and artisanal skills in partnership with local training institutions.

Employee engagement
AngloGold Ashanti appreciates the importance of employee engagement plays in helping to run a successful business. Biennial global engagement surveys, conducted by an external provider, monitor levels of employee engagement. The level of employee engagement increased from 69% in 2014 to 76% in the last survey in 2019, against a global benchmark for large companies of 70%.

Remote working and social distancing measures in place last year likely impacted employee engagement.

Several measures were implemented across the business in response to COVID-19. See Employee and community health in the "<SR>.

The engagement survey will not be conducted in 2021. This will be replaced by a company-wide organisational culture assessment.

Employee relations
AngloGold Ashanti works to establish constructive relations with our employees and their union representatives. Working closely with our sites, we are also at the forefront of ensuring that we comply with local legislation as well as with our regulatory obligations.

Positive employee relations is central to our business and, employees at our operations in the Africa and Americas regions are unionised and have a right to collective bargaining, in line with the relevant country labour legislation. See Employee and community health in the "<SR>.

For more detail on how we work to build talent and promote diversity and inclusion through our human resources strategy, see integrated talent management in the "<SR>.
At year end, we had five operations in the Africa region, of which we manage four. The Obuasi redevelopment project is on track to achieve steady-state production during 2021.

Our operations in this region are:

**Ghana**

Iduapriem, a 137km² concession which includes Appa South West, is located in the western region of Ghana, some 70km north of the coastal city of Takoradi and about 10km south-west of the Temaqua mine. Iduapriem is an open-pit mine with two circuits each comprising two-stage milling – a gravity circuit and a carbon-in-leach (CIL) plant. The gravity circuit recovers about 30% of the gold and the remainder is recovered by the 418tph capacity CIL plant.

Obuasi, which is an underground operation, mining to a depth of 1,500m, is in the Ashanti region, approximately 60km south of Kumasi. Obuasi was on care and maintenance from 2016 to the start of its redevelopment early in 2019, following the receipt of the requisite approvals from the Government of Ghana. The first face blast took place in February 2019 with first gold poured in December 2019. Phase 1 of the redevelopment project was completed by end September 2020 and began commercial production on 1 October 2020. Phase 2, construction and mine development, is in progress and expected to be completed in 2021.

**Democratic Republic of the Congo**

Kibali, one of the largest gold mines of its kind in Africa, is situated adjacent to the town of Doko, 210km from Arua on the Ugandan border. Kibali is co-owned by AngloGold Ashanti (45%), Barrick Gold Corporation (Barrick) (45%), and Société Minière de Kilo-Moto (SOKIMO) (10%), a state-owned gold mining company. The metallurgical plant comprises a twin-circuit sulphide and oxide plant with conventional carbon-in-leach (CIL) plant, including gravity recovery. Barrick manages the mine which has both open-pit and underground operations.

**Guinea**

Siguiri is a multiple open-pit gold mine in the relatively remote district of Siguiri, around 850km north-east of the country’s capital, Conakry. The gold processing plant is designed to treat 12Mt per annum. A combination plant conversion project was completed and first material fed through the plant in March 2019. This allows the mine to treat 6Mt of sulphide ore and 6Mt of oxide ore. AngloGold Ashanti holds an 85% interest in Siguiri, with the remaining 15% held in trust for the nation by the government of Guinea. Siguiri is contractor-mined using conventional open-pit techniques.

“After a solid performance in 2020, we remain committed to and focused on ensuring that our Africa operations fulfill their potential in the years ahead.”

Sicelo Ntuli | Chief Operating Officer Africa
Tanzania

Geita, is located in north-western Tanzania, in the Lake Victoria goldfields of the Mwanza region, about 120km from Mwanza and 46m west of the town of Geita. The mine is currently an underground operation following the completion of open-pit mining in the third quarter of 2020. Management is exploring further open-pit opportunities of which development will begin during 2021. The mine is serviced by a CIL processing plant with an annual capacity of 5.1Mt.

Mali

AngloGold Ashanti continued its divestment strategy in Mali in 2020. We concluded the sale of our interest in the Morila mine on 10 November 2020. The mine had been held by AngloGold Ashanti and Barrick, each with a 40% interest, with the government of Mali holding the remaining 20%. AngloGold Ashanti also concluded the sale of Sadola on 30 December 2020. Sadola has been jointly held by AngloGold Ashanti (41%), IAMGOLD Corporation (41%) and the government of Mali (18%).

The third mine in Mali is Yatela in respect of which, on 14 February 2019, Sadola Exploration Limited (SADEX), the subsidiary jointly held by AngloGold Ashanti Limited and IAMGOLD Corporation, entered into a share purchase agreement with the Government of Mali, whereby SADEX agreed to sell to the Government of Mali its 80% participation in Société d’Exploitation des Mines d’Or de Yatela (Yatela), for a consideration of US$0.1.

At the date of this report, the transaction remained subject to the fulfillment of several conditions precedent, including approval of the Share Purchase Agreement by the Council of Ministers and the adoption of two laws (the Endorsement Law and Establishment Law).

Operational performance

Production

Strong production performance was delivered by the Africa region, increasing to 1,603Moz in the current year compared to 1,538Moz in 2019. This was largely due to record production at Geita, and solid production performances at Kibali and Idumapoi.

Geita’s production of 623,000oz was the highest annual production level achieved in the last 10 years and 2% higher than the preceding year’s 604,000oz. The increase was attributed to the greater volumes treated as the underground operations continued to ramp-up, providing finer fragmentation and higher grades to the mill. The processing plant benefited from higher run time, resulting in a 14% increase in underground tonnes mined for the year.

Idumapoi had a solid performance with gold production of 275,000oz maintaining the record production level of the previous year. This performance was primarily due to the 2% improvement in plant feed, supported by higher grades following implementation of the grade improvement project during 2020. Improved grades were partly offset by a 2% decline in tonnes treated due to challenges experienced in treating harder ore material. An additional tertiary ore crushing stage is being constructed to reduce the feed size to the milling circuit to deal with the increased rock hardness as deeper ore is extracted. In the second half of 2020, a decision was made to accelerate waste stripping at the Teberebie Cut 2 at the Iduapriem, with some of the waste stripping planned for 2021 brought forward to the fourth quarter in 2020. As a result, mined volumes increased on the back of this investment, with the operation on track to accelerate ore delivery to the mill. Waste stripping here will continue into 2021. This strategic investment will assist the operation to reach the ore zone earlier, thus increasing confidence in planned gold production for 2021.

Siguiri increased production marginally in 2020 to 214,000oz compared with 213,000oz in 2019. Improvements in hard-rock processing capability resulted in higher plant feed grade. Conversion of three leach tanks to CIL and the Mill 1 discharge pump upgrade were successfully completed and commissioned on schedule. These will together help to improve overall plant recovery rates. Plant interventions and the effective use of plant run time increased throughput to 11.2Mtpa during the year. Progressive improvements were already delivered in the second half of the year, up 8% when compared with the previous year.

Kibali had steady performance with production of 364,000oz, marginally lower than the 366,000oz produced in 2019. Record underground production was achieved in December 2020 and for the fourth quarter. Steady plant performance resulted in a 2% increase in plant throughput compared to 2019. This was partly offset by 2% decline in the recovered grade due to the impact of ore feed blend to the plant. The mine invested further in technology to allow multiple, autonomous machines to operate on the same haulage and production levels, and to provide real-time visibility of all operations, including automated control of ventilation fans.

Costs

All-in sustaining costs for the region increased by 4% to $935/oz for 2020, compared to $896/oz the previous year. This increase was a result of higher underground mining costs at Geita due to the step-up in ore and waste volumes, partly offset by lower open-pit mining cost following the completion of mining in Nyakanga Cut 8 by September 2020; higher stay-in-business capital spend as a result of waste stripping at Teberebie Cut 2 at Idumapoi and additional Ore Reserve development at Geita and Obuasi; as well as higher royalty costs across the operations due to the increase in the gold price received.

The Operational Excellence programme continued during 2020. This programme is a group-wide efficiency-driven initiative focused on optimising mine plans and systems and on improving operational cost management. This translated into a review of asset potential and the further entrenchment of capital discipline. Various enhancement projects are tracked through a project management system as we strive to meaningfully move down the cost curve. Through this process, mine planning and forecasting improvement have been reflected in improved consistency in our reported cost performance.

Capital expenditure

Total capital spend for the region was $397m in 2020 compared to $410m in 2019. Capital investment was challenged by the global COVID-19 pandemic, resulting in delayed deliveries and a difficult execution environment. Growth capital of $168m was spent mainly on the redevelopment of the Obuasi mine.

Underground Ore Reserve development projects continued at Geita and pre-stripping began at Idumapoi for Teberebie Cut 2. These projects will provide access to orebodies identified for future gold extraction. The balance of the sustaining capital investment was used for capitalised exploration and stay-in-business projects to improve asset integrity and realise business improvements across the operations, to ensure safe and sustainable growth and production.

Growth and improvement

Siguiri’s combination plant project ramp-up progressed to achieve design throughput rates in the three-stage crushing plant and milling circuit. Recovery improved to 83.2% following completion of three additional CIL tank conversions and other supplementary projects. Commissioning of the fines screening plant planned for...
Regional reviews – Africa

**Obuasi redevelopment project**

The Obuasi redevelopment project continued during 2020, notwithstanding the challenges of COVID-19 which impacted completion of Phase 2 of the project. The project, which began in 2019, was set out in two phases. Phase 1 of the mine and plant redevelopment achieved output of 2,000 tonnes per day (tpd) of ore mined and milled and Phase 1 achieved commercial production on 1 October 2020. Phase 2 was to ramp up to 4,000tpd with commissioning underway by end December 2020.

The project made steady progress across several fronts. Commissioning of the Phase 2 mills (4,000tpd capacity) began on schedule, the Ore Reserve had increased by 22% year-on-year and the metallurgical circuit was operating as planned. The mining ramp-up was challenged by specialist-skills shortages due to COVID-19-related cases, quarantines and ongoing travel restrictions, particularly to and from Australia. Infrastructure development – the KRS ventilation shaft, the paste-fill plant and underground ore-handling systems – was progressing to schedule, albeit with reduced flexibility due to similar constraints.

**Operational Readiness (Phase 1)**

Operational Readiness continued in the fourth quarter of 2020 with capacity of 2,000tpd achieved. The project’s production for the full year ended 31 December 2020 was 127,000oz, with 30,000oz produced in the fourth quarter of the year. This included a 22-day planned stoppage in December for the tie-in of Phase 2 of the project.

Mining rates continued to be constrained by skilled labour challenges caused by Australian international travel restrictions during the year. These were again tightened in January 2021, with the quota of weekly travellers allowed to enter and exit the country’s airports being reduced further. This challenge is being resolved by a continued focus on in-country recruitment and training to help bridge the gap. As a result, the mine plan for 2020 was revised to take into account the COVID-19 limitations. This plan intends to achieve the required ramp-up in production in parallel with the construction schedule and good progress is being made in the second production area at Block 8-Lower.

**Construction (Phase 2)**

Phase 2 construction was 90.1% complete as of 31 December 2020. Commissioning of the milling circuit began and continued in early 2021. Completion of the KRS ventilation shaft, paste-fill plant and the GCVS ventilation shaft are targeted for June 2021 when the ramp-up of Phase 2 capacity to 4,000tpd (+1.7Mt annually) is planned to begin.

2021 will increase the hard rock capacity of the crushing plant and improve the potential for high-grade hard rock optimisation. Furthermore, following approval of the Siguiri Block 2 feasibility study in 2020, execution is scheduled to begin in 2021.

At Geita, the focus on Ore Reserve development continued with 7,271m of development completed in 2020 compared to 4,130m in 2019. While this development provides access to the underground orebody, it also gives access to underground exploration platforms. Geita is progressing various underground projects which include ventilation, electrical supply, pumping and backfill projects to establish infrastructure for the underground operations at the Star & Comet and Nyankanga mining areas.

The Geita Hill underground mining area and environmental permits were obtained and development of the access portal began in late 2020. The feasibility study for the Nyamullima open pit project, located 2.4km from the Star & Comet underground operation, is in progress with execution planned for 2021. Furthermore, the mine initiated a national electric grid project for which the feasibility study and design are in progress for execution and connection in 2021/2022. The planned grid connection will deliver a significantly reduced GHG emission footprint and a lower unit cost for power.

At Iduapriem, waste stripping for Teberebie Cut 2 was initiated and ore was mined from Teberebie Cut 1, Cut 3 and Ajoopa.

The mine is currently undergoing infrastructure development with the re-investment to take place from 2021 to 2023. Projects include a waste-water treatment plant expansion, new tailings storage facility and return water dam. Permitting, land compensation and land access requirements run concurrently with the project and will continue as part of discussions with government, the authorities and relevant stakeholders.

The mine is in the process of commissioning an additional tertiary ore crushing stage to reduce the ore feed size to the milling circuit to deal with the increased rock hardness as deeper ore is extracted. The brownfields exploration drilling campaign at the Teberebie and Ajoopa pits continued in 2020.

At Kibali, the Ore Reserve depleted during 2020 was replaced for the second consecutive year, emphasising the success of the exploration and Ore Reserve replacement strategy in place. The Megi-Marakeke-Sayi prefeasibility study was completed, delivering another viable open pit project that will improve the mine’s open cast and underground ore ratio and enhance mine plan flexibility.

Drilling at Goumbwa highlighted future underground potential. Ongoing conversion drilling at KCD underground continues to deliver additional Ore Reserve to extend the mine life. The mine is well placed to meet its 10-year production targets and to extend the production horizon beyond this horizon.
**OPERATING PERFORMANCE**

**Regional – Americas**

**Argentina**

Cerro Vanguardia, in which AngloGold Ashanti has a 92.5% stake, is the Company’s sole operation in Argentina. Fomicroz, a state company, owns the remaining 7.5%. The operation is in the province of Santa Cruz and operates multiple small open pits with high stripping ratios and multiple narrow vein underground mines that produce gold with silver as a by-product.

**Brazil**

AngloGold Ashanti Córrego do Sítio Mineração (AGA Mineração), in the state of Minas Gerais, comprises the Cuabá Complex, the Córrego do Sítio mining operation and the Cuabá and Quebraz plants.

Serra Grande, in the state of Goiás about 5km from the city of Chuaras, comprises three mechanised underground mines and an open pit.

**Colombia**

Quebradona project is situated in the Middile Cauca region of Colombia, in the Department of Antioquia, 60km southwest of Medellin within the Municipality of Jericó. The project is 100% owned and managed by AngloGold Ashanti.

Gramalote project, a joint venture between AngloGold Ashanti (50%) and B2Gold (50%), is located near the towns of Providencia and San Jose del Nus within the municipality of San Roque, in the northwest of the Department of Antioquia. It is approximately 124km northeast of Medellin, the regional capital of the Antioquia Department. B2Gold became the project manager and operator from 2020.

**Operational performance**

**Production**

Total production for the Americas region in 2020 declined to 649,000oz compared with 710,000oz in 2019, due to production declines at Serra Grande in Brazil and Cerro Vanguardia in Argentina.

At Cerro Vanguardia in Argentina, production of 173,000oz was 23% lower than 225,000oz the previous year. As this is a mature operation, this decline was largely due to the lower grades mined and reduced tonnages owing to the impact of the COVID-19 pandemic. Cerro Vanguardia had been performing well in terms of planned gold production using the available stockpile but unfortunately production was halted twice during the last quarter of the year – first a voluntary closure after the identification of positive COVID-19 cases at site in November, followed by a mandatory government-imposed lockdown in December.

In Brazil, production of 476,000oz was 2% lower than the previous year, mainly due to series of operational issues that were compounded by COVID-19-related restrictions. Production had improved by year end with production in the second half of the year up by 7% on the prior year six months as a result of an increase in tonnes of ore mined.

At AGA Mineração, full year production was 362,000oz, in line with 2019 despite the impact of stoppages and absenteeism due to COVID-19, unseasonal and heavier-than-normal rains in the first half of the year, and geotechnical issues on the high-grade programmed stop. The Cuabá complex’s production was 7% lower than in 2019 due to geological modelling which reduced the thickness of the orebody at the lower levels of the mine.

At the Córrego do Sítio (CdS) complex, production increased by 22% to 101,000oz compared with 2019. This increase was due to the higher tonnages and grades placed onto the heap leach and the higher tonnage treated in the sulphide circuit. This improvement resulted from the strategy in place at CdS Mine 1 to increase development and production. Following consolidation of the São Bento operation (COB II), plant capacity increased and implementation of the improvement project to improve reliability of the sulphide plant was completed.

**Total cash costs and all-in sustaining costs**

In 2020, group production includes the South African operations to September 2020.
At Sierra Grande, production declined 7% to 114,000 oz, mainly resulting from lower grades due to geological model changes, grade control changes and operational delays at high-grade stope areas, further impacted by absenteeism due to the COVID-19 pandemic.

Costs

The region’s all-in-sustaining cost of $1,003/oz for 2020 was 3% lower than $1,032/oz in 2019, a consequence mainly of depreciation against the dollar in both the Brazilian and Argentinian currencies, changes in rehabilitation provisions (economic parameters) and, in Argentina, a higher silver by-product price that was partially offset by lower gold sold and inflationary pressures.

Capital expenditure

Regional capital expenditure of $217m was 11% higher than the previous year and was mainly on Ore Reserve development, exploration, enhanced TSF management and maintenance, mainly for the Brazilian operations. This expenditure included $49m for the Colombian projects, mainly in relation to the Quebradona land capitalisation and completion of the technical feasibility studies and the bridging engineering phase, as well as the Gramalote drilling programmes and activities to do with the completion of the feasibility studies.

The Brazilian operations maintained focus on Ore Reserve and Mineral Resource conversion to improve confidence levels, while work is underway to convert the TSFs to dry stacking. At Cerro Vanguardia, in Argentina, COVID-19-related stoppages resulted in reduced Ore Reserve development as lower metres were developed. Capital expenditure for the year was spent mostly on the replacement of mine equipment. During 2020, the mine continued with its strategy to purchase larger trucks to increase hauling and loading capacity to further improve productivity and haulage volumes. Fleet renewal will continue in 2021.

The outlook for growth capital expenditure outflows for the region until 2024 relate mainly to the Gramalote and Quebradona projects in Colombia. Quebradona will enable the Group to diversify into copper production at an attractive estimated copper all-in-sustaining cost margin of between 60% to 70%. Some increase in the capital outlay is also expected between 2021 to 2022 at AGA Mineração in respect of Ore Reserve development and exploration to increase orebody confidence and ongoing TSF conversion to dry-stacking.

Growth and improvement

In Brazil, plans to increase gold production are underway. Productivity is expected to improve as a result of the Operational Excellence initiatives that are underway.

Starting from the second quarter of 2020, Operational Excellence initiatives included operational and administrative efficiency gains across all sites and regional office. Increasing mine flexibility was a key focus in 2020. Operations set new records for development and processing, which helped offset negative impacts of geological model changes and other operational challenges faced throughout the year, including COVID-19.

In Argentina, the most significant savings resulted from the renegotiation of the natural gas contract.

Despite a drop in production, the Cuabá complex achieved record development of 19,357m in the year, an increase of 17% from 2019 (16,936m), together with the processing of record volumes at the plant, 1,905Mt in 2020 versus 1,799Mt in 2019. These results are outcomes of an Operational Excellence strategy conducted in 2020. As part of the long-term growth strategy, the potential for new orebodies is being investigated in regional targets, along with plans for the deepening of the Cuabá mine and the building of orebody knowledge at depth and related modelling of geological behaviour.

At Córrego do Sítio (CDS), the focus remains in advancing the exploration drilling campaign to enable reserve addition to support mine flexibility and support future expansion. In the long term, replacement of the Lamego Ore Reserve will provide expansion opportunities at the CDS complex. In the short-to-medium term, exploration, evaluation and implementation of additional production sources are expected at both Cuabá and Cds II.

At Sierra Grande, exploration and Ore Reserve development will create options to further scale-up production, extend the life of mine and improve margins. An exploration drill campaign has successfully confirmed the down-plunge continuity of the underground mines. In addition, the discovery of other new orebodies, including Palmeiras Sul, has consistently grown the Mineral Resource. There is also opportunity for unlocking the open pit potential in the greenstone belt.

At Cerro Vanguardia, exploration during 2020 continued for new viable orebodies to extend the mine life. This included successful channel sampling and diamond drilling. A total of 25,073m was drilled as part of a long-term programme to pursue the extension of mineralisation along and down-dip of some of the more important veins in the central zone of the district. The drilling programme also targeted minor secondary veins and tested new targets several kilometres away from the main zone. Plans for 2021 include further diamond drilling to find new exploration targets and determine a new Inferred Mineral Resource to convert the existing Inferred Mineral Resource into Ore Reserve, additional trenching, channel sampling and ground magnetics surveys.

The Quebradona and Gramalote projects are expected to complete feasibility studies and be presented to the board for approval in 2021. Once approved, construction at Gramalote is expected to take about three years with production expected to start in 2024. At Quebradona, construction is anticipated to take approximately four years, starting first with the underground access tunnel development, followed by orebody development and process plant construction.

For more detail on the performance at each operation, including their sustainability performance see the <OP>. These are available online at www.aga-reports.com
AngloGold Ashanti has two operations in its Australia region, Sunrise Dam and Tropicana, both of which are in the north-eastern goldfields of the state of Western Australia.

Our Australia operations are:

Sunrise Dam, wholly-owned by AngloGold Ashanti, is located 220km northeast of Kalgoorlie and 50km south of Laverton. Underground mining, carried out by a contract mining company, is now the primary source of ore, following the cessation of mining in the open pit in 2014.

Tropicana, a joint venture in which AngloGold Ashanti has a 70% holding and which it manages with 30% held by IGO Ltd, is located 200km east of Sunrise Dam and 330km east-northeast of Kalgoorlie. The operation is a large open pit operation with mining carried out by a contractor.

Delivering on our strategy

Total cash costs and all-in sustaining costs

<table>
<thead>
<tr>
<th>Year</th>
<th>Total cash costs (000oz)</th>
<th>All-in sustaining costs (000oz)</th>
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</table>

(1) World Gold Council Standard

Productivity

<table>
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</thead>
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<td>2019</td>
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</tr>
<tr>
<td>2020</td>
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</tr>
</tbody>
</table>

Operating performance

Production

The Australia region produced 554,000oz in 2020 compared to 614,000oz in 2019, as the completion of grade streaming and a lower proportion of open pit ore in the mill feed resulted in a 17% drop in year-on-year attributable production at Tropicana, in line with the mine plan.

At Sunrise Dam production was steady at 256,000oz as the mine focused on a strategy to fill the mill with the best quality ore through a programme of underground exploration and development to build orebody knowledge and add to the Ore Reserve.

