



PetraDiamonds

Creating abundance from rarity

Sustainability at Petra Diamonds

Barclays ESG EM Corporate Day

21 June 2023



Disclaimer



- This presentation contains certain forward-looking statements, which are subject to the risk factors and uncertainties associated with the diamond mining industry.
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Creating abundance from rarity

A mid-tier, multi-asset diamond producer with one of the world's largest diamond resources

3.3Mcts

LTM¹ Production

\$532.6m

LTM¹ Sales

\$191.4m

LTM¹ Adj. EBITDA

0.47x

Consolidated net debt/adjusted EBITDA²

We primarily supply the jewellery industry with gem-quality natural diamonds safely and to the highest ethical standards

1

Cullinan Mine 

REVENUE CONTRIBUTION	EMPLOYEES	CONTRACTORS
55%	1,281	435
(FY21: 62%)	(FY21: 1,260)	(FY21: 297)

Stake acquired: 2008

Resource: 147.2 Mcts

2

Finsch 

REVENUE CONTRIBUTION	EMPLOYEES	CONTRACTORS
28%	944	743
(FY21: 30%)	(FY21: 1,003)	(FY21: 579)

Stake acquired: 2011

Resource: 36.4 Mcts

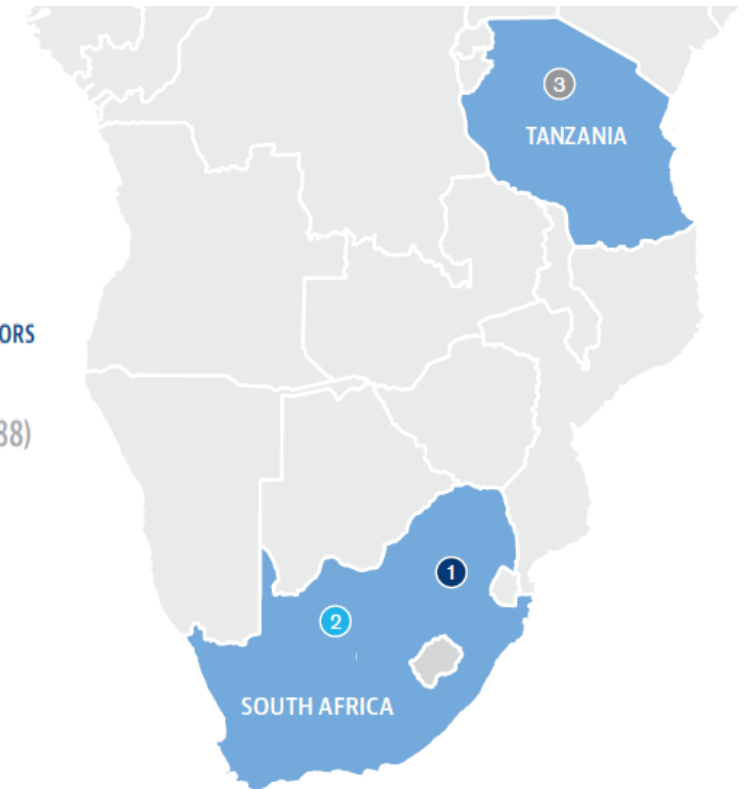
3

Williamson 

REVENUE CONTRIBUTION	EMPLOYEES	CONTRACTORS
13%	505	494
(FY21: 1%)	(FY21: 501)	(FY21: 388)

Stake acquired: 2009

Resource: 37.7 Mcts



Note 1: LTM represents 12 months to 31 December 2022

Note 2: Consolidated net debt as at 31 December 2022, EBITDA represents 12 months Adjusted EBITDA to 31 December 2022

