



diamondream

*We are.*

# Anglo American plc Investment Analysts Presentation

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# DE BEERS STRATEGIC DRIVERS

## Drive returns on capital

- ◆ Demand growth
- ◆ Profitable production growth
- ◆ Value creation through the DTC
- ◆ Cost efficiencies

## Sustainable

- ◆ Partnerships
- ◆ Reputation issues
- ◆ Organisation effectiveness

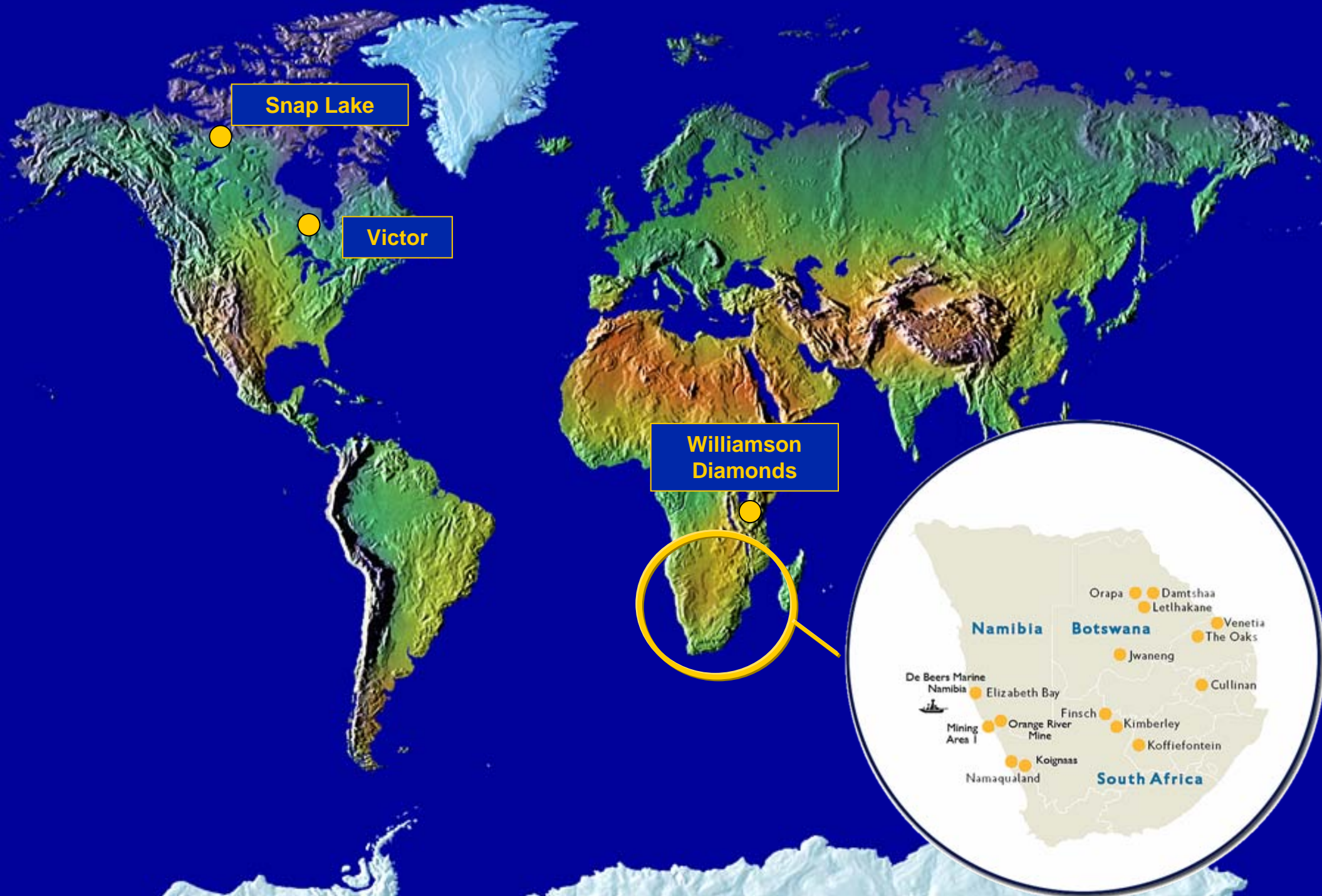
To reach our target of + **US\$2 BILLION EBIDTA BY 2009**

# THE ROLE OF GME

## – SUPPORTING DELIVERY OF DE BEERS GROWTH STRATEGY

**Develop and execute  
a supply strategy  
which delivers  
increasing value to  
the De Beers Family  
of companies....  
forever**