The strategy involves maximising the extraction of the Vogue orebody, which is currently the primary source of underground ore, and providing mining flexibility by developing an alternate mining area. Vogue will contribute 80% of underground ore over the next two years, with multiple ore sources making up the remaining 20% of mill feed.

Net throughput remained consistent at 4.5Mt for 2020 and metallurgical recovery is benefiting from the float ultra-fine grind circuit that was implemented in 2018.

Pre-stripping of the Golden Delicious open pit, 12km from the Sunrise Dam processing plant, began in the December quarter 2020. Ore production from Golden Delicious is scheduled to begin in the June quarter of 2021 and the open pit is expected to deliver approximately 130,000oz over a 2.7-year life of mine. From the second half of 2021, Golden Delicious ore will totally displace the low-grade stockpile mill feed, enabling grade streaming to be applied through 2022.

Tropicana produced 298,000oz for the year compared to 360,000oz in 2019. Production was lower year-on-year as planned. Up until June 2020, ore production from the open pits exceeded plant capacity, allowing higher-grade ore to be preferentially treated, while lower-grade ore was accumulated on stockpiles. With the completion of the Tropicana pit and stage one of the Havana pit (Havana cutbacks 1, 2 and 3) mid-way through the year, this grade streaming process ceased, in line with the mine plan.

The Boston Shaker underground mine started commercial production on time and on budget in September 2020. When the underground mine reaches its full production rate of 1.1Mtpa in the second half of 2021, it will contribute 100,000oz annually to gold production. The mine will achieve payback in three years.

Waste stripping for stage 2 of the Havana pit began in the second half of 2020 and while waste stripping is underway, mill feed will be made up of ore from the Boston Shaker underground mine, the Boston Shaker open pit and stockpiles.

The Tropicana processing plant continued to perform well in 2020, with throughput and metallurgical recoveries higher than the previous year. Further efficiency improvements are planned for 2021 to increase throughput from 8.8Mtpa to 9Mtpa in the second half.
Costs
The region’s all-in sustaining cost was $1,225/oz in 2020 compared to $1,215/oz in 2019. This was largely due to a 4% increase in all-in sustaining cost at Tropicana where lower production and unfavourable inventory movement had a negative impact.

The all-in sustaining cost at Sunrise Dam increased by 6% due mainly to costs related to a higher volume of ore purchases from external sources (298,000t compared to 71,000t in 2019) in 2020.

Costs were also impacted by additional unbudgeted COVID-19 expenditure.

Capital expenditure
The region’s capital expenditure of $143 million in 2020 remained in line with 2019 capital expenditure of $149 million. A total of $90 million was spent at Tropicana, including $25 million of growth capital to complete the Boston Shaker underground project on time and on budget. Deferred waste and capitalised pre-stripping, representing 52% of the total in 2020, remains the focus at Tropicana.

At Sunrise Dam a total of $53 million was spent during 2020, which includes $3 million spent on the commencement of the Golden Delicious growth project. Golden Delicious will reach commercial production in Q3 2021. Ore Reserve development capital expenditure at 50% of the total in 2020 remains the focus at Sunrise Dam to unlock future gold production.

Growth and Improvement
At Sunrise Dam the substantial underground diamond-drilling programme that began in 2019 is generating encouraging results, discovering the Frankie orebody during 2020 and extending the Vogue and Carey Shear ore zones. Multiple ore zones remain open along strike and at depth.

Two major steep lodes have been defined at Frankie spanning 800m in strike length and 400m in height. Frankie is close to existing underground infrastructure and based on results to date this area has the potential to deliver approximately 500,000t of ore per annum over a five-year period from 2023. A dedicated diamond drilling platform was established in early 2021 to better drill out this zone, and three diamond drill rigs were drilling from existing drives for strike extensions to the north and south.

Regional exploration continues to seek additional satellite ore sources within trucking distance of the Sunrise Dam processing plant. The aim is to deliver annual ore production of 3Mtpa to displace lower grade surface stockpiles.

The Company holds 880 square kilometres of tenements in this highly prospective district, some in the Butcher Well joint venture with Northern Star and some in its own right. Drilling will continue in 2021.

There is significant potential to unlock known extensions of mineralisation beneath the Tropicana and Havana open pits as well as extensions at depth in the Boston Shaker underground.

A study to look at the trade-off between mining deeper Havana mineralisation via a third cutback or by underground methods was initiated in 2020. This study will be completed in the first half of 2021.

Development of a 500m underground drill drive from the Boston Shaker decline to test beneath the Tropicana open pit was completed in 2020 and diamond drilling was underway early in 2021. The drill drive is well-positioned to provide production access to Tropicana underground mineralisation, should an Ore Reserve be defined. This drive could also be extended to cost-effectively explore the mineralised system beneath the open pits to the south and ultimately access the Havana underground mineralisation in the future.

Near-mine exploration continues to focus on understanding the geology to the north and south of Tropicana, seeking strike extensions and offsets to the Frankie orebody.

Satellite open pit opportunities are being assessed along the mineralised corridor to the north of the mine at Springbok and Angel Eyes, to the south at Rusty Nail and further south at Madras and New Zebra.

Asset sale
On 12 February 2020, AngloGold Ashanti reached agreement to sell the remaining South African producing assets – Mponeng and Surface Operations – and related liabilities to Harmony Gold Mining Company Limited. The sale was in line with our stated aim to streamline our portfolio and create a more focused business with enhanced operating and financial metrics. On conclusion of the sale, Harmony took full ownership of the assets and associated liabilities on 1 October 2020.

The 2020 information relates to the first nine months of 2020.
Following an extensive review and restructuring of this region between 2016 and 2020, the last two remaining operating entities in the region were sold effective 30 September 2020.

**Surface Operations**
Surface Operations encompasses surface facilities in the West Wits and Vaal River areas. These facilities process and extract gold from marginal ore dumps and tailings storage facilities. Surface Operations includes Mine Waste Solutions (MWS), which operates independently, processing slurry material reclaimed by hydro powered machinery from various tailings storage facilities.

**Operating performance**

**Products**
The South Africa region’s operations produced 241,000oz at a total cash cost of $1,149/oz for the nine months to September 2020 compared to 307,000oz produced at a total cash cost of $1,003/oz for the same period in 2019. The decline in annual production was mainly due to the slow start to the year, a result of poor ground conditions; safety stoppages owing to seismic events and related fatalities; and the national COVID-19-related lockdown implemented at the end of March 2020.

**Costs**
All-in sustaining cost for the South Africa region for the nine months to September 2020 was $1,296/oz, versus $1,156/oz for the same period in 2019. The decline in annual production also reflects a marginal increase in power costs. The lower sustaining capital expenditure, and the weaker rand against the dollar.

**Growth and improvement**

**Capital expenditure**
Total capital spend in South Africa was $34m for the nine months ending September 2020 compared to $84m for the same period in 2019.

For more detail on the performance at each operation, including their sustainability performance see the <OP>.

These are available online at www.aga-reports.com

**MINERAL RESOURCE AND ORE RESERVE – SUMMARY**

Reporting compliance
AngloGold Ashanti's Mineral Resource and Ore Reserve are reported as at 31 December 2020, in accordance with the minimum standards described by the South African Code for the Reporting of Exploration Results, Mineral Resources and Mineral Reserves (The SAMREC Code, 2016 edition) and Section 12.13 of the JSE Listing Requirements (as updated from time to time).

AngloGold Ashanti strives to actively create value by growing its major assets – the Mineral Resource and Ore Reserve. This drive is based on active, well-defined brownfields and greenfields exploration programmes, innovation in both geological modelling and mine planning, and continual optimisation of the asset portfolio. Ensuring a viable Mineral Resource and Ore Reserve pipeline enables delivery of sustained value-adding growth in the long term.

**Price assumptions**
The SAMREC Code requires the use of reasonable economic assumptions. These include long-range commodity price and exchange rate forecasts. These are reviewed annually and are prepared in-house using a range of techniques including historic price averages. AngloGold Ashanti selects a conservative Ore Reserve price relative to its peers. This is done to fit into the strategy to include a margin in the mine planning process. The resultant plan is then valued at a higher business planning price.

**Gold price**
The following local prices of gold were used as the basis for estimation:

**Copper price**
The following copper prices were used as the basis for estimation:

For more detail on the performance at each operation, including their sustainability performance see the <OP>.

These are available online at www.aga-reports.com
## MINERAL RESOURCE AND ORE RESERVE – SUMMARY

### Mineral Resource

#### Gold

The AngloGold Ashanti Mineral Resource reduced from 175.6Moz in December 2019 to 124.5Moz in December 2020. This gross annual decrease of 51.1Moz includes depletion of 3.7Moz, and 54.1Moz for the disposal of assets in the South African region and of Sadiola. This was partly offset by additions due to exploration and modelling changes of 2.9Moz, changes in economic assumptions of 3.5Moz and other factors of 0.3Moz. The Mineral Resource was estimated using a gold price of $1,500/oz, unless otherwise stated (2019: $1,400/oz).

### Ore Reserve

#### Gold

The AngloGold Ashanti Ore Reserve reduced from 43.9Moz in December 2019 to 29.7Moz in December 2020. This gross annual decrease of 14.2Moz includes depletion of 3.4Moz, and disposal of assets in the South African region and Sadiola of 16.7Moz. This is partly offset by additions due to exploration and modelling changes of 4.5Moz, changes in economic assumptions of 1.0Moz and other factors of 0.4Moz. The Ore Reserve was estimated using a gold price of $1,200/oz, unless otherwise stated (2019: $1,100/oz).

### Copper


The AngloGold Ashanti Ore Reserve increased from 1.39Mt (3,068Mlb) in December 2019 to 1.41Mt (3,105Mlb) in December 2020. This gross annual increase of 0.02Mt is due to optimisation of the production levels. The Ore Reserve was estimated at a copper price of US$2.65/lb (2019: US$2.65/lb).

### Note:

To reflect that figures are not precise calculations and that there is uncertainty in their estimation, AngloGold Ashanti reports tonnage, content for gold to two decimals and copper content with no decimals.
### Inclusive Mineral Resource by region – Attributable

#### Gold

<table>
<thead>
<tr>
<th>Region</th>
<th>As at 31 December 2020</th>
<th>Category</th>
<th>Tonnnes</th>
<th>Grade</th>
<th>Contained gold</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>million</td>
<td>g/t</td>
<td>Moz</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>649.13</td>
<td>2.81</td>
<td>1,826.49</td>
</tr>
<tr>
<td>Africans</td>
<td>Measured</td>
<td>64.74</td>
<td>2.96</td>
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</tr>
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<tr>
<td></td>
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<td>3.29</td>
<td>634.82</td>
<td>20.41</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1,039.13</td>
<td>2.81</td>
<td>1,826.49</td>
<td>56.72</td>
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<td>Measured</td>
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<td>1.85</td>
<td>152.23</td>
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#### Copper

<table>
<thead>
<tr>
<th>Region</th>
<th>As at 31 December 2020</th>
<th>Category</th>
<th>Tonnnes</th>
<th>Grade</th>
<th>Contained copper</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>million</td>
<td>% Cu</td>
<td>Pounds million</td>
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<tr>
<td></td>
<td>Total</td>
<td>602.10</td>
<td>0.73</td>
<td>4.39</td>
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<td>Americas</td>
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<td>1,406</td>
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<td>Indicated</td>
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<td>0.57</td>
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<tr>
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<td>Total</td>
<td>602.10</td>
<td>0.73</td>
<td>4.39</td>
<td>8,977</td>
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#### Ore Reserve by region – Attributable

<table>
<thead>
<tr>
<th>Region</th>
<th>As at 31 December 2020</th>
<th>Category</th>
<th>Tonnnes</th>
<th>Grade</th>
<th>Contained gold</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>million</td>
<td>g/t</td>
<td>Moz</td>
</tr>
<tr>
<td></td>
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<td>Total</td>
<td>480.05</td>
<td>1.92</td>
<td>922.97</td>
<td>29.67</td>
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</table>

### Corporate governance

AngloGold Ashanti has established a Mineral Resource and Ore Reserve Steering Committee (RRSC) that is responsible for setting and overseeing the Mineral Resource and Ore Reserve governance framework and for ensuring that the Company’s goals and strategic objectives are met while complying with all relevant regulatory codes. The committee’s membership and terms of reference are mandated under a corporate policy requirement that all operations be audited on average once every three years, the number of audits to be conducted is influenced by the mining permit life or the company’s reporting and reconciliation of Mineral Resource and Ore Reserve processes. Due to the travel restrictions around COVID-19, the 2020 internal audits could not take place on site but were instead conducted as desktop reviews. The same protocol that was followed for the internal audits was used to facilitate, control and monitor material risks to the Mineral Resource and Ore Reserve, thus ensuring that appropriate risk management and mitigation plans are in place.

AngloGold Ashanti has also developed an enterprise-wide risk management tool that provides consistent and reliable data that allows for visibility of risks and actions across the Group. This tool is used to facilitate, control and monitor material risks to the Mineral Resource and Ore Reserve, thus ensuring that appropriate risk management and mitigation plans are in place.

### Competent Persons

The information in this report relating to Exploration Results, Mineral Resources and Ore Reserves is based on information compiled by or under the supervision of the Competent Persons as defined in the SAMREC Code. All Competent Persons are employed by AngloGold Ashanti, except for those at Kibali (which uses Barrick’s Competent Persons), and have sufficient experience relevant to the style of mineralisation and type of deposit under consideration and to the activity which they are undertaking.

The legal tenure of each operation and project has been verified to the satisfaction of the accountable Competent Person, and all Ore Reserve have been confirmed to be covered by the required mining permits or there exists a realistic expectation that these permits will be issued. This is detailed in the <RRS> report. The Competent Persons consent to the inclusion of Exploration Results, Mineral Resources and Ore Reserve information in the <RRS> report, in the form and context in which it appears.

Accordingly, the Chairman of the RRSC, VA Chamberlain, MSc (Mining Engineering), BSc (Honors) (Geology), MGISSA, FAusIMM, assumes responsibility for the Mineral Resource and Ore Reserve processes for AngloGold Ashanti and is satisfied that the Competent Persons have fulfilled their responsibilities. VA Chamberlain has 33 years’ experience in exploration and mining and is employed full-time by AngloGold Ashanti. He can be contacted at the following address: 76 Rahima Moosa Street, Newtown, 2031, South Africa.

## Exclusive Mineral Resource by region – Attributable

### Gold

<table>
<thead>
<tr>
<th>Region</th>
<th>Category</th>
<th>Tonnes million</th>
<th>Grade</th>
<th>Contained g/t</th>
<th>Contained gold</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Africa</strong></td>
<td>Measured</td>
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<td>2.82</td>
<td>37.49</td>
<td>1,21</td>
</tr>
<tr>
<td></td>
<td>Indicated</td>
<td>209.47</td>
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<td>496.73</td>
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<tr>
<td></td>
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<td><strong>Total</strong></td>
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<tr>
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<td>Measured</td>
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<td><strong>Total</strong></td>
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<tr>
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<td>2.28</td>
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<td>3.10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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<td>118.06</td>
<td>1.81</td>
<td>196.91</td>
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<tr>
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<td>147.49</td>
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<td><strong>Total</strong></td>
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<td>2,819.96</td>
<td>90.66</td>
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</table>

### Copper

<table>
<thead>
<tr>
<th>Region</th>
<th>Category</th>
<th>Tonnes million</th>
<th>Grade</th>
<th>Contained % Cu</th>
<th>Contained copper</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Americas</strong></td>
<td>Measured</td>
<td>150.43</td>
<td>0.70</td>
<td>1.05</td>
<td>2.319</td>
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<td><strong>Total</strong></td>
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<td><strong>AngloGold Ashanti</strong></td>
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<td>150.43</td>
<td>0.70</td>
<td>1.05</td>
<td>2.319</td>
</tr>
<tr>
<td></td>
<td>Indicated</td>
<td>340.43</td>
<td>0.57</td>
<td>1.95</td>
<td>4.290</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>490.86</td>
<td>0.61</td>
<td>3.00</td>
<td>8.609</td>
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### Ore Reserve by region – Attributable

#### Copper

<table>
<thead>
<tr>
<th>Region</th>
<th>Category</th>
<th>Tonnes million</th>
<th>Grade</th>
<th>Contained % Cu</th>
<th>Contained copper</th>
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</thead>
<tbody>
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<td>1.41</td>
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<td></td>
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<td></td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td>112.72</td>
<td>1.25</td>
<td>1.41</td>
<td>3.105</td>
</tr>
<tr>
<td><strong>AngloGold Ashanti</strong></td>
<td>Proved</td>
<td>112.72</td>
<td>1.25</td>
<td>1.41</td>
<td>3.105</td>
</tr>
<tr>
<td></td>
<td>Probable</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>112.72</td>
<td>1.25</td>
<td>1.41</td>
<td>3.105</td>
</tr>
</tbody>
</table>

#### Ore Reserve of 3,105Mlb.

Quebradona and Gramalote together contribute 4.2Moz of gold continued advanced exploration at their projects in Nevada and published updated PEA (define) studies for the North Bullfrog and Mother Lode projects. AngloGold Ashanti activity monitors for new early stage opportunities that have the potential to be a fit for our company portfolio should the exploration programmes for the projects prove to be successful.

Our exploration programmes cover greenfields and brownfields work:
- Greenfields exploration aims to discover large, high-value Mineral Resource, which will eventually lead to the development of new gold mines
- Brownfields exploration focuses on delivering value through accretive additions to the Ore Reserve at existing mines as well as new discoveries in defined areas around operations

### Projects

**Greenfields projects**

**Americas – Colombia**

Our three greenfields projects in Colombia are Quebradona, Granadillo and La Colosa, which make a significant combined contribution of 38.5Moz to AngloGold Ashanti’s total Mineral Resource. Quebradona and Granadillo together contribute 4.2Moz to the Group gold Ore Reserve while Quebradona has a copper Ore Reserve of 3,105Mt.

The Quebradona project is situated in the Middle Cauca region of Colombia, in the Department of Antioquia, 60km southwest of Medellin within the Municipality of Janico. The project is 100% owned and managed by AngloGold Ashanti.

The feasibility study currently underway to determine the engineering activities is due to be completed early in 2021. During the second half of 2020, much of the focus was on responding to requests for additional information as part of the application process for the necessary mining and environmental licenses and related permits. Following completion of the feasibility study, the project will be submitted for board approval in the second quarter 2021.
The project is expected to treat 6.3Mt annually to produce 3 billion pounds of copper, 1.5Moz of gold and 21Moz of silver over a potential 23-year life. First production is expected to start in the second half of 2025. Quattrontra will be a copper mine with gold and silver as by-products. Simultaneously, work continued on incorporating all findings from peer reviews and promoting the ‘iMiningWithPurpose’ campaign, which seeks to highlight the integration of social, environmental and economic imperatives into the project and subsequent mining operations.

The Gramalote project, a joint venture between AngloGold Ashanti (50%) and B2Gold (50%), is located near the towns of Providencia and San Jose del Nus within the municipality of San Roque, in the northwest of the Department of Antioquia. It is approximately 135km northeast of Medellín, the regional capital of the Antioquia Department. B2Gold became the project manager and operator in 2020. Work on the feasibility study continued as planned in 2020 with an updated Mineral Resource estimate. Quebradona will be a copper mine with gold and silver as by-products. Simultaneously, work continued to advance pit design and mining engineering studies. Feasibility drilling resumed in May 2020. An updated Mineral Resource estimate was completed globally with total expenditure of $31.2m over the year.

Project outlook

The outlook for growth capital expenditure in the Americas region over the next few years until 2024 relate mainly to the Gramalote and Quebradona projects, where development of mining infrastructure continues. Infrastructure design work continues. The results of the feasibility study are expected in 2021, and will be submitted for board approval. In December 2020, the Gramalote project received the "Sello Social de La Minería en Antioquia", which is presented through the Ministry of Mines of Antioquia to large scale operations, recognising Gramalote for its commitment to community support.

The La Colosa project is located approximately 150km west of Bogota Colombia in Tolima Department and is a very large porphyry-style gold deposit discovered by AngloGold Ashanti Colombia greenfield exploration group in 2008. The project is 100% owned and managed by AngloGold Ashanti. It was halted and has been voluntarily suspended, since 2017, due to force majeure recognised by the national mining authority, relating to environmental permits required to continue the project’s mining exploration activities.

Quebradona allows the Group to diversify into copper through the Ministry of Mines of Antioquia for its commitment to community support. The outlook for growth capital expenditure in the Americas region over the next few years until 2024 relate mainly to the Gramalote and Quebradona projects, where development of mining infrastructure continues. Infrastructure design work continues. The results of the feasibility study are expected in 2021, and will be submitted for board approval. In December 2020, the Gramalote project received the "Sello Social de La Minería en Antioquia", which is presented through the Ministry of Mines of Antioquia to large scale operations, recognising Gramalote for its commitment to community support.

Greenfields exploration

During 2020, generative exploration activities were undertaken in Australia, Brazil and the USA. In all, 80,541m of drilling were completed globally with total expenditure of $31,2m over the year.

Australia

Laverton District – AngloGold Ashanti (100%) and Butcher Well and Lake Carey JV (70%) Aircore (AC), reverse circulation (RC) and diamond drilling (DD) was completed in the Laverton District, with a total of 64,041m drilled in 2020.

At the Bismarck prospect (70% AngloGold Ashanti), six DD holes were completed for 1,127m. The drilling intersected predominantly basaltic-andesite volcanic rocks with gold mineralisation hosted in narrow sulphide breccias and associated stockwork quartz veins.

At the Turing prospect (100% AngloGold Ashanti), 244 AC holes for 10,949m, 11 RC holes for 1,546m and four DD holes for 1,127m were completed. The AC drilling defined a greater than 2km long, NNW-trending zone of anomalous gold, which remains open along strike. Follow-up RC and DD returned mostly low-tenor gold intercepts, apart from isolated high-grade results associated with coarse visible gold in narrow quartz veins.

At the Cleveland prospect (100% AngloGold Ashanti), 123 AC holes for 9,728m and 13 DD holes for 2,494m were completed. Several anomalous gold intercepts were received from AC drilling with results open from the southernmost drill line. The DD was designed to extend RC holes and test for down-plunge extensions to a 500m long, NNW-trending zone of gold mineralisation identified in the first half of 2020. Most of the DD holes intersected intervals of pyrite-chalcopyrite mineralisation within quartz-sericite-pyrophyllite-chloritoid schist.

AC drilling was also completed at the Vampire (1,393m), Pioneer (1,239m), Seguin (558m), Triton (1,844m), Argonaut (1,011m), Juno (1,710m) and Kraken (3,144m) prospects.

North Queensland – AngloGold Ashanti Field programmes consisting of mapping and soil sampling continue to be postponed due to travel restrictions related to the COVID-19 pandemic.