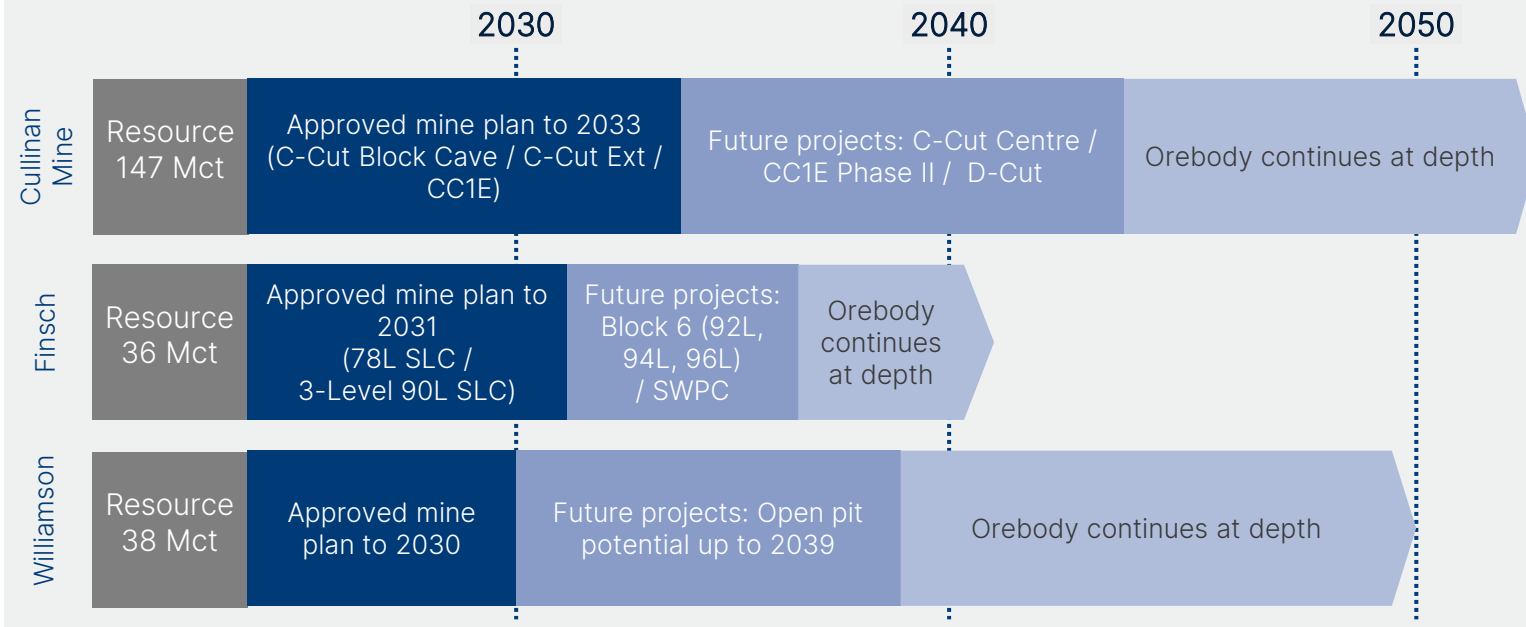
A high-quality asset base supporting long-life operations



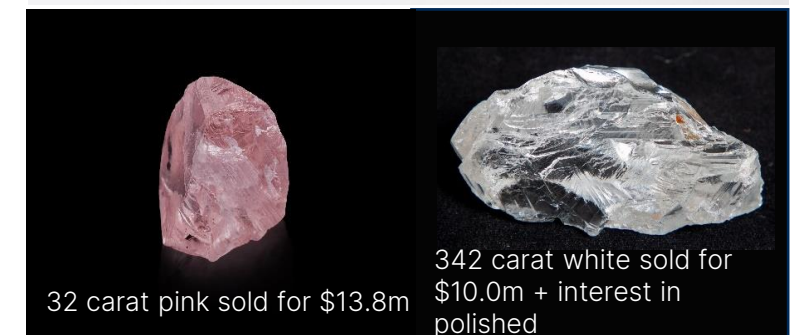
Responsibly sourcing some of the world's rarest and most precious gems

- The Cullinan Mine is renowned for very rare and highly valuable Type IIb blue diamonds and high-quality Type IIa white diamonds
- Williamson is likely to be the world's most important source of pink diamonds following the closure of the Argyle mine

Resource supports significant opportunity to extend beyond current mine plans



Selection of high value stones recently sold from Cullinan Mine and Williamson



Our purpose: creating abundance from rarity



We believe that Earth's rare and precious legacy can, through responsible mining, create abundant outcomes for our people, communities, investors, customers and all other stakeholders, giving expression to life's special moments



Abundance for our people in realising their full potential to deliver extraordinary outcomes

Abundance for our communities through partnering to provide enduring benefit for future generations