# DE BEERS OPERATIONS



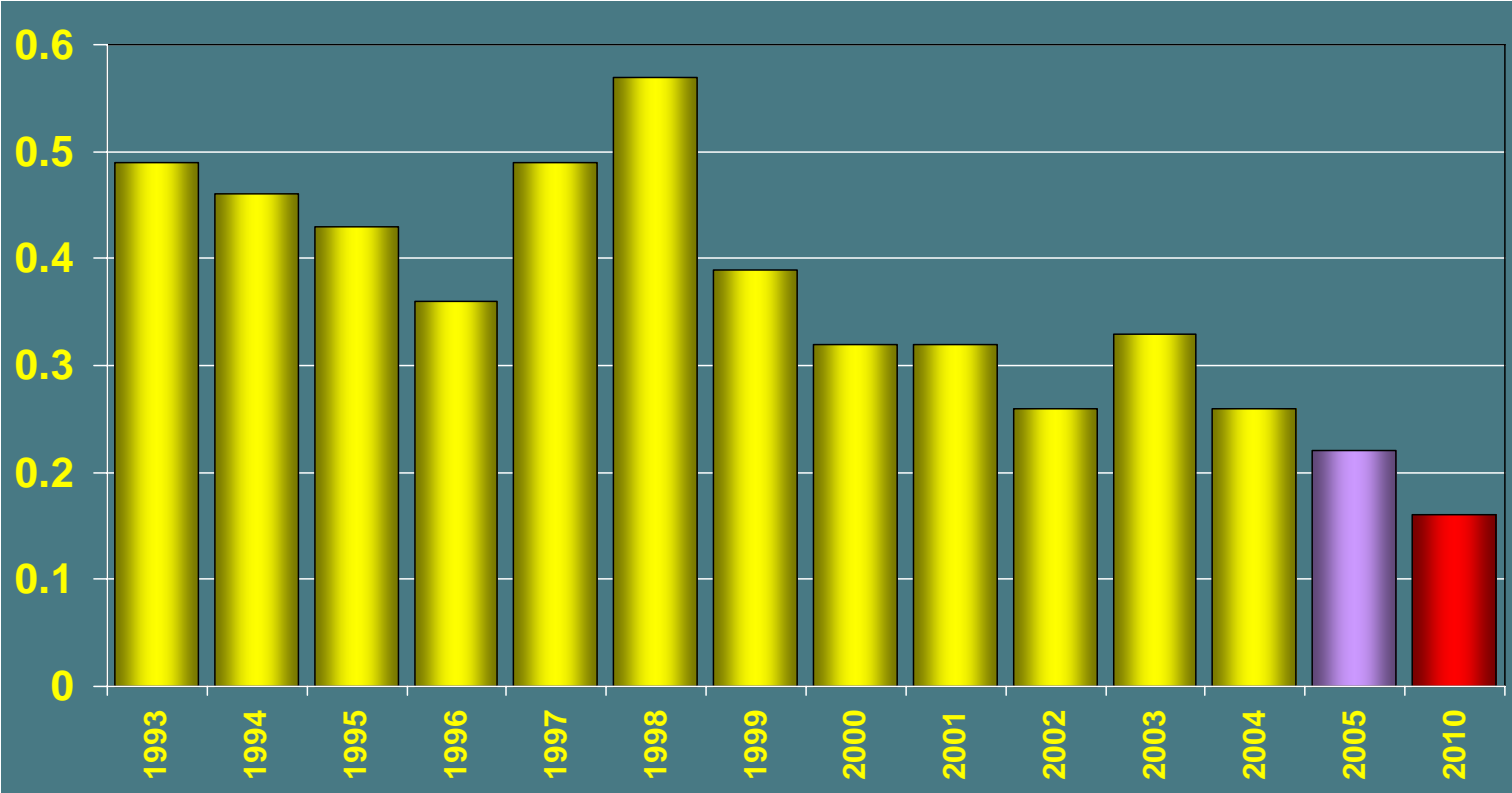
Snap Lake

Victor

Williamson  
Diamonds



# DE BEERS SAFETY PERFORMANCE



Excellent 2005 safety results for Group :