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PLANNING FOR THE FUTURE – PROJECTS, EXPLORATION AND INNOVATION

drilling with a total expenditure of $63.1m (capital) and $67.7m (expense) for the year.

Africa

Tanzania: Capitalised (underground) and expensed (surface/underground) drilling programmes completed a total of 117,938m during the year at a cost of $27.2m.

Mineral Resource development drilling continued at the Nyamullima deposit. Results confirmed the continuity of the ore zones within the eastern and western mineralised domains and increased the Mineral Resource confidence within the optimised pit shells and allowed for the declaration of a maiden Ore Reserve. Results from the Mineral Resource development drilling at Nyankanga Block 3, Stadium and Comet 3 out 3 and at Out 2 confirmed the Mineral Resource model interpretations.

Stabilisation drilling for the waste dump was carried out and show no significant intersections.

Mineral Resource definition drilling was carried out at Nyankanga Block 1, returning results that confirmed the down-dip continuity of mineralisation at Block 1.

Reconnaissance drilling programmes into the footwall of the Nyankanga underground project returned low grade, erratic mineralisation hosted within these deep-seated structures.

Reconnaissance drilling carried out at Star & Comet 2 out 2 returned results that confirmed the presence of the footwall structure.

Guinea: Capitalised and expensed drilling programmes completed a total of 85,193m during the year at a total cost of $10.9m.

At Block 1 infill drilling occurred at the Kami Saddle, Sintroko West, Sanu Tinti, Sokunu, Bidini, Bidini-Tubani-Kalamagna pushback, Sefotro-Tubani, Bidini North, Kami and Seguelen PB3.

Reconnaissance drilling occurred at Kami North, Kami West and South, Salokoro North, Seguelen, the Carbonate Hills, Komatiygua South East, Seguelen PB2, Sefotro-Tubani, Kossise and Balato NW.

In Block 2, Saraya infill drilling occurred and sterilisation drilling was carried out at Foulata. At Saraya West E.L. and Foulata reconnaissance drilling was completed.

Assays results were received for Sokunu northwest infill drilling, Sintroko West reconnaissance drilling, Sintroko West infill drilling and Komatiygua southeast reconnaissance drilling.

Mapping focused on improving the understanding of the geology of the Bidini, Sanu Tinti, Kalamagna, Kami and Tubani pits. Field works were also conducted at Doko, Didii, Kosseim Konzan and Sokunu and there were encouraging observations.

Geometalurgical proxy data collection and interpretation were performed, and samples have been analysed respectively for pXRF, Termaspec and Electo. At Saraya, metallurgical DD deeper hole drilling was completed, aimed at understanding Western intrusion.

Ghana: At Iduaprim, drilling totalled 47,146m at a cost of $6.4m. During the year, exploration drilling principally focused on Block 1 East and West, Eluanta, Badurom and the Block 5 Extension projects.

The Block 1 exploration project involved mapping and Mineral Resource conversion drilling at Block 1 Central, Block 1 East and Block 1 West. Significant intersections were reported for Block 1 East.

At Eluanta, drilling was wrapped up with significant intersections reported. While at Badurom, drilling commenced in Q4 and reported significant intersections.

One hole was drilled at Block 3 West to ascertain the weathering profile down dip of the pit as part of the return water dam feasibility studies.

Block 5 extension drilling via RC and DD returned significant intersections.

Sampling of the Mile 8 auger drilling project was completed, and results have been received and narrow down the anomalous targets. Outcrop mapping was carried out at Block 1 East and an 8m thick conglomerate outcrop was observed at M6UJ.

At Obuasi, drilling continued with a total of 55,094m drilled in the underground exploration programmes at a cost of $6.5m.

Exploration and infill drilling activities continued on 41 level in Block 10, and in stockpiles 12, 13 and 14 along the ODD 32 level in Block 8.

Grade control drilling continued in Block 8, 27 and 29 Level, Sansu 18 Level and 26 Level and 28 KRS in Block 10.

Results from 41 Level north and south drilling confirmed the Mineral Resource models.

Results from the reconnaissance drilling from stockpiles 12, 13 and 14 along the ODD showed continuity in grade and structure within the Obuasi fissure.

Grade control drilling results at 27 L 312, at 28 L KRS 295 and at 26 L in Sansu 3 shows continuity of the Obuasi fissure but variability in width.

Democratic Republic of the Congo: Capitalised and expensed drilling programmes at Kibali completed a total of 17,845m during the year at a cost of $3.6m. The focus of exploration was on Mineral Resource replacement/addition and underground projects.

Drilling at KCD is in progress, with additional deep holes planned as the initial deep hole results were not encouraging, possibly dipping the edge of the payshell.

Results returned from the Ikamva East and Kombokolo confirm the models. Two identified targets are to be tested with proposed drilling in 2021 Q1 at Ikamva area.

At Madongo, the target shows some upside with possible plunge extent to the mineralisation and further holes are planned. At Oere, over all results from both drilling and trenching programmes support the current model.

While for the Kibali region, the K2 geological map was updated and four main sets of structures were highlighted and identified that infill sampling is required. At K2 South, field activities were completed and identified 6 sub-targets interpreted to potentially host higher grade mineralisation.

Republic of Mali: No exploration.

Americas

In Argentina, a total of 25,075m of drilling was completed at a cost of $4.4m.

A total of 0.93km of channels were carried out on the Carmela, Dora, Teresa and Gabriela veins in the southern and central parts of the tenements.

Drilling was carried out to test down-dip extension of vein mineralisation at the Northern zone (Cuncuna, Vanguardia 1, Vanguardia 2, Vanguardia 3 veins), Central zone (Atila, Gescia, Loma del Muerto veins) and Southern zone (Carmela, El Lazo, Teresa veins).

Drilling was also carried out to test the extension of mineralisation in less well-defined veins outside the main district at Dora, El Trio, Oveja and Trinidad.

In Brazil, at Cuibá and Lamego a total 89,251m was drilled at a cost of $9.6m.

At Cuíaba, Mineral Resource Conversion drilling on Levels 20 and 21 was completed at the beginning of Q4. The L20 FGS/SER (main orebodies) drilling campaign continues, and excellent results were reported. A directional drilling programme started in March and focused on Fonte Grande South.

The intensive drilling mapping campaign within the quartz-vein satellite orebodies was completed and the model has been updated. Several significant intercepts were also reported.

Drilling at secondary orebodies: Viana, Serrinha and Galinha extensions (levels 04 and 05) returned good results confirming the orebodies potential to create mining flexibility at shallower levels.

In the regional programmes, at Descoberto a second drill rig commenced drilling and good results continue to be reported. At Tingui, various exploration activities progressed well including mapping, soil sampling, which resulted in positive outcomes.

The historical surface galleries surrounding or associated with Cuíaba mine were scanned. At Matanreli, a geochemical soil survey was conducted, and the first results showed local gold anomalies.

At the Lamego, Sul Target the soil sample campaign was completed and the soil survey to cover most of the region started.

At Lamego, underground and surface drilling continued.

Results from exploratory drilling campaign from Quenamada orebodies 5 confirmed potential in lower levels of the mine and show strike extension potential.

Surface drilling returned positive gold results for AvDox (oxide programme). The Arco da Velha sulphide drilling campaign is currently on hold due to landlord issues.

At Córrego Do Sítio (CdS), capitalised and expensed drilling programmes completed a total of 154,709m at a cost of $10.1m during the year.

At CdS I, underground drilling focused on Cachorro Bravo, Lanajinas and Cucuasia with positive results from all targets. Surface drilling was carried out at Rosalino, Campinas and Mutuca and returned positive results.
In November, work on the K8 Adit continued, and much of the preparatory work for underground blasting was completed.

The K9 Adit was closed in late November and is scheduled to be reopened in January 2022 for further blasting and backfilling operations.

At the Premier mine, drilling focused on completing the drilling programme at Ingá, Fortuna, Mangabai-Corpo IV, Angolado (D Tereza), Mangabai, Palmiras South Mine, Superior Zone (Mine III), VZG (deep mine), and Pequizão.

The Premier Mine exploration and geotechnical programme continued, with the completion of 117,057m of drilling at a cost of $7.8m. The programme included the completion of drilling at Ingá, Fortuna, Mangabai-Corpo IV, Angolado (D Tereza), Mangabai, Palmiras South Mine, Superior Zone (Mine III), VZG (deep mine), and Pequizão.

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It is my pleasure to present, on behalf of the Audit and Risk Committee (the committee), an overview of the activities performed during the 2020 financial year, which in many respects has been an unprecedented year that brought challenges that have been navigated successfully by AngloGold Ashanti.

The activities and material matters deliberated on during our scheduled meetings extend beyond statutory compliance and relate to the committee’s role in supporting value creation and delivery of AngloGold Ashanti’s strategic objectives. This report is presented in accordance with the Company’s Memorandum of Incorporation (MOI), the requirements of the Companies Act, No. 71 of 2008, as amended, the Companies Act, Principle 8 and Principle 15 and the recommended practices contained in the fourth King Report on Corporate Governance for South Africa (King IV), the JSE listing requirements as well as the committee’s formally approved charter, the latter being reviewed and approved by the board on an annual basis, or more frequently if so required.

Role and focus
The Audit and Risk Committee is an independent statutory committee and all members were appointed by the AngloGold Ashanti shareholders at the Annual General Meeting (AGM) held on 10 June 2020. The committee has decision-making authority with regard to its statutory duties and is accountable in this regard to both the shareholders and the board of AngloGold Ashanti.

It is the committee’s principal regulatory duty to oversee the integrity of the Group’s internal control environment and to ensure that financial statements comply with IFRS and fairly present the financial position of the Group and company and the results of their operations. Management has established and maintains internal controls and procedures which are reviewed by the committee and reported on through regular reports to the board. These internal controls and procedures are designed to identify and manage, rather than eliminate, the risk of control failure and aim to provide reasonable but not absolute assurance that these risks are well managed, and that material misstatements and/or loss will not materialise.

The board assumes ultimate responsibility for the functions performed by the committee, relating to the safeguarding of assets, accounting systems and practices, internal control processes and preparation of financial statements in compliance with all applicable legal and regulatory requirements and accounting standards.

Composition, proceedings and performance review

<table>
<thead>
<tr>
<th>Member</th>
<th>Appointed</th>
<th>Attendance</th>
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<tbody>
<tr>
<td>Alan Ferguson</td>
<td>10 June 2020</td>
<td>100%</td>
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<tr>
<td>R. Gasant</td>
<td>10 June 2020</td>
<td>100%</td>
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<tr>
<td>MC Richter</td>
<td>10 June 2020</td>
<td>100%</td>
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<tr>
<td>JE Tilk</td>
<td>10 June 2020</td>
<td>100%</td>
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<tr>
<td>M. Ruston</td>
<td>9 May 2019 Retired March 2020</td>
<td>100%</td>
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<tr>
<td>R. B. Magabane</td>
<td>Board appointed 14 December 2020</td>
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</table>

The committee comprises independent non-executive directors who collectively possess the independence, skills and knowledge to oversee and assess the strategies and processes developed and implemented by management to manage the business within a diverse and continually evolving business environment. During the year, Phindile Gasant was the elected chairperson of the committee and fulfilled this role at each of the five meetings held during 2020. Due to the COVID-19 pandemic, only the February 2020 meeting was held in person with remainder, including pre-meetings, being held using Microsoft Teams.

I was elected committee chairperson effective 1 December 2020 and have overseen the 2020 year-end reporting process. Please allow me to thank Phindile for his leadership, direction and dedication during his term as chairperson of the committee. It was a privilege to serve under him. The Chief Executive Officer, Chief Financial Officer, Senior Vice President: Group Finance, Vice President: Finance, Group General Counsel and Company Secretary, Senior Vice President:

Discharging our duties
The committee’s duties as required by section 94(7) of the Companies Act, King IV, JSE Listing Requirements and board-approved terms of reference are set out in the Audit and Risk Committee’s annual work plan. These duties were discharged as follows:

### Financial reporting
- Reviewed half and full-year results and trading and market updates
- Reviewed and assessed the key audit matters raised as part of the 2020 year-end audit and are in agreement with these
- Assessed accounting judgements, estimates and impairments
- Reviewed the accounting treatment for the divestment transactions, i.e. the South African operations, Morila and Sadillo mines
- Reviewed tax provisions and contingencies
- Considered the Mineral Resource and Ore Reserve Report
- Assessed the impact of COVID-19 on the going concern assumptions, solvency/liquidity requirements as well as on the Group’s dividend proposed to the board for approval
- Considered the integrity of the Group’s Integrated Report, Annual Financial Statements and the Form 20-F and recommended these for approval to the board
- Monitored IFRS filing process

### Governance
- Assessed the impact of the COVID-19 pandemic resulting in the closure of borders and necessitating working from home in various areas of the business on the internal control environment
- Reviewed developments in reporting standards, corporate governance best practice and legislation
- Evaluated the committee’s effectiveness
- Reviewed and assessed the expertise, experience and performance of the finance function, Interim Chief Financial Officer and Group Internal Audit
- Reviewed and approved the Group Internal Audit Charter
- Reviewed the terms of reference of the committee
- Held separate meetings with the external and internal auditors as well as management at each meeting
- Pre-approved services of other audit firms
- Started to plan for an external audit tender

### Internal control and risk management
- Assessed the systems to identify, manage and monitor financial, non-financial and fraud risks
- Reviewed the scope, resources and results of internal audit
- Considered the cost in process error at Sifumi and challenged management on the causes and proposed remedial actions
- Approved the internal audit plan and monitored the execution thereof
- Ensured that the combined assurance model was further refined to provide a co-ordinated approach to assurance activities
- Reviewed significant whistle-blowing reports
- Monitored the governance of information technology (IT), including cybersecurity
- Received a quarterly update on risk management within the Group
- Received semi-annual updates on compliance related matters

### External auditors
- Assessed their effectiveness
- Assessed their suitability and that of the lead audit partner and recommended the appointment of the independent external auditors by the shareholders
- Approved their terms of engagement, remuneration and integrated audit plan
- Pre-approved all non-audit services, assessed their impact on independence and concluded that there were none
- Assessed their independence and concluded that there were no impediments on the external auditors’ independence
- Approved the appointment to provide independent limited assurance on certain sustainability indicators included in the Sustainability Report (<SR>)
Highlights of 2020
In addition to the execution of the Audit and Risk Committee’s statutory duties, set out below are some highlights of 2020:

<table>
<thead>
<tr>
<th>Focus area</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial reporting</strong></td>
<td>Reviewed and recommended the trading and market updates, half-year and annual IFRS financial statements to the board for approval and subsequent submission to the JSE, SEC and other stock exchanges as applicable, after:</td>
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<tr>
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<td>• assessing the key audit matters for the year-end 31 December 2020:</td>
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<td>• Sale of South African assets: questioned and considered the responses from management around the calculation of the loss on disposal, the treatment and accounting of residual deferred tax, the treatment of the foreign currency translation reserve and associated disclosures</td>
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<td>• Obuasi redevelopment: assessed the responses from management around the assessment of the commencement of commercial production, the treatment of interest costs as well as the judgements around deferred tax</td>
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<td>• Greta VAT recoverability: assessed the validity of the balance considering the impact of the new Finance Act in Tanzania, the recoverability of the balance and management’s rationale and assumptions applied</td>
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<td>• Rehabilitation and decommissioning provisions: considered the governance processes around the accounting of these provisions and the judgements applied around discounting factors, life of mine assumptions and commitments made impacting these provisions</td>
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<td>• ensuring that complex accounting areas complied with IFRS</td>
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<td>• carefully evaluating significant accounting judgements, including but not limited to environmental rehabilitation provisions, taxation provisions and the valuation of the portfolio of assets (including impairment) and estimates</td>
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<td>• reviewing and assessing the disclosure of contingent liabilities, commitments, and the impact of outstanding litigation in the financial reports</td>
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<td>• reviewing, assessing and approving adjusted and unaudited audit differences reported by the external auditors</td>
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| New listing requirement 3.94(k) | Reviewed and assessed the process management had in place to allow the Interim Chief Executive Officer and the Interim Chief Financial Officer to opine on the annual financial statements and the system of internal control over financial reporting |

| Mineral Resource and Ore Reserve Report | Reviewed and recommended for approval the annual Mineral Resource and Ore Reserve Report prepared in accordance with the minimum standards described in the South African Code for the Reporting of Exploration Results, Mineral Resources and Mineral Reserves (The SAREC Code, 2016 edition), and Section 12.13 of the JSE Listing Requirements (as updated from time to time), after: |
| | • evaluating the internal control environment associated with the Mineral Resource and Ore Reserve estimation process |
| | • considering the work of the Investment Committee in this area |
| | • receiving confirmation that the Competent Persons appointed consent to the inclusion of the Mineral Resource and Ore Reserve estimates information in the <IR> in the form and context in which it appears |
| | • reviewing and assessing for reasonableness the year-on-year reconciliation of the Mineral Resource and Ore Reserve |

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<td><strong>Corporate governance</strong></td>
<td>Monitored the effects of COVID-19 on the operations and the Group risk profile as well as the appointment of the Interim CEO and CFO which meant it was appropriate for more frequent interaction between the committee and management whilst ensuring that the clear distinction between the different roles was upheld at all times.</td>
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<tr>
<td></td>
<td>Reviewed and approved the risk management policies, standards and processes; received and considered reports from the Group Risk Manager in relation to the key strategic and operational risks facing the Company; and received presentations on the following emerging risks and topics to obtain an in-depth analysis and understanding:</td>
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<tr>
<td></td>
<td>• COVID-19 pandemic – the impact of this risk was assessed continuously during 2020</td>
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<td>• Obuasi – Production ramp-up and operational risk profile</td>
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<td>• Licence to operate</td>
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<td><strong>IT governance and cybersecurity</strong></td>
<td>The committee received and reviewed detailed reports from the Chief Information Officer on the Group’s information and technology framework and had detailed discussions around cybersecurity including inherent risks and vulnerabilities with an increasing focus on operational areas. The committee considered the current action plans in place to manage the associated risk exposure and received updates on measures taken to safeguard AngloGold Ashanti during the COVID-19 pandemic.</td>
</tr>
<tr>
<td><strong>Combined assurance</strong></td>
<td>The committee closely monitored the actions implemented by management during 2020 to provide the required assurance amidst the closure of borders preventing on site reviews through more integration between the various in-house assurance providers and an increased use of technology.</td>
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<td>The committee considers the current model as effective and efficient in that it fully integrates with the risk management function.</td>
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<td><strong>Sarbanes-Oxley compliance (SOX)</strong></td>
<td>The committee has overseen the SOX compliance efforts of management through receiving quarterly updates on controls associated with financial reporting and assessed the final conclusion reached by the Interim Chief Executive Officer and Interim Chief Financial Officer on the effectiveness of the internal controls over financial reporting.</td>
</tr>
<tr>
<td><strong>Compliance</strong></td>
<td>The committee monitored the execution of the global compliance governance framework that allows for a systematic risk-based approach for Group, regions and operations to identify and monitor compliance to major laws, regulations, standards and codes.</td>
</tr>
<tr>
<td><strong>Litigation matters and contingent liabilities</strong></td>
<td>The committee reviewed and considered reports on significant litigation matters as well as contingent liabilities and assessed the possible impact thereof on the Group financial results.</td>
</tr>
<tr>
<td><strong>Internal audit</strong></td>
<td>Group Internal Audit is a key independent assurance partner within AngloGold Ashanti under the leadership of the Senior Vice President: Group Internal Audit, who has direct access to the chairman of both the committee and the board. The Senior Vice President: Group Internal Audit reports functionally to the Audit and Risk Committee and administratively to the Interim Chief Financial Officer, and is not a member of the Executive Committee but has a standing invitation to attend these meetings. As part of its mandated responsibilities, the committee has assessed the performance of the Senior Vice President: Group Internal Audit in terms of the annually reviewed and approved internal audit charter and is satisfied that the internal audit function is independent and appropriately resourced, and that the Senior Vice President: Group Internal Audit has fulfilled the obligations of the position by reporting to the committee on the assessment of:</td>
</tr>
<tr>
<td></td>
<td>• ethical leadership and corporate citizenship</td>
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<td>• risk governance</td>
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<td></td>
<td>• IT governance</td>
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<tr>
<td></td>
<td>• compliance with laws, rules, codes and standards</td>
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<td>• the effectiveness of internal controls over financial reporting and internal controls in general</td>
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<td>• the effectiveness of the Group’s combined assurance framework for the Group.</td>
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<td>The committee considered the approach Group Internal Audit adopted in 2020 to provide the necessary assurance around the effectiveness of governance, risk management and internal control amidst COVID-19 and is comfortable that the approach was appropriate. The committee considered the heat-map for AngloGold Ashanti as presented by Group Internal Audit and monitored the implementation of significant audit recommendations through a formal tracking process.</td>
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<tr>
<td></td>
<td>Group Internal Audit will focus on the remediation work currently in progress around control weaknesses identified at the Siguiri mine in the Africa region where a gold in process error arose. A formal report thereon is scheduled for the next committee meeting. The noted control failure does not render the internal control environment ineffective but requires a close assessment by the committee.</td>
</tr>
</tbody>
</table>
As chairperson, I meet with the Senior Vice President: Group-Internal Audit in private before each meeting and on an ad hoc basis throughout the year.

The committee is of the opinion, having considered the written assurance statement provided by Group Internal Audit, that nothing has come to its attention indicating that the Group's system of internal financial controls is not effective and does not provide reasonable assurance that the financial records may be relied upon for the preparation of the annual financial statements.

External audit

The current auditors Ernst & Young are level 1 B-BBEE contributors. The audit cycle at AngloGold Ashanti is continuous as the External Auditor performs half yearly reviews on the results of the Group. During August 2020, the annual integrated audit plan, the associated fees and the 2020 global engagement letter were tabled at the committee for consideration and approval. During the year, the committee considered the responses of the auditors on how they are managing the audit in a COVID-19 environment and the impact on their assurance process.

As chairperson, I meet with the primary engagement team members in private before each scheduled meeting where I am also briefed on general matters relating to the accounting and auditing profession as it may impact on AngloGold Ashanti.

As part of its ongoing assessment of the independence and effectiveness of the external auditors, the committee has also considered during its evaluation of the independence of Ernst & Young factors such as:

- tenure of service
- quality of planning, delivery and execution of the audit
- quality and knowledge of the audit team, specifically the senior management team, including the lead engagement partner
- the results of the most recent PBA and PCAOB regulatory reviews and the responses of the firm on observations raised in these reports
- outcome of the quality assurance review performed during the first half of 2020;
- robustness of the audit, including the audit team’s ability to challenge management and demonstrate professional scepticism and independence

In addition, when considering the re-appointment of the external auditor at the annual general meeting, the committee satisfied itself that the external auditor is accredited on the JSE list of disqualified individual auditors, as set out in Section 22.