Abundance for our investors in generating sustainable returns

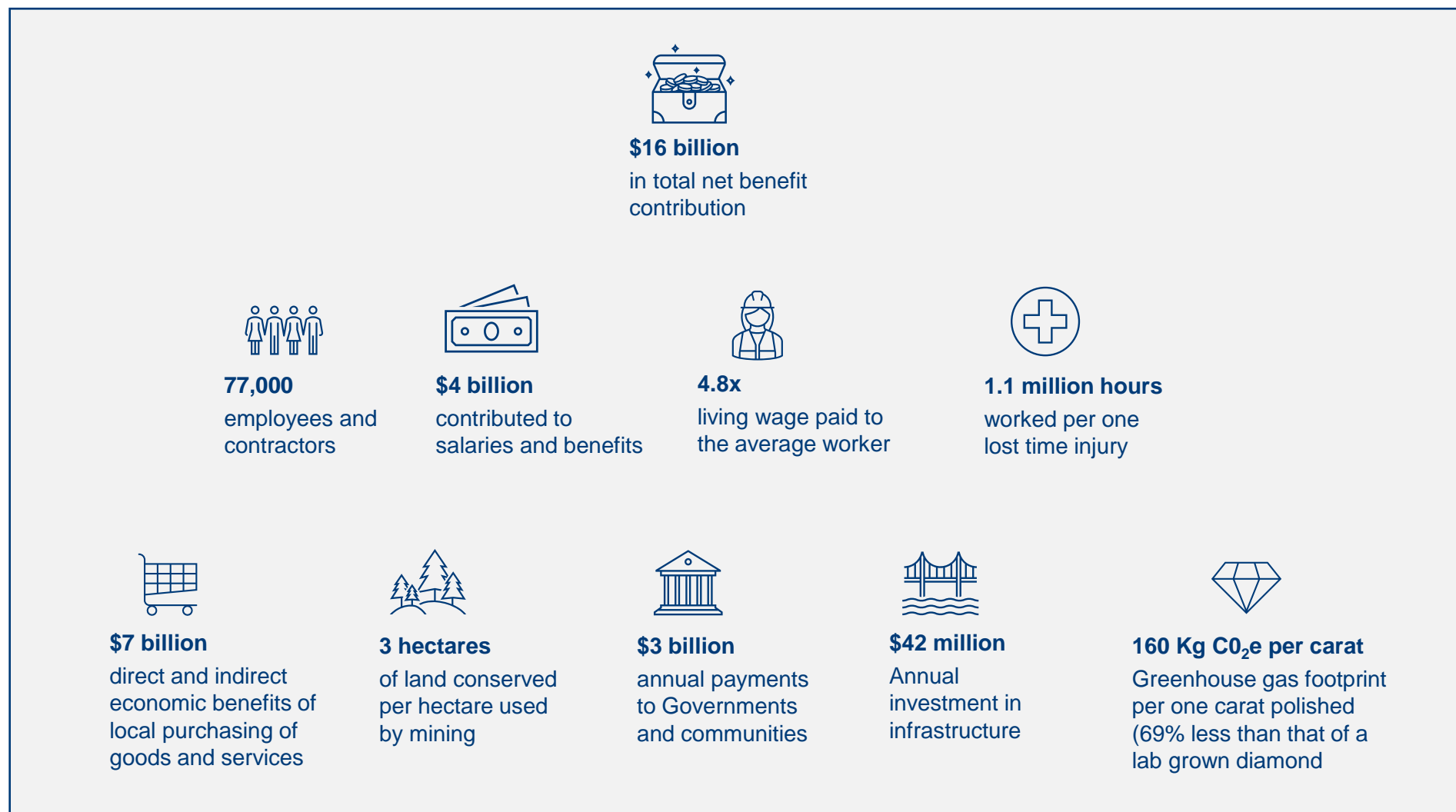
Abundance for our customers in celebrating love, friendship and life's achievements

Supported by Petra's
new Culture Code¹



Note 1: Petra's culture code was developed through engagement across its entire workforce to identify business "Enablers" (do more of these) and "Disablers" (do less of these). These factors are used as a mathematical formula displayed by iconography, enabling Petra to measure its progress towards an improved operating culture while aiming to deliver on its purpose

The benefits of diamond mining are far reaching...



....and we continue to strive to deliver more positive outcomes



Environment

Focused on protecting our natural surroundings

- Diamond mining has a relatively small environmental footprint vs other mined commodities
- No harmful chemicals are involved in ore processing
- Energy consumption is relatively low with further reduction possible through renewable energy sources
- Rehabilitating mining sites can make a positive contribution to climate and nature

Social

Ensuring positive economic and social development in our local communities

- Through responsible employment and procurement, we provide economic security and development
- Through community engagement projects, we build the talent pipeline of the future
- Diversity, inclusion and equity improves performance

Governance

Ethical behaviour and robust governance is needed to deliver reliable production and maintain trust in our product

- Assuring traceable and conflict free sourcing through:
 - The Kimberley Process
 - Responsible Jewellery Council
 - Natural Diamond Council
 - Emerging traceability technologies
- Safe working environments yield higher production and revenues
- A partnership approach works best to deliver strong business



Lily James, NDC ambassador, at Livingstone House primary school, Botswana



15 years of progress on sustainability

Since 2008, Petra has managed and disclosed its performance on the most material ESG issues

The major milestones on our sustainability journey to date:

2008

Petra produces its first standalone Sustainability Report including GRI disclosure

