

## Company Information Report

### Contact Details

| Home Country: | Postal Address:          | Postal Address: | City:        | Area code: | Head Office Telephone: | Email: | Website:                      | Company Registration Date:: | Latest Annual Report: | Recording Currency: |
|---------------|--------------------------|-----------------|--------------|------------|------------------------|--------|-------------------------------|-----------------------------|-----------------------|---------------------|
| South Africa  | De Beers Societe Anonyme | BP591, L-2014   | Luxembourg 0 |            | +352 (0)264 8711 0     |        | http://www.debeersgroup.com 0 |                             | 2012/12/31            | USD                 |

### GUF Information

| GUF in this sector: | Signed an IFA: | IFA signing Date: |
|---------------------|----------------|-------------------|
| IndustriALL         | No             | 0                 |

### Sector Information

| Sector:  | Stock Exchange Listings: | Major Competitors:   |
|----------|--------------------------|--|
| Mining 0 |                          | ALROSA (market share above 20%) include Rio Tinto, BHP Billiton and Aber, each of which holds a market share of below 10%. |

### Five Major Shareholders

|  |
|--|
| <b>85%</b><br>AngloAmerican                          |
| <b>15%</b><br>Government of the Republic of Botswana |
| <b>0%</b>  |
| <b>0%</b>  |
| <b>0%</b>  |

# Company Performance Report

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## Company Performance in US Dollars - USD

| Year End: | Revenue:      | Profit Before Tax: | Assets:       | Liabilities:  |
|-----------|---------------|--------------------|---------------|---------------|
| 2008      | 6,888,000,000 | 945,756,953        | 7,093,000,000 | 4,465,000,000 |
| 2009      | 3,840,000,000 | 93,000,000         | 6,936,000,000 | 4,764,000,000 |
| 2010      | 6,213,046,234 | 912,346,248        | 7,344,228,720 | 3,725,501,944 |
| 2011      | 7,378,000,000 | 1,275,000,000      | 6,713,000,000 | 2,624,000,000 |
| 2012      | 6,074,000,000 | 815,000,000        | 0             | 0             |

**Company Performance in South African Rand - ZAR**

| <b>Year End:</b> | <b>Revenue:</b> | <b>Profit Before Tax:</b> | <b>Assets:</b> | <b>Liabilities:</b> |
|------------------|-----------------|---------------------------|----------------|---------------------|
| 2008             | 56,963,760,000  | 7,821,410,000             | 58,659,110,000 | 36,925,550,000      |
| 2009             | 32,409,600,000  | 784,920,000               | 58,539,840,000 | 40,208,160,000      |
| 2010             | 43,137,180,000  | 6,334,420,000             | 50,990,980,000 | 25,866,160,000      |
| 2011             | 52,700,000,000  | 9,107,142,857             | 47,950,000,000 | 18,742,857,143      |
| 2012             | 50,616,666,667  | 6,791,666,667             | 0              | 0                   |

# Company Performance Changes Report

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Company Revenue - ZAR

Company Revenue - USD

Company Profit Before Tax - ZAR

Company Profit Before Tax - USD

# Company Directors Report

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**CEO Biography - USD:**

| Year End: | Director Surname: | Director Name: | Director Gender: | Full Year on Board?: | Full year in position?: |
|-----------|-------------------|----------------|------------------|----------------------|-------------------------|
| 2008      | Penny             | Gareth         | Male             | Yes                  | Yes                     |
| 2009      | Penny             | Gareth         | Male             | Yes                  | Yes                     |
| 2010      | Brown             | Stuart         | Male             | Yes                  | No                      |
| 2010      | Cleaver           | Bruce          | Male             | Yes                  | No                      |
| 2010      | Penny             | Gareth         | Male             | No                   | No                      |



**CEO Remuneration - USD:**

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other: | Total Annual: | LTI Payment: | Total Including LTI: |
|-----------------|---------|-----------|------------|--------|---------------|--------------|----------------------|
| 2008            | 0       | 0         | 0          | 0      | 0             | 0            | 0                    |
| 2009            | 0       | 0         | 0          | 0      | 0             | 0            | 0                    |
| 2010            | 0       | 0         | 0          | 0      | 0             | 0            | 0                    |