To further safeguard auditor independence, a formal policy on the approval of all non-audit related services has been approved and implemented. In terms of the policy the committee has established that the sum of the non-audit and tax fees in a year must not exceed 40% of the sum of the audit and audit related fees in the year. The committee received a quarterly update on the tax and non-audit fees as a percentage of the total audit and audit related fees and are comfortable that the external auditor’s independence had not been jeopardised.

During 2020, the annual audit fees amounted to $8.15m made up of audit services of $6.02m, audit-related services of $1.80m, non-audit services of $0.01m and tax services of $0.32m. The latter two amounted to 4.2% of the audit and audit-related fees, well within the allowed maximum of 40%.

The committee did not note any significant adverse findings and considers the service provided by the external auditors to have been independent, effective and robust, and therefore recommended their reappointment for the 2021 audit.

However, given the long tenure of Ernst & Young as our external auditor, the committee decided that it is now appropriate to put the audit out for tender for the 2023 year-end audit. In this regard, planning has already started, and discussions have been held with a number of audit firms to establish their appetite to tender for the audit and their independence. We have also been provided with details of possible leadership teams and we are in the process of selecting those who we believe are best suited to lead the audit of AngloGold Ashanti. It is planned that the Request for Proposal will be issued late in the second quarter of 2021.

Finance function and Chief Financial Officer

The committee received feedback on an internal assessment conducted on the skills, expertise and resourcing of the finance function and was satisfied with the overall adequacy and appropriateness of the function. The committee further reviewed the expertise and experience of the Interim Chief Financial Officer, Ian Kramer, and was satisfied with the appropriateness thereof.

In evaluating the finance function, and considering the input of the senior finance team during private meetings held before each scheduled meeting with the chairperson, the committee concluded that:

- the finance function’s management philosophy and control environment were consistent amidst senior personnel changes during 2020
- management of the finance function has provided the required guidance to operations during the different stages of lockdown arising from the COVID-19 pandemic
- the organisational structure of the finance function was appropriately designed, having the required authority and responsibility that promoted accountability and control
- the finance function had properly applied accounting principles in the preparation of the financial statements and the accounting of non-routine transactions
- the Group’s financial reporting procedures were considered effective and reliable

Tax governance and strategy

The committee also approved the Group’s tax strategy and tax management policy, which together, set out the Group’s approach to tax in areas such as tax efficiency, tax risk management and tax governance and oversight.

The committee received and reviewed detailed quarterly reports from the Interim Chief Financial Officer and Vice President: Global Taxation, jointly, on the Group’s tax position including uncertain tax positions, effective tax rates, tax provisions, recoverability of tax receivables, status of the Group’s tax compliance globally and relevant global fiscal developments impacting the Group.

Whistleblowing

The committee received quarterly updates on AngloGold Ashanti’s whistleblowing process. Where appropriate the committee directly oversees the investigation of whistleblowing reports.

During the year, 176 (2019: 142) reports were received. The committee is comfortable that the whistleblowing process is robust and that each report received is taken seriously and thoroughly investigated.

Reports received and investigated did not reveal any malpractice relating to the accounting practices, internal financial controls, internal audit function or the content of the company’s and Group’s financial statements.

Statement of internal control

The opinion on the board’s consideration of the effectiveness of the internal control environment is informed by the conclusion of the Audit and Risk Committee.

The Audit and Risk Committee assessed the results of the formal documented review conducted by Group Internal Audit and other identified assurance providers in terms of the evolving combined assurance model of the Group’s system of internal controls and management, including the design, implementation and effectiveness of the internal financial controls.

The assessment, when considered with information and explanations given by management and discussions with both the internal and external auditors on the results of their audits, led to the conclusion that nothing has come to the attention of the board that caused it to believe that the company’s system of internal controls and risk management is not effective and that the internal financial controls do not form a sound basis for the preparation of reliable financial statements.

Annual financial statements

The committee has evaluated the consolidated and separate annual financial statements for the year ended 31 December 2020 and considered that it compiles, in all material aspects, with the requirements of the Companies Act, IFRS and JSE Listing Requirements. The committee therefore recommended the approval of the annual financial statements to the board.

Events post year end

Management confirmed to the committee that there had been no significant post year-end events that had to be considered for disclosure.

Looking forward

The committee realises that its work is increasingly broad and complex and as a committee we are required to stay on top of developments impacting AngloGold Ashanti. During 2021, the Audit and Risk Committee will:

- monitor the finalisation of the remainder of the South Africa operations sale process and the management of legacy projects stemming from the transaction
- monitor the continuing ramp-up of the Obuasi operations to full production and the impact on associated business processes
- monitor the remediation work currently in progress around control weaknesses identified at the Siguiri mine in the Africa region. A formal report thereon is scheduled for the next committee meeting
- monitor the cyber environment and the Group’s prevention and defence capabilities in terms of risk exposure
- lead on the adopted approach to mandatory audit firm rotation which will be effective for the 2023 financial period
- assess the audit services pre-approval policy and guidance in terms of the fees spent on tax and permissible non-audit services expressed as a percentage of the audit fees
- consider the outcome of the board’s consideration of the Quadrabranda and Gramatole project, should the project be approved, monitor the further design and development of the internal control environment as the project progresses
- assess the impact of the rule changes accepted by the Securities Exchange Commission around disclosures associated with Mineral Resource and Ore Reserve – S-K1300 Guide
- consider management’s proposal in relation to the integration of the Group’s information technology and operations’ technology processes

Conclusion

The committee is satisfied that it has considered and discharged its responsibilities in accordance with its mandate, statutory responsibilities and terms of reference during the year under review. In signing this report on behalf of the committee, I would like to thank my fellow committee members, the external auditors, internal auditors and management for their contributions to the committee during this challenging financial year.
ANGLO GOLD ASHANTI is committed to the highest standards of governance, ethics and integrity. Good corporate governance is integral to our sustainability. Adherence to the standards and recommendations set out in King IV and to other relevant laws and regulations is vital to achieving our strategic priorities.

AngloGold Ashanti’s board, which has ultimate responsibility for corporate governance, is guided by its commitment to ensuring sound governance principles and practices. These underpin value creation and the long-term sustainability of our business and are crucial to the achievement of our business objectives and delivering on the strategy.

AngloGold Ashanti’s governance structures and processes demonstrate our commitment to high standards of business integrity and ethics in all its activities. They are supported by our values-driven culture and Code of Business Principles and Ethics (Our Code). The board acts with independence and its members have the appropriate competencies and experience to execute their fiduciary duties.

AngloGold Ashanti reviewed its application of the King IV principles - ethical culture, good performance, effective control and legitimacy - and is satisfied that the Company is materially compliant. A statement on our application of these principles is available online at www.anglogoldashanti.com.

Our Code is the defining document for AngloGold Ashanti’s values and ethics, and is used in addition to the applicable laws, regulations, standards and contractual obligations to guide our business decisions in the countries in which we operate. Our Code provides a framework and sets requirements for the implementation of key corporate policies and guidelines. It addresses fraud, bribery and corruption, conflicts of interest, gifts, hospitality and sponsorships, the use of company assets, privacy and confidentiality, disclosures and insider trading.

The board ensures AngloGold Ashanti is a responsible corporate citizen by not only considering our financial performance, but by pursuing ESG principles, striving to enhance and invest in the economic life of the communities in which we operate and society in general, and endeavouring to protect and minimise harm to the environment. The board’s Social, Ethics and Sustainability Committee ensures the application of the principles of responsible corporate citizenship and the executive committee is responsible for ensuring they are put into practice and adhered to.

**CORPORATE GOVERNANCE**

### Independent non-executive directors

<table>
<thead>
<tr>
<th>#</th>
<th>Name</th>
<th>Appointment Date(s)</th>
<th>Position(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Maria Ramos (62)</td>
<td>Independent Chairperson</td>
<td>1 January 2015</td>
</tr>
<tr>
<td>2</td>
<td>Rhinean Gassart (61)</td>
<td>(lead independent director)</td>
<td>Appointed: 12 August 2010</td>
</tr>
<tr>
<td>3</td>
<td>Kojo Busia (61)</td>
<td></td>
<td>Appointed: 1 August 2020</td>
</tr>
<tr>
<td>4</td>
<td>Alan Ferguson (61)</td>
<td></td>
<td>Appointed: 1 January 2013</td>
</tr>
<tr>
<td>5</td>
<td>Albert Garner (61)</td>
<td></td>
<td>Appointed: 1 January 2020</td>
</tr>
<tr>
<td>6</td>
<td>Nelisiwe Magubane (63)</td>
<td></td>
<td>Appointed: 1 January 2020</td>
</tr>
<tr>
<td>7</td>
<td>Maria Richter (61)</td>
<td></td>
<td>Appointed: 1 October 2018</td>
</tr>
<tr>
<td>8</td>
<td>Jochen Tilk (57)</td>
<td></td>
<td>Appointed: 1 January 2019</td>
</tr>
<tr>
<td>9</td>
<td>Christina Ramon (53)</td>
<td>Interim Chief Executive Officer</td>
<td>Appointed: 1 October 2014</td>
</tr>
</tbody>
</table>

**Board composition**

AngloGold Ashanti is governed by a unitary board of directors, which at year-end consisted of nine directors – eight independent non-executive directors and one executive director. During the year, Nolzipo January-Bardill and Rodney Ruston retired with effect from 6 May 2020, and Sipho Pityana resigned on 7 December 2020. Nelisiwe Magubane and Kojo Busia were appointed as directors from 1 January 2020 and 1 August 2020, respectively. The composition of the board aims to promote the balance of power and of authority and to preclude any one director from dominating decision-making.
The information below is as at the date of approval of this report by the board.

**Independence of directors**
In determining director independence, we are guided by King IV, the Companies Act, the JSE Listings Requirements, the NYSE independence test and our internal policy on independence, as well as by best practice. For 2020, all non-executive directors were assessed as being independent in terms of mind, character and judgement, including Rhidwaan Gasant who has served on the board for longer than nine years.

**Board skills and experience**
After re-evaluating the skills and experience of the board during the year, the board decided to expand and strengthen its skills and expertise specifically relating to the technical sphere, which will be a focus as the board aims to fill vacancies.

**Directors’ interests and conflicts of interest**
Directors are required to declare their interests annually and to disclose any conflicts of interest, and when they arise, to determine the extent to which the conflict may impact their duties at AngloGold Ashanti. Once a conflict has been disclosed, it is managed appropriately by the board. A Declaration of Interest form is maintained by the company secretary and any new interest or potential conflict is declared at each meeting.

**Board dealings in shares and closed periods**
In accordance with statutory and regulatory requirements, directors, prescribed officers and any restricted employees may not deal directly or indirectly in the securities of the Company during specific closed or prohibited periods. All directors and the company secretary require prior approval from the chairperson to deal in the Company’s shares. The company secretary retains a record of all such share dealings.

**Executive directors**
Following the resignation of Kelvin Dushnisky as chief executive officer (CEO) with effect from 1 September 2020, Christine Ramon, the chief financial officer (CFO), was appointed Interim CEO, while the board embarked on a comprehensive recruitment process to appoint a new CEO to deliver on the Group’s strategy for enhanced value creation. Ian Kramer, Senior Vice President: Group Finance, assumed the role of Interim CFO for the transition period.

As Interim CEO, Christine Ramon is responsible for the execution of AngloGold Ashanti’s strategy and reports to the board. She chairs the eight-member executive committee that is responsible for the day-to-day management of the Group’s affairs. The committee’s work is supported by country and regional management teams as well as by Group corporate functions.

While the Interim CEO is an executive director on the board, the Interim CFO was not appointed as an executive director. The JSE has given the company until 1 September 2021 to appoint a financial director on a full-time basis, as contemplated in the JSE Listings Requirements.

**Board diversity**
AngloGold Ashanti supports the principles and aims of diversity at board level and recognises and embraces the benefits of a diverse board. To promote gender diversity, a target of at least 40% female board members by 2020 was set. This target has been achieved with women now making up 44% of the board, an improvement from 42% in 2019. Maria Ramos was appointed as AngloGold Ashanti’s first female chairperson.

For AngloGold Ashanti to leverage the benefits of a globally diverse board that is aligned with our geographic footprint, race is not limited to “black” as defined by the South African Department of Mineral Resources and Energy, but includes foreign black nationals. The voluntary target for race diversity at board level is 50% black representation. At present, black representation from a global perspective is 44% and that of historically disadvantaged individuals (HDIs) is 44%, down from 50% in 2019.

**Broader diversity, specifically focusing on gender, race, culture, age, field of knowledge, skills and experience will be considered in determining the optimal composition of the board and succession planning, and when possible will be balanced appropriately for the board to be effective as a whole.**

**Board**

**Tenure**

<table>
<thead>
<tr>
<th>Non-executive directors: time on board</th>
<th>Number of board directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 to 5 years</td>
<td>1</td>
</tr>
<tr>
<td>5 to 10 years</td>
<td>3</td>
</tr>
<tr>
<td>Less than 5 years</td>
<td>4</td>
</tr>
</tbody>
</table>

**Average tenure**: 4.3 years

**Leadership and accountability**

The board appoints new directors on the recommendation of the Nominations Committee, which conducts rigorous credentials assessments of each potential candidate. Several factors including relevant legislative requirements, best practice, the candidate’s qualifications and skills and the requirements of AngloGold Ashanti’s Directors’ Fit and Proper Standards, as well as regional demographics are considered in appointing new board members. Their appointments are subject to shareholder approval at the annual general meeting following their appointment.

In terms of our memorandum of incorporation, one-third of directors are required to retire at each annual general meeting and, if eligible and available for re-election, are put forward for re-election by shareholders. The directors due to retire at the forthcoming annual general meeting are Alan Ferguson, Christine Ramon and Jochen Tilk. They are all eligible and have offered themselves for re-election. Kojo Busia, who was appointed since the last annual general meeting, will be standing for election as a non-executive director. See the <AFS>.

**Board diversity**

AngloGold Ashanti supports the principles and aims of diversity at board level and recognises and embraces the benefits of a diverse board. To promote gender diversity, a target of at least 40% female board members by 2020 was set. This target has been achieved with women now making up 44% of the board, an improvement from 42% in 2019. Maria Ramos was appointed as AngloGold Ashanti’s first female chairperson.

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<table>
<thead>
<tr>
<th>GENDER</th>
<th>Female (44%)</th>
<th>Male (56%)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>RACE</th>
<th>Non-South African (44%)</th>
<th>Between 50 and 59 (56%)</th>
<th>Between 60 and 69 (56%)</th>
<th>Average age (60)</th>
</tr>
</thead>
</table>
**CORPORATE GOVERNANCE**

**AngloGold Ashanti’s board committees**

The overriding role of the board is to ensure the long-term sustainability and success of the business, for the mutual benefit of all stakeholders. Its overall role is one of strategic leadership. This includes the setting, monitoring and review of strategic targets and objectives, the approval of capital expenditure, acquisitions and disposals, and oversight of governance, internal controls and risk management.

The board is supported by five committees to which it delegates certain functions without abdicating any of its own responsibilities. This process of formal delegation involves documented and approved terms of reference, which are reviewed annually, or more often when required.

**Audit and Risk Committee**
- Oversees the integrity of our financial reporting, the existence of proper internal controls, the integrity of the <IR>, <APS>, <SRI> and our risk management processes.
- Assesses AngloGold Ashanti’s continuing ability to operate as a going concern, assists the board with oversight of IT governance, risk management and implementation of the Group ethics and regulatory compliance programme.
- Ensures the Company has qualified external auditors and internal auditors.

More detailed information on the committee’s achievements is available in the Audit and Risk Committee: chairperson’s report.

**Social, Ethics and Sustainability Committee**
- Key responsibility is to monitor matters relating to safety, health, the environment and ethical conduct, and to ensure that AngloGold Ashanti develops and behaves as a responsible corporate citizen.
- Ensures that our sustainability strategy positions AngloGold Ashanti as a leader in mining and that sustainability objectives are effectively integrated into the business.
- Oversees the integrity of and approves the <SRI> More information on the work done during the year by the committee is available in the <SRI>.

**Remuneration and Human Resources Committee**
- Assists the board in ensuring that remuneration policies are in AngloGold Ashanti’s long-term interests.
- Ensures that, in terms of decisions made, non-executive directors, executive directors, senior management and all other employees are fairly and responsibly remunerated and that shareholder value is delivered.
- Assists the board in the development of AngloGold Ashanti’s human resources environment.
- More information on the achievements of the committee is available in the Human Resources and Remuneration Committee: chairperson’s report.

**Nominations Committee**
- Develops processes to identify, assess and recommend board candidates for appointment as executive and non-executive directors, including the Chairman and CEO, as well as for the company secretary, and at the same time fully considers succession planning and leadership within the Group.
- Reviews board composition, including the balance of gender, race, culture, age, field of knowledge, skills, experience and independence.
- Develops and implements the annual board evaluation processes, whether internal or external.
- Assesses individual capital projects and investment and divestment opportunities to ensure that they and any financing proposals are in accordance with AngloGold Ashanti’s primary mission to creating sustained shareholder value in the long term.
- Ensure that project and investment evaluation guidelines, which must include appropriate strategic, operational, financial, technical and sustainability guidelines and other procedures for the allocation of capital, are consistently and properly applied.

**Investment Committee**
- Oversees the integrity of our financial reporting, the existence of proper internal controls, the integrity of the <IR>, <APS>, <SRI> and our risk management processes.
- Assesses AngloGold Ashanti’s continuing ability to operate as a going concern, assists the board with oversight of IT governance, risk management and implementation of the Group ethics and regulatory compliance programme.
- Ensures the Company has qualified external auditors and internal auditors.

More detailed information on the committee’s achievements is available in the Audit and Risk Committee: chairperson’s report.

**Board and committee meeting attendance**

Directors’ attendance at board and committee meetings during 2020 was as follows:

<table>
<thead>
<tr>
<th>Board and committee</th>
<th>Audit and Risk</th>
<th>Investment</th>
<th>Remuneration and Human Resources</th>
<th>Social, Ethics and Sustainability</th>
<th>Nominations</th>
<th>NED Search</th>
<th>Special Committee A</th>
<th>Special Committee B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of meetings</td>
<td>11</td>
<td>5</td>
<td>4</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>SM Pityana</td>
<td>11</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>KDF Busia</td>
<td>10</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>KPM Dushinsky</td>
<td>10</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>AM Ferguson</td>
<td>10</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>AH Garner</td>
<td>10</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>NVB Magubane</td>
<td>10</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>MC Richter</td>
<td>10</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>RJ Ruston</td>
<td>10</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>JE Tika</td>
<td>11</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

[1] See under Governance on www.anglogoldashanti.com

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**Audit**

**Investment**

**Remuneration and Human Resources**

**Social, Ethics and Sustainability**

**Nominations**

**NED Search**

**Special Committee A**

**Special Committee B**

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[2] KDF Busia was appointed to the board, Social, Ethics and Sustainability Committee and the Investment Committee with effect from 1 August 2020. Dr Busia was appointed to the Nominations Committee on 13 October 2020.
[4] AA Ferguson was appointed to the Nominations Committee with effect from 13 October 2020.
[7] NVB Magubane stepped down from the Investment Committee and was appointed to the Audit and Risk Committee with effect from 14 December 2020.
[8] MDC Ramos stepped down from the Investment Committee and was appointed to the Remuneration and Human Resources Committee with effect from 6 May 2020. Ms Ramos was appointed to the Nominations Committee with effect from 13 October 2020.
[12] During 2020 the board held 6 scheduled board meetings and 6 special board meetings.
[13] Three special purpose committees were established by the board during 2020 being the NED Search Committee and Special Board Committees A and B. The Special Board Committees were constituted to provide oversight for various aspects of the company’s strategy, including the optimal corporate attributes for the company following the disposal of the South African assets. Special Committee A was wound-up on 28 May 2020 and Special Committee B was constituted on 5 July 2020.
### Board and committee performance evaluations

Evaluation of the effectiveness and performance of the board and its committees was externally assessed for the 2020 year, however, the assessment process was delayed due to implications of COVID-19 and a change in leadership toward the latter part of the year. Once the results have been finalised, the board will consider the overall effectiveness of the board and its committees and address areas of improvement identified.

### Company secretary

The company secretary is responsible for developing, implementing and maintaining effective processes and procedures to support the board and its committees in the discharge of their duties and responsibilities. She advises the board and individual directors on their fiduciary duties and on corporate governance requirements and best practices.

The former company secretary, Maria Saré Pérez, resigned from the Company with effect from 30 June 2020. Consequently, Lizzie Marwica, Executive Vice President: General Counsel and Compliance, was appointed Interim Company Secretary, effective 1 July 2020. After an extensive search process, the board appointed Lucy Mokoka as Group Company Secretary of AngloGold Ashanti with effect from 1 January 2021.

Lucy Mokoka is an admitted attorney and holds B Juris and LL B degrees. She has extensive company secretarial and corporate law experience, having worked for multinational companies. The board is of the view that Lucy Mokoka has the necessary expertise and experience to act in this role, in accordance with the JSE Listings Requirements.

### Legal, ethical and regulatory compliance

The Group’s geographical spread makes its legal and regulatory environment diverse and complex. Given the critical importance of compliance in building a sustainable business, Group compliance plays an essential role in coordinating compliance with laws and regulations, standards and contractual obligations and in assisting and advising the board and management on designing and implementing appropriate compliance policies and procedures.

#### External and internal standards and regulations

AngloGold Ashanti complies with legislative and regulatory requirements, including several external and voluntary industry and international standards that are relevant to the business.

AngloGold Ashanti is a member of and a signatory to the:

- International Council on Mining and Metals (ICMM)
- Principles of the United Nations Global Compact (UNGC)
- Extractive Industries Transparency Initiative (EITI)
- United Nations Guiding Principles on Business and Human Rights
- Voluntary Principles on Security and Human Rights (VPSHR)
- World Gold Council’s Conflict-Free Gold Standard and Responsible Gold Mining Principles

We are committed to complying with the following standards:

- Universal Declaration on Human Rights
- International Bill of Human Rights
- International Labour Organisation

In addition, we have Group policies and charters to which we adhere. Increasingly, customers and consumers want assurance that the gold they are purchasing has not contributed to conflict or human rights abuse. This has resulted in several measures being introduced by industry-related organisations of which we are part, to prevent conflict and other violations of human rights.

By virtue of its shares or depositary receipts being registered with the Securities and Exchange Commission (SEC) in the United States, AngloGold Ashanti is also subject to the various laws applicable in that country regarding securities. This is in addition to being subject to the various listing requirements applicable for all the stock exchanges on which the Company is listed. These are the Johannesburg, New York, Ghana and Australian stock exchanges.