2013

Petra commences climate change disclosure with CDP

2017

Petra's Sustainability Report becomes partially assured

2019

Petra commences development of its Climate Change Adaptation Strategy

2020

Petra produces its inaugural GHG Emissions Report

2020

Petra commences water security disclosure with CDP

2021

Petra publishes its inaugural TCFD Report

2023

Our current sustainability performance

Identified as one of Europe's Top 500 Climate Leaders 2023

by the Financial Times, in partnership with Statista

B

Rating from CDP for Climate Change & Water Security 2022



#20

Among 118 Precious metals peers rated by Sustainalytics (May 23)



#5

Among 77 Metals & Mining peers on Refinitiv (Dec 22)

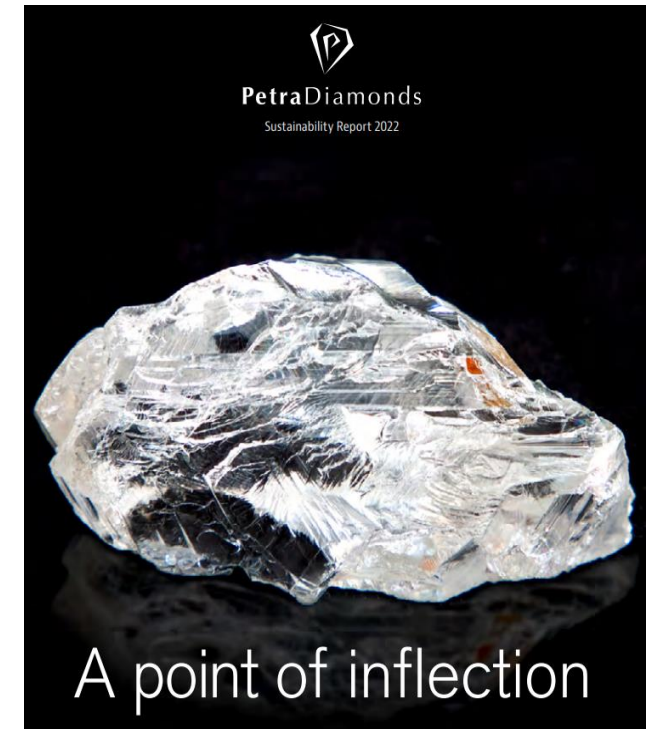


62/100

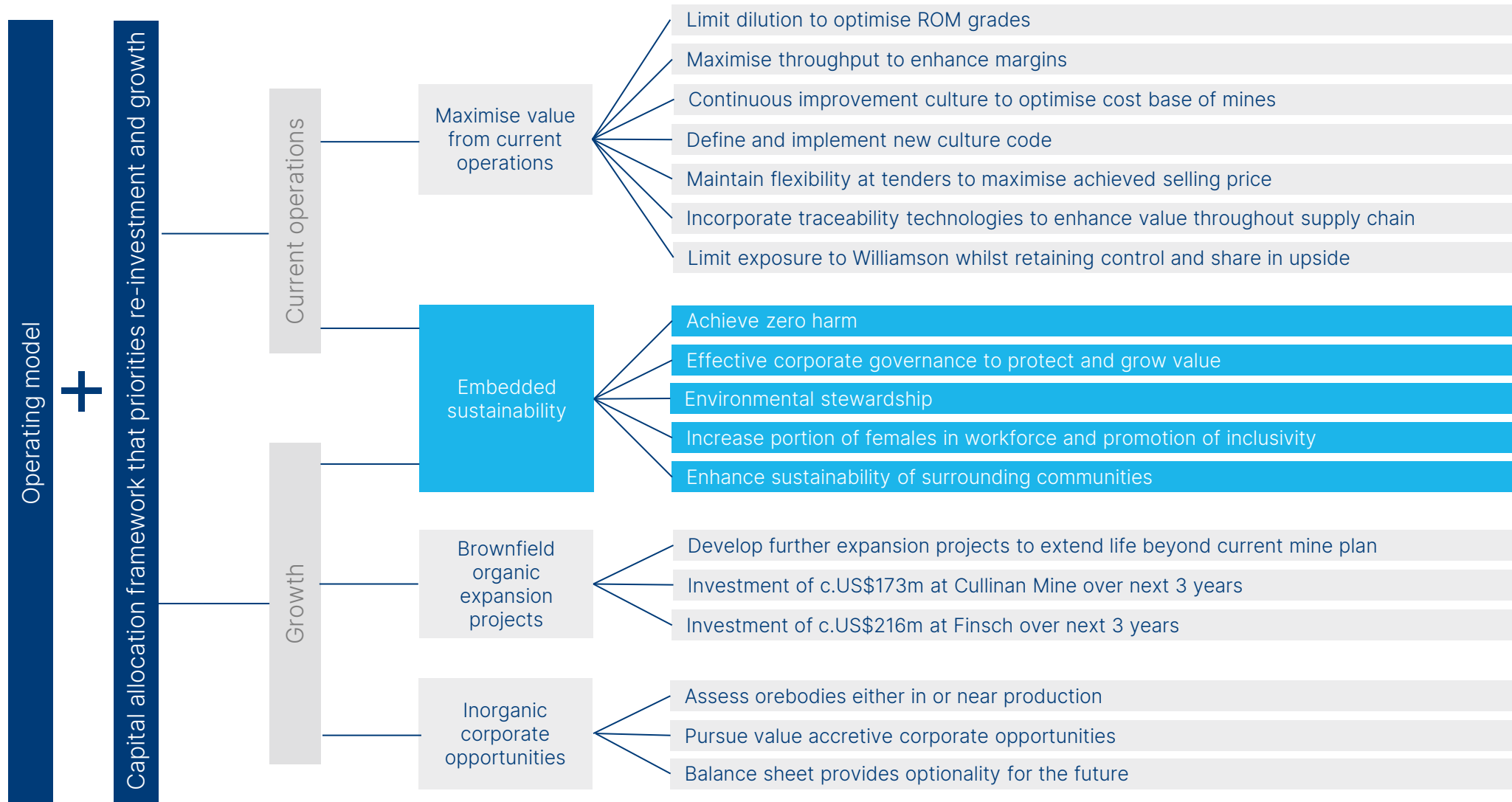
ESG overall score from Moody's analytics May '23 (above sector average)