**Executive Director Remuneration - USD:**

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus | Other: | Total Annual: |
|-----------------|-------------|---------------|------------|--------|---------------|
| 2008            | 5           | 0             | 0          | 0      | 0             |
| 2009            | 5           | 0             | 0          | 0      | 0             |
| 2010            | 5           | 0             | 0          | 0      | 0             |
| 2011            | 4           | 0             | 0          | 0      | 0             |

**Non-Executive Director Remuneration - USD:**

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|-----------------|--------------|-------------|--------------|
| 2008            | 7            | 0           | 0            |
| 2009            | 8            | 0           | 0            |
| 2010            | 9            | 0           | 0            |
| 2011            | 9            | 0           | 0            |

**CEO Remuneration - ZAR:**

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other | Total Annual | LTI Payment | Total Including LTI |
|-----------------|---------|-----------|------------|-------|--------------|-------------|---------------------|
| 2008            | 0       | 0         | 0          | 0     | 0            | 0           | 0                   |
| 2009            | 0       | 0         | 0          | 0     | 0            | 0           | 0                   |
| 2010            | 0       | 0         | 0          | 0     | 0            | 0           | 0                   |

**Executive Director Remuneration - ZAR:**

| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration | Average Salary | Average Remuneration |
|-----------------|-------------|---------------|---------------------------|----------------|----------------------|
| 2008            | 5           | 0             | 0                         | 0              | 0                    |
| 2009            | 5           | 0             | 0                         | 0              | 0                    |
| 2010            | 5           | 0             | 0                         | 0              | 0                    |
| 2011            | 4           | 0             | 0                         | 0              | 0                    |

# Company Directors Fee Changes

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CEO Salary - ZAR

CEO Salary - USD

**CEO Remuneration - ZAR**



**CEO Remuneration - USD**

**Average Executive Director Salary**

Average Non-Executive Director

# Company Employees Report

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**Total Employee Count:**

| Year End: | No. Employees: | No. Contractors | Total Workforce |
|-----------|----------------|-----------------|-----------------|
| 2008      | 0              | 0               | 17222           |
| 2009      | 0              | 0               | 13320           |
| 2010      | 0              | 0               | 0               |
| 2011      | 0              | 0               | 12124           |
| 2012      | 0              | 0               | 0               |

**Countries of Operation:**

| Country of Operation: | Is This the Home Country? | Is There a Recognition Agreement? | Country notes  |
|-----------------------|---------------------------|-----------------------------------|--|
| Botswana              | No                        | No                                | Debswana is a 50/50 private-public partnership between De Beers and the Government of the Republic of Botswana. Damtshaa, Jwaneng, Lethakane, Oraapa. About 12,000 (92.3%) of these employees were based at our exploration, mining and support functions in Africa.             |
| South Africa          | Yes                       | No                                | De Beers Consolidated Mines: 74/26 BEE Partner Ponahalo Holdings, established 1888); Venetia, Voorspoed, Namaqualand, Finsch, Kimberley, South African Sea Areas. About 12,000 (92.3%) of these employees were based at our exploration, mining and support functions in Africa. |
| Namibia               | No                        | No                                | Namdeb - 50% de Beers, 50% Namibian Government. Alluvial contractors, Elizabeth Bay, Mining Area1, Orange River, Atlantic 1. About 12,000 (92.3%) of these employees were based at our exploration, mining and support functions in Africa.                                      |
| Canada                | No                        | No                                | OUT OF AFRICA: Snap Lake (underground) and Victoria (open pit) , Established 1998.   |

**Total Employee Count:**

| Country:     | Year End: | No. Operations | No. Employees: | No. Contractors: | Total Workforce: | Union(s): | Degree of Unionisation: | Min Wage (Local) Per Month: | Min Wage USD (Per Annum): | Min Wage USD (Per Annum): |
|--------------|-----------|----------------|----------------|------------------|------------------|-----------|-------------------------|-----------------------------|---------------------------|---------------------------|
| South Africa | 2012      | 0              | 0              | 0                | 0                | NUM       | 0                       | 0                           | 0                         | No                        |
| Botswana     | 2012      | 0              | 0              | 0                | 0                | 0         | 0                       | 0                           | 0                         | No                        |
| Canada       | 2012      | 0              | 0              | 0                | 0                | 0         | 0                       | 0                           | 0                         | No                        |
| Namibia      | 2012      | 0              | 0              | 0                | 0                | MUN       | 0                       | 0                           | 0                         | No                        |