#### Leadership and accountability

- Ethical leadership and corporate citizenship

<table>
<thead>
<tr>
<th>Compliance with laws and regulations</th>
<th>Fraud, bribery and corruption</th>
<th>Conflicts of interest</th>
<th>Gifts, hospitality and sponsorship</th>
<th>Responsive sourcing</th>
<th>Confidential reporting</th>
<th>Compliance risk assessments</th>
</tr>
</thead>
<tbody>
<tr>
<td>During 2020, Group Compliance undertook activities aimed at enhancing the Company’s governance. Key among these activities were:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- The global roll-out of the anti-bribery and anti-corruption online training to all employees with computer access. The training covers anti-bribery and anti-corruption, payments to government officials, gifts, hospitality and sponsorships, engagement of agents and intermediaries, conflicts of interest, reporting wrongdoing, and political donations and activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Additional efforts to provide automated access to track and monitor compliance with laws and regulations, including self-certification processes and legal registers, by country</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- AngloGold Ashanti continued to have a robust whistleblowing platform, administered by a third-party, to which all employees, directors, officers and external parties have access via hotline, email and web facilities. Reporting is anonymous unless the reporter specifically nominates to disclose his or her identity. All concerns are carefully investigated, and feedback is provided through the third party service partner to the person raising the concern. Whistleblowing results are communicated quarterly to the Audit and Risk Committee as well as the Social, Ethics and Sustainability Committee. Whistleblowing plays a key role in giving credence to the board’s commitment to ethical leadership and responsible corporate citizenship</td>
<td></td>
<td></td>
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<tr>
<td>- A Group COVID-19 donations guideline was developed to provide guidance and ensure that the donations are made in line with safeguards and risk mitigation measures (on bribery, corruption, and fraud) to be adhered to by sites when making COVID-19 donations. This guideline was communicated globally to all general managers and senior finance managers</td>
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<td>- Continued development of a compliance programme aligned with “best practice” principles identified by, among others, bodies responsible for the prosecution of violations of key extra-territorial legislation such as the US Foreign Corrupt Practices Act, and that are adaptable at an operational level to enhance the effectiveness of the compliance framework</td>
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<tr>
<td>- Endeavours to align suppliers with our business ethics and values. Our supplier Code of Conduct encourages all our suppliers, including contractors, to align their businesses with our internal policies and codes of ethical behaviour, particularly on human rights practices, labour relations and employment practices, the environment, our anti-bribery and corruption policies, and safety procedures, policies and standards. Our approach with suppliers involves ensuring responsible environmental, social and governance practices are carried out by those we associate and/or do business with. Suppliers are assessed on their conduct in addition to their socio-economic behaviour. In 2020, we continued to embed the responsible sourcing programme</td>
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<td>- Regular assessment of the automated registers for gift lists, hospitality and sponsorship and conflicts of interest</td>
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<tr>
<td>- Business unit assessments for risks related to bribery and corruption, including a virtual assessment as part of our combined assurance audit programme</td>
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</table>

#### South African Employment Equity Act

In compliance with Section 21 of the Employment Equity Act, No 55 of 1998, AngloGold Ashanti is obliged to file with the Department of Labour, the employment equity statistics for its South African workforce. A copy of the report filed for the period 1 August 2019 to 31 July 2020 is available on the AngloGold Ashanti website, in the section entitled “Employment Equity Reports”.

In 2019, AngloGold Ashanti announced its intention to dispose of its South Africa region assets. The sale of these assets was formally concluded and Harmony Gold Mining Company Limited (Harmony) took ownership with effect from 1 October 2020. The asset disposal process ensued within the context of section 197 of the Labour Relations Act, resulting in the transfer of 6,360 employees, representing 92.7% of the South African workforce profile and included 213 management employees to Harmony. Going forward, Harmony will be responsible for reporting to the Department regarding their acquisition of AngloGold Ashanti’s South African assets.

#### Governance of supply chain management and procurement policies

Effective supply chain management, undertaken with integrity and in line with our values and governance principles, can add value to our business by improving efficiency, relationships and reputation, ultimately, impacting our long-term sustainability. As a global company responsible management of our supply chain is an increasingly important ethical and human rights consideration. External ratings agencies and customers are aware of the implications and importance of ethical conduct in the supply chain.

Responsible supply chain management has the potential to add value to communities, local governments and society as a whole, particularly in developing countries.

### Ethical leadership and corporate citizenship

- Leadership and accountability

- Governance of supply chain management and procurement policies
We have adopted a cross-functional approach to supply chain management to ensure best practice, which includes complying with international human rights and labour standards and the economic participation of local stakeholders.

**Tax strategy and tax management policy**

Our tax strategy, which is aligned with our business strategy and its objectives, is to manage all our global tax obligations in a transparent, responsible and sustainable manner, within the governance framework established by our Tax Management Policy while respecting the differing interests of all our stakeholders.

We recognise that AngloGold Ashanti must earn and maintain its social licence to operate in partnership with government and community stakeholders, thus contributing towards their sustainable future in the countries where we operate. Aligned with our vision, mission and values, we acknowledge our obligations as a responsible corporate citizen and that our operations contribute material tax revenues, in terms of both taxes borne and taxes collected, to the economies of the countries in which we conduct our business.

As a member of the EITI, a global standard to promote open and accountable management of natural resources, AngloGold Ashanti is committed to reporting the amounts paid to governments in respect of our operations in those countries that have implemented the standard.

The principles governing the Group’s tax strategy and policy are reviewed and approved by the board which, through the Audit and Risk Committee, monitors adherence to the policy.

Our tax policy governs the management of tax throughout AngloGold Ashanti and confirms the defined parameters within which the board-approved tax strategy is applied.

The tax governance framework employs a combination of suitably skilled resources and internal processes, together with internal and external controls. Our approach to tax and our tax strategy are each embedded in the organisation, through various regular governance meetings. Our overall objective is to act responsibly in ensuring efficiency in our tax affairs in all countries in which we operate, to always fully comply with the law while taking into account, however, that such laws may be subject to regular amendment and differing interpretations and practices.

**Our approach to transparency and tax**

Our approach to tax is underpinned by the AngloGold Ashanti values, which include accountability for our actions and delivering on our commitments. We also value the communities and societies in which we operate and want them to be better off for AngloGold Ashanti having been there.

The principles set out below govern our global approach to tax:

- **Compliance:** We respect and comply with the laws of the countries in which we operate, meeting all our tax obligations on time. We comply with local and global rules with respect to transfer pricing and cross-border transactions.
- **Corporate citizenship:** We engage with tax authorities in the countries in which we operate on an open and fair manner. We support sustainable relationships in dealing with global tax authorities. We communicate with tax authorities to resolve uncertainties on a timeous basis.
- **Transparency in our dealings with governments:** We are transparent with regard to the taxes paid to governments as we believe that this allows our stakeholders to understand the contribution which we make and the integrity of our tax systems.
- **Risk management and governance:** We are committed to strong governance. We identify, investigate, assess and report tax risks in terms of our global audit and risk framework. On a quarterly basis, we report on all tax risks and uncertainties to the Audit and Risk Committee.
- **Business rationale:** We undertake our transactions against a test of their commercial rationale. We seek to manage our tax charge that contributes to superior business performance and long-term shareholder value. Accordingly, we do not engage in aggressive tax planning.
- **We advocate fair tax treatment:** We engage in the tax reform processes of international tax rules and local tax rules in the jurisdictions in which we operate. This supports the principle that tax systems should be fair, certain, efficient and competitive in order to support growth, jobs and long-term sustainable tax contributions.
Dear Shareholders,

I am pleased to present the AngloGold Ashanti remuneration report for the year ended 31 December 2020. We continue to aim for transparent and fullsom disclosure that provides an accurate overview of the Company’s remuneration and human resource policy and practices, and how these are aligned with the company’s strategic objectives. The Remuneration and Human Resources Committee’s aim is to ensure that the remuneration policy plays a key role directing the efforts and behaviours of employees and leaders, to ensure fair and sustainable creation of value for stakeholders over the long term in a manner that is fair, responsible, and transparent.

A number of important considerations have informed our decisions taken this year, including: financial and non-financial performance in both relative and absolute terms; the views and expectations of our stakeholders; differing contributions of our mine sites to the Group’s improved financial resilience; continued focus on capital projects and production; ongoing support for host communities; and the impact of the COVID-19 pandemic.

As ever, we have been guided in our decision making by the principles of fair and responsible pay, with particular emphasis on recognising the contribution of all employees within AngloGold Ashanti. I believe our remuneration policy achieved its intended objectives during an especially challenging period.

Performance on safety and employee well-being

The health and safety of our workforce and communities, remains our priority. We saw marked year-on-year improvements in the health of our employees, with the lowest-ever rate of occupational illness. The all-injury frequency rate, the broadest measure of workplace safety, ended the year at 2.38 injuries per million hours worked. This is the lowest injury rate on record, and below the 3.2 average rate recorded by members of the International Council on Mining and Metals in 2019. Low injury rates also indicate the robustness of systems and the durability of an organisational culture.

This performance was, however, marred by six workplace fatalities. These losses are devastating for the families of the deceased and the organisation. The previous period of almost two years passed without a single workplace death. The safety and operating teams are particularly focused on preventing these ‘low-frequency, high-consequence’ events, which are a focal point of a safety strategy review conducted at the end of last year and implemented at the start of 2021. Notwithstanding the improved injury rates, the committee aims to place all injury frequency rates at safety metric of 2020 DSP incentive pay-out to nil, in light of the workplace fatalities. (See page 172).

The all occupational disease frequency rate continued its long-term improvement, almost halving from 1.36 cases per million hours worked in 2019, to 0.80 in 2020. The Health team, led by a public health specialist, developed a suite of new health standards aimed at further reducing long-term exposures that may be harmful to employees and communities. The health team furthermore played an instrumental role in assisting the organisation’s response to the pandemic, developing and adapting prevention protocols, and designing standard operating procedures that helped ensure business continuity throughout the year.

Changes to our remuneration policy

We made amendments to the remuneration policy to more closely align management and shareholder interests and strengthen corporate governance. This included increasing the minimum shareholding requirement (MSR) and enhancing the performance management policy by increasing the weighting of the company’s performance from 60% for executive management members and 70% for the Chief Executive Officer to 80% for both, with a commensurate reduction in the individual performance rating, determining the Defeted Share Plan (DSP) pay-out.

Changes made to improve corporate governance included:

• Further amplifying malus and claw-back provisions: including additional firmer provisions; permitting the committee to exercise discretion by reducing the number of shares to be received on the vesting of an award; and ensuring that value may be clawed back up to two years after vesting of an award.
• The recruitment policy has been tightened, with respect to eligibility criteria for awards granted in lieu of forfeiture at the employee’s former employer.

Our response to the COVID-19 pandemic

As with most of the world, this year was one of the most challenging in the life of this organisation. The COVID-19 outbreak evolved with dizzying speed, from a localised outbreak in Wuhan, China at the end of 2019, to a full-blown pandemic by late March of 2020. By the end of the year, it had claimed over two million lives. Governments around the world took unprecedented steps to curb the outbreak and flatten the infection curve, including imposing curfews, border closures and lockdowns of entire countries. Supply chains were disrupted, people were stranded far from home and workplaces, and economies were placed under severe stress as the struggle to protect lives was balanced by the need to resume normal activities and safeguard livelihoods.

The committee is extremely proud that AngloGold Ashanti did an excellent job navigating through the crisis, implementing a comprehensive suite of risk management protocols that prioritised safety while allowing essential activities to continue safely. Striking this delicate balance was no easy task, and on careful reflection we believe it was managed in a manner that was a credit to the business. The company ended 2020 in a strong position, including strengthening the goodwill of many important stakeholders. Corporate and operating teams worked closely with the authorities in each of our operating jurisdictions to ensure that much-needed support was made available to communities that struggled with the public health and economic hardships caused by the pandemic. Two hospitals were provided for the exclusive use of authorities in South Africa, with the aim of bolstering the medical response of two provincial governments, while donations of sanitisers, personal protective equipment, ventilators, emergency food aid and an array of other essential products and services, were made across our operating jurisdictions.

As a committee, we have been pleased to see the management team reflecting the organisation’s culture and values in ensuring that no employee lost wages or benefits at any point, despite mine closures and business interruptions caused by virus outbreaks, precautionary stoppages and lockdowns ordered by the authorities. We did not access governmental support schemes and no colleagues were made redundant due to the impact of COVID-19. Arrangements were also made to provide lifelines and support to suppliers.

Non-executive directors waived an inflationary fee increase for the sixth consecutive year. Significant donations were made by non-executive directors to COVID-19 relief funds, notably South African charity fund, a public and private partnership that has done excellent work in the country’s response to the ravages of the pandemic.

The management team – with the support of the board – understands that this public health crisis has some way to run yet, and that 2021 will see more demands made on the resources of the company to assist our host communities in responding to the crisis. It is against this backdrop that the Interim Chief Executive Officer and numerous executive management members have donated their 2021 inflationary salary increases towards the AngloGold Ashanti Global COVID-19 fund.

In summary, AngloGold Ashanti’s management and employees demonstrated – in myriad ways – a clear commitment to the company’s values during an immensely challenging period.

Management performance and achievements

• All-injury frequency rate improved 28% to a record 2.39 injuries per million hours worked.
• Recycled 73% of the total water rate for mining and processing operations.
• On Reserve increased 6.1Moz on a gross basis, increasing reserve life to about 11 years.
• Free cash flow rose more than fivefold to $743m from 2019.
• Adjusted net debt reduced to its lowest level in ten years, at $597m.
• Annual guidance met or improved upon for the eighth consecutive year.
• Annual dividend increased fivefold.
• Commercial production achieved at Obuasi Phase 1; Phase 2 is 90% complete.
• Achieved commercial underground production at Tropicana’s Bostonian Shaker – on schedule and within budget.
• Provided multi-year guidance and indicative outlook on production, costs and capital, showcasing longer-term potential.
• Streamlined the portfolio with the sale of the South Africa and Mali operating assets.

The company has been led, from 1 September by Interim Chief Executive Officer (CEO), Christine Ramon, who assumed her role when Kelvin Dushnisky resigned. The committee commends Christine for her leadership, and the executive and senior leadership teams across the organisation who helped deliver on the company’s objectives during a challenging period.

While the overall performance in 2020 was solid, there are – as always – areas for improvement, notably in eliminating workplace fatalities and injuries, in improving environmental stewardship, and – within the bounds of responsible operation – ensuring improved efficiency of our operations.

Incentive scheme: Deferred Share Plan pay-outs

The pandemic will have far-reaching and long-term consequences for our economies and society. The committee faced difficult decisions regarding the most appropriate way to remunerate AngloGold Ashanti’s employees and leadership for outstanding work delivered in a turbulent year. Work routines were disrupted, with sites reduced to essential personnel only and others, who could work remotely for most of the year. Employees balanced their often-increased work responsibilities with challenging home environments, altered by home schooling responsibilities and other challenges created by the pandemic. Throughout this period, the morale of the organisation remained positive, and an already-strong culture of teamwork and joint problem solving reached a new level. The result was a strong financial and operating performance, delivered in a manner which we can all be proud of.

Our ‘pay-for-performance’ philosophy was once again a key driver in rewarding our employees. The DSP incentive scheme with its financial and non-financial metrics aims to ensure a fair reward outcome, balancing strong fundamental performance with the impact of uncontrollable factors, such as gold price and currency fluctuations. We aim for transparency in demonstrating the link between remuneration and value creation (page 153), showing the achievement of performance against the board approved metrics for 2020.
The committee applied downward discretion in the DSP, reducing the performance achievement of 122.57% to 116.57%. The safety award was eliminated in light of the fatal accidents at the South Africa and Ghana operations. The committee believes that the DSP incentive scheme is a fair reflection of the underlying corporate performance over the financial year. Important to note is that the DSP replaced all previous incentive schemes and is now the company’s sole incentive plan. The last allocations granted under prior schemes have vested during 2020, leaving no further allocations or vestings outstanding.

The committee will continue to ensure target-setting that is congruent with our values and strategic priorities and will endorse pay-outs that are aligned to corporate performance, upholding AngloGold Ashanti’s reputation and enhancing shareholder returns.

**Competitive remuneration**

Compensation at AngloGold Ashanti rewards superior performance and is aligned to our vision of creating value for shareholders, employees, our business and social partners by safely and responsibly exploring and mining our products. This is not only fundamental to our strategy, but also a key imperative during a year in which very strong metal prices – for gold, copper, iron ore and various platinum group metals – created an exceptionally tight market for key mining and associated skills.

It is vitally important to ensure that we can compete effectively in a competitive global mining industry, with increasingly exacting requirements from shareholders, civil society, regulators and our host governments. Clear remuneration guardrails exist, as detailed in the 2020 remuneration policy and structure on page 151 of the <IR>.

**Disclosure and transparency**

The Remuneration and Human Resources Committee (Remco) has fulfilled the requirements of its terms of reference. While we have focused on ensuring that our reporting is clear and transparent, we continue to look for improvement in this regard.

Notwithstanding the positive results of our non-binding advisory votes for our remuneration policy and implementation reports of 2019, we continued our engagement with a number of shareholders who provided constructive feedback in respect of both our policy and its implementation; no changes were recommended.

The remuneration policy and implementation report for reporting period 2019 were tabled for two separate, non-binding advisory votes at the Annual General Meeting (AGM) held on 10 June 2020, in line with the JSE Listings Requirements and King IV recommendations. The table below furthermore details the results of shareholder voting at the 2019 and 2018 AGMs.

<table>
<thead>
<tr>
<th>Votes</th>
<th>For</th>
<th>Against</th>
<th>Withheld</th>
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</thead>
<tbody>
<tr>
<td>Remuneration policy</td>
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<td></td>
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<tr>
<td>10 June 2020</td>
<td>88.04</td>
<td>11.96</td>
<td>0.35</td>
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<tr>
<td>9 May 2019</td>
<td>98.31</td>
<td>1.69</td>
<td>0.40</td>
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<tr>
<td>16 May 2018</td>
<td>98.35</td>
<td>1.65</td>
<td>0.21</td>
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<tr>
<td>Remuneration implementation report</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>10 June 2020</td>
<td>87.52</td>
<td>12.48</td>
<td>0.35</td>
</tr>
<tr>
<td>9 May 2019</td>
<td>58.51</td>
<td>41.49</td>
<td>0.40</td>
</tr>
<tr>
<td>16 May 2018</td>
<td>98.96</td>
<td>1.04</td>
<td>0.21</td>
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**Leadership changes**

The company announced on 30 July 2020 that former CEO Kelvin Dushnywsky was to step down effective 1 September 2020. Chief Financial Officer, Christine Ramon was appointed interim CEO, and Ian Kramer, Senior Vice President: Group Finance was appointed interim Chief Executive Officer (CEO). These interim appointments were effective 1 September 2020.

Mr Dushnywsky’s remuneration was fully in line with Company policy and is reflected in the single total figure reporting on pages 162 to 165, aligned to JSE Listing Requirements, King IV guidelines and shareholder-approved standard conditions of employment. He received no ex-gratia payments.

An allowance aligned to the company’s on acting allowances policy formed part of Ms Ramon and Mr Kramer’s remuneration to recognise the additional responsibilities associated with these roles, for the period from 1 September 2020 to 31 December 2020.

Ms Maria Sanz Perez, Executive Vice President: General Counsel and Company secretary resigned effective 30 June 2020.

Ms Lizelle Marwick was promoted to the role of Executive Vice President: General Counsel and Acting Company secretary, effective 1 July 2020. Ms Marwick received an allowance in recognition of her acting Company secretary role, effective 1 July 2020 to 10 January 2021. The promotion of Ms Marwick illustrates the success of the strong bench strength and talent management within the company.

Mr Pierre Chenard, Executive Vice President: Strategy and Business Development, retired effective 31 January 2021.

Ms Tirel Sibisi, Executive Vice President: Group Human Resources, resigned effective 1 April 2021; her last day of employment will be 30 September 2021.

The single total figure reporting on pages 162 to 165 provides the remuneration details aligned to the shareholder approved standard conditions of employment.

**Expression of gratitude**

In closing, I would like to thank the committee for its support during this challenging year and our shareholders for their constructive engagement and feedback. Thanks also to our management team for their unceasing efforts to create value for our shareholders during an unprecedented time, and to our employees who worked tirelessly under difficult conditions. Finally, my special gratitude to the employees at the operations in South Africa and Mali, for the enormous contributions made to this company over so many years.

The committee’s priorities for 2021 will remain the continued implementation of fair and responsible pay. We will continue to monitor market trends to ensure that the remuneration of all our employees across the Group remains competitive, in the context of improved performance and productivity. We will continue to assess our Remuneration policy, especially our DSP scheme to ensure global best practice and continued close alignment with shareholders’ interests.

Sincerely,

*Maria Richter*  
Chairperson, Remuneration and Human Resources Committee  
26 March 2021

**Areas of achievement for 2020 and remuneration areas of focus for 2021**

<table>
<thead>
<tr>
<th>Years</th>
<th>Remuneration policy</th>
<th>DSP</th>
<th>Enhanced performance management review process</th>
<th>Focus on health and well-being of our employees particularly in light of the COVID-19 pandemic</th>
<th>Continued focus on succession planning and development</th>
<th>Continued implementation of diversity framework</th>
<th>Enhancing our relationships with our shareholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>Further review of the DSP scheme, to ensure global best practice and continued close alignment with shareholders’ interests</td>
<td>Continued focus on succession planning, talent management and development</td>
<td>Focus on the review of the organisational culture and a review and refresh of the company’s values</td>
<td>Continued focus on employee health and well-being</td>
<td>Continued focus on equality of gender remuneration</td>
<td>Review and refresh of company policies to ensure they remain current and relevant</td>
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<tr>
<td>2021</td>
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</table>
AngloGold Ashanti’s remuneration approach aims to create a sustainable remuneration structure with increased alignment to shareholder views and interests underpinned by our strategic objectives and values.

The remuneration policy aims to align with the Company’s strategic objectives while working to deliver on both internal and external stakeholder priorities. This is accomplished by means of a governance and application framework that primarily aims to attract, motivate and retain a skilled workforce through fair, responsible, transparent and competitive remuneration.