Our most recent Sustainability Report (2022)



Sustainability is embedded into our strategy





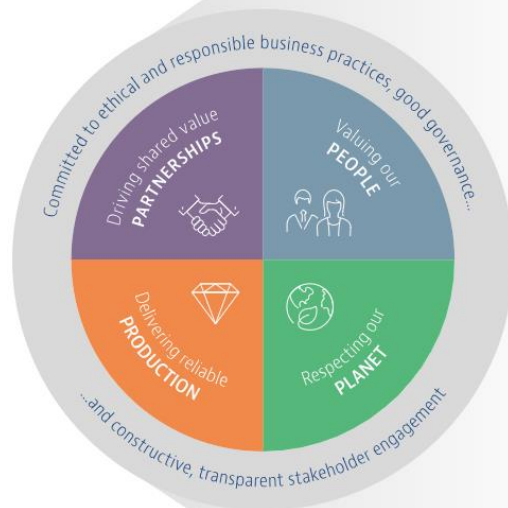
Petra's Sustainability Framework



Our sustainability framework



Instilling an inspirational culture and embedding a continuous business improvement mindset to ensure delivery of our business objectives



Valuing our **People**

Safety

- ▶ Zero fatalities
- ▶ Injury prevention

Health, hygiene and wellness

- ▶ Disease management
- ▶ Promote employee wellness
- ▶ Occupational hygiene management

Diversity and inclusion

- ▶ Strengthen diversity and inclusion
- ▶ Leadership accountability

Training, development and upskilling

- ▶ Leadership management development
- ▶ Technical skills development



Respecting our **Planet**

Climate change

- ▶ Robust climate change adaptation and carbon mitigation strategy

Water management

- ▶ Optimal water consumption

Circular economy

- ▶ Waste optimisation and responsible resource consumption

Biodiversity

- ▶ Biodiversity conservation
- ▶ Concurrent conservation
- ▶ Responsible conservation



Driving shared value **Partnerships**

Stakeholder engagement

- ▶ Open and transparent stakeholder engagement
- ▶ Robust grievance mechanisms

Community and social investment

- ▶ Sustainable mine community development
- ▶ Alternate local economic development

Responsible sourcing

- ▶ Leverage local procedure
- ▶ Drive economic growth through enterprise and supplier development
- ▶ Responsible products and sales

Responsible sales

- ▶ Responsible products and sales



Delivering reliable **Production**

Mineral resources management

- ▶ Sustainable production

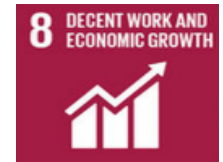
Asset management

- ▶ Optimise mining and process equipment availability
- ▶ Optimise asset capacity to meet LOM production requirement

Capex and opex efficiencies

- ▶ Robust cost control
- ▶ Improved supply chain performance and efficiencies

- ▶ Appropriate project preparation
- ▶ Effective project controls



Pillar 1: valuing our people

Creating abundance for our people in realising their full potential to deliver extraordinary outcomes



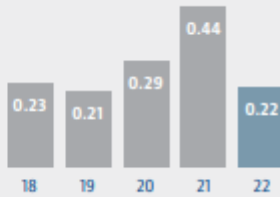
Valuing our PEOPLE

Safety Health, hygiene & wellness Diversity & inclusion Training, development, upskilling