- LTIFR improved by 12%
- LTISR improved by 63%
- FIFR improved by 80%

# GME KEY OUTPUTS

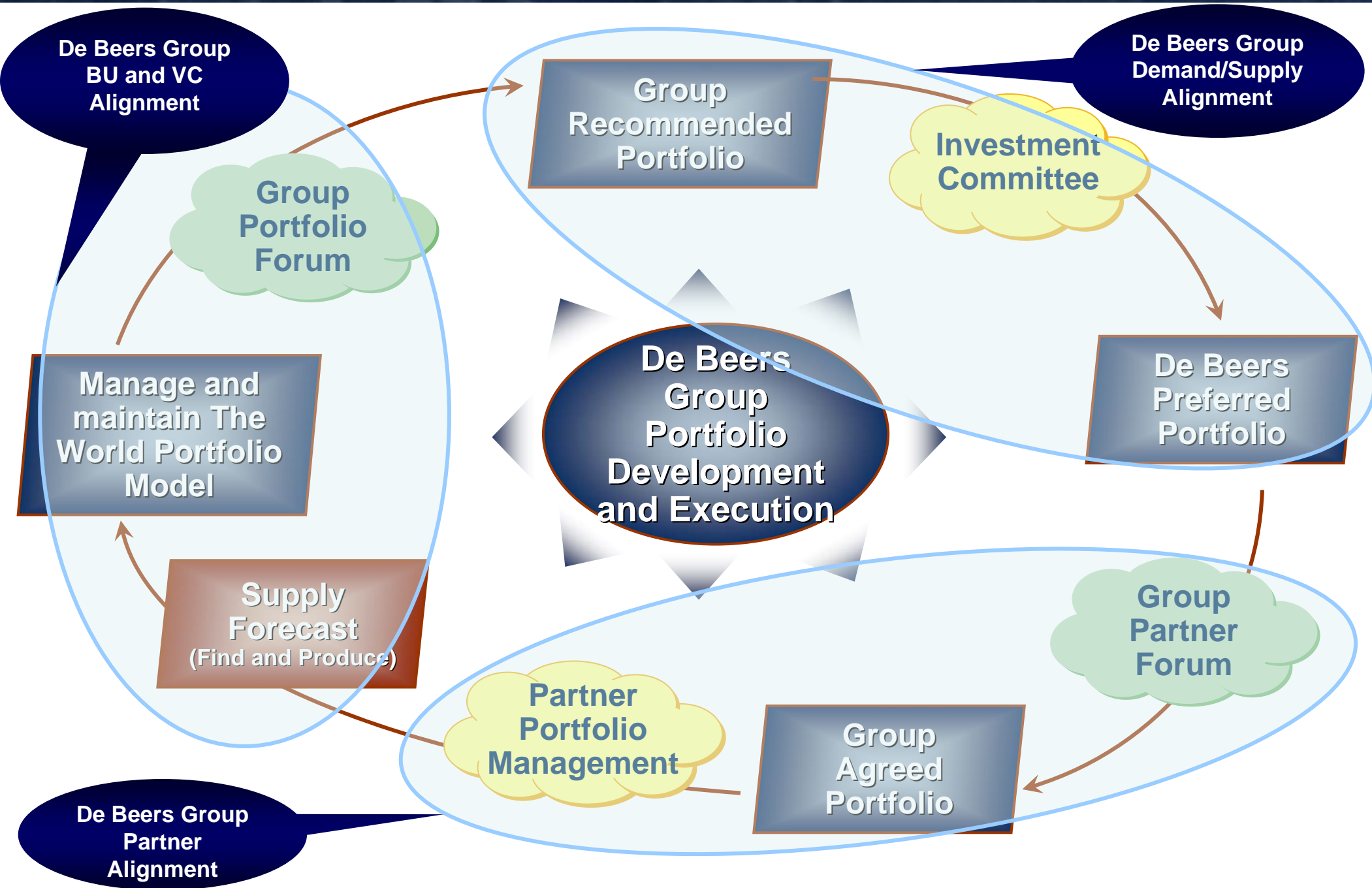
- ◆ Gaining access to highly prospective ground
- ◆ Finding and bringing to production new deposits
- ◆ Executing high value Group projects (greenfields and brownfields)
- ◆ Providing differentiating technical services and products to Group operating companies that add value to the bottom line
- ◆ Assisting the operating companies to improve the efficiency of the productive assets
- ◆ Providing technical assurance (risk management)
- ◆ Developing human technical leadership across the Family of companies

◆ GME is focussed on doing the right things, through portfolio management and the investment decision-making process