**Key principles of our remuneration policy**

To support AngloGold Ashanti’s remuneration approach, the remuneration policy is based on the following key principles:

- **Alignment with strategic objectives and shareholder interests**
- **Remuneration to motivate and reward the right behaviour and performance of employees and executives**
- **Ensure that the remuneration of executive management is fair, responsible and transparent in the context of overall employee remuneration in the organisation**
- **Promote an ethical culture and responsible corporate citizenship**
- **Apply the appropriate global remuneration benchmarks**
- **Ensure that the remuneration structure is aligned to AngloGold Ashanti’s values and that the correct governance frameworks are applied across remuneration decisions and practices**
- **The use of performance measures that support positive outcomes across the economic, social and environmental context in which AngloGold Ashanti operate**
- **Provide competitive rewards to attract, motivate and retain highly skilled executives and staff vital to the success of the organisation**

**Remuneration design**

When determining appropriate remuneration, the committee considers:

- **Fair and responsible pay**
- **We do not pay more than necessary to recruit and retain our talent**
- **We consider employee pay practices and policies in making pay decisions for executive directors and executive management**
- **Potential maximum remuneration that executive managers could earn relative to their and the Company’s performance**
- **External influences, primarily being:**
  - shareholder views and recommendations associated with executive management team remuneration

**We do**

- We pay for performance. This is achieved by placing 69% of the CEO’s earnings at risk, based on our target performance. In addition, the variable pay for executive directors is driven by Company performance. Two thirds of the CEO’s variable pay is awarded in shares to align the interests of management with that of shareholders.
- The scorecard of executive directors and executive management places a weight of 80% on company performance and 20% on individual performance, further enhancing direct line of sight between pay and performance.
- The DSP incentive scheme is capped.
- We have a minimum sharing requirement (MSR) policy for the executive management team which is regularly reviewed to align to best practice and good governance principles. The MSR policy may be found on page 158.
- We have a long-term incentive, the DSP with deferred share awards, which vest over two to five years. In the case of an executive leaving AngloGold Ashanti’s employ due to early retirement, reirement or mutual separation, these awards are not accelerated, however, they vest as per the normal dates to further support sustainable and strategic executive decision making.
- In making pay decisions for the executive directors and executive management we take into account the pay of all our employees across the organisation.
- We have stringent malus and claw-back provisions.
- Committee members are all independent directors.
- We retain an independent remuneration consultant (currently PwC) to advise the committee.
- We have adopted the highest level of transparency around remuneration of our executive directors and executive management.
- All resignation payments are aligned to the shareholder approved remuneration policy and the standard conditions of employment, with no application of discretion.

**We don’t**

- We do not provide guaranteed variable pay.
- We do not allocate shares at lower than market value on date of allocation.
- We do not allow the use of unvested shares as collateral, nor does the Company use unvested share amounts towards the calculation of MSR provisions.
- We do not grant shares to non-executive directors.
- We do not change performance measures during or at the end of a performance cycle in order to obtain a higher incentive.
- We do not re-test performance conditions for the vesting of incentives.
- We do not provide financial assistance to executive directors or prescribed officers.
- We do not make ex-gratia payments or one-off special awards unless there are exceptional circumstances which we would adequately explain to shareholders.

**Fair and responsible pay**

Fair and responsible pay are ethical values that AngloGold Ashanti strives to uphold. AngloGold Ashanti aims to ensure that the business meets short-term objectives while creating sustainable value over the long-term, within the economic, social and environmental context in which it operates. The remuneration framework, aligned to King IV and best practice principles, emphasises the importance of fair, responsible and transparent pay.
SECTION 2: OVERVIEW OF THE REMUNERATION POLICY

The policy, which necessarily evolves along with a dynamic market and operating landscape, currently reflects the principles of fair and responsible pay as follows:

Remuneration policy element | Fair and responsible pay principle
--- | ---
AngloGold Ashanti's remuneration is aligned to the strategic objectives and shareholder outcomes. | Ensure that the remuneration structure is aligned to the organisation's values and that the correct governance frameworks are applied across remuneration decisions and practices.
Remuneration to motivate and reward the right behaviour and performance of employees and executive management team. | Promote an ethical culture and responsible corporate citizenship.
Ensure that performance metrics are challenging, sustainable and cover all aspects of the business including both critical financial and non-financial drivers. | It is imperative that all employees receive a minimum level of remuneration that enables participation in the economy. In order to achieve this, AngloGold Ashanti ensures that all employees are paid at least 25% above the respective regional minimum wage, and in most instances much higher than this. Furthermore, benchmarking exercises are conducted on an annual basis in each region to ensure that all employees are paid a market related salary for the role which they occupy, with due consideration to levels of performance. All decisions on remuneration are scrutinised to ensure that they are:
- Impartial and non-discriminatory
- Rational and objective
- Aligned to local legislation
Ensure that the remuneration of the executive management team is fair and responsible in the context of overall employee remuneration in the organisation. | The difference in pay between job levels is justified in the context of the level of responsibility of the job, complexity of the job, and the remuneration includes ESOP and gender diversity metrics. Safety, community and diversity are part of AngloGold Ashanti's values. The DSP also contains a forfait / claw-back and malus clause. The executive management team is subject to a minimum shareholding requirement.
Apply the appropriate global remuneration benchmarks. | The Mercer Survey is used to benchmark salaries for the executive management team. For senior management and below, benchmarking is conducted using locally available reputable surveys including, Remchannel (South Africa), the Hay evaluation methodology and others.
Provide competitive reward to attract, motivate and retain highly skilled executive management team and employees vital to the success of the organisation. | The executive management team compensation is based on a selected group of global competitors (page 160) which is approved by the Remco on an annual basis. In addition, the Remco reviews the benchmark list of comparator companies on an annual basis to ensure that it remains appropriate. In reviewing the participants, Remco considers:
- Global spread and complexity
- Nature of business
- Size of the peer group, which should also be large enough to create a sufficient benchmark from which to draw information
Each component of remuneration (base salary, variable pay and benefits) is analysed and compared with the market information and the overall package is reviewed accordingly. The market median is generally targeted for most roles, while the market 75th percentile is targeted for scarce skills.

AngloGold Ashanti tracks the Gini co-efficient from a South African perspective to ensure that the income dispersion between high and low-income earners is not outside market norms. The analysis is conducted by PricewaterhouseCoopers Inc. (PwC) as an independent third party. Based on the November 2020 analysis, PwC concluded that the Gini co-efficient for AngloGold Ashanti had deteriorated slightly year on year from 0.48 in 2019 to 0.50 in 2020. The South African mining industry benchmark is 0.42. The decline in the Gini co-efficient is mostly attributable to the reduction in staff in the South African region, as well as to changes to the executive management profile.

PwC calculates that the former CEO’s total reward was approximately 177 times the median of all employees in AngloGold Ashanti as a result of the increase in variable pay for the CEO. This was 79 times in 2019.

The gender pay-gap differentials at middle management levels and above reflect that men are paid 8.14% more than women. Attention is required to address this disparity. The proportion of women employees, particularly in senior roles, remains low, and is being steadily addressed by a greater focus on attracting, developing and retaining women in the mining workforce. Furthermore, metrics included in the incentive schemes are designed to improve the gender ratio. We will continue to monitor pay differentials and will take action as appropriate.

2020 remuneration policy and structure

The table below sets out the remuneration policy that applies to all employees for 2020 and was endorsed by shareholders at the 2019 annual general meeting. The table details each component’s link to the Company strategy, objectives, performance measurements and the maximum opportunity associated with each component. The full remuneration policy can be found in the IR section.

Remuneration element and link to strategy | Operation and objective | Maximum opportunity | Performance measures
--- | --- | --- | ---
Base salary | A competitive salary is provided to employees to ensure that their experience, contribution and appropriate market comparisons are fairly reflected and applied. | Executive base salary increases and increases for all non- bargaining unit employees are closely aligned, where practical. This is informed by inflation, which can be matched directly or above/below consumer price index (CPI) | Individual performance on a scale of 1 to 5, measured against specific key performance indicators (KPIs). A CPI increase pool is approved annually by Remco. In low-inflation countries, individual increases may be differentiated according to each individual’s performance rating. In low-inflation countries, a flat CPI is generally applied to all members of the executive management team and employees.
Pension | Provides a defined contribution retirement benefit, in addition to base salary, aligned to the schemes in the respective country in which the employee operates. | Funds vary depending on jurisdiction and legislation | The pension contributions for executive directors and executive management team are aligned to that of employees across the Group.
SECTION 2: OVERVIEW OF THE REMUNERATION POLICY

Remuneration element and link to strategy | Operation and objective | Maximum opportunity | Performance measures
--- | --- | --- | ---
Medical insurance | Provides medical aid assistance, in addition to base salary, aligned to the schemes in the respective country in which the employee operates | Provided to all employees through either a percentage of fee contribution, reimbursement or company provided healthcare providers | Aligned to approved policy | Not applicable

Benefits

| Benefits | Operation and objective | Maximum opportunity | Performance measures |
--- | --- | --- | ---
In addition to base salary, benefits are provided to ensure broad competitiveness in the respective markets | Benefits are provided based on local market trends and can include items such as life assurance, disability and accidental death insurance, assistance with tax filing, cash in lieu of untaken leave (above legislated minimum leave requirements), and occasional spousal travel (for members of the executive management team) | Aligned to approved policy | Not applicable

Variable pay

The DSP set out below is driven by a single scorecard, comprising short- and long-term metrics. The committee believes that this scheme has achieved its envisaged objectives, namely: simplification, transparency, increased alignment with shareholder interests, while remaining compliant with regulatory requirements. The target metrics for the DSP are reviewed annually to ensure they provide suitable stretch, are aligned to the business plan and budget, and are within benchmark practices of our competitors. The selection of metrics ensures a balance that mitigates excessive risk-taking, and places focus on items that are within the control of employees, such as production and reduction of costs. It is the committee’s view that this overall balance drives the right behaviour, in line with our values. The DSP has placed greater focus on cash generation and capital efficiency by reducing measures that are outside of management’s control such as the gold price. This is best illustrated as follows, with metrics not directly impacted by gold price highlighted by the black arc in the diagram (65% out of the total score of 100%). ESG metrics account for 19.5% of the scorecard.

Notwithstanding the above, given that the DSP has now been in place since 2018, the committee believes it is appropriate to review the scheme in 2021 to ensure that it continues to be fit for purpose and supports the business strategy, remains compliant with global corporate governance best practice, and that the interests of executives continue to be aligned with those of shareholders.
Deferral period (years)  Company metrics, each with their own weighting, are:  
- Relative total shareholder returns (TSR)*  
- Absolute total shareholder returns*  
- Normalised cash return on equity*  
- Production  
- All in sustaining costs  
- Ore Reserve additions pre-depletion  
- Mineral Resource additions pre-depletion  
- Safety, Health, Environment and Community  
- People

Malus and clawback

The committee may determine that an unvested award or part of an award may not vest, or may determine that any cash bonus, vested shares, or their equivalent value in cash be returned to the Company in the event that any of the following matters is discovered:

- A material misstatement of the Company results which may have caused the over allocation of incentive cash, deferred cash and deferred share allocations
- Misconduct, including but not limited to the participant acting fraudulently or dishonestly or being in material breach of their obligations to AngloGold Ashanti as described in our Disciplinary code and Procedure policy which will result in the lapse of all deferred cash and deferred share allocations
- Where there is an error in the calculation of any performance condition which may have resulted in an overpayment
- Under both “malus” and “claw-back” provisions, where the committee determines that an exceptional circumstance has occurred, the committee may, at its discretion, reduce the number of shares to be received on vesting of an award, or for a period of two years after the vesting of an award, the committee can claw-back from a participant

Remuneration scenarios at different performance levels

The graphs below typically depict the pay mix of the executive management team in line with the 2020 remuneration policy and the DSP outcomes at below threshold (which will result in zero variable pay), threshold, target and maximum performance. The long-term incentive (DSP deferred shares) vests annually in five equal tranches.

The table below sets out the performance measure weightings (Company and individual): threshold, on-target and maximum for the DSP scheme.

<table>
<thead>
<tr>
<th>Employee level and stratum</th>
<th>Performance measure weightings</th>
<th>Threshold</th>
<th>On-target</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO (M)</td>
<td>Direct award (annual)</td>
<td>Company</td>
<td>Individual</td>
<td>Cash award</td>
</tr>
<tr>
<td>CFO (M)</td>
<td>5</td>
<td>80%</td>
<td>20%</td>
<td>50:10:50</td>
</tr>
</tbody>
</table>

* These measures are on a trailing three-year backward-looking basis
## SECTION 2: OVERVIEW OF THE REMUNERATION POLICY

### Recruitment policy

When recruiting a member of the executive management team, a comparative benchmarking exercise is undertaken to determine the size, nature and complexity of the role, and skills availability in the market prior to making a competitive offer.

The following principles are applied when recruiting external hires:

- In respect of buy-out arrangements, external appointments will not be paid more than what they would have lost at their previous employer within a 12-month period. The terms of the payment will reflect the nature of the remuneration forfeited (salary, other contractual payments, annual bonus and/or share based elements including in-flight share awards), time horizons and any performance requirements. The committee will not offer any sign-on bonuses, for example a “golden hello”
- In the case of share awards forfeited they will have equivalent performance conditions unless the committee determines otherwise

### Termination policy

Members of the executive management team, and all permanent employees, have open-ended contracts (except where prescribed retirement ages apply) with termination periods defined in their contracts. In addition, incentive scheme rules clearly specify termination provisions by termination category. In the event of a termination, the Company has the discretion to allow the employee to either work out their notice or to pay the guaranteed pay for the stipulated notice period in lieu of notice. Guaranteed pay includes base salary and other benefits, as detailed in the table below, but excludes variable pay.

### Reasons for termination

<table>
<thead>
<tr>
<th>Reason for termination</th>
<th>Voluntary resignation</th>
<th>Dismissal/termination for cause</th>
<th>Normal and early retirement, retirement and death</th>
<th>Mutual separation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base salary</td>
<td>Base pay will be paid over the notice period or as a lump sum</td>
<td>Base pay will be paid until employment ceases</td>
<td>Base pay is paid for a defined period based on cause and local policy as employees have different employment entities</td>
<td>Base pay will be paid over the notice period or as a lump sum</td>
</tr>
<tr>
<td>Pension</td>
<td>Pension contributions for the notice period will be paid; any lump sum does not include pension contributions unless contractually agreed</td>
<td>Pension contributions will be paid until employment ceases</td>
<td>Pension contributions will be paid until employment ceases</td>
<td>Pension contributions for the notice period will be paid; any lump sum would not include pension contributions unless contractually agreed</td>
</tr>
<tr>
<td>Medical provisions</td>
<td>Where applicable, medical provision for the notice period will be paid; any lump sum does not include contributions unless contractually agreed</td>
<td>Medical provision/payment will be provided until employment ceases</td>
<td>Medical provision/payment will be provided until employment ceases</td>
<td>Where applicable, medical provision for the notice period will be paid; any lump sum would not include contributions unless contractually agreed</td>
</tr>
<tr>
<td>Benefits</td>
<td>Applicable benefits may continue to be provided during the notice period but will not be paid on a lump sum basis</td>
<td>Benefits will fall away when employment ceases</td>
<td>Benefits will fall away when employment ceases</td>
<td>Applicable benefits may continue to be provided during the notice period but will not be paid on a lump sum basis</td>
</tr>
<tr>
<td>DSP cash bonus</td>
<td>Forfeited, no bonus</td>
<td>No bonus</td>
<td>Discretion to pro-rate for period worked</td>
<td>Discretion to pro-rate for period worked</td>
</tr>
<tr>
<td>Deferred cash awards</td>
<td>Unvested awards lapse</td>
<td>Unvested awards lapse</td>
<td>The vesting date will be accelerated to the date of separation and the participant shall be entitled to receive a pro-rated deferred cash value taking into account the period that the participant has been in employment during the vesting period.</td>
<td>The vesting date will be accelerated to the date of separation and the participant will be entitled to receive a pro-rated deferred cash value taking into account the period that the participant has been in employment during the vesting period.</td>
</tr>
</tbody>
</table>

### Remuneration Policy Overview

<table>
<thead>
<tr>
<th>CED (%)</th>
<th>Threshold</th>
<th>Below threshold</th>
<th>Target</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>22</td>
<td>22</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>CFO</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Executive Committee</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

### Remuneration Policy Details

- **Base salary**
- **Benefits**
- **DSP cash**
- **DSP deferral**

---

**Note:** The table above provides a summary of the remuneration policy details for the CED, CFO, and Executive Committee members.
SECTION 2: OVERVIEW OF THE REMUNERATION POLICY

Improved minimum shareholding requirements

The committee is of the opinion that share ownership by executive management team members demonstrates their commitment to AngloGold Ashanti’s success and serves to reinforce the alignment between executive and shareholder interests. With effect from March 2013, a MSR was introduced for the executive management team. All executive management team members are required to have a minimum shareholding in the Company as per the table below:

The MSR was increased for executive directors and the executive management team as follows, effective 01 January 2020:

<table>
<thead>
<tr>
<th>Rule</th>
<th>Within three years of appointment from introduction of MSR (1 January 2020)</th>
<th>Within six years of appointment from introduction of MSR (1 January 2020)</th>
<th>Within three years of appointment from introduction of MSR (prior)</th>
<th>Within six years of appointment from introduction of MSR (prior)</th>
<th>Holding requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>130% of net annual base salary</td>
<td>200% of net annual base salary</td>
<td>100% of net annual base salary</td>
<td>200% of net base salary</td>
<td>Indefinite</td>
</tr>
<tr>
<td>CFO</td>
<td>125% of net annual base salary</td>
<td>200% of net annual base salary</td>
<td>100% of net annual base salary</td>
<td>200% of net base salary</td>
<td>Indefinite</td>
</tr>
<tr>
<td>EFM</td>
<td>100% of net annual base salary</td>
<td>200% of net annual base salary</td>
<td>75% of net base salary</td>
<td>150% of net base salary</td>
<td>Indefinite</td>
</tr>
</tbody>
</table>

The following table shows the minimum shareholding requirements for the executive management team members:

- Shares purchased on the market, either directly or indirectly
- Vested shares from AngloGold Ashanti’s share incentive schemes

Service contracts

All members of the executive management team have permanent employment contracts which entitle them to standard group benefits as defined by their specific region and participation in the Company’s DSP.

South African executive management team members are paid a portion of their remuneration offshore which is detailed under a separate contract. This reflects global roles and responsibilities and considers offshore business requirements. All such earnings are subject to tax in South Africa.

Change in control

Executive management team contracts are reviewed annually and currently continue to include a change in control provision. The change in control provision is subject to the following triggers:

- The acquisition of all or part of AngloGold Ashanti; or
- A number of shareholders holding less than 35% of the Company’s issued share capital consorting to gain a majority of the board and make management decisions; and
- Executive management team member contracts are either terminated or their role and employment conditions are curtailed.

In the event of a change in control becoming effective, the executive management team member will in certain circumstances be subject to both the notice period and the change in control contract terms.

Executive management employment contracts provide that, in the event of their employment being terminated as a result of a change in control, the following is applicable:

I. All salary, benefits and bonuses in lieu of their notice pay
II. An amount equivalent to I above, and inclusive of the value of any pension contributions that would have been made by the Company in the notice period following the termination date (less such tax and national insurance contributions as the Company is obliged to deduct from the sum)
III. The vesting date will be accelerated to the date of the event and the participant shall be entitled to receive pro-rated shares taking into account the period that the participant has been in employment during the vesting period.

Remuneration consultants

In line with common practice, the committee, which is comprised solely of independent non-executive directors, engages independent consultants in relation to remuneration related matters. The current advisor is PwC whose appointment, terms of reference and fees payable are determined solely by the committee. PwC is invited to attend all meetings of the committee and has regular access to the committee’s Chairperson and members.

PwC informs and assists the committee’s deliberations by drawing on their global reach and perspective on compensation matters and trends. They brief the remuneration committee on regulatory developments in South Africa and major international markets. They comment on technical matters, and generally opine on developments in South Africa and major international markets.

The committee also made use of the services and output of Mercer, who provided global survey data and analysis. Mercer’s charges amounted to R733,290 (2019: R524,000).

Non-executive directors’ remuneration policy

AngloGold Ashanti’s non-executive directors (NEDs) continue to be paid according to their roles. Retainer fees for board and standing committees are paid quarterly in arrears and are not subject to attendance at meetings.

The policy is applied using the following principles:

- Fees are reviewed annually and increases, if any, are effective as at the end of the financial year.
- Fees have remained unchanged since 2014.
- NEDs receive a travel allowance per night when they are away from their home country for board meetings or on company approved business.
- NEDs are not eligible to receive any short- or long-term incentives.
- Based on market data provided by PwC in accordance with the selected peer group, a 2% US dollar inflationary increase will be proposed to the non-executive director board fees only, for 2021.
SECTION 3: REMUNERATION IMPLEMENTATION REPORT – JANUARY TO DECEMBER 2020

This section of the Remuneration Report explains the implementation of the remuneration policy by providing details of the remuneration paid to members of the executive management team and non-executive directors for the financial year ended 31 December 2020.

Executive management team pay
Mercer conducts a biennial bespoke survey of executive management team remuneration. For 2020, the committee reviewed the comparator group against AngloGold Ashanti to ensure that changes in the market had not led to variances that made the current matches inappropriate. The review consisted of a detailed analysis of companies who it was felt were appropriate for inclusion in the benchmark.

The companies included in the comparator group were ranked in terms of a number of criteria selected in areas which were aligned with AngloGold Ashanti. The table below summarises the comparator group:

2020 Comparator benchmark group

<table>
<thead>
<tr>
<th>Region</th>
<th>Inflationary salary increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>2%</td>
</tr>
<tr>
<td>South Africa</td>
<td>5%</td>
</tr>
<tr>
<td>USA</td>
<td>2%</td>
</tr>
</tbody>
</table>

It is to be noted that special salary increase adjustments were implemented effective 1 January 2020 for Mr Ntuli and Mr Bailey for purposes of market alignment.

Details available in the single total figure reporting table on pages 162 to 165.

Executive movements
The company announced on 30 July 2020 that former CEO, Mr Dushnisky, was to step down effective 1 September 2020. AngloGold Ashanti Chief Financial Officer, Ms Ramon was appointed Interim CFO, and Mr Ian Kramer, Senior Vice President: Group Finance was appointed Interim CEO. These interim appointments were effective 1 September 2020.

Effective 1 September 2020, Mr Dushnisky stepped down from all Directorships of the Company but remained as an employee of the Company for the six-month period to 28 February 2021 to ensure an orderly transition. On cessation of his employment, on 28 February 2021, he was paid the balance of his 12-month notice period of $2.8m, which included his DSP FY2020 cash bonus. These payments are in accordance with our termination policy on page 157. The details of his remuneration for FY2020 are reflected in the single total figure reporting on pages 162 to 165. All payments made to Mr Dushnisky were made and disclosed in accordance with the JSE Listing Requirements, King IV guidelines and our shareholder-approved remuneration policy. No ex-gratia payments were made, and no additional payments are owed to Mr Dushnisky.

The Interim CEO and Interim CFO’s remuneration details are reflected as follows on pages 162 to 165:

- Ms Ramon: CFO from 1 January 2020 to 31 August 2020 and Interim CEO from 1 September 2020 to 31 December 2020
- Mr Kramer: Interim CFO (in his capacity as a prescribed officer) from 1 September 2020 to 31 December 2020

An allowance aligned to the Company’s acting allowance policy formed part of Ms Ramon and Mr Kramer’s remuneration to recognise the additional responsibilities associated with these roles, for the period 1 September 2020 to 31 December 2020.