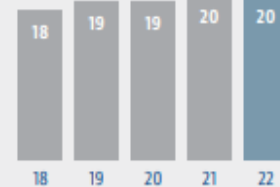
SAFETY¹ (GROUP LTIFR) Lost time injury frequency rate

0.22 -50%



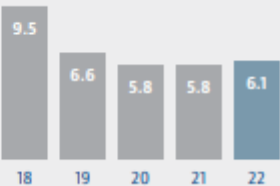
WOMEN IN THE WORKFORCE¹ (%) The percentage of women in the workplace

20% 0%



TRAINING SPEND¹ (US\$ MILLION) Investment in employee training and development

6.1 +5%



Case study

Petra launches a new chapter of its 'Women in Leadership' development programme



Three years ago Petra implemented a leadership development programme to empower its female leaders, with 29 female leaders graduating. In FY 2022, we have taken this programme to the next level by not only empowering female leaders, but also influential male leaders who are pivotal in creating an inclusive workplace. There are about 40 female participants and 20 male participants.

This programme, known as WiLPower, consists of a series of webinars and conversations on pertinent topics including personal mastery, influencing others and decision making. WiLPower aims to enhance a unified synergy between male and female colleagues, to create a rich leadership network, increasing the visibility of female leaders with Senior Management. Personal growth plans were also created.

As per our Diversity and Inclusion Policy, it is crucial to ensure diverse and inclusive teams are formed to leverage the benefits of such inclusivity to support the realisation of our strategic objectives and success into the future.



Lerato Mphahlele, Plant and Shift Supervisor at Cullinan Mine, is one of the females supported by the Group's WiL programme to empower females in leadership positions.

4.5 years

that Petra Diamonds has been fatal accident free



Pillar 2: respecting our planet

Creating abundance through safeguarding our climate and environmental health

Respecting our PLANET

Climate change

Water Management

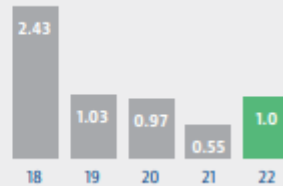
Circular Economy

Biodiversity



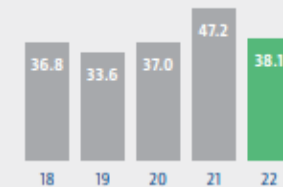
WATER EFFICIENCY² (M³/T)
The total fresh water used in production (ROM plus tailings)

1.0 +82%



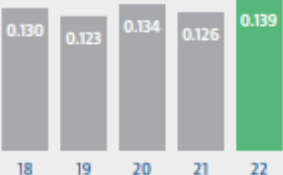
ENERGY EFFICIENCY² (KWH/T)
Total electricity consumption as a function of production

38.1 -19%



CARBON EMISSIONS² (TCO₂-E/CT)
Carbon emission intensity for Scope 1 and 2

0.139 +10%



Case study

Paddocks Rehabilitation Project – from wasteland to grazeland



In 2018 Finch Diamond Mine embarked on its largest rehabilitation project to date. The old paddocks were an old fine residue deposit (FRD) that was abandoned when the FRD 1-3 dams were commissioned. As one of the largest areas needing rehabilitating, the old paddocks span some 160 ha. The project was divided into five phases and took two years to complete. It is estimated that rehabilitating this area reduced the overall closure costs by over R67 million.

The area was seeded in two South African biomes: Savannah and Nama-Karoo. The paddocks as a rehabilitated area are earmarked as grazing land post mine closure. The end of the project also included putting up fencing and laying infrastructure for fresh water.

Although well grown, the area was not blending into the surrounding environment and the dominant grass species were more suitable for higher rainfall areas. To address this, a decision was taken to graze the area as the added movement of cattle would loosen up compacted ground allowing better seed germination for the next season as well as providing organic fertiliser.

During the time of the cattle project it was fire season in the Northern Cape and many farmers had lost grazing land during that time. Working with a local farmer relief NGO, a farmer who had lost almost all his grazing land during a fire was identified and a contract between the mine and the farmer was drawn up, following which 350 cattle were offloaded at the paddocks in September 2021. The area was split into four test camps to establish the best grazing method going forward. Based on the biomass and carrying capacity of the area, the cattle were allowed to graze for 100 days, following which the cattle were removed. This next season, the area will be left to get a good basal cover and then it will be grazed again, according to the best method identified during this trial.