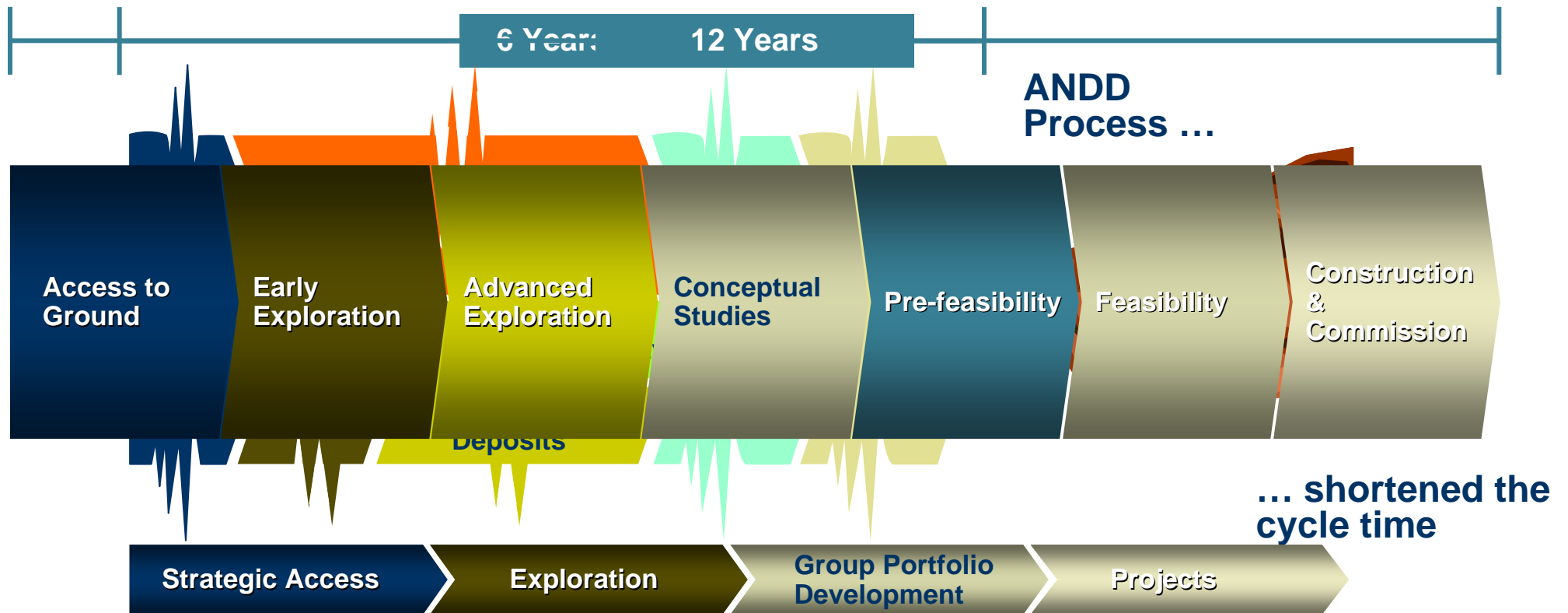
◆ ...and doing them right through the Accelerated New Diamond Delivery process and integrated project management process