Ms Maria Sanz Perez, Executive Vice President: General Counsel and Company secretary resigned effective 30 June 2020. Ms Lizelle Marwick was promoted to the role of Executive Vice President: General Counsel and Acting Company secretary effective 1 July 2020. Ms Marwick received an allowance in recognition of acting in the Company secretary role from 1 July 2020 to 10 January 2021. The promotion of Ms Marwick illustrates the success of the strong bench strength and talent management within the Company.

Mr Pierre Chenard, Executive Vice President: Strategy and Business Development, retired effective 31 January 2021.

Ms Tirolo Sibisi, Executive Vice President: Group Human Resources, resigned effective 1 April 2021; her last day of employment will be 30 September 2021.

The single total figure reporting on pages 162 to 165 provides the remuneration details of executive directors and prescribed officers aligned to the shareholder approved standard conditions of employment. It comprises an overview of all the pay elements available to the executive management team for the year ended 31 December 2020.
SECTION 3: REMUNERATION IMPLEMENTATION REPORT – JANUARY TO DECEMBER 2020 continued

Single total figure of remuneration

The following are definitions of terminology used in the adoption of the reporting requirements under King IV:

Reflected

In respect of the DSP awards, remuneration is reflected when performance conditions have been met during the reporting period.

Settled

This refers to remuneration that has been included in prior reporting periods and has now become payable (may not yet have been paid) to the executive in the current period.

Single total figure of remuneration

<table>
<thead>
<tr>
<th>Base salary</th>
<th>Awards earned during the period reflected but not yet settled</th>
</tr>
</thead>
<tbody>
<tr>
<td>ZAR denominated portion</td>
<td>USD/AUD denominated portion</td>
</tr>
<tr>
<td>ZAR '000</td>
<td>ZAR '000</td>
</tr>
<tr>
<td>Executive directors</td>
<td></td>
</tr>
<tr>
<td>KPM Dushinsky (3)</td>
<td>2020</td>
</tr>
<tr>
<td>2019</td>
<td>–</td>
</tr>
<tr>
<td>KC Ramon (4)</td>
<td>2020</td>
</tr>
<tr>
<td>2019</td>
<td>5,585</td>
</tr>
<tr>
<td>Total executive directors</td>
<td>2020</td>
</tr>
<tr>
<td>2019</td>
<td>5,585</td>
</tr>
<tr>
<td>Prescribed officers</td>
<td></td>
</tr>
<tr>
<td>SD Bailey</td>
<td>2020</td>
</tr>
<tr>
<td>2019</td>
<td>3,879</td>
</tr>
<tr>
<td>PD Chenard</td>
<td>2020</td>
</tr>
<tr>
<td>2019</td>
<td>2,933</td>
</tr>
<tr>
<td>2019</td>
<td>–</td>
</tr>
<tr>
<td>2019</td>
<td>1,377</td>
</tr>
<tr>
<td>I Kramer (6)</td>
<td>2020</td>
</tr>
<tr>
<td>2019</td>
<td>–</td>
</tr>
<tr>
<td>L Marwick (7)</td>
<td>2020</td>
</tr>
<tr>
<td>2019</td>
<td>–</td>
</tr>
<tr>
<td>S Ntuli</td>
<td>2020</td>
</tr>
<tr>
<td>2019</td>
<td>4,667</td>
</tr>
<tr>
<td>ME Sanz Perez (8)</td>
<td>2020</td>
</tr>
<tr>
<td>2019</td>
<td>4,481</td>
</tr>
<tr>
<td>TR Sibisi</td>
<td>2020</td>
</tr>
<tr>
<td>2019</td>
<td>4,944</td>
</tr>
<tr>
<td>Total prescribed officers</td>
<td>2020</td>
</tr>
<tr>
<td>2019</td>
<td>22,221</td>
</tr>
</tbody>
</table>

(1) Salary denominated in USD/AUD for global roles and responsibilities converted to ZAR on payment date.

(2) Other benefits include health care, Group personal accident, disability, funeral cover, accommodation allowance, pension allowance, airfare and surplus leave encashed. Surplus leave days accrued are automatically encashed unless work requirements allow for carry over.

(3) The fair value of the DSP comprises a cash bonus and share awards for the year ended 31 December 2020. The cash bonus is payable in February 2021.

(4) KPM Dushinsky received the cash portion only for 2020 due to his resignation, aligned to the standard terms and conditions of termination.

(5) KC Ramon was appointed as Interim CEO effective 1 September 2020. Included in the DSP award is the DSP cash bonus and share award for 2020 calculated on the GDP for the relevant role for 8 months only. Other payments reflect the acting allowance paid and the DSP cash portion and share award for the acting period of 4 months calculated on the CEO target bonus opportunity.

(6) I Kramer was appointed as Interim CFO and prescribed officer effective 1 September 2020. All salary payments including, pension and other benefits were pro-rated and aligned to the appointment date. Included in the DSP award is the DSP cash bonus and share award for the full year of 2020 (DSP award not pro-rated). It was calculated based on his normal Senior Vice President salary plus four months acting allowance on the Senior Vice President target bonus opportunity. Other payments reflect the acting allowance for the acting period from 1 September to 31 December 2020.

(7) L Marwick was appointed as prescribed officer and Interim Company Secretary effective 1 July 2020. All salary payments including, pension and other benefits were pro-rated and aligned to the appointment date. Included in the DSP award is the DSP cash bonus and share award for the full year of 2020 (DSP award not pro-rated). It was calculated based on the prescribed officer target bonus opportunity for the full year aligned to the standard conditions of employment. Other benefits reflect the acting allowance for the acting period in the Company Secretary role from 1 July 2020 to 10 January 2021.

(8) ME Sanz Perez resigned from Company Secretary effective 30 June 2020. All salary payments including, pension and other benefits are pro-rated in accordance with the resignation date.

(9) Conversion convenience to USD at the year-to-date average exchange rate of $1: R14.4506 (2019: $1: R14.446).
SECTION 3: REMUNERATION IMPLEMENTATION REPORT – JANUARY TO DECEMBER 2020

Total cash equivalent received reconciliation

<table>
<thead>
<tr>
<th>Awards earned during the period reflected but not yet settled</th>
<th>BSP, CIP, DSP and LTIP share awards settled</th>
<th>Sign-on cash settled</th>
<th>Sign-on shares settled</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executive directors</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KPM Dushinsky (1)</td>
<td>2020: 54,491 (25,796) – – – 9,177 2,770 1,810 4,579</td>
<td>14,680 (245) 14,435 10,094 18,379 28,473 85,359</td>
<td>9,189</td>
</tr>
<tr>
<td>2019: 90,544 (81,842) – – – 7,119</td>
<td>17,616 (7,013) 16,606 20,188 18,357 38,545 90,972</td>
<td>6,298</td>
<td></td>
</tr>
<tr>
<td>KCI Ramon</td>
<td>2020: 51,821 (38,137) – – – 9,214 22,804 24,078 47,082</td>
<td>– – – – – – – 70,380</td>
<td>4,278</td>
</tr>
<tr>
<td>2019: 73,631 (29,130) (33,064) – – – 8,379 21,504 2,849 24,333</td>
<td>– – – – – – – 44,163</td>
<td>3,057</td>
<td></td>
</tr>
<tr>
<td><strong>Total executive directors</strong></td>
<td>2020: 106,112 (83,933) – – – 18,391 25,574 26,688 52,261</td>
<td>14,680 (245) 14,435 10,094 18,379 28,473 155,739</td>
<td>9,467</td>
</tr>
<tr>
<td>2019: 164,175 (90,977) (33,064) – – – 15,497 21,504 2,849 24,353</td>
<td>17,616 (7,013) 16,606 20,188 18,357 38,545 135,135</td>
<td>9,355</td>
<td></td>
</tr>
<tr>
<td><strong>Prescribed officers</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SD Bailey</td>
<td>2020: 33,207 (24,103) – – – 5,473 4,960 5,278 10,237</td>
<td>– – – – – – – 24,614</td>
<td>1,058</td>
</tr>
<tr>
<td>2019: 31,640 (18,387) (5,917) – – – 2,613 4,096 724 4,785</td>
<td>– – – – – – – 15,036</td>
<td>1,047</td>
<td></td>
</tr>
<tr>
<td>PD Chenard</td>
<td>2020: 20,559 (8,504) – – – 5,557 – – – 3,165 – 3,165</td>
<td>6,513 9,012 15,525 36,252</td>
<td>2,304</td>
</tr>
<tr>
<td>2019: 47,550 (18,362) (16,191) – – – 3,165 – – – – – – – – – 12,997</td>
<td>900</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gui Elm</td>
<td>2020: 43,973 (32,108) – – – 8,612 20,969 21,781 42,750</td>
<td>– – – – – – – 63,227</td>
<td>3,843</td>
</tr>
<tr>
<td>2019: 68,492 (25,329) (33,064) – – – 7,113 19,622 (198) 19,424</td>
<td>– – – – – – – 36,636</td>
<td>2,536</td>
<td></td>
</tr>
<tr>
<td>L. Eybers</td>
<td>2020: 44,187 (31,896) – – – 8,518 19,688 21,295 40,983</td>
<td>– – – – – – – 61,792</td>
<td>3,796</td>
</tr>
<tr>
<td>2019: 67,296 (25,054) (39,160) – – – 6,701 7,463 2,025 10,289</td>
<td>– – – – – – – 30,072</td>
<td>2,062</td>
<td></td>
</tr>
<tr>
<td>I. Kramer</td>
<td>2020: 7,698 (6,080) – – – – – – – – – – – – – – – 1,613</td>
<td>99</td>
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<tr>
<td>2019: – – – – – – – – – – – – – – – – – – – – – – – – – – – – 3,798</td>
<td>231</td>
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<td></td>
</tr>
<tr>
<td>L. Maniec</td>
<td>2020: 20,413 (16,615) – – – – – – – – – – – – – – – – – – – – 3,798</td>
<td>231</td>
<td></td>
</tr>
<tr>
<td>2019: – – – – – – – – – – – – – – – – – – – – – – – – – – – – 3,798</td>
<td>231</td>
<td></td>
<td></td>
</tr>
<tr>
<td>S. Ntuli</td>
<td>2020: 38,205 (26,942) – – – 6,367 6,289 6,710 12,999</td>
<td>– – – – – – – 30,629</td>
<td>1,862</td>
</tr>
<tr>
<td>2019: 37,555 (21,941) (7,528) – – – 3,269 3,956 1,046 5,022</td>
<td>– – – – – – – 16,719</td>
<td>1,165</td>
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<tr>
<td>M. de Sausse Perez</td>
<td>2020: 6,739 – – – 6,224 17,588 18,861 36,446</td>
<td>– – – – – – – 45,411</td>
<td>3,004</td>
</tr>
<tr>
<td>2019: 55,874 (20,567) (26,447) – – – 5,664 18,839 1,460 20,299</td>
<td>– – – – – – – 35,023</td>
<td>2,425</td>
<td></td>
</tr>
<tr>
<td>TR Sites</td>
<td>2020: 30,120 (20,802) – – – 5,943 15,258 16,122 31,380</td>
<td>– – – – – – – 46,641</td>
<td>2,835</td>
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<tr>
<td>2019: 50,761 (19,638) (22,713) – – – 5,495 17,709 876 18,585</td>
<td>– – – – – – – 22,490</td>
<td>2,249</td>
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</tr>
<tr>
<td><strong>Total prescribed officers</strong></td>
<td>2020: 245,101 (167,105) – – – 46,694 84,752 90,047 174,797</td>
<td>3,165 – 3,165 6,513 9,012 15,525 318,177</td>
<td>19,341</td>
</tr>
<tr>
<td>2019: 308,868 (148,076) (124,807) (16,191) 31,005 71,655 6,733 78,388</td>
<td>– – – – – – – 179,015</td>
<td>12,383</td>
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</table>

(1) The fair value of the DSP comprises a cash bonus and share awards for the year ended 31 December 2020. The cash bonus is payable in February 2021 and the share awards are allocated in February 2021. Shares vest over a 5-year period in equal tranches.

(2) Reflects the sum of the grant fair value, the sum of all the share price movements since grant to vesting date and the sum of all the vesting fair value for the vested DSP 2019, vested CSLTIP 2017, vested BSP 2018, vested CIP 2018 and vested sign-on share awards and difference in the currency movements for the vested sign-on cash settled award.

(3) KPM Dushinsky’s cash portion of the DSP 2019 award was reduced by USD800,000. This is in lieu of the sign-on bonus which Mr Dushinsky voluntarily repaid after his former employer paid him a discretionary cash incentive for the same period.


Details of the share incentive scheme awards follow on pages 166 to 170.
### Number of unvested awards and movement during the reporting period

#### Executive directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Balance at 1 January</th>
<th>Granted</th>
<th>Vested, deemed settled</th>
<th>Forfeited / lapsed</th>
<th>Fair value of granted awards (a)</th>
<th>Fair value of vested awards (b)</th>
<th>Fair value of unvested awards at 31 December (c)</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPM Dushnisky</td>
<td>2020</td>
<td>175,878</td>
<td>87,939</td>
<td>87,939</td>
<td>28,473</td>
<td>30,121</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>351,755</td>
<td>175,877</td>
<td>175,877</td>
<td>38,045</td>
<td>55,665</td>
<td></td>
</tr>
<tr>
<td>Total executive directors</td>
<td>2020</td>
<td>175,878</td>
<td>87,939</td>
<td>87,939</td>
<td>28,473</td>
<td>30,121</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>351,755</td>
<td>175,877</td>
<td>175,877</td>
<td>38,045</td>
<td>55,665</td>
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</tr>
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</table>

#### Prescribed officers

<table>
<thead>
<tr>
<th>Name</th>
<th>Balance at 1 January</th>
<th>Granted</th>
<th>Vested, deemed settled</th>
<th>Forfeited / lapsed</th>
<th>Fair value of granted awards (a)</th>
<th>Fair value of vested awards (b)</th>
<th>Fair value of unvested awards at 31 December (c)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PD Chenard</td>
<td>2020</td>
<td>64,951</td>
<td>32,475</td>
<td>32,476</td>
<td>15,525</td>
<td>11,124</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>64,951</td>
<td>32,475</td>
<td>32,476</td>
<td>15,525</td>
<td>11,124</td>
<td></td>
</tr>
<tr>
<td>Total prescribed officers</td>
<td>2020</td>
<td>64,951</td>
<td>32,475</td>
<td>32,476</td>
<td>15,525</td>
<td>11,124</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>64,951</td>
<td>32,475</td>
<td>32,476</td>
<td>15,525</td>
<td>11,124</td>
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</table>

#### Total sign-on share awards

<table>
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<tr>
<th>Name</th>
<th>Balance at 31 December</th>
<th>Granted</th>
<th>Vested, deemed settled</th>
<th>Forfeited / lapsed</th>
<th>Fair value of granted awards (a)</th>
<th>Fair value of vested awards (b)</th>
<th>Fair value of unvested awards at 31 December (c)</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPM Dushnisky</td>
<td>2020</td>
<td>175,878</td>
<td>87,939</td>
<td>87,939</td>
<td>28,473</td>
<td>30,121</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>351,755</td>
<td>175,877</td>
<td>175,877</td>
<td>38,045</td>
<td>55,665</td>
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### SECTION 3: REMUNERATION IMPLEMENTATION REPORT – JANUARY TO DECEMBER 2020

**Continued**

#### Number of unvested awards and movement during the reporting period (continued)

<table>
<thead>
<tr>
<th>Number of unvested awards and movement during the reporting period (continued)</th>
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<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>BSP awards (Closed scheme)</strong></td>
<td>Balance at 1 January</td>
<td>Granted</td>
<td>Vested, deemed settled</td>
<td>Forfeited / lapsed</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Executive directors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KPM Dushnisky</td>
<td>2020</td>
<td>27,817</td>
<td>27,817</td>
<td>27,817</td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>77,073</td>
<td>49,256</td>
<td>27,817</td>
</tr>
<tr>
<td>Total executive directors</td>
<td>2020</td>
<td>27,817</td>
<td>27,817</td>
<td>27,817</td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>77,073</td>
<td>49,256</td>
<td>27,817</td>
</tr>
<tr>
<td><strong>Prescribed officers</strong></td>
<td></td>
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<tr>
<td>SD Bailey</td>
<td>2020</td>
<td>8,306</td>
<td>8,306</td>
<td>2,807</td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>22,549</td>
<td>14,243</td>
<td>8,306</td>
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<td>PD Chenard</td>
<td>2020</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gu Ehrl</td>
<td>2020</td>
<td>22,997</td>
<td>22,997</td>
<td>7,773</td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>62,783</td>
<td>39,786</td>
<td>22,997</td>
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<tr>
<td>L Eybers</td>
<td>2020</td>
<td>22,288</td>
<td>22,288</td>
<td>7,533</td>
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<tr>
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<td>2019</td>
<td>53,626</td>
<td>31,338</td>
<td>22,288</td>
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<tr>
<td>I Kramer (3)</td>
<td>2020</td>
<td>3,716</td>
<td>3,716</td>
<td>1,256</td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>L Marwick (3)</td>
<td>2020</td>
<td>3,577</td>
<td>3,577</td>
<td>1,209</td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S Ntuli</td>
<td>2020</td>
<td>10,637</td>
<td>10,637</td>
<td>3,595</td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>28,221</td>
<td>17,584</td>
<td>10,637</td>
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<td>ME Sanz Perez</td>
<td>2020</td>
<td>19,072</td>
<td>19,072</td>
<td>6,446</td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>52,842</td>
<td>33,770</td>
<td>19,072</td>
</tr>
<tr>
<td>TR Sibisi</td>
<td>2020</td>
<td>17,705</td>
<td>17,705</td>
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</tr>
<tr>
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<td>2019</td>
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<td>29,516</td>
<td>17,705</td>
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<tr>
<td><strong>Total prescribed officers</strong></td>
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<td>108,298</td>
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<tr>
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<td>2019</td>
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<td>166,237</td>
<td>101,035</td>
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<td><strong>Other management (1)</strong></td>
<td>2020</td>
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<td>809,659</td>
<td>273,665</td>
</tr>
<tr>
<td></td>
<td>2019</td>
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<td>1,745,206</td>
<td>95,982</td>
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<tr>
<td><strong>Total BSP awards</strong></td>
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<td>945,774</td>
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<tr>
<td></td>
<td>2019</td>
<td>3,002,453</td>
<td>1,960,699</td>
<td>95,982</td>
</tr>
</tbody>
</table>

(1) The fair value of vested awards represents the value deemed received on settlement date. This is the final vesting for this scheme as it is closed.

(2) Forfeiting and lapsed awards were included as part of Other management.

(3) The 2019 awards include awards for Mr Charles Carter, Mr David Nkosi and Mr Chris Sheppard who retired in 2019.
### SECTION 3: REMUNERATION IMPLEMENTATION REPORT – JANUARY TO DECEMBER 2020

**Number of unvested awards and movement during the reporting period (continued)**

<table>
<thead>
<tr>
<th>LTI awards (Closed scheme)</th>
<th>Balance at 1 January</th>
<th>Granted</th>
<th>Vested, deemed settled</th>
<th>Forfeited / Lapsed</th>
<th>Balance at 31 December</th>
<th>Fair value of granted awards</th>
<th>Fair value of vested awards (1)</th>
<th>Fair value of unvested awards at 31 December</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive directors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KPM Dushniky</td>
<td>2020</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>110,595</td>
<td>–</td>
<td>110,595</td>
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<td></td>
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<td>230,595</td>
<td>–</td>
<td>230,595</td>
<td>230,595</td>
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<tr>
<td>KC Ramon</td>
<td>2020</td>
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<td>6,127</td>
<td>–</td>
<td>110,595</td>
<td>–</td>
<td>110,595</td>
<td>110,595</td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>56,760</td>
<td>63,240</td>
<td>110,595</td>
<td>–</td>
<td>11,315</td>
<td>35,003</td>
<td></td>
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<tr>
<td>Total executive directors</td>
<td>2020</td>
<td>104,668</td>
<td>6,127</td>
<td>–</td>
<td>110,595</td>
<td>–</td>
<td>110,595</td>
<td>110,595</td>
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<td></td>
<td>2019</td>
<td>56,760</td>
<td>63,240</td>
<td>110,595</td>
<td>–</td>
<td>11,315</td>
<td>35,003</td>
<td></td>
</tr>
<tr>
<td>Prescribed officers</td>
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<td></td>
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<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>SD Bailey</td>
<td>2020</td>
<td>18,696</td>
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<td>2019</td>
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<td>1,896</td>
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<td>–</td>
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<td>–</td>
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<tr>
<td>GJ Ehren</td>
<td>2020</td>
<td>92,131</td>
<td>5,404</td>
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<td>2019</td>
<td>9,460</td>
<td>10,540</td>
<td>97,535</td>
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<td>L Eybers</td>
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<td>25,955</td>
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<td>2019</td>
<td>9,460</td>
<td>10,540</td>
<td>97,535</td>
<td>–</td>
<td>5,886</td>
<td>30,870</td>
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<td>2019</td>
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<td>–</td>
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<td>–</td>
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<tr>
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<td>7,095</td>
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<td>2019</td>
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<td>63,240</td>
<td>88,463</td>
<td>–</td>
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<td>27,999</td>
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<td>TR Sibisi</td>
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<td>71,762</td>
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<td>20,217</td>
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<td>24,045</td>
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<td>24,125</td>
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<td>115,804</td>
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<td>245,197</td>
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<td>3,047oz (000)</td>
<td>952,437</td>
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<td>301,446</td>
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<td>2019</td>
<td>1,023,816</td>
<td>3,047oz (000)</td>
<td>952,437</td>
<td>–</td>
<td>301,446</td>
<td>–</td>
<td></td>
</tr>
</tbody>
</table>

(1) The fair value of vested awards represents the value deemed received on settlement date. This is the final vesting for this scheme as it is closed.

(2) Opening balances were included as part of Other management.

(3) The 2019 awards include awards for Mr Charles Carter, Mr David Noko and Mr Chris Shappard who retired in 2019.

### Minimum shareholding requirements

For the purposes of the MSR calculation, only fully owned and vested awards will count towards the determination of the MSR.

### 2020 DSP performance outcomes

The DSP measures resulted in an achievement of 116.57%.

The table below summarises AngloGold Ashanti’s remuneration metrics, their weightings, and performance against these metrics applicable to the DSP for 2020:

<table>
<thead>
<tr>
<th>DSP performance measure</th>
<th>Weighting</th>
<th>Threshold measures</th>
<th>Target measures</th>
<th>Stretch measures</th>
<th>Actual achievement</th>
<th>6-year target achievement %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relative total shareholder return (measured in US$)</td>
<td>10.00%</td>
<td>Median TSR of comparators</td>
<td>Halfway between median and upper quartile</td>
<td>Upper quartile</td>
<td>133.67%</td>
<td>15.00%</td>
</tr>
<tr>
<td>Absolute total shareholder return (measured in US$)</td>
<td>10.00%</td>
<td>US$ COE</td>
<td>US$ COE + 2%</td>
<td>US$ COE + 6%</td>
<td>133.67%</td>
<td>15.00%</td>
</tr>
<tr>
<td>Normalised cash return on equity (nCROE)</td>
<td>15.00%</td>
<td>US$ COE</td>
<td>US$ COE + 2%</td>
<td>US$ COE + 6%</td>
<td>24.50%</td>
<td>22.50%</td>
</tr>
<tr>
<td>Production</td>
<td>12.50%</td>
<td>2.94 oz (000)</td>
<td>3.06 oz (000)</td>
<td>3.18 oz (000)</td>
<td>3.04 oz (000)</td>
<td>11.76%</td>
</tr>
<tr>
<td>All-in sustaining costs</td>
<td>15.00%</td>
<td>US$1.101/oz</td>
<td>US$1.071/oz</td>
<td>US$1.041/oz</td>
<td>US$1.059/oz</td>
<td>18.17%</td>
</tr>
<tr>
<td>Ore Reserve additions (pre-depletion, asset sales, mergers and acquisitions)</td>
<td>6.20%</td>
<td>Plus 1.2Moz</td>
<td>Plus 2.3Moz</td>
<td>Plus 3.5Moz</td>
<td>5.97Moz</td>
<td>9.38%</td>
</tr>
<tr>
<td>Mineral Resource (pre-depletion, asset sales, mergers and acquisitions)</td>
<td>6.20%</td>
<td>Plus 3.5Moz</td>
<td>Plus 7.0Moz</td>
<td>Plus 10.5Moz</td>
<td>6.73Moz</td>
<td>6.01%</td>
</tr>
</tbody>
</table>
2020 DSP performance outcomes (continued)

DSP performance measure | Weighting | Threshold measures | Target measures | Stretch measures | Actual achievement | 2020 achievement % |
--- | --- | --- | --- | --- | --- | --- |
Safety, health, environment and community | 4.00% | ≤2.5% performance improvement (3.24) | ≤5% performance improvement (3.14) | ≤7.5% performance improvement (3.06) | 2.39 | 0.00% |
Major hazard management critical control percentage compliance | 4.00% | 92.5% critical control compliance | 95% critical control compliance | 97.5% critical control compliance | 99.23% | 6.00% |
Number of critical control registers established for site-specific, material health risks (as captured in AlRisk) at each operation | 1.50% | 2 | 3 | 5 | 5 | 2.25% |
Compliance with occupational exposure monitoring programmes for noise and dust at each operation | 1.50% | 50% compliance | 60% compliance | 70% compliance | 88.50% | 2.25% |
Number of reportable environmental incidents at operating mines | 3.00% | 2 | 1 | - | 8 | 0.00% |
Greenhouse gas emissions intensity at gold producing operations, measured in kg CO₂e/tonne | 3.00% | 7.299 (0.3% off base) | 7.277 (0.6% off base) | 7.248 (1.0% off base) | 7.3683 | 0.00% |
Number of business disruptions as a result of community unrest | 2.50% | 5 | 3 | 1 | 0 | 3.75% |
Core values: People | 2.00% | 11 successors | 13 successors | 15 successors | 15 successors | 3.00% |
Strategic coverage | 1.00% | 85% pa | 90% pa | 95% pa | 95.43% | 1.50% |
Key staff retention | 2.50% | 19% female representation | 21% female representation | 23% female representation | 16.90% | 0.00% |
Gender diversity | 100% | | | | | 116.57% |
Total | | | | | | |

Key objectives and achievements: Outgoing CEO

The DSP measures resulted in an achievement of 122.57%. The committee applied downward discretion removing the incentive award for safety in light of the fatal accidents at the South Africa and Ghana operations. The final DSP achievement was thus 116.57%, maximum opportunity is 150%
SECTION 3: REMUNERATION IMPLEMENTATION REPORT – JANUARY TO DECEMBER 2020

Outgoing CEO’s performance incentive outcome 2020

<table>
<thead>
<tr>
<th>2020 DSP performance year bonus outcome</th>
<th>Weighting</th>
<th>DSP Cash payment outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial performance targets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relative total shareholder return</td>
<td>10.0%</td>
<td>15.0%</td>
</tr>
<tr>
<td>Absolute total shareholder return</td>
<td>10.0%</td>
<td>15.0%</td>
</tr>
<tr>
<td>nGrai</td>
<td>15.0%</td>
<td>22.50%</td>
</tr>
<tr>
<td>Production</td>
<td>12.5%</td>
<td>11.76%</td>
</tr>
<tr>
<td>All-in sustaining costs ($m)</td>
<td>15.0%</td>
<td>18.17%</td>
</tr>
<tr>
<td>Ore Reserve additions pre-depletion (Moz)</td>
<td>6.25%</td>
<td>9.38%</td>
</tr>
<tr>
<td>Mineral resource additions pre-depletion (Moz)</td>
<td>6.25%</td>
<td>6.01%</td>
</tr>
<tr>
<td>Safety, health, environment and community</td>
<td>19.5%</td>
<td>14.25%</td>
</tr>
<tr>
<td>Core value: people</td>
<td>5.5%</td>
<td>4.50%</td>
</tr>
</tbody>
</table>

Total % for company performance: 100.0% 116.57%

Organisational performance weighting:

A - Organisational performance weighted outcome:

Individual performance results

Actual individual targets and strategic objectives are not disclosed in order to maintain commercial confidentiality in competitive markets.

Individual performance weighting:

Performance rating bonus correlation:

B - DSP opportunity based on individual performance:

Total % of cash bonus pay opportunity (A+B) 118.3%

On-target total cash bonus opportunity (as % of base pay) 100.03%

On-target total deferred share award opportunity (as % of base pay) 0%

Final cash bonus result (as % of base pay) 118.3%

Final deferred share award result (as % of base pay) 0%

Base pay as at December 2020 (all offshore payments converted to ZAR at exchange rate of ZAR16.4506: USD1) $21,813,496

Annual cash portion of DSP: $25,795,767

Annual deferred share portion of DSP (to vest over five years) $25,795,767

Total 2020 deferred share plan award: $25,795,767

1) It is to be noted that Mr. Dushnisky is only eligible to receive DSP cash bonus due to his resignation. This is aligned with the rules of the DSP.

Total remuneration outcomes – Christine Ramon

(a) Chief Financial Officer – eight months

Start date: 1 October 2014

Change in control (as described in the Remuneration Policy, “Change in control” on page 196):

- 6 months

Total DSP opportunity: 406% (as % of base pay)

Maximum DSP share awards opportunity: 277.5%

Maximum DSP cash bonus opportunity: 127.5%

Final DSP result for 2020: 319.3%

Key objectives and achievements 2020: CFO – eight months

Scorecard metrics | Weightings | Comments |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership and key stakeholder collaboration</td>
<td>25%</td>
<td>Successful engagement with all stakeholders, including analysts, shareholders, JV partners, banks, credit ratings agencies, government. Effective collaboration with leadership in operations and all functions across the Group. Effective and continuous influencing global ethics and accounting regulatory developments through the International Federation of Accountants. As Chairman of the listed companies’ CFO Forum in South Africa, provided input to influence fiscal policy and other regulatory matters.</td>
</tr>
<tr>
<td>Liquidity, ratings and balance sheet management</td>
<td>25%</td>
<td>Successful liquidity management for the Group ensuring adequate local and Group facilities. Ensured that the $700m bond redemption was addressed in April 2020. Proactively engaged the RCP lenders regarding the refinancing strategy and the pre-emptive draw on the $1.4bn RCF facility to fund the bond redemption and to manage liquidity risk. Successfully arranged a $1bn standby facility in April 2020 as a proactive liquidity measure to manage the COVID-related operational risk. The standby facility was well perceived by the market as it mitigated the equity issuance risk during a very challenging and uncertain time. The standby facility agreement catered for the offset of South African asset sale proceeds as well as for bond refinancing to be executed later in the year. Ensured that dividend upstreaming from subsidiaries occurred on a regular basis. Ensured that net debt to EBITDA target of 1 time through the cycle was achieved ensuring effective liability management and debt reduction. Proactively engaged ratings agencies to ensure that they were fully informed on the company’s strategy and proactive scenario planning to address the COVID-19 risks. The credit rating with Moody’s remains Investment Grade, and the outlook has been revised to stable. Fitch remains at Investment Grade with a stable outlook. S&amp;P revised the outlook on their sub investment grade rating to positive.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CFO</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual earnings</td>
</tr>
<tr>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td></td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>15</td>
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<tr>
<td></td>
<td>0</td>
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<td>5</td>
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<td>10</td>
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<td>15</td>
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<td></td>
<td>20</td>
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<tr>
<td></td>
<td>25</td>
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<tr>
<td></td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>40</td>
</tr>
</tbody>
</table>

1 REMUNERATION IMPLEMENTATION REPORT – JANUARY TO DECEMBER 2020

/ www.anglo First Quarter of the Year in which we operate and strategic response / Delivering on our strategy / Leadership and accountability / Remuneration delivery / Corporate information

AngloGold Ashanti Limited <IR>AngloGold Ashanti Limited <IR>
SECTION 3: REMUNERATION IMPLEMENTATION REPORT – JANUARY TO DECEMBER 2020

continued

Scorecard metrics | Weightings | Comments
--- | --- | ---
Cost discipline and cash preservation measures | 25% | Maintained the focus on cost discipline throughout the Group and the elimination of non-essential spending. Corporate costs for 2020 were significantly reduced compared to the prior year and were contained well below budget. Ensured proactive scenario planning to address cash preservation measures. Ensured that adequate levels of critical spares and consumables were maintained at mine sites to mitigate the risks of delayed supplies due to COVID-19. Ensured that Group strategic sourcing targets were achieved.

Governance and risk management | 25% | Maintained a strong culture of compliance Ensured that COVID-19 impacts were tracked and reported separately so that this can be assessed and disclosed appropriately to the market Ensured that tax risks/exposures were appropriately managed and disclosed Ensured that cybersecurity risks were well managed across the business Ensured that the Group top 10 risks are proactively identified to mitigate the Group’s strategic, operational and catastrophic risks Ensured that appropriate hedging strategies were implemented Ensured that risk processes/methodologies were simplified and consistently embedded across the business

DSP performance incentive outcome 2020: CFO – eight months

| 2020 DSP performance year bonus outcome | Weighting | DSP Cash payment outcome |
--- | --- | ---
Financial performance targets
Relative total shareholder return | 10.0% | 15.00% |
Absolute total shareholder return | 10.0% | 15.00% |
nCroe | 15.0% | 22.50% |
Production | 12.5% | 11.76% |
All-in sustaining costs ($/m) | 15.0% | 18.17% |
Ore Reserve additions pre-depletion (Moz) | 6.25% | 9.38% |
Mineral Resource additions pre-depletion (Moz) | 6.25% | 6.01% |
Safety, health, environment and community | 19.5% | 14.25% |
Core value: people | 5.5% | 4.50% |
Total % for company performance: | 100.0% | 116.57% |
Organisational performance weighting: | x | 80.00% |

A - Organisational performance weighted outcome: 93.3%

Individual performance results
Actual individual targets and strategic objectives are not disclosed in order to maintain commercial confidentiality in competitive markets.

Individual performance weighting: 20.00% x

Performance rating bonus correlation: 125.00% x

B - DSP opportunity based on individual performance: 25.0%

Total % of cash bonus pay opportunity (A+B) | 118.3% x

On-target total cash bonus opportunity (as % of base pay) | 85.00% |
On-target total deferred share award opportunity (as % of base pay) | 180.00% |

DSP performance incentive outcome 2020: CFO – eight months continued

| 2020 DSP performance year bonus outcome | Weighting | DSP Cash payment outcome |
--- | --- | ---
Final cash bonus result (as % of base pay) | 100.5% |
Final deferred share award result (as % of base pay) | 218.8% |
Base pay for eight months as at December 2020 (all offshore payments converted to ZAR at exchange rate of ZAR 16.4506: USD1) | 7,048,929 |

Annual cash portion of DSP: 7,085,419
Annual deferred share portion of DSP (to vest over five years) | 15,421,202 |
Total 2020 deferred share plan award: | 22,506,621 |

(b) Interim Chief Executive Officer – four months

| Interim CEO (Rm) | Actual earnings | Target | Maximum |
--- | --- | --- | ---
Base salary | 4 | 1 | 5 |
Benefits | 1 | 4 | 8 |
DSP cash | 0 | 6 | 12 |
DSP deferral | |

Total actual pay for Ms Ramon in 2020, which could result from the remuneration policy stated above, is shown in relation to target and maximum earning potential.

Maximum DSP cash bonus opportunity: 150% Final cash bonus results: 118.3%
Maximum DSP share awards opportunity: 300% Final share award results: 236.6%
Total DSP opportunity: 450% (as % of base pay) Final DSP result for 2020: 354.9%
SECTION 3: REMUNERATION IMPLEMENTATION REPORT – JANUARY TO DECEMBER 2020

Key objectives and achievements 2020: Interim CEO – four months

Scorecard metrics | Weightings | Comments
--- | --- | ---
Focus on safety | 10% | Maintained a strong culture of safety across the Company’s operations. AIFR improved by 28% to an all-time low of 2.39 injuries per million hours worked (including South Africa for nine months). AIFR improved by 21% to 1.66 injuries per million hours worked (excluding South Africa).

Execute company strategy | 25% | Focused on team cohesion and organisational alignment to proactively manage risks and advance the Company’s strategy.
- Obuasi Phase 1 completed and Phase 2 on track.
- Sigui recovery project completed with a steady improvement in recoveries.
- Achieved commercial production at Boston Shaker underground at Tropicana at the end of September 2020.
- Granalote and Quebradona feasibility studies on track.
- Streamlined the portfolio by exiting from two operational jurisdictions by closing the:
  + Sale of the South African assets on 30 September 2020, ensuring that an unconditional Section 11 approval was received.
  + Moria and Safidista sale processes.
- Advanced ore reserve development and progressed reserve confidence supporting the issuance of longer-term guidance to the market.
- Actively involved in the Tanzanian discussions to recover the outstanding VAT receivable.
- Maintained regular discussions with Barrick regarding the free cash flow conversion challenges in the DRC.
- Established a clear action plan to maximise the value of the Company.

Meet guidance: production, costs and capital | 15% | Guidance reinitiated in October 2020 provided greater market certainty on annual production, costs and capital expenditure.
- Met guidance for the eight-consecutive year despite COVID-19 impacts.
- Maintained cost discipline, limiting year on year inflation.

Effective stakeholder management | 20% | Ensured active engagement with investors, government stakeholders and employees.
- Maintained good relationships with our JV partners to ensure that the Company’s interests are advanced.
- Represented AngloGold Ashanti at the World Gold Council and ICMM. Ensured that relevant input was considered in developing the industry regulatory frameworks and standards.
- Enhanced board reporting and ensured that the board was kept abreast of material developments.
- Conducted operational site visits to ensure visible leadership at the operations.
- Connected and maintained engagement with the organisation through regular communication briefs, virtual corporate and regional town-hall sessions to communicate the progress on the Company’s strategy and to maintain visible leadership presence.

Scorecard metrics | Weightings | Comments
--- | --- | ---
Disciplined capital allocation: balance sheet, reinvestment in the business and shareholder returns | 15% | Improved balance sheet flexibility and ensured that the liquidity risk was proactively managed. The South Africa asset sale proceeds of $220m were applied to debt reduction. Free cash flow generation increased five-fold to $743m and helped drive net debt down to $6.6bn, the lowest level since 2011. Net debt ratio declined to 0.24 times well below the target level of 1 times.
- Continued the focus on extending mine lives and improving operating flexibility through exploration.
- Ore Reserve increased by 6.1Moz on a gross basis and production life was extended to 11 years from nine years.
- Progressed Tropicana – Havana Stage 2, Sunrise Dam exploration opportunities, Iduapriem cutback/TSF feasibility study and ongoing brownfield developments across portfolio to enable life extensions.
- Received permits for Geita Hill underground, Sigui Block and the Nyamulilima open pit and these reinvestment opportunities are being progressed.
- Progressing greenfield opportunities in the United States, Brazil and Australia.
- Revised dividend policy to double dividend pay-out ratio from 10% to 20% of free cash flow generation considering the long-term capital requirements of the company.

The bond refinancing process | 10% | Successfully led the refinancing of the new $700m bond in October 2020 at a 3.75% pa coupon, the lowest coupon in AngloGold Ashanti’s history.

Maintain business continuity, safety and responsibly navigating the COVID-19 pandemic | 10% | Ensured that the COVID-19 pandemic has been managed safely and in a responsible manner across our operations and within our host communities. Our focus has remained on employee health, wellbeing and safety throughout.
- Ensured that we actively monitor developments on vaccine strategy and ensured that guidelines were issued to the operations. Our teams continued to engage with business forums and national authorities across our operational jurisdictions.

DSP performance incentive outcome 2020: Interim CEO – four months

<table>
<thead>
<tr>
<th>2020 DSP performance year bonus outcome</th>
<th>Weighting</th>
<th>DSP Cash payment outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial performance targets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relative total shareholder return</td>
<td>10.0%</td>
<td>15.00%</td>
</tr>
<tr>
<td>Absolute total shareholder return</td>
<td>10.0%</td>
<td>15.00%</td>
</tr>
<tr>
<td>nCroe</td>
<td>15.0%</td>
<td>22.50%</td>
</tr>
<tr>
<td>Production</td>
<td>12.5%</td>
<td>17.62%</td>
</tr>
<tr>
<td>All-in sustaining costs ($)m</td>
<td>15.0%</td>
<td>18.17%</td>
</tr>
<tr>
<td>Ore Reserve additions pre-depletion (Moz)</td>
<td>6.25%</td>
<td>9.38%</td>
</tr>
<tr>
<td>Mineral Resource additions pre-depletion (Moz)</td>
<td>6.25%</td>
<td>6.01%</td>
</tr>
<tr>
<td>Safety, health, environment and community</td>
<td>19.5%</td>
<td>14.25%</td>
</tr>
<tr>
<td>Core value: people</td>
<td>5.5%</td>
<td>4.50%</td>
</tr>
<tr>
<td>Total % for company performance:</td>
<td>105.0%</td>
<td>116.57%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Organisational performance weighting:</td>
<td></td>
<td>80.00%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>=</td>
</tr>
<tr>
<td>A - Organisational performance weighted outcome:</td>
<td></td>
<td>93.3%</td>
</tr>
</tbody>
</table>

Individual performance results
- Actual individual targets and strategic objectives are not disclosed in order to maintain commercial confidentiality in competitive markets.

Individual performance weighting:
- 20.00%
- X
- Performance rating bonus correlation: 125.00%
Non-executive directors’ fees and allowances

The board elected not to take an increase in 2020, given the COVID-19 pandemic. Non-executive directors have not received an increase in their fees since 2014. Note that while the fees have not changed, the absolute figures will vary according to the number of meetings held in a particular year.

The table below details the fees payable to non-executive directors in accordance with the company’s shareholder approved policy together with allowances paid in the year. It is to be noted that certain of the non-executive directors either waived an element of their fees or

<table>
<thead>
<tr>
<th>Director</th>
<th>Total fees</th>
<th>Total allowance</th>
<th>Total</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>M Ramos</td>
<td>130,500</td>
<td>71,875</td>
<td>202,375</td>
<td>106,750</td>
<td>106,750</td>
</tr>
<tr>
<td>R Gasant</td>
<td>150,500</td>
<td>72,000</td>
<td>222,500</td>
<td>193,250</td>
<td>222,500</td>
</tr>
<tr>
<td>K Basia</td>
<td>63,500</td>
<td>28,500</td>
<td>112,000</td>
<td>103,250</td>
<td>103,250</td>
</tr>
<tr>
<td>A Ferguson</td>
<td>130,500</td>
<td>59,000</td>
<td>197,000</td>
<td>216,500</td>
<td>52,500</td>
</tr>
<tr>
<td>AH Garner</td>
<td>130,500</td>
<td>35,500</td>
<td>173,500</td>
<td>195,000</td>
<td>200,000</td>
</tr>
<tr>
<td>NP January-Bardill</td>
<td>33,500</td>
<td>16,625</td>
<td>50,125</td>
<td>185,750</td>
<td>197,500</td>
</tr>
<tr>
<td>N Magubane</td>
<td>130,500</td>
<td>40,000</td>
<td>170,500</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>MDC Richter</td>
<td>130,500</td>
<td>67,000</td>
<td>208,750</td>
<td>230,250</td>
<td>235,250</td>
</tr>
<tr>
<td>RJ Ruston</td>
<td>33,500</td>
<td>13,125</td>
<td>46,625</td>
<td>218,250</td>
<td>260,750</td>
</tr>
<tr>
<td>JE Tlk</td>
<td>130,500</td>
<td>67,875</td>
<td>208,375</td>
<td>230,250</td>
<td>210,750</td>
</tr>
<tr>
<td>SM Phiyane</td>
<td>329,000</td>
<td>77,250</td>
<td>406,250</td>
<td>386,750</td>
<td>441,000</td>
</tr>
<tr>
<td>Total</td>
<td>1,393,000</td>
<td>548,750</td>
<td>1,961,750</td>
<td>1,963,500</td>
<td>1,616,500</td>
</tr>
</tbody>
</table>

(1) Director joined on 1 August 2020
(2) Director joined on 1 January 2020
(3) Director resigned effective 7 December 2020
AngloGold Ashanti Limited
Registration No. 1944/017354/06
Incorporated in the Republic of South Africa
Share codes:
ISIN: ZAE000043485
JSE: ANG
NYSE: AU
ASX: AGG
GhSE: (Shares) AGA
GhSE: (GhDS) AAD
JSE Sponsor:
The Standard Bank of South Africa Limited
Auditors:
Ernst & Young Inc.
Offices
Registered and Corporate
76 Rahima Moosa Street
Newtown 2107
South Africa
Telephone: +27 11 637 6000
Fax: +27 11 637 6624
Australia
AMP Building
140 St George’s Terrace
Perth, WA 6000
Telephone: +61 8 9323 2000
Fax: +61 8 9323 2033
Ghana
Gold House
Patrice Lumumba Road
(PO Box 2665)
Accra
Telephone: +233 303 773400
Fax: +233 303 778155

Directors
Executive
KC Ramon ^
(Interim Chief Executive Officer)
Non-executive
MDC Ramos ^ (Chairman)
KOF Busia°
AM Ferguson *
AH Garner °
R Gasant °
NWB Magubane °
MC Richter °
JE Tilk °
*British °Panamanian ° South African °Ghanaian

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