Net zero commitment

for Scope 1 and 2 GHG emissions by 2050, with a reduction target of 35%-40% by 2030, based on our 2019 baseline



Pillar 3: driving shared value partnerships

Creating abundance for our communities through partnering to provide enduring benefit for future generations

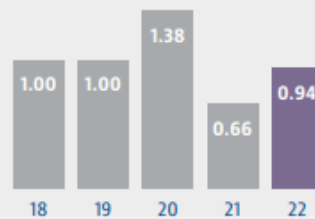
Driving shared value **PARTNERSHIPS**

Stakeholder engagement Community and social investment Responsible sourcing Responsible sales



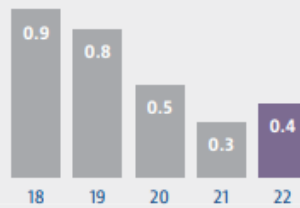
SOCIAL SPEND³ (US\$ MILLION) Total social spend (compulsory and discretionary) on local communities

0.94 +42%



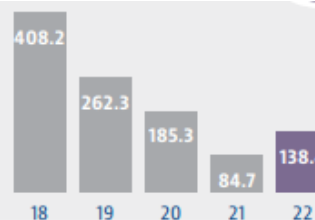
COMMUNITY TRAINING AND DEVELOPMENT SPEND³ (US\$ MILLION) Total community training spend

0.4 +33%



PROCUREMENT SPEND³ (US\$ MILLION) Total Group procurement spend

138.4 +63%



59%;89%

Of procurement spend with local suppliers in South Africa;Tanzania

Case study

Petra's Tarorite project – impacting diamond beneficiation in South Africa



As part of Petra's responsibility to encourage the development of the diamond cutting industry in South Africa, we run an ESD programme, through our subsidiary Tarorite (Pty) Limited. The Tarorite ESD programme aims to develop learners within the diamond industry through internships and other diamond-related courses. It also aims to equip local beneficiation businesses through both funding and mentoring.

One of the project beneficiaries is Molefi Letsiki, a second generation diamantaire whose father worked as a diamond master cutter for over three decades. Molefi owns Molefi Letsiki Diamond Holdings CC and has a wealth of experience in cutting and polishing. This South Africa-based company was established in 2005 and manufactures diamond and custom-made jewellery. His love for diamonds ensures that employees do not polish diamonds only to set into jewellery but rather they polish diamonds that inspire jewellers. HDSA companies lack access to rough diamonds for beneficiation purposes and Molefi's company has played an instrumental role in working with HDSA companies to assist them with a rough diamonds supply as well as mentoring and supporting them with capital

for rough diamonds when necessary. This has enabled more companies to grow successful sustainable businesses focused on local beneficiation, which results in increased job opportunities among HDSA companies, more local sales and increased exports of polished diamonds.



Pillar 4: delivering reliable production

Creating abundance for our investors and customers through reliable production

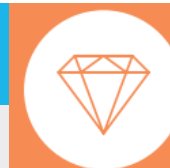


Delivering reliable PRODUCTION

Mineral resources management

Asset reliability

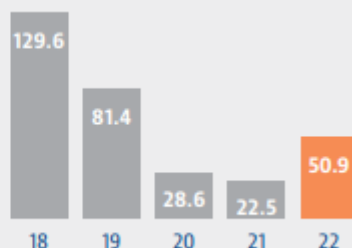
Capex and Opex efficiencies



OPERATIONAL CAPEX^{3,4} (US\$ MILLION)

Capital expenditure incurred by the operations, comprising expansion and sustaining capex

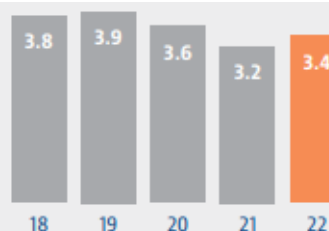
50.9 +126%



ROUGH DIAMOND PRODUCTION³ (MCTS)

The number of diamonds produced from Group operations

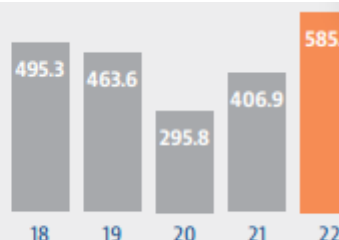
3.4 +1%



REVENUE¹ (US\$ MILLION)

Income earned from rough diamond sales and partnership stones

585.2 +44%



Case study: Mitigating risks for improved production at Finsch in H2 FY23

Challenges	Mitigating actions
Tunnel availability	<ul style="list-style-type: none"> Implementation of a draw control strategy Extra focus on improving drill & blast process Commissioning of 78L phase 2 tunnels
Fleet availability	<ul style="list-style-type: none"> Acquisition and commissioning of new machinery
Vacant key positions	<ul style="list-style-type: none"> Recruitment into key positions, leverage care and maintenance opportunities from Koffiefontein Culture reset initiative launched to retain staff