# GROUP PORTFOLIO DEVELOPMENT – FOCUSING ON HIGH VALUE OPPORTUNITIES



# ACCELERATED NEW DIAMOND DELIVERY – DOING THINGS RIGHT



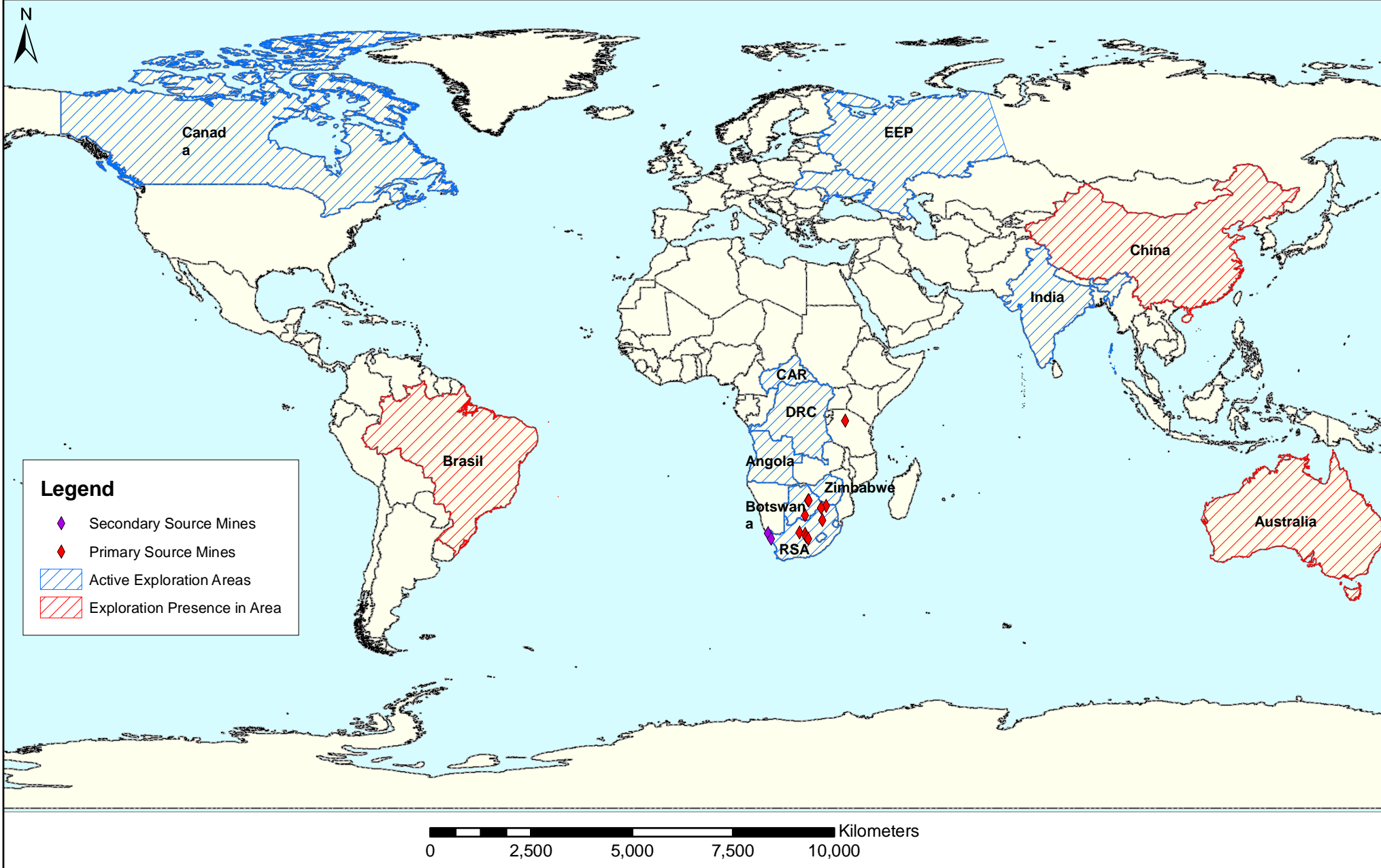
- Gain Faster Access
- Ensure Sustainable Access

- Clear Strategy
- Faster Evaluations
- Customise process to business

- Take quantified risks
- Use Conceptual Framework to guide decision making

- Reduce risk through Phased Mining
- Construct mine using Standard Building Blocks

# 2006 total direct exploration budget: USD 94 million



# GME - SOME SUCCESSES TO DATE

**Group Portfolio Development**  
Group recommended portfolio identified high value targets

**Group Business Development/Group Exploration**  
over 30 Joint Venture Agreements signed in 2005  
Significant increase in access to prospective ground

**Group Exploration**  
31 new kimberlites discovered in 2005  
Global restructure of Global Exploration – focus on highly prospective areas  
Back office cost reduced in RSA  
Bell/Zeppelin system deployed

**Group Projects**  
Snap Lake, Victor, SASA & Voorspoed  
Finsch Main Treatment Plant  
4 O-O partnerships agreed to build capacity  
Best Practice Assessment

**Differentiating Technical Services**  
Competitive advantage – “more from your ore”  
Jwaneng DMS optimisation – \$150m revenue  
Wet X-ray , Mineral Identification Tool

**Operations**  
Marine production greater than land  
and approaching 1m carats

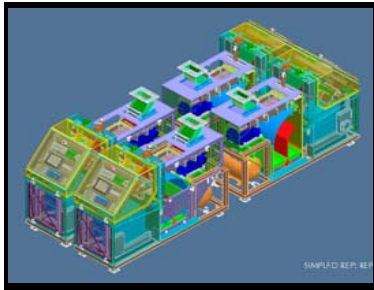


# RESEARCH AND DEVELOPMENT HIGHLIGHTS



## Mineral identification tool

Development of an Indicator mineral sorter for early exploration at final stages of development.



## Modular High-Throughput Recovery Unit (ModRUP)

Cost effective wet & dry recovery system undergoing testwork



## Magnetic Sorting

High sensitivity magnetic sorter undergoing testwork

# CONCLUSION

- ◆ 2005 was a good start to chapter 2 – achieved focus on the high value growth opportunities
- ◆ Good results have begun to flow through
- ◆ People, systems and processes are well positioned to drive out further exploration success and operational efficiencies in 2006