



Mining the Resource, Enriching the Nation



Report to Stakeholders 2010 - 2011

Shaping the Future for Sustainable Development



Report to Stakeholders 2010 - 2011

Shaping the Future for Sustainable Development

Our Purpose

To turn diamond dreams into lasting reality.

Our Vision

To be a global benchmark diamond business.

Our Mission

We mine and recover diamonds safely, optimally and responsibly.

Our Values



Be Passionate

We will be exhilarated by the product we sell, the challenges we face and the opportunities we create



Pull Together

Being united in purpose and action, we will turn the diversity of our people, skills and experience into an unparalleled source of strength



Build Trust

We will always listen first, then act with openness, honesty and integrity so that our relationships flourish



Show We Care

The people whose lives we touch, their communities and the nations and the environment we share, all matter deeply to us. We will always think through the consequences of what we do so that our contribution to the world is real, lasting and makes us proud



Shape the Future

We will find new ways. We will set demanding targets and take both tough decisions and considered risks to achieve them. We will insist on exceptional excellence and reward those who deliver

Contents

4	Debswana Board of Directors
5	Debswana Management
6	Performance Overview by the Managing Director
11	About Debswana Diamond Company
12	2010 at a Glance
17	Corporate Governance
19	Strategy
22	Environment, Community, Occupational Health and Safety (ECOHS)
25	People
26	Community Development and Outreach
32	Major Projects
37	Mining Operations
47	Financial Performance for the year ended 31 December 2010
52	Glossary

Debswana Board of Directors



Mr. N. F. Oppenheimer
Chairman



Mr. E. M. Molale
Deputy Chairman



Mr. S. M. Brown



Mrs. L. K. Mohohlo



Dr. A. L. Molokomme



Mr. D. N. Moroka



Mr. S. M. Sekwakwa



Mr. B. B. Paya



Mr. J. A. Thamage
(Retired March 2011)



Mr. S. H. Brennan
(Effective March 2011)



Mr. B. Marole
*Managing Director
(Retired December 2010)*



Mr. J. K. Gowans
*Managing Director
(Effective January 2011)*

Debswana Management



Mr. Jim Gowans
Managing Director



Mr. Steve Axcell
Deputy Managing Director



Mr. Tabake Kobedi
*Group Manager
Finance*



Mr. L. Boyce Sebetela
*Group Manager
Corporate Strategy*



Mrs. Ntoti Moseithe
*Group Manager
Human Resources*



Mr. Bonny Thebenyane
*Group Secretary and Corporate
Services Manager*



Mr. Balisi M. Bonyongo
*General Manager
Jwaneng Mine*



Dr. Adrian Gale
*General Manager
Orapa and Lethakane Mines*



Mr. Albert Milton
*General Manager
Morupule Colliery Limited*



Mrs. Ludo Tema
Legal Counsel



Mr. Fred Jansen
*Group Manager
Safety, Health and Environment*



Mr. Mpho M. Kewakae
*Group Manager
Security Liaison*



Mrs. Esther V. Kanaimba-Senai
*Group Manager
Public and Corporate Affairs*



Ms. Tshego Modise
*Group Manager
Internal Audit*



Performance Overview by the Managing Director

- *Safety, Health and Environment*
- *Production*
- *Projects*
- *Cost Management*
- *Stakeholder Engagement*
- *Future Outlook*

I am pleased to present the inaugural Debswana Report to Stakeholders, an annual publication that will showcase operational performance and deal in more depth with issues related to our role in Botswana's socio-economic development, our sustainability programmes as well as our corporate social responsibility and investment work within communities in which we operate and across the entire country.

This is the first step we are taking towards complying with the Global Reporting Initiative (GRI) sustainability reporting framework which focuses on reporting on

environmental, social and governance performance in order to demonstrate our commitment to sustainable development.

SAFETY, HEALTH AND ENVIRONMENT

Safety continues to be our number one priority and in 2010 it was one of our major challenges especially if we compare to 2009 when our performance was better. Just as we were about to celebrate the second consecutive fatality free year, disaster struck in December 2010 at the new Orapa Power Station and we regrettably lost a life.



Mr. Jim Gowans
Managing Director

I am pleased to report that both our operations, Orapa and Letlhakane Mines as well as Jwaneng Mine, maintained their ISO 14001 and 18001 certification.



Our Lost Time Injury Frequency Rate for the year was 0.19 against a target of 0.11. Notwithstanding these major setbacks, we are steadfast in our commitment to attain our zero harm target and in this respect we have taken major steps and launched a company-wide Safety Risk Management Programme, which aims to provide appropriate safety training for all employees.

On a positive note, I am pleased to report that both our operations; Orapa and Letlhakane Mines as well as Jwaneng Mine, maintained their ISO 14001 and 18001 certification.

Under the auspices of the Botswana Chamber of Mines, Morupule Colliery, a wholly-owned Debswana subsidiary, did us proud by emerging first at the 2010 annual Intermine First Aid competitions, Orapa and

Letlhakane Mines came second, while Jwaneng Mine came in seventh. It is my hope that Debswana will retain the two trophies and even snatch the third at the next competition.

On the health front, I am delighted to report that Debswana successfully launched the 'My Campaign' HIV/AIDS strategy, the objective of which is to ensure employees appreciate and optimally use and benefit from the company's Disease Management Programme and other wellness and HIV/AIDS service offerings.

Another achievement in this area was the re-accreditation of the Orapa and Jwaneng hospitals through the highly acclaimed Council of Health Services Accreditation of Southern Africa (COHSASA) in

recognition of the high level of service provided by the two hospitals.

In the area of environmental management, a key milestone in 2010 was the completion of the rehabilitation work at Mopipi dam, taking the dam to its natural flow for the first time in more than 25 years. This project demonstrated our commitment to environmental sustainability, in line with our promise of leaving a real and lasting legacy in the areas in which we operate and beyond.

Our company takes an active interest in conservation, and has created two viable game parks in the mining lease areas around its two principal mines, Jwaneng and Orapa. These parks provide a vital sanctuary for wildlife in areas where wildlife has otherwise been



forced out through encroachment, cattle-farming and poaching.

Production

Following a challenging 2009 due to the global recession, our mines recorded excellent performance in 2010, producing 22.2 million carats compared to 17.7 million in the previous year. The company sold 3.64 million carats higher than what had been budgeted for. This was due to good production in the last quarter of 2009, which was sold in the first quarter of 2010. This was also due to higher than budgeted selling prices and increased consumer demand. As at the first quarter of 2011, production remains below budget mainly as a result of lower than budgeted tons mined and tons treated due to poor availability in our mining fleets and process plants. It is evident

that lack of availability of equipment poses a threat to achieving the required production levels.

Mitigation plans have been put in place to ensure that the company achieves the revised target production by the end of the year. Diamond revenue for the same period was above the budget mainly as a result of the increase in diamond prices during the first quarter of this year.

Projects

Our company achieved a number of milestones in 2010. The Jwaneng Cut 8 project, Debswana's single largest investment since our inception 42 years ago, was commissioned and launched by His Excellency the President, Lieutenant General Seretse Khama Ian Khama, in December 2010. This P24 million project

has already created over 2000 jobs for Botswana during the construction phase.

Another major project that we undertook in 2010 is the construction of the 90 mega watts Orapa Turbine Power Plant which will go a long way in alleviating power shortage in Botswana and thus help curb business interruption due to power blackouts.

We also embarked on the expansion of the Morupule Colliery, which will see Botswana's coal production capacity treble from the current one million tons per annum to just over three million tons thus securing power supply to the nation for the medium term. The expansion project will cost close to P1.5 billion and is expected to be completed in 2012.



In pursuit of creating a high performance organisation, the Operations Review Project that we launched in 2008 has been completed and has laid the basis on which to deliver the goal of a high performing organisation operating at global benchmark performance levels, by 2013 and beyond.

Two major projects; the Cost and Operational Efficiencies Project (COEP) and Organisational Alignment (OA) are progressing very well and will contribute to our strategy of making Debswana a High Performance Organisation.

Cost Management

Following our commitment to conserve cash at every opportunity, without compromising any part of the business, our 2010 performance shows that we were

able to save a commendable 6% on our operating costs. The challenge is to ensure that there is no regressing on this achievement. We continuously preach cash conservation and encourage all our teams to come up with innovative ideas to conserve cash and do more with less.

STAKEHOLDER ENGAGEMENT

As part of our continued efforts to ensure we regularly inform our key stakeholders on pertinent business updates, 2010 saw a number of engagement sessions between management and employees, aimed at, among others, soliciting their input on how best to improve our business processes. These include the Managing Director's quarterly newsletter to employees, conversations with the Managing

Director and regular visits to the mines for face to face engagements.

Our external stakeholders are key to our business. Consequently Debswana undertakes various engagement sessions with external stakeholders to ensure they are kept abreast of developments in our business. In view of the diminishing resource at Letlhakane Mine which may result in its closure, an Environmental Impact Assessment was carried out in 2010 to determine the requisite sustainability action for the area. The company is committed to working closely with the communities and other key stakeholders in 2011 and beyond, to ensure a legacy post our mining operations.



Since taking office in January 2011, I have had an opportunity to engage various external stakeholders to give them an update on our performance as well as share with them the 'Debswana 2013 and beyond: A High Performance Organisation' strategy. The Gaborone and Francistown engagement sessions have been beneficial and value-adding, as discussions I had with the various business partners will go a long way in helping our company transition better into a global benchmark organisation.

FUTURE OUTLOOK

Over the next three years, Debswana will be focusing on maximising the long term value generation through improvements in productivity and efficiency essentially going through a significant cultural shift as it

strives to be a world-class operated mining company with world-class assets.

Improved returns will also position the company to lengthen its strategic business plan, as productivity gains help to partially offset the increasing costs of mining at deeper levels, and commodity and labour costs increase.

I wish to thank all Debswana stakeholders, particularly employees, the Botswana Mine Workers Union and the Board of Directors for warmly welcoming me to this great organisation that continues to play a significant role in the international diamond market and make a positive contribution to the lives of many Batswana. I pledge my utmost commitment to continuously work with all stakeholders as we take

Debswana to greater heights for the benefit of all Batswana.

Jim Gowans
Managing Director



Debswana Diamond Company Headquarters in Gaborone

About Debswana Diamond Company

Debswana Diamond Company (Pty) Ltd is a unique partnership between the Government of the Republic of Botswana and De Beers. The primary activity of the company is diamond mining and associated processes. Debswana operates the Orapa, Letlhakane, Jwaneng and Damtshaa Mines.

The four mines have contributed enormously to the economic growth of Botswana through diamond revenue. Debswana's mining operations have been largely responsible for transforming Botswana from an agriculturally based economy in the 1960s to a country that has consistently displayed one of

the highest economic growth rates in the world. Debswana is the world's leading diamond producer by value and has played a significant role in the transformation of Botswana's economy. It is the largest non-government employer and the largest earner of foreign exchange for Botswana.

In addition to the two mining sites, the company has corporate head quarters and a technical services centre in Gaborone. It employs 4911 people (May 2011).

The company was incorporated on 23rd June 1969 under the original name of De Beers Botswana Mining Company (Proprietary) Limited. The name of the company was subsequently changed to Debswana Diamond Company (Proprietary) Limited on 25th March 1992.



His Excellency the President Lieutenant General Seretse Khama Ian Khama officially launching the Jwaneng Cut 8 Project in December 2010

2010 at a Glance

Following is a summary of major activities that took place in 2010 and the first quarter of 2011

JANUARY

Sustainable environmental practices underpin our operations

Orapa and Letlhakane Mines continued with its efforts to rehabilitate the Mopipi Dam, which was a source of water for the mines in the 1970s and 1980s. Mopipi Dam was located on a naturally existing pan before being turned into a dam by Debswana, (then De Beers Botswana Mining Company), in the early '70s to impound water that could be drawn for use at

Orapa Mine. The drawing of water from this source continued until the mid 1980s and the dam was decommissioned in the early 1990s when Debswana turned to groundwater from well fields. In order to restore the dam to its natural state, OLM has, since 2007 been undertaking rehabilitation work on the dam, removing pumping infrastructure, a water pipeline, bund walls and canals that had been formed to divert water flow. To ensure that the rehabilitation work meets the standard required by Government, the mines worked closely with the Department of

Environmental Affairs and the Department of Water Affairs.

Morupule makes Debswana proud

Debswana's subsidiary, Morupule Colliery made the company proud when it was certified ISO 14001 and won the Botswana Inter-mines First Aid competitions. The Colliery also became the benchmark Colliery amongst 11 collieries audited by Anglo Technical Division for Ventilation, Occupational Health and Environmental Management (VOHE).

The audit focuses on the environmental monitoring systems which help in the prevention of methane explosions and fires through adequate and effective ventilation.

OLM attracts visitors from far and wide

Whether it is for educational, benchmarking or leisure purposes, Orapa and Letlhakane Mines once again attracted the attention of a wide spectrum of visitors during 2010. One of the high profile visitors to the mines was the Deputy Prime Minister of Zimbabwe, Hon. Thokozani Khupe.

MARCH

Selolwane appointed Personal Assistant to De Beers Group Managing Director

In March 2010, one of Jwaneng Mine's high potential employees, Lerang Selolwane instilled pride in many employees across Debswana as he was appointed Personal Assistant (Technical) to the then De Beers Managing Director, Gareth Penny. Lerang is now based in London where he continues to fly the Debswana and Botswana flags high.

Debswana Board Chairman's Site Visit accompanied by Managing Director

The then newly appointed Board Chairman, Gareth Penny, visited both Debswana mines to meet employees and get an update on the operations, especially major projects such as the Jwaneng Cut 8 and the 90 mega watt Orapa Turbine Power Plant.

APRIL

Jwaneng Mine Hospital achieves COHSASA accreditation

The Minister of Health, Honourable Reverend Dr. John Seakgosing applauded Jwaneng Mine Hospital for once again achieving the prestigious Council for



Zimbabwe's Deputy Prime Minister Hon. Thokozani Khupe (in brown suit) with her entourage and OLM employees during her visit to the Mine

Health Services Accreditation of Southern Africa (COHSASA) accreditation. Speaking at a ceremony to mark the achievement, Hon. Seakgosing asserted that the Jwaneng hospital was a true representative of Debswana's philosophy which notes that 'the company's entrepreneurial success should be underpinned by social and economic responsibility'. This, in reference to the service the hospital continues to provide to members of the public, by virtue of it being a referral hospital for the region.

The COHSASA certification recognises high level of service provided by the various disciplines within Jwaneng Mine Hospital, comparable to other international hospitals of the same level.

MAY

Orapa and Letlhakane Mines show most improvement in safety

Orapa and Letlhakane Mines were recognised by Botswana Chamber of Mines (BCM) for claiming the first position in the 2009 BCM Safety Competitions under the 'Improvement in Severity of Lost Time Injuries' category. This achievement came about as a result of the efforts that the mines had put into achieving the zero harm aspirations during the 2009 production year. These efforts included Visible Felt Leadership, improved risk assessments, follow up on accident remedial action plans and an overall commitment to zero harm by all employees.



The Jwaneng Mine GM Balisi Bonyongo (2nd L), Min of Health, Hon. Rev. Dr John Seakgosing (2nd R) and Dr. Thato Moumakwa (far right) receiving the accreditation certificate from Jacqui Stewart

Botswana looks to Orapa for solution to power shortage

Orapa is home to a 90MW peaking power station construction project, which will go a long way towards alleviating the power shortage in Botswana. In May 2010, the Minister of Minerals, Energy and Water Resources, Hon. Ponatshego Kedikilwe and members of the local media fraternity, graced Orapa and Letlhakane Mines, to tour this plant. The Orapa Power Station Plant consists of two 45MW dual fuel gas turbines designed and manufactured in the USA by General Electric. These units will initially operate on diesel, with an option to switch to coal bed methane gas at a later stage.

OCTOBER

Mine continues stakeholder engagement

Jwaneng Mine continued to honour its pledge of engaging crucial stakeholders on important business matters by hosting the Member of Parliament (MP) for Ngwaketse West, Honourable Mephato Reatile and Jwaneng Town Councillors. The party came on a tour of the Mine and visited the Cut 8 Contractors Camp, where they were welcomed by the General Manager, Balisi Bonyongo. In his welcome remarks, Bonyongo underlined the importance of their visit, adding that engaging them on important business updates was crucial as they are critical stakeholders to the Mine.

Red Area commended for a decade of safe production

The road to 'Zero Harm' was always bound to be full of challenges and 2010 has particularly been a multifarious year on the safety front. Whilst it was not smooth sailing across all departments, the Jwaneng Mine Red Area was consistently able to rise above challenges and achieve the monumental feat of a decade without a Lost Time Injury. This remarkable achievement will go a long way in motivating the rest of the workforce to ensure utmost adherence to all safety policies and procedures at all times, in line with the Debswana mission of mining diamonds safely, optimally and responsibly.

NOVEMBER

Cut 8 Legacy represents progress and development

The Jwaneng Mine Cut 8 Legacy project continued to make a mark in the community. In the wake of numerous projects implemented in and around Jwaneng, the Legacy Project, a brainchild of Jwaneng Mine, under the Cut 8 Project, and business partners has continued to make a positive impact on the people of Jwaneng and surrounding areas. Some of the beneficiaries were Morama Junior Secondary School and Dinonyane Primary School in Jwaneng. The project at Morama, spearheaded by Jet Demolition, involved the upgrade of toilet facilities and refurbishment of old furniture at the school, whilst at Dinonyane the legacy laid out pavement for use by pupils who use wheelchairs. The pavement was done by Kalcon.

Diamond Pipeline Education Workshops

The first ever comprehensive diamond pipeline education workshops for employees were held and attended by employees from across all three sites.



The MCL team scooped the 2010 Botswana Chamber of Mines First Aid competition



The MCL expansion project will see coal production at the Colliery triple from one million tons per annum to just over three million tons

Participants were given insights on exploration, mining, sorting and valuing, cutting and polishing, sales and marketing, the Kimberly Process Certification Scheme and the work done by the Diamond Hub. Employees also got an opportunity to go on educational tours to the Diamond Trading Company Botswana (DTCB), the Gemmological Institute of America laboratory and the following manufacturing companies: MotiGanz, Dalumi, Laurelton, Shrenuj, Yerushalmi Bros, Hearts & Arrows Cutting Works and Eurostar.

Morupule to transform Botswana's economy

The Morupule Colliery expansion project ground breaking ceremony was one of the major highlights of the year. Speaking at the event, the Vice President, Lieutenant General Mompoti Merafhe said the

expansion of the Morupule Colliery will transform Botswana's economy and make the country self-sufficient in power generation.

"This project signifies an historic and momentous milestone in the evolution of our country. Botswana will, one day, because of this project, export surplus electricity to her neighboring states" he said. The expansion project will cost close to P1.5 billion and is expected to be completed in 2012.

President Khama launches Cut 8 Project

One of the biggest milestones for Debswana was the official launch of the Cut 8 project, Debswana's single largest investment project to date. The Cut 8 project will see the Jwaneng Mine lifespan increase by seven

(7) years to 2024. Giving a keynote address at the launch, His Excellency, the President of the Republic of Botswana, Lieutenant General Seretse Khama Ian Khama said: "For the local community of Jwaneng and the surrounding villages, Cut 8 will enable growth of existing businesses, create new business streams to supply the various aspects of the project and create new jobs. For the nation at large, Cut 8 represents the continuation of the 'diamonds for good or development story' and the furtherance of our well reasoned policy that says the mineral wealth of Botswana is to be shared by the whole nation and not just the people in whose district these minerals are found."

"I am thankful to Debswana employees, the Botswana Mine Workers Union and the Board of Directors, among others, for the support they have given me during my tenure at Debswana. This played a pivotal role in ensuring optimum delivery of my duties, especially during challenging times like the international recession."

– Former Managing Director, Blackie Marole, at his farewell dinner in Gaborone.

He further said that the Botswana diamond industry is making national history with the launch of the largest-ever single capital commitment in Botswana's private sector.

HIV/AIDS remains top of the agenda

Debswana reaffirmed its commitment to employee welfare by launching the 'My Health, My Wealth' HIV/AIDS campaign across all its operations. This is an educational drive on HIV/AIDS related issues which incorporates wider elements of wellness at the workplace and at home. It was designed to address among others, issues of stigma, voluntary testing and late registration into the Disease Management Programme (DMP) as well as wellness and safe sexual behaviours.

JANUARY 2011

Gowans takes the reigns at Debswana

The new Debswana Managing Director – James (Jim) Kitchener Gowans assumed his role taking over from Blackie Marole who retired at the end of December 2010. Gowans was appointed to the position of Managing Director by the Debswana Board of Directors towards the end of 2010. Prior



Debswana Board Chairman Nicky Oppenheimer presenting a gift to former Managing Director Blackie Marole at the latter's farewell dinner

to coming to Debswana, Jim had been responsible for the world's premier diamond mining portfolio as the Chief Operating and Technical Officer of the De Beers Group since February 2010. Before then, he was CEO of De Beers Canada for four years. Gowans is a Canadian citizen.

FEBRUARY 2011

Oppenheimer pays tribute to Marole

Following his retirement from Debswana in December 2010, the company hosted a farewell dinner for the former Managing Director, Mr Blackie Marole in February 2011. In his speech at the occasion, the Debswana Board Chairman, Mr Nicky Oppenheimer described the company's former Managing Director as a man of integrity, honesty and exceptional skill.

"Since his appointment at the helm of Debswana, Blackie Marole carried out his duties diligently and therefore contributed so positively to Debswana's growth, Botswana's development and the growth of the international diamond industry as a whole," he said.

For his part, Marole was thankful to Debswana employees, the Botswana Mine Workers Union and the company's Board, among others, for the support they gave him during his tenure at Debswana, which he said played a pivotal role in ensuring he optimally delivered his duties, highlighting how successfully the company managed the international recession that took many others down.



Corporate Governance

BOARD OF DIRECTORS

The Board is accountable for the company's activities and deals with all business of the company not specifically delegated to Management or Committees, and monitors the use of resources to achieve the aims of the company. It meets at least three times a year and has various sub-committees to support the discharge of its functions, each with specific terms of reference that are determined by the Board, namely: Technical Committee, Audit Committee, Remuneration and Nominations Committee and Corporate Social Investment Committee.

AUDIT COMMITTEE

The Audit Committee is an important element of the Board's system of monitoring and control, and, with the exception of the Managing Director who is an ex-officio member, comprises of directors who do not hold executive office within Debswana.

The Committee meets at least three times a year to monitor the adequacy of financial information reported to Shareholders, to monitor internal controls, accounting policies and financial reporting, as well as to provide a forum for communication

between the Board, external auditors and internal auditors.

REMUNERATION AND NOMINATIONS COMMITTEE (REMCO)

The Remuneration and Nominations Committee (RemCo) is a sub-committee of the Board, whose primary task is making recommendations on the compensation, incentivisation and performance targets of executive directors, as well as salary scales for executive management. In addition, RemCo's remit is to review and recommend for approval by



the Board, the structure and funding levels of any executive bonus and incentive schemes.

The committee also recommends proposals for Directors' fees to the Shareholders. It also recommends for approval by the Board, proposals for Senior Executive Management appointments, and endorses, prior to action being taken, decisions by the Managing Director to dismiss Senior Executive Management and provide assurance, if necessary, to the Board on disciplinary processes followed.

TECHNICAL COMMITTEE (TECHCO)

The Technical Committee is a sub-committee of the Board and its main focus is to consider, inter alia, technical issues, mining plans and proposals, capital

expenditure, and company budgets in addition to providing overall technical assurance to the Board and making appropriate recommendations for approval by the Board.

CORPORATE SOCIAL INVESTMENT (CSI) COMMITTEE

As a good corporate citizen, Debswana subscribes to the philosophy that its entrepreneurial success should be underpinned by social and economic responsibility.

In line with this ethos, Debswana's Corporate Social Investment (CSI) Policy is aimed at creating a legacy of prosperity and sustainability by partnering with both the communities in which it operates and the country in general.

Debswana's Corporate Social Investment (CSI) Policy is aimed at creating a legacy of prosperity and sustainability by partnering with both the communities in which it operates and the country in general.

The CSI Committee is a sub-committee of the Board whose role is to consider and approve projects as well as to recommend large projects to the Board for approval.

The committee may consult with community representatives whenever deemed appropriate to ensure that projects take into account their views and to foster buy-in from the communities.



Strategy

The company's strategic objectives for the period 2006 to 2010, commonly known as the North Star, focused on optimising the profitability of the open-pit operations. The over-arching objective was to generate distributable income of P70 billion during the period 2006 to 2010.

This was to be achieved through four strategic pillars, namely:

- Revenue Improvement
- Cost Containment
- Organisational Capability
- Sustainability

The targeted distributable income of P70 billion was to be achieved through revenue improvement of US\$735 million and cost savings of P1.40 billion.

Notwithstanding the impact of the global financial crisis which imposed severe cash constraints and reduced activity levels, notably in 2009, good results were achieved across all pillars.

Total distributions during the period amounted to P63.40 billion against a target of P70 billion, representing a shortfall of 9.5%.

Revenue Improvement of US\$1.39 billion was well above both the threshold target of US\$735 million and the stretch target of US\$815 million.

Revenue improvements at Orapa and Letlhakane Mines were on target, while higher plant utilisation at Jwaneng Mine produced results well above target.

Cost containment efforts by the operations yielded good results and the threshold target of P1.40 billion was achieved relative to a stretch target of P1.50 billion.

The conclusion of the Operations Review project, which delivered re-designed structures on the mines, filled with the correct people, has laid the basis on which to deliver the goal of a high performing organisation operating at global benchmark performance levels, by 2013.

THE NEW STRATEGY

Debswana 2013 and Beyond – A High Performance Organisation

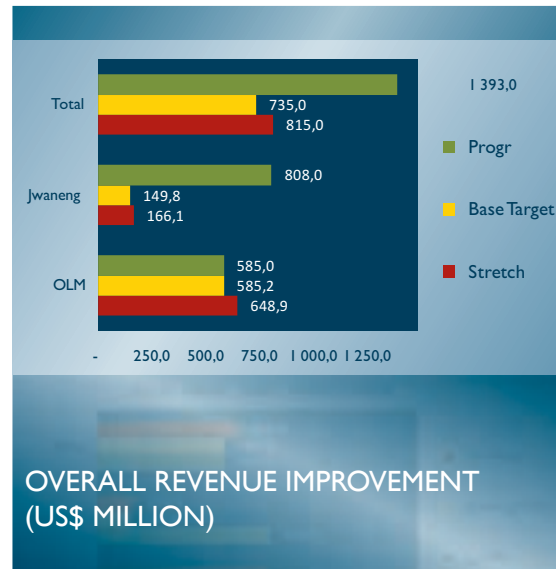
Debswana has developed a new three-year strategy named “Debswana 2013 and Beyond: A High Performance Organisation”. The main aim of this strategy is to transform Debswana into a cost and operationally efficient organisation by delivering global benchmark performance across its production and support functions.

The theme of the strategy is “Delivering The High Performance Promise”.

The promise of the strategy is: “We mine and recover diamonds safely, cost effectively and responsibly when measured against the highest global mining standards to deliver superior value always”. This promise is derived from a combination of the Debswana vision ‘To be a global benchmark diamond business’ and mission ‘We mine and recover diamonds safely, optimally and responsibly’.

The following are the measures of success for the strategy:

- Zero harm
- Zero environmental incidents
- Minimum negative impact on the environment and natural resources in areas in which we operate
- Significant improvements in productivity year in year out – Tons treated/employee and



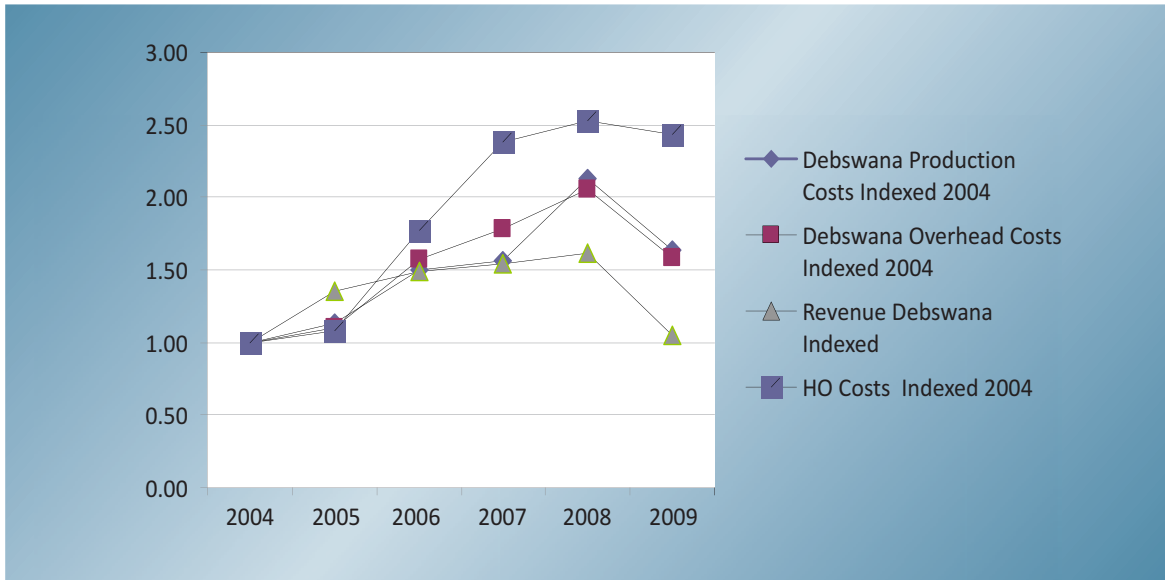
- Pula/ton treated etc.
- Extension of life of mines at Orapa and Letlhakane Mines and Jwaneng Mine even as the pits get deeper, wider and carats deplete
- Meet or exceed production targets – waste, ore, and carats
- Maximise value to communities, stakeholders and shareholders
- Deliver Shareholder expectations
- Have an engaged, talented and motivated workforce that continuously improves the relationship between output and input
- Proactive Mine closure planning and execution to comply fully with legal obligations and the creation of sustainable communities.

The Rationale for the New Strategy

While considerable progress has been made in the journey towards achieving the strategic goals for the period 2006 to 2010, there are still many challenges ahead:

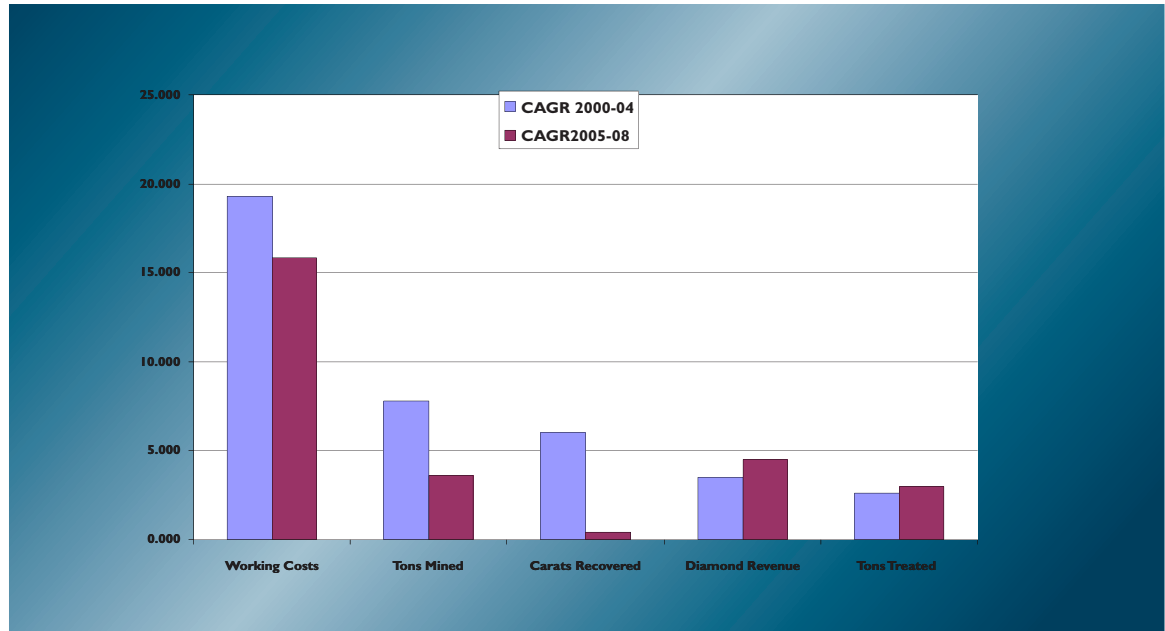
- The diagnostic phase of the Operations Review project confirmed that there are still significant opportunities for improvement, notably in the areas of safety, cost performance, maintenance practices, asset utilisation and overall productivity.
- While revenue and production have grown moderately from 2006-2010, growth in working costs has outstripped both as was the case during the period 2000-2004.
- The collapse of the global financial markets in 2008 has created an unpredictable and complex business environment that demands greater agility and flexibility for all organisations.
- Deepening and widening pits, aging plants/equipment and depleting ore resources demand greater productivity and efficiency improvements for Debswana to survive in an increasingly unpredictable global setting.
- Competition for talent is intensifying and becoming global.
- Whilst Debswana performance is admirable within the De Beers Family of Companies as demonstrated by lowest USD/ton treated and USD/carat recovered, we are still behind when compared to top mining companies in the world in key areas like cost structure (fixed/variable and core/support mix), asset utilisation (maintenance and availability) and core/support resource split.

The charts on the next page depict some of the findings of the diagnostic phase of the Operations Review project that clearly show some of the challenges the company faces.



STAKEHOLDER ENGAGEMENT ON THE NEW STRATEGY

A robust stakeholder engagement plan was implemented to communicate the new strategy which covered the Board of Directors, employees across all three Debswana sites (through face to face town hall meetings and regular written briefs), the Botswana Mine Workers' Union, key stakeholders sessions in Francistown and Gaborone as well as extensive media coverage through news releases and interviews.





Environment, Community, Occupational Health and Safety (ECOHS)

- Safety
- HIV/AIDS Impact Management
- Occupational Health and Hygiene
- Environment

SAFETY

Regrettably, a fatal accident occurred at the Orapa Turbine Power Plant Project on 13th December 2010, which is located within the Orapa lease area. A contractor employee moved between an excavator and a bund wall to retrieve his gloves and was hit by the counterweight of the excavator. The employee later died as a result of his injuries.

The company's Lost Time Injury Frequency Rate (LTIFR) was 0.19 compared to 0.09 in 2009. A total of 19 Lost Time Injuries (LTIs) were recorded

compared to six in 2009. These consisted of three in Gaborone (including the fatal incident that occurred on a construction site managed by Debswana Projects, Gaborone), 13 in Jwaneng and three in Orapa and Letlhakane Mines (OLM). Despite the Operations Review Project, both mining operations successfully maintained their respective OHSAS 18001 certification during 2010.

Ongoing safety improvement initiatives include the Incident Cause Analysis Method, the Fatal Risk Control Guidelines and the behaviour-based safety system Batlhabani (Safety Warriors) at Jwaneng Mine.

In August 2010 Management and the Union signed a new Safety and Health Agreement to outline the roles and responsibilities of internal SHE stewards and site SHE committees.

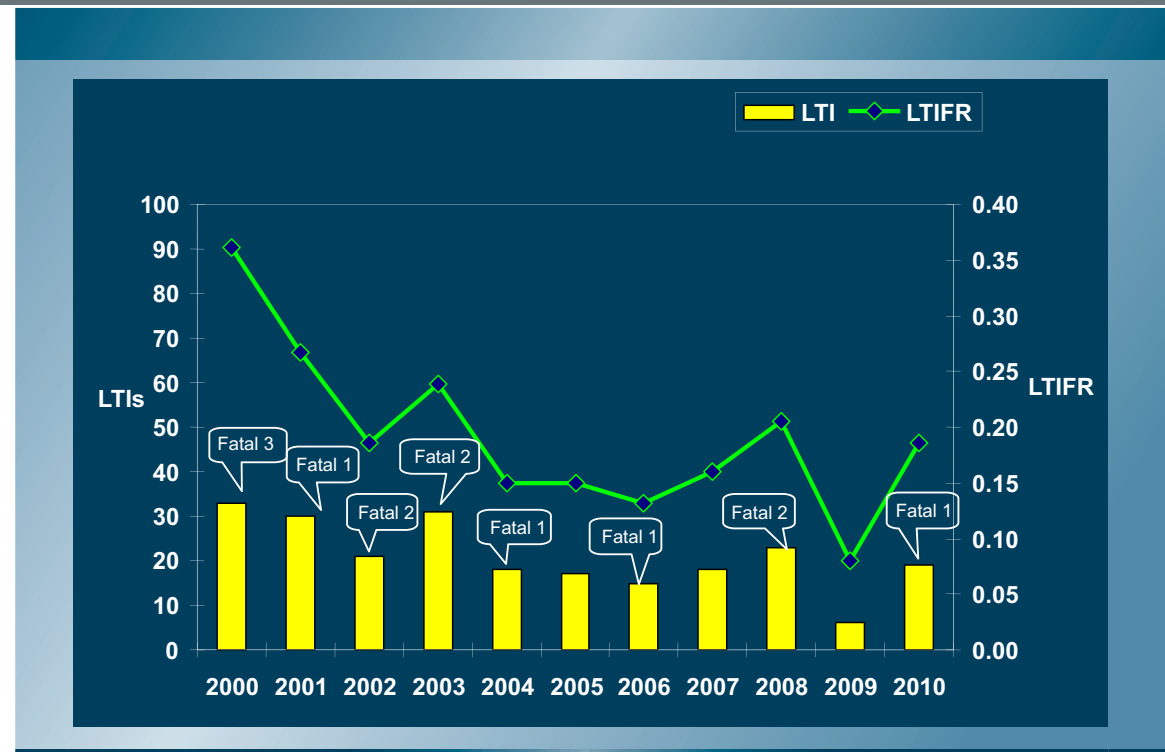
Debswana also adopted the Anglo Safety Risk Management Process as a key intervention towards inculcating the desired safety culture. All the operations started training for executives (A4) and managers (A3). This training will continue during 2011 in respect of the A2 (supervisory level) and A1 (general employees) levels.

HIV/AIDS IMPACT MANAGEMENT

HIV and AIDS impact management remains at the centre of Debswana's efforts to sustain productivity levels in mitigation of this epidemic. A total enrolment of 1121 people, consisting of employees, their spouses and children was recorded on the Disease Management Programme (DMP) during the period compared to 1089 at the end of 2009.

Total ill-health retirements reduced by more than 50% from 27 in 2009 to 12 in 2010. Whereas AIDS related ill-health retirements constituted 37% (10 out of 27) of total ill-health retirements in 2009, this proportion has also significantly fallen to 25% (3 out of 12). This is indicative of the positive impact of the HIV/AIDS programme on morbidity and therefore productive time. Total deaths in service barely changed between the two years (19 in 2010 compared to 18 in 2009). However, deaths attributed to HIV/AIDS notably increased from five (28%) in 2009 to 8 (42%) in 2010. This is a worrisome observation that will continue to be monitored closely to ensure prolonged productive lives as intended by the DMP.

Many of the programme's challenges continue to be around behaviour change. Therefore, a programme



Debswana Lost Time Injury History

themed 'My Campaign' under the tagline 'My Health, My Wealth' was rolled out in 2010 to emphasise the importance of personal responsibility for appropriate behaviour and personally claiming the proposed benefits.

As part of the HIV and AIDS Communication framework, 'My Campaign' aims to promote the DMP and other services offered while also addressing, inter alia, issues of stigma, voluntary testing, late registration, safe sexual behaviour and general wellness issues.

The partnership between Debswana and the Botswana Government's anti-retroviral therapy initiative (MASA) at the mines' Infectious Disease Care Clinics (IDCCs) continued to contribute significantly towards national efforts for widespread

access to anti-retroviral therapy (ART) by eligible Botswana citizens. At year end, these clinics had attended to over 8000 HIV positive non-Debswana employees residing in communities surrounding the company's mining operations.

OCCUPATIONAL HEALTH AND HYGIENE

The Health Departments at OLM and Jwaneng Mine continued to provide comprehensive services by occupational health specialists. The clinics in Jwaneng and Orapa also continued to serve as health centers for the local community.

A risk-based medical surveillance program based on the Homogeneous Exposure Groups (HEGs) was compiled from occupational health risk assessments.



There was a higher requirement for fit-for-duty assessments as a result of increased workers, mainly due to the Jwaneng Cut 8 Project.

Routine occupational hygiene monitoring at Jwaneng Mine and OLM was undertaken by a contractor company. Efforts are in progress to create internal occupational hygiene capacity to improve the monitoring and control of occupational health exposures. The major occupational hygiene hazards applicable to Debswana include exposure to noise, dust and posture (ergonomics).

ENVIRONMENT

No major environmental incidents were recorded for the year. Six moderate incidents were recorded for

both OLM and Jwaneng Mine, four of which related to pollution (diesel spillages) while the remaining two were resource wastage (water leaks).

Both OLM and Jwaneng Mines maintained their ISO14001 certifications while Morupule Colliery attained certification status.

Environmental Management Plans for both operations have been submitted to the regulatory authorities and final approval is awaited.

Mopipi Dam rehabilitation activities were concluded and a completion audit by the Department of Environmental Affairs is to be undertaken during 2011.

Consultants were engaged to undertake a review of Mine closure plans, including the socio-economic and bio-physical aspects. The full Mine closure plans are expected to be finalised by the end of 2011.

Power consumption for 2010 at the various operations was as follows:

- Jwaneng Mine – 193 GWh compared to 152 GWh in 2009
- OLM – 256 GWh compared to 183 GWh in 2009

Water consumption for 2010 at the various operations was as follows:

- Jwaneng Mine – 5.96 Mm³ (2009: 7.35 Mm³)
- OLM – 11.79 Mm³ (2009: 6.83 Mm³)



People

REVIEW OF MINING OPERATIONS PROJECT

As part of the organisational capability pillar of the North Star Strategy 2010, Debswana embarked on the Operations Review Project at the end of July 2008. Due to the impact of the project towards ensuring future operational efficiency, excellence and sustainability, a business decision was taken to continue with the Operations Review Project despite the onset of the global economic downturn.

The high-level project objective was to create a high performance organisation which achieves production and safety targets while maintaining benchmark unit cost performance. This project was geared towards delivering an effective “best fit for purpose” mining business model with optimal staffing levels, to improve organisational effectiveness and foster a culture of execution in order to sustainably achieve high levels of productivity in line with global benchmarks.

The project aimed at improving performance metrics, such as profit to revenue ratio, total cost per unit production, ratio of unplanned to total maintenance

time, tons moved per employee and speed of decision-making.

In March 2011, an Organisational Alignment exercise was launched as a follow-up to the Operations Review exercise, to further optimise functions, processes, structures, headcount, support/ core mix, spans of control and management operating systems company-wide towards global benchmarks. This exercise is scheduled to be completed in September 2011.



Community Development and Outreach

In pursuit of making a long lasting contribution to Botswana's socio-economic growth, Debswana launched a Corporate Social Investment (CSI) project in 2006. To date, the company has partnered with various institutions and non-governmental organisations through projects that have and continue to make sustainable impact to individuals and communities.

SUSTAINABILITY

The need to comply with Best Practice Principles (BPPs), Responsible Jewellery Council (RJC) and

Global Reporting Initiative (GRI) guidelines on sustainability reporting has necessitated a new approach to robust community engagement as well as integrated reporting, taking into account issues of sustainability. Debswana has put in place programmes that aim to ensure the social, environmental and economic sustainability of the areas around its mines in order to leave a lasting legacy post diamond mining.

Letlhakane Mine Closure Plan

Debswana Orapa and Letlhakane Mines are currently updating preliminary Mine closure plans that were developed in 2005, to align to requirements of the

Anglo Closure Toolkit. The work entails updating Orapa and Damtshaa plans to draft status while Letlhakane closure plan is being fast tracked to final status. So far, specialised studies on groundwater impacts, vegetation and other environmental impacts have been completed at Letlhakane Mine. Implementation of the plans will follow immediately after finalisation and continue for the entire life of the mines. The plans will be incorporated into the existing Business Units action plans to enable easier execution and tracking of progress.



Animals at Orapa Game Park



The Mopipi river flowing into its natural channel after the rehabilitation

Debswana Game Parks

Through its Jwana and Orapa Game Parks, Debswana continues to provide a safe place for conservation of wildlife in line with its policy on conservation of natural resources. Protected plant species and various animals are kept at the game parks to protect and nurture biodiversity for future generations.

The game parks also provide an opportunity on conservation education for both school children and the public. To date, student from both districts continue to visit the game parks to learn about various animals and plants conserved inside the parks. Some of the animals at the parks include eland, wildebeest, giraffes, hartebeests and zebras.

Mopipi Rehabilitation

As part of its social responsibility and commitment to environmental protection, the Orapa and Letlhakane Mines completed the rehabilitation of the Mopipi Dam infrastructure in March 2011. In the 1970s, Debswana (then DeBeers), constructed a reservoir on the already existing Mopipi salt pan, in order to draw water for use by its Orapa Mine. This entailed creating two canals and several earth bunds including at Chikwe, Phorokwe and Mogotlho, to enable easy access of water by the mines.

The mines continued drawing water from the dam until the mid-1980s. In the early 1990s, the dam was decommissioned as Debswana turned to well-fields of water supply.

The rehabilitation work was commenced following an environmental impact assessment (EIA) that was conducted on the decommissioned dam infrastructure in 2004. The work included removal of earth bunds and backfilling of canals along the river channels. The rehabilitation work was completed successfully and the water now flows along the natural flow lines of the river.

STAKEHOLDER ENGAGEMENT

Debswana has undertaken a number of community engagement activities which included communities around the areas in which its mines are located as well as other communities across the country. Our commitment to work with our stakeholders is a central factor to maintaining sustainable community



Mining Lead – Cut 8 Project, James Kirby, updating visitors on Cut 8 developments. Amongst them is the Jwaneng area Member of Parliament Hon. Mephato Reatile (left)

development and enhanced community relations. This enables us to identify issues that are within our direct control and fall within the sphere of our responsibility.

Our community engagement and development is shaped not only by stakeholders and policy requirements but also by our belief that our mining operations should help in the generation of both economic and social capital for all affected communities.

Cut 8 Legacy Community Engagements

The Jwaneng Mine Cut 8 Legacy project engaged with Mabutsane and Moshupa Sub-districts in May 2010. The purpose of the engagement was for Jwaneng Mine Cut 8 Legacy Project to share the five

pillars of project legacy as well as the top 10 initiatives as identified by the project team. The project also improved school facilities at Lefhoko and Betesankwe.

Morupule Expansion Consultations

The industrial relations climate continued on a positive footing and this has provided a good foundation for the MCL Expansion Project. Organisational development initiatives to support the technical aspects of the Colliery expansion have been well received by all the stakeholders.

Consultation with community leaders and the farmers on the Mine expansion as well as the exploration work were undertaken to share relevant information.

Diamonds for Development Awareness Campaign

In its continued effort to promote public awareness on the value of diamond mining in Botswana in order to optimise the beneficial development impact of diamonds proceeds, Debswana continues to embark on various stakeholder consultation initiatives led by its Security Department at both OLM and Jwaneng Mines. The engagement sessions are aimed at disseminating information on the benefits of diamond mining to the economy of Botswana and promote better understanding of the law regarding diamond trading with the aim of discouraging illicit diamond trading in Botswana.

The target audience is the wider Botswana community, including employees, schools and the general public, mostly addressed through Kgotla meetings. In 2010, the OLM Security team participated at the Tati Nickel Mine 'Village of Learning' to share the message with employees of the Mine, situated in Francistown. Their Jwaneng Mine counterparts also embarked on various such initiatives across the Jwaneng area.

COMMUNITY DEVELOPMENT

Building sustainable social and economic benefits for local communities beyond the life of our mines is the other driving factor of our Corporate Social Investment. In 2010/2011 over P12 million was allocated for community development initiatives, some of which include the following:

Central Association of the Blind and the Disabled (CABD)

Debswana has invested over One Million Pula in the construction of the Central Association of the Blind and Disabled People Rehabilitation Centre in Mahalapye. The centre services people with



Tsodilo Community Development Trust during their visit to OLM



The Leopard Ecology Project incorporates wildlife conservation

disability in Mahalapye and surrounding villages of Dibete, Kalamare Sefhare, Pallaroad, Shoshong, Pilikwe, Mohalapitse, Shakawe, Tewane, Mmutlane, Bonwapitse and Machaneng. It houses administration offices, treatment and therapy rooms including occupational therapy, recreational and consultation rooms.

Equipment and furniture necessary for the smooth running of consultation, rehabilitation and treatment procedures was also purchased for the centre. Debswana continues to work in partnership with the CABD to address any challenges thereof.

“This is a good place. There is so much love and care here; I cannot thank Debswana enough for this facility. My child has suffered so much in the last nine

years. I had to take him to Serowe (hospital) for his therapy and it was exhausting and costly. Since the opening of the centre, life has been easier”, says Ms. Nora Otukile, mother of 18-year old physically disabled Pako Otukile, who has been a client of the Mahalapye Rehabilitation Unit for a year now.

Khutse Game Reserve – Leopard Ecology and Conservation

To reaffirm its commitment to environmental conservation Debswana has supported a conservation and education project called the Leopard Ecology Project in Khutse Game Reserve to the tune of P488 000 in the education component of the project. The project has two components; wildlife conservation and education on livestock management to the farmers. It is themed “Act Now for Tomorrow:

Create a Sustainable Future for Botswana’s Wildlife, Agriculture & People.” The facilitating organisation is the Khutse Leopard Trust. The project is meant to make farmers and herders of cattle-posts excellent managers of the resources in the area by equipping them with skills useful in managing the resources. The project is in seven cattle-posts of Dithampana, Mahuhumu, Makakamare, Kungwane, Moilwane, Mangadieie and Mokujwane, all of which are in Kweneng West.

The project has had a number of training workshops for farmers since 2009.

Tsodilo Hills World Heritage Site

The Diamond Trust Fund a non-profit making entity (a 50/50 partnership between Debswana and



Tsodilo Hills

De Beers Botswana) has funded the implementation of the Integrated Management Plan for the Tsodilo Hills World Heritage Site.

The Tsodilo Hills (Mountain of the Gods) is one of Africa's premier rock art sites and currently Botswana's only World Heritage Site. Over 4500 images have been painted at 400 sites, most of these date between 850AD and 1100AD. The site that is in Ngamiland, northwest of Botswana, consists of red and white images and rock engravings that portray wild and domestic animals, geometric patterns and humans. Tsodilo is also rich in archaeological finds.

Three rock shelters, (White Painting Shelter, Depression Rock Shelter and Rhino Cave) have been excavated. Tsodilo's timeless cultural heritage

is matched by its natural beauty. It is visited by the leopard, hyena, kudu, wild dog, elephant and the Tsodilo Rock Gecko that is found nowhere else in the world.

The Integrated Management Plan for the Tsodilo Hills World Heritage Site is directed at integrating the two communities of the Hambukushu and Ju! Hoansi (San) into the management process of the World Heritage Site at Tsodilo. This will ensure prevalence of suitable and complementary activities in the Buffer Zone making Tsodilo an important component of the Ngami land economy.

The project has so far progressed well and various projects are on board. The construction of the first phase of the staff houses has started.

Another key project output is a community training workshop on roles and responsibilities of trust members. Through the workshop, participants were equipped with leadership skills and good governance practices. It was also designed to build a good working relationship between the Tsodilo community and other project stakeholders. A total of thirty participants comprising members of the Tsodilo Community Development Trust (TCDT) Board and Village Development Committee attended the training. The project has developed a strong partnership between the Tsodilo Community Trust and Debswana and consequently ten community members and two project staff participated on a tour of Orapa Mine in September 2010.



One of the Tsodilo project boreholes



The specific objectives of the tour were:

- To familiarise Tsodilo Community Development Trust with Debswana's mining operations
- To expose them to some of the environmental conservation programmes undertaken by Debswana
- To provide them with information on other social responsibility initiatives undertaken by Debswana

- Support the development of commercially viable enterprises
- Contribute towards the creation of sustainable employment
- Promote beneficiation
- Facilitate the transfer of entrepreneurial skills
- Avail resources to support citizen entrepreneurs

Peo invests in companies over a period of 3 to 5 years using both debt and equity instruments. To date the company has achieved a 65% success rate from equity disinvestments. Peo's contribution towards supporting the investee companies has been significant and includes the provision of training and mentoring services. At least 70% of the Peo funded companies remained profitable during the recession due to the support offered to the entrepreneurs.

BUSINESS DEVELOPMENT

Peo Venture Capital (Proprietary) Limited

The Peo Venture Capital (a 50/50 partnership between Debswana and De Beers Botswana) was established in 1997 as a Corporate Social Responsibility initiative. Its objectives are to:

At inception, the two Shareholders contributed P40 million capital and to date at least 60 companies have benefitted from this fund with a total disbursement of over P36 million. Approximately 1362 job opportunities have been created and sustained with total salary payments of over P10 million per annum.



Major Projects

Cut 8 will transform Jwaneng into a 'super-pit', one of the largest open cast mines in the world. It is a huge and technically challenging undertaking.

CUT 8 PROJECT

The Cut 8 extension to Debswana's Jwaneng Mine represents an historic landmark in the 41-year partnership between De Beers and the people of Botswana. Diamond mining has played a fundamental role in transforming Botswana to the successful middle-income nation it is today. Diamonds currently contribute around one-third of GDP, and over 80% of foreign earnings. Roughly four out of every five dollars generated by the partnership contributes to government revenues. Jwaneng is the most valuable of Debswana's mines, contributing 60-70% of

Debswana's total earnings. The Cut 8 project will extend the life of the Mine to at least 2025. As well as contributing value to the economy it will bring local benefits to the Jwaneng community in the form of jobs, increased business for local and citizen-owned enterprises, and investment in social infrastructure such as housing, schools and hospitals.

Cut 8 will transform Jwaneng into a 'super-pit', one of the largest open cast mines in the world. It is a huge and technically challenging undertaking. It demonstrates both Debswana's commitment to maximising the life of Jwaneng, and Botswana's

ongoing leadership, in turning natural resources into shared national wealth.

Jwaneng Mine employs over 2,500 people in normal operations. An additional 1,400 jobs were created by Cut 8 in 2010, 86% of which have gone to Botswana citizens. In addition to providing direct employment, Cut 8 will enable the growth of new businesses and create opportunities for local suppliers through preferential procurement. To date, 51% of contracts awarded in relation to Cut 8 have been to citizen-owned or Botswana-based companies.

Cut 8 is expected to bring an influx of 2,000 additional people to Jwaneng town and the surrounding villages. To help support a thriving local community Debswana continues to engage in extensive community consultation, and to invest in the upgrade and development of local infrastructure and facilities.

The Cut 8 Legacy Project, which encourages contractor companies to fund social investment projects, has already seen several local schools benefit from new classrooms, computers and other equipment. In addition, Debswana is funding a P2.2 million (US\$324,000) project to extend the pharmacy and out-patient department of the Jwaneng Mine Hospital, built by local contractor, Majoboge Construction. The new facilities will allow better control of health care issues, patient flow, and infection control.

TURBINE PEAKING PLANT PROJECT

The overall project costs had trended positively mainly due to a favourable procurement BWP/US\$ exchange rate. Further savings were realised from competitive tendering and pricing for contracts. The forecast completion cost was currently P750 million against an approved project completion budget of



The Minister of Minerals, Energy and Water Resources, Hon. Dr. P. H. K. Kedikilwe (in Khaki) on a tour of the 90MW Orapa Turbine Power Plant

P850 million, representing savings of some P100 million.

Major equipment installation was completed, as well as all civil works on the Power Station while civil work on the Fuel Farm was nearing completion. In addition, construction of the Electrical Control Building (ECB) and Multi Functional Building had been largely completed with only minor touch-ups remaining.

The two 45MW dual fuel gas turbine generator sets and auxiliary skids had been installed and commissioning on both units commenced. One unit had been successfully fired while the other one was awaiting spares. The next step in the commissioning process would be excitation of the generators followed by power generation into the grid.

Installation and commissioning of the water treatment plant, compressors and fire pump station had all been completed. The temporary fuel facility was complete as were the major civil works on the main facility.

The change-over on the Botswana Power Corporation (BPC) 220kV substation had been carried out successfully with the interface between the substation and the power station completed and energised.

BPC had appointed an operating and maintenance entity which was established on site and fully engaged in the commissioning process.



MODULAR TAILINGS TREATMENT PROJECT (MTTP)

Procurement of a two million tons per annum Modular Tailings Treatment Plant (MTTP) was approved at the March 2008 Board meeting.

The MTTP was conceived with the objective of fast tracking project delivery and the acceleration of receipt of revenues from Debswana's tailings resource. The first pilot trial unit will be installed at Jwaneng Mine.

In 2009, as a means of preserving short-term cashflow in mitigation of the financial crisis, the Debswana Board gave approval for the project to convert to a Build, Own, Operate and Transfer (BOOT) model.

Following the abatement of the recession, in August 2010, the Board steered the project away from the BOOT contract approach and requested Management to reconsider an owner operated model. While work is being progressed on the revised scope, the project team is also using the time to further value engineer and reduce the capital cost of the plant. The overall objective is to engineer an even more compact design. The project team is targeting completion of this work by mid-2011 following which a decision will be required to proceed to the execution phase.

With the ongoing increase in the depth of Jwaneng Mine's pit, as well as an increased waste stripping ratio, the installation of the MTTP facility could assist in off-setting a portion of the increased mining costs by reducing the annual production ex-pit and

substituting this production with output from the MTTP, assuming that a market exists for the finer goods that will be recovered as per the existing Re-crush Plant.

MORUPULE EXPANSION PROJECT

In 2010, the Morupule Colliery Limited embarked on an expansion project that will see the Colliery's coal production capacity triple from the current one million tons per annum to just over three million tons. This increased production capacity will secure power supply to the nation for the medium term future making the country self-sufficient in power generation. The P1.5 billion project is expected to be completed in 2012 and is proceeding as scheduled and on budget. Furthermore, it is envisaged that the



Vice President, Lieutenant General Mompoti Merafhe at the ground breaking ceremony of the MCL Expansion Project

“The Morupule Colliery is a strategic asset to the nation of Botswana. Government has always taken a keen interest in the Coal Mine primarily because of its belief in the mine’s viability. This expansion project signifies an historic and momentous milestone in the evolution of our country.”

– Vice President, Lieutenant General Mompoti Merafhe at the ground breaking ceremony of the MCL Expansion Project.

expansion project will bring a substantial increase in employment activities at the Mine and for the greater Palapye area as a whole, thus contributing positively to Government’s efforts of growing the country’s economy and creating employment. At the beginning of 2011, the project launched a Corporate Social Investment (CSI) initiative, with a view to ensure it makes a long lasting contribution to the lives of the region in which it is based. This is in accordance with the Debswana CSI principle. In line with the Debswana ‘zero harm’ safety goal, the project team remains fully committed to ensuring they live upto this expectation by ensuring the safety of employees and all other stakeholders involved in the project with a Lost Time Injury free record to date.

“The Morupule Colliery is a strategic asset to the nation of Botswana. Government has always taken a keen interest in Coal Mine primarily because of its belief in the Mine’s viability. This expansion project signifies an historic and momentous milestone in the evolution of our country.

ON LEASE PROSPECTING PROJECT

The primary objective of this project is the discovery of new diamond bearing ore bodies within the existing Mine lease areas (Jwaneng and OLM). The secondary objective is the provision of better definition and confidence on known ore bodies, such as AK/3, AK/4, AK/5 and AK/15.

The Jwaneng work programme was completed in 2009 and no new kimberlites were discovered within the Mine lease area.

During 2010, focus had moved to the Orapa and Letlhakane Mine leases as well as prospecting lease area PL 149/2010. Ground gravity work on the Mine lease area was 60% complete (i.e. 135km² out of a total of 225km²) for the reconnaissance phase and five drill targets generated by the ground gravity work were drilled.

One of the five targets intersected kimberlite resulting in the discovery of a new kimberlite body within the Mine lease area. This kimberlite has been named AK25 and is a 1.3 to 1.8 hectare kimberlite blow on an E-W trending lineament. Initial mineral



chemistry results for this kimberlite suggest limited diamond potential.

In the deposit phase, 1,152 metres of core drilling was completed on the known kimberlites (BK01, BK15 and BK17) for geology, mineral chemistry and micro diamond sampling. Further work included down-hole geophysics and CSAMT (3-d geo-phys).

Some 2,033 kgs of kimberlite from the core drilling had been consigned to the De Beers diamond laboratories in South Africa for Mineral chemistry and micro diamond analyses.

Mida and macro samples (PL 149/2010 Jwaneng-08 and Jwaneng-10) were also sent to De Beers laboratories for micro and macro diamond analyses.



Mining Operations



Dr. Adrian Gale
General Manager

ORAPA AND LETLHAKANE MINES

Mining operations progressed satisfactorily during 2010 although some challenges were posed by low availability and reliability of earthmoving equipment. This mainly pertained to drill rigs (in the first half of the year) and frequent primary crusher breakdowns.

Crusher 3 showed signs of civil and structural instability which prompted remedial interventions and these will be sustained into the future. The dust suppression systems for both primary crushers require major overhaul and this is planned to be undertaken

in 2011. Despite these challenges some progress was achieved in improving ore deliveries. Contract mining was pursued to alleviate the problem of low drills availability and reliability, resulting in tangible progress being achieved in Quarter 4.

Orapa Mining Operations

Ore mined ex-pit amounted to 12.10 million tons and was 41% higher than 2009 output of 8.58 million tons. Waste mined at 12.67 million tons was 72% higher than the 7.39 million tons of waste mined in 2009. Total tons moved amounted to 27.30 million relative to the 18.65 million total tons moved in 2009.



Orapa Treatment Plants

Total ore treated at Orapa Mine's treatment plants amounted to 12.93 million tons in 2010, which represents a 47% increase relative to 8.82 million tons treated in 2009.

No.1 Plant treated 7.45 million tons of ore relative to 5.74 million tons treated in 2009. The difference arises from the three months shutdown of the plant in 2009. No.1 Plant's Dense Media Separation (DMS) section did not perform well and this affected carat recovery.

The planned upgrade of the North West circuit is still outstanding due to budgetary constraints. An upgrade of the circuitry is planned for 2011 to enhance diamond recovery.

No.2 Plant treated 5.47 million tons of ore relative to 3.08 million tons in 2009. The difference is attributed to the six-month long plant shutdown in 2009.

Completely Automated Recovery Plant (CARP)

The CARP recovered 10,786,473 estimated saleable carats, representing a 25% increase relative to 2009 performance of 7,542,968 carats. The CARP processed most of the concentrate from the treatment plants with some carry-over into 2011 coming from the Orapa No.2 and Letlhakane plants.

The percentage split of the OLM concentrate treated by the CARP for Orapa No.1 Plant, Orapa No.2 Plant and Letlhakane Mine Plant amounted to 22%, 59% and 12% respectively. Old Recovery Tailings (ORT)

concentrate contributed 7% of the total concentrate treated. The plant faced a number of challenges which presented risks to production output. These were shortages of compressed air, as well as worn-out sicon conveyor and dust extraction systems. To mitigate the shortage of compressed air, a spare compressor was sourced from Letlhakane Mine while awaiting purchase of a new unit in 2011.

The sicon conveyor was affected by a broken profile sling and patches along the belt. A replacement conveyor is scheduled for procurement in 2011. The CARP's replacement dust extraction system components were planned for installation but longer lead times were experienced. Therefore, replacement will now take place during 2011.



Letlhakane Mine

Despite the increased pit depth, mining operations at Letlhakane progressed well. The main challenges were long cycle times, pit stability risks and water challenges. Mining of the DK1 pit was deferred to Quarter 2 to allow for detailed geo-technical investigations.

The total ex-pit ore mined during the year was 3.13 million tons relative to 2.76 million tons in 2009. Total waste mined was 5.20 million tons relative to 2.24 million tons mined in 2009.

Waste stripping at DK2 pit to expose ore for 2011 mining was the main contributor for the variance while DK1 waste mining was minimal. Letlhakane Mine plant treated 3.31 million tons of ore in 2010

compared to 2.36 million tons in 2009. The difference is due to the three-month shutdown during 2009.

Damtshaa Mine

Damtshaa Mine was on care and maintenance during the year. Some of the upkeep work undertaken included opening up the DMS section of the plant and converting it from a pink to a blue security area. In addition, pit dewatering, slope monitoring and road maintenance works were carried out.

MINERAL RESOURCES MANAGEMENT

Geology Production

During the reporting period no bulk samples were treated by the Bulk Sample Plant (BSP) for all the operations due to the unavailability of the BSP

throughout the year. However, two samples from rock types SVK_M and NPK_GG were treated through the Orapa No. 2 Plant as part of the Focused Mining Project. One other sample was treated through the Letlhakane plant from DK2_MK. These totalled 242,396 carats and 198,320 carats respectively. The objective of the Focused Mining Project was to carry out geo-metallurgical characterisation of the tested rock types, as well as to collect input data for the grade and revenue estimation exercise.

The A/KI (1999) grade model was replaced by the new A/KI (2009) grade model, along with its modifying factors per rock type per plant. The 2009 grade model was based on the new 2007 geology model.



The density model incorporated density data from the Orapa Resource Extension Project (OREP-1) and the grade estimate included bulk sampling data that was collected post 1999 when the last grade model was released.

Orapa Resource Extension Project (Phase 2)

The objective of the Orapa Resource Extension Project Phase 2 (OREP2) is to increase the level of confidence of A/K1 pipe from the current inferred level to an indicated level of confidence in terms of grade and revenue (265 metres below ground level (mbgl) to 475mbgl) and to also obtain preliminary information from level 475mbgl to 685mbgl for Cut 3 pit optimisation and pre-feasibility studies for post Cut 3 mining.

The capital application for OREP Phase 2 Stage 1 was approved at the 2009 November Board meeting. Procurement for stage 1 was completed by March 2010 and the project work started in April 2010. Drilling of Stage 1 was completed in November 2010. The logging and sampling for MiDa is in progress. The MiDa samples will now be treated and the results are expected at the end of April 2011.

The capital application for OREP Phase 2 Stage 2 was also approved at the 2009 November Board meeting. The procurement process for Stage 2 is underway and scheduled for completion by the end of January 2011. The project is expected to deliver results in time for the 2013 Strategic Business Planning (SBP) process and before the commencement of Cut 3 waste stripping.

A/K 20 Delineation Drilling Project

Following completion of the Large Diameter Drilling campaign in 2006, a delineation drilling project was undertaken in 2008 to accurately determine the size, volume, shape and internal geology of the A/K20. The construction of the geological model was completed in 2010. This facilitated the completion of the first zonal grade and local block density estimate of A/K20, to a depth of 250 mbgl.

A deposit of about 10 million tons containing 2.90 million carats, at an average grade of 27cpt has been estimated but not yet classified.

Additional grade sampling is now required to develop a local block grade estimate for A/K20 and to recover sufficient stones to establish a revenue model.



The optimisation of this additional phase of grade sampling is scheduled for 2011.

OLM Slope Management

Monitoring of the OLM pits using the Geomos and the Slope Stability Radar (SSR) slope monitoring systems progressed well during the year. The Orapa Mine slope monitoring was focused on the Cut 2a Eastern side of AKI pit. This area was affected by numerous failures in 2006. Mining out the failure material improved slope stability by reducing ground deformations at the toe of the slope.

However, mining at Orapa has now exposed the Ntane and Mosolotsane Sandstone rock units on the eastern and southern sides of AKI pit.

The intersection of mudstone lenses presents a slope failure risk.

To reduce this risk, efforts are being focussed on improving the final wall blasting quality and scaling down loose rocks. Moreover, plans are in place to install cable bolts in some of the highly jointed sandstone slope faces. The reclassification of the AKI pit slope failure risk zones is in progress and the slope hazard zone map is being revised.

Monitoring of the DKI pit recorded deformations in the mudstone faces below the sandstone-mudstone contact. The sandstone forms the most unstable part of the DKI pit slope particularly where the North West – South East trending joints are parallel to the slope face.

There were no significant rock mass displacements recorded from the three extensometers on the edge of the Cut 4 east sandstone ramp suggesting that the area has stabilised. Close monitoring of this area remains a key focus area and the DKI pit slope failure hazard zone map was revised.



Mr. Balisi M. Bonyongo
General Manager

JWANENG MINE

The year 2010 saw a steady improvement in the economic climate with demand increasing to 80% of pre-crisis levels compared to only 33% in 2009.

However, the impact of deferring some repairs and maintenance work to conserve cash during the recession is now being felt. Therefore, some of this work needs to be robustly brought forward to improve the Mine's asset management practices in order to achieve 2011 targets and beyond.

Mining

Ore mined consisted of a blend from the three pipes, as well as some stockpile material. Total deliveries to the plant amounted to 8.20 million tons compared to

6.85 million tons in 2009 mainly due to the production shutdown in the latter reporting period. The bulk (36%) of this came from the North Pipe while the Centre Pipe contributed 23% and the South Pipe 8%. The remaining 32% was sourced from the stockpiles.

Total ore mined from the pit amounted to 6.71 million tons compared to 6 million tons in 2009. Head-feed carats to the plant amounted to 11.49 million compared to 9.39 million in 2009. A head-feed grade of 140 carats per hundred tons (CPHT) was achieved as compared to 137.22 CPHT in 2009. Waste stripped progressed from Cut 6's benches 24 to 26 while Cut 7 waste progressed to bench 17. Total waste stripped amounted to 28.83 million tons compared to 15.79 million tons in 2009.



Some of the challenges encountered in waste mining arose from low shovel availabilities due to mechanical and electrical breakdowns. As a result there is a net equivalent waste deficit of some 5.26 million tons which has to be mined out between 2011 and 2013 to maintain the current mining plan as well as to attain the Cut 7 bottleneck in 2013.

Jwaneng Mine moved a total of 58.72 million tons of material in 2010 (including Cut 8) compared to 23.73 million tons in 2009. The 240 ton trucks' availability was 79% at a utilisation of 74%, primarily due to low loading capacity caused by shovel breakdowns.

Mineral Processing

The Main Treatment Plant treated 8.20 million tons compared to 6.61 million tons treated in 2009.

The primary causes of plant downtime during 2010 were insufficient ore from mining, conveyor belt breakdowns and stoppages to remove lumps from the headfeed conveyors. The Treatment Integrated Action Plan continued in 2010 and this assisted in sustaining plant performance. The Recrush Plant treated 4.23 million tons in 2010 compared to 3.77 million tons in 2009.

Saleable diamond production amounted to 11.46 million carats compared to 9.04 million carats in 2009. The Mine Call Factor was 99% against a budget of 95% which is within the resource estimate tolerance limits. The Aquarium processed a total Debswana output of 22.35 million carats compared to 17.79 million carats in 2009.

MINERAL RESOURCES MANAGEMENT

Jwaneng Resource Extension Project (JREP)

JREP ramped up to full drilling capacity with the arrival of the second Schramm drill rig at the beginning of the year under review. Thirty three holes (12 Centre, 16 North and 5 South) totalling 15062 metres were drilled in 2010 against the original target of 19250 metres (78%). This represents 40% total drilling progress versus a target of 50% based on the original targets set before actual drilling started. During the course of 2010, significant drilling challenges were encountered with highly reactive kimberlite being intersected in areas where earlier drilling campaigns failed to consistently penetrate. Although much experimentation and optimisation of drilling fluids took place, the drilling fluids available were not able



to effectively inhibit the kimberlite and resulted in slower than planned drilling rates.

New drilling fluids used in the oil industry are expected to improve the drilling performance in difficult kimberlite areas. The heavy drilling equipment procured for this project has performed to expectation and has been able to consistently drill to depths that Phase I was not able to access. As a result of actual drilling rates not meeting the pre-start targets, a re-baselining study was undertaken in August 2010 based on demonstrably realistic drilling targets. The re-baselined targets have on average been met over the 4 months that they have been active and have been demonstrated to be realistic for planning purposes.

Drilling costs were higher than originally planned due to the difficult drilling conditions and have resulted in the re-forecasted total project cost increasing from P361 million to P395 million.

SUMMARY PRODUCTION STATISTICS

	2010	2009	Variance
Waste Moved (Tons 000)			
Damtshaa Mine	–	–	–
Jwaneng Mine	43,828	15,789	178%
Letlhakane Mine	5,200	2,237	132%
Orapa Mine	12,674	7,390	72%
Total	61,702	25,416	143%

	2010	2009	Variance
Ore Mined (Tons 000)			
Damtshaa Mine	–	60	(-100%)
Jwaneng Mine	6,705	5,997	12%
Letlhakane Mine	3,125	2,764	13%
Orapa Mine	12,059	8,576	41%
Total	21,889	17,397	26%

	2010	2009	Variance
Ore Treated (Tons 000)			
Damtshaa Mine	–	60	(-100%)
Jwaneng Mine	8,204	6,606	24%
Letlhakane Mine	3,307	2,362	40%
Orapa Mine	12,927	8,817	47%
Total	24,438	17,845	37%

	2010	2009	Variance
Carats Recovered (000)			
Damtshaa Mine	–	54	(-100%)
Jwaneng Mine	11,470	9,039	27%
Letlhakane Mine	1,206	1,066	13%
Orapa Mine	9,543	7,574	26%
Total	22,219	17,734	25%



Mr. Albert Milton
General Manager

MORUPULE COLLIERY LIMITED (MCL)

Morupule Colliery Limited is a wholly owned Debswana subsidiary, which commenced mining in 1973 to supply coal to the BCL Copper and Nickel Mine and the adjacent coal-fired power station in Selebi Phikwe. The Colliery has since expanded considerably, with the commissioning of the Morupule Power Station by the Botswana Power Corporation and the Botswana Ash (Botash) project at Sua Pan.

Safety, Health and Environment

In 2010, MCL recorded 5 Non Lost Time Injuries and no Lost Time Injuries. This was achieved notwithstanding the many contractors on site for the MCL Expansion Project. As at December 2010, MCL had operated for 40 months without recording a Lost

Time Injury. The last recorded Lost Time Injury was in August 2007.

The Colliery was awarded ISO14001 certification during the year after an intense preparation campaign which saw the successful implementation of a new environmental management plan.

Morupule Colliery Expansion Project

The expansion of the Colliery to supply approximately 3 million tons of coal per annum is proceeding as scheduled and on budget. In order to provide coal to the new Morupule B Power Station ahead of the Colliery's expansion completion date, the Colliery has embarked on a programme of stockpiling coal.



Funding for the expansion will be provided, on a project finance basis through a combination of shareholder funds (P400 million), Senior Loans from a consortium of banks (P1.2 billion) and internally generated funds.

Mining Operations

MCL produced 988,240 tons of coal in 2010 compared to 737,798 tons in 2009. The increase in production was mainly due to the need to build up strategic stockpiles in mitigation against delayed delivery of the expanded MCL plant that is under construction.

The strategic stockpiles will ensure adequate coal deliveries to Botswana Power Corporation upon its expansion as scheduled.

Mining operations were carried out in the South Main area at the beginning of 2010. A second section was opened in this area during the year and was relocated in December to further develop the West Main district coal resources as per Mine plan. Coal quality was generally satisfactory although there were situations of excessive generation of fines.

Underground environmental control was satisfactory with no significant methane or noxious gas incidents. The underground environmental monitoring system was fully operational and two audits of the system were carried out during the year which reported no major issues.

Coal Processing

Run of Mine coal treated through the Coal Wash Plant

(CWP Feed) increased considerably in 2010 due to improved thermal coal off-take, especially the BPC Power Station and an improved off take by Botash during the year. Washed coal production increased significantly from 116,750 tons produced in 2009 to 132,000 tons. A tighter control on operations led to an improvement in the quality (25.36MJ/Kg) of coal being delivered as compared to the previous year. Better overall plant yields were also achieved during the year.

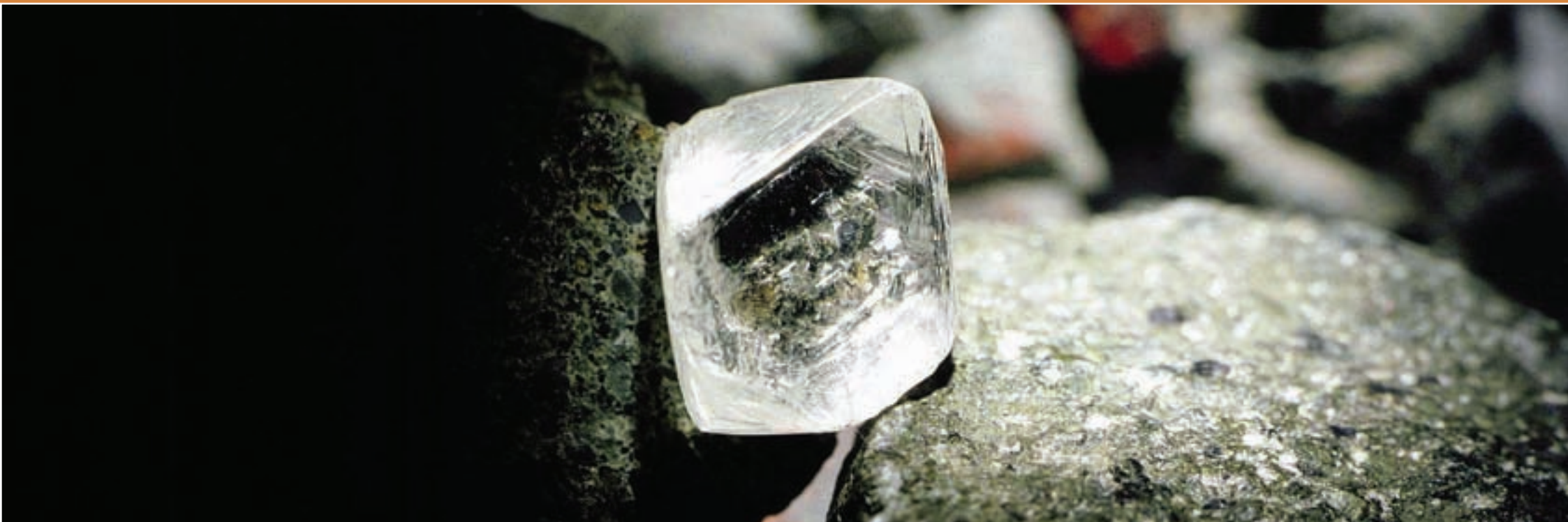
Marketing

Total sales for 2010 amounted to 817,992 tons compared to 667,972 tons for the preceding year. This has mainly been due to general world economic recovery, coupled with various marketing initiatives employed during the year. Washed coal sales increased substantially from 114,382 tons in 2009 to 153,554 tons in 2010.

Opportunities for new markets for washed coal have proven to be a challenge due to logistical constraints although prospects remain hopeful. Thermal coal sales are expected to increase based on current expansion for power generation by Botswana Power Corporation.

Housing

The increase in construction activity in the Palapye area for major projects such as the new Power Station, MCL's own expansion project, the Botswana International University of Science and Technology, new Regional Police Offices and residences, as well as a new Glass Factory has put pressure on housing availability in the area. As a result, rentals for the available units have increased significantly. Availability of housing will continue to be a significant factor in attracting and retaining skilled staff. MCL is building houses in the Mine village and in Palapye to meet its needs.



Financial Performance for the year ended 31 December 2010

2010 OVERVIEW

Financial performance in 2010 was remarkable following the most acute phase of the global financial crisis experienced in 2009. A marked improvement in diamond sales revenue was driven primarily by stronger than anticipated market recovery resulting in good selling prices coupled with higher sales volumes. Modest increases in operating expenditure driven by higher production levels were incurred in addition to increases in capital expenditure in support of the ongoing Cut 8 development project at Jwaneng Mine.

2010 Operating Performance

1. Carats recovered in 2010 increased by 25% relative to 2009 as the company increased production levels in response to increases in market demand.
2. Diamond revenue for 2010 at P18.3 billion was 49% higher than 2009. Increases in revenue resulted from sales volumes increasing by 12% compared to 2009 coupled with higher market selling prices.
3. Profit before tax for 2010 was marginally higher than 2009 despite higher revenue levels as a

4. result of a once off accounting adjustment of P4.3 billion arising on the de-recognition of unlisted investments in line with the requirements of International Financial Reporting Standards (IFRS).
4. Non-current assets decreased by P3.0 billion in 2010 as a result of the accounting de-recognition of some investments in line with IFRS requirements. The reduction in investments was partially offset by increased property plant and equipment expenditure resulting from the Cut 8 project.
5. Diamond inventories have decreased relative to 2009 as a result of increased diamond sales volumes as mentioned in point 2 in this page.

Production Statistics for the year ended 31 December 2010

	31 December 2010	31 December 2009
Carats recovered '000s	22 219	17 734
Carats sold '000s	23 949	21 333
Ore mined (tons '000s)	21 889	17 397
Waste stripped (tons '000s)	61 702	25 416

Statement of Financial Position as at 31 December 2010

P Millions	31 December 2010	31 December 2009
ASSETS		
Non current assets	9 508	12 474
Property, plant and equipment	8 978	7 091
Investments	74	5 006
Other	456	377
Current Assets	3 064	2 675
Diamond inventories	1 147	1 438
Other inventories	256	226
Trade and other receivables	259	327
Bank and cash	1 402	684
Total Assets	12 572	15 149
EQUITY AND LIABILITIES		
Equity	8 518	12 049
Non-current Liabilities	2 115	2 091
Borrowings	473	624
Provisions	938	1 008
Deferred tax	704	459
Current Liabilities	1 939	1 009
Trade and other payables	1 667	719
Provisions	226	290
Tax	46	-
Total Equity and Liabilities	12 572	15 149

Statement of comprehensive income for the year ended 31 December 2010

P Millions	31 December 2010	31 December 2009
Revenue	118 335	12 298
Cost of sales	(4 014)	(3 566)
Operating expenditure	(2 246)	(1 599)
Other expenditure	(4 334)	(115)
Profit before tax	7 741	7 018
Tax	(2 596)	(1 497)
Profit for the year	5 145	5 521

Cash Flow Summary for the year ended 31 December 2010

P Millions	31 December 2010	31 December 2009
Cash generated from operations	13 674	7 884
Taxation paid	(2 309)	(1 511)
Net Cash from operating activities	11 365	6 373
Net cash from investing activities	(2 555)	(1 255)
Net cash used in financing activities	(8 092)	(4 515)
Net (decrease)/increase in cash and cash equivalents	718	603
Cash and cash equivalents b/f	684	81
Cash and cash equivalents c/f	1 402	684



2011 Outlook

Expenditure levels will increase in the short to medium term as the Company implements its organisational alignment exercise in addition to restoring production capability to full capacity by 2012.

Strong market conditions prevail driven largely by increased demand for diamonds from the rapidly growing markets of China and India whilst demand in the core US market remains sound supported by steady US market recovery. Diamond prices exceeded pre-financial crisis levels towards the end of 2010 with additional price growth achieved throughout the first half of 2011. This trend is expected to continue for the foreseeable future, albeit at a reduced rate of growth, as market indicators continue to point towards demand outstripping supply with no significant new production expected in the short to medium term. Despite the above, an air of caution

remains in respect of continuing concerns around economic instability in some major global markets.

Expenditure levels will increase in the short to medium term as the Company implements its organisational alignment exercise in addition to restoring production capability to full capacity by 2012. Implementation of the Cut 8 project will peak in the current year as further development of the pit at Jwaneng takes place coupled with the procurement of additional mining fleets.

Glossary

ARC	AIDS Related Condition Deaths	KPIs	Key Performance Indicators
ART	Anti-Retroviral Therapy	LTIIs	Lost Time Injuries
BNSC	Botswana National Sport Council	LTFR	Lost Time Injury Frequency Rate
BOOT	Build, Own, Operate and Transfer	MCF	Mine Call Factor
CAM	Incident Cause Analysis Method	Mm ³	Million Cubic Meters
CABD	Central Association of the Blind and Disabled	MTP	Main Treatment Plant
CDX	Dry Chute X- ray Machine	M2P	Mine to Plan
CAC	Central Acidising Complex	NLTI	Non Lost Time Injuries
CFLs	Compact Fluorescent Bulbs	NMMAG	National Museum, Monuments and Art Gallery
COHSASA	Council of Health Service Accreditation of Southern Africa	NPK	Northern Pyroclastic Kimberlite
CPHT	Carats per Hundred Tons	OC	Organisational Capability
CSI	Corporate Social Investment	OHSAS	Occupational Health and Safety Management System
DMP	Dense Medium Separation	OLM	Orapa and Letlhakane Mines
DSS	Debswana Shared Services	OM 1	Orapa No. 1 Plant
DVM	Diamond Value Management	OM2	Orapa No. 2 Plant
DTCB	Diamond Trading Company Botswana	OM3	Orapa No. 3 Plant
EAP	Employee Assistance Programme	OPIC	Overseas Private Investment Corporation
EIA	Environmental Impact Assessment	ORT	Old Recovery Tailings
EMV	Earth Moving Vehicles	OREPI	Orapa Resource Extension Project Phase I
EPCM	Engineer, Procure, Construct and Manage	PMO	Project Management Office
FESi	Ferrosilicon	PCB	Poly Chloro Biphenyls
GBC	Global Business Coalition on HIV Tuberculosis and Malaria	SBP	Strategic Business Planning
HAART	Highly Active Anti-Retroviral Therapy	SMEs	Small and Medium Enterprises
HEGS	Homogeneous Exposure Groups	SSR	Slope Stability Radar
HPRC	High Pressure Roller Crushers	TIAP	Treatment Integrated Action Plan
IBSS	Integrated Support Business Services	TMA	Tsodilo Management Authority
JREP	Jwaneng Resource Extension Programme	XRF	X-ray Fluorescent



Debswana Diamond Company
Debswana House
The Mall
P.O. Box 329
Gaborone
Botswana
Tel: +267 361 4200 / +267 361 4279
Fax: +267 318 0778
Email: publicrelations@debswana.bw

www.debswana.com