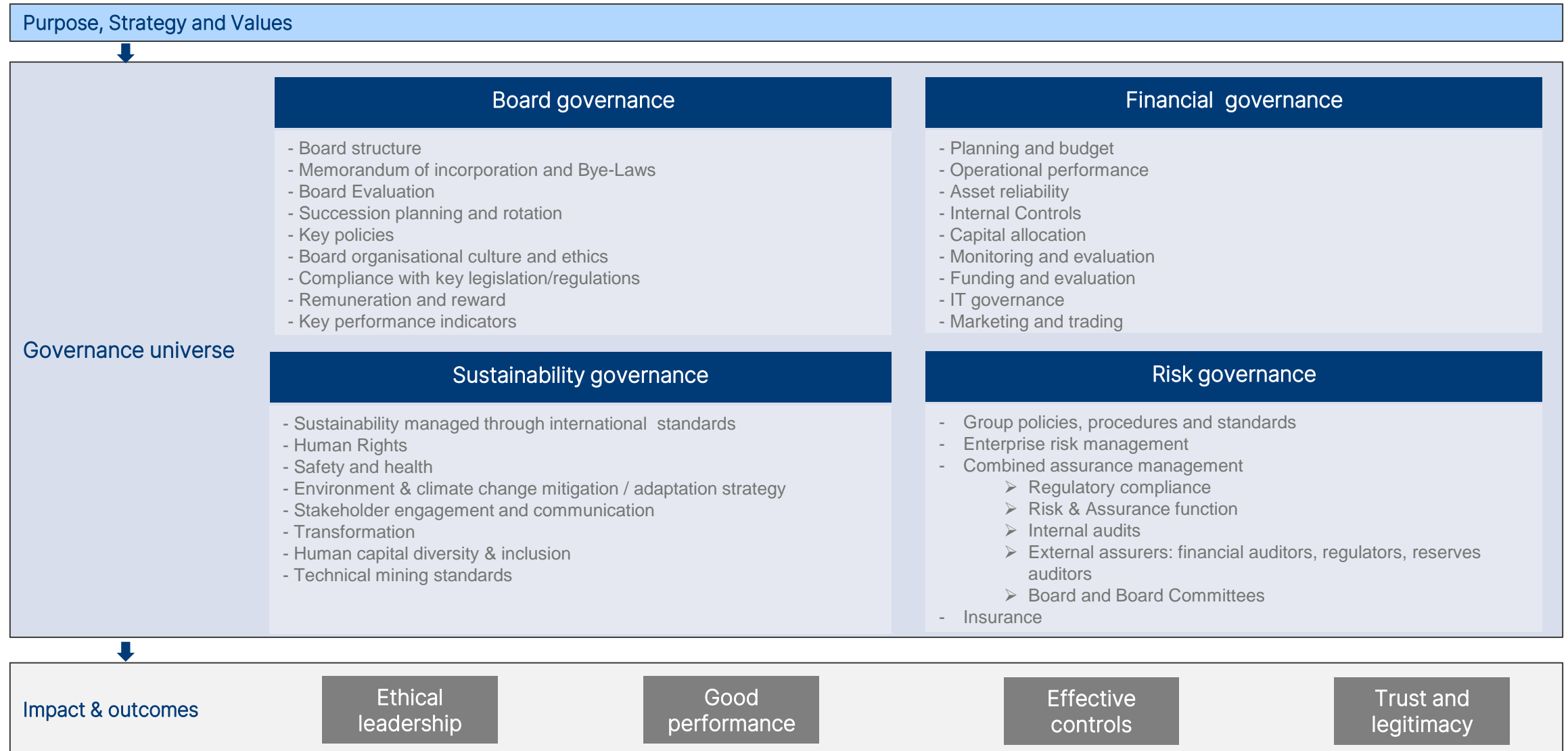
Newly commissioned Sandvik DD 4221



Governance



Our governance framework is impact and outcome driven



Governance – Board of Directors

A proven board and management team that drives sustainability performance across Petra



Peter Hill
Non-Executive Chairman
Nomination (Chair) and Investment (Chair) Committees



Richard Duffy
Chief Executive
Executive, HSE, SED and Investment Committees



Jacques Breytenbach
Finance Director
Executive and Investment Committees



Varda Shine
Senior Independent NED
Remuneration (Chair), Audit & Risk, Nomination, Investment, HSE and SED Committees



Bernard Pryor
Independent NED
HSE (Chair), Audit & Risk, Remuneration, Nomination and Investment Committees



Lerato Molebatsi
Independent NED
Social, Ethics & Diversity, Audit & Risk, Remuneration, Nomination and Investment Committees



Deborah Gudgeon
Independent NED
Audit & Risk (Chair), Remuneration, Nomination and Investment Committees



Jon Dudas
Independent NED
Audit & Risk, Remuneration, Nomination and Investment Committees



Octavia Matloa¹
Independent NED
Social, Ethics & Diversity Committee (Chair), Audit & Risk, Remuneration, Nomination and Investment Committees



Johannes Bhatt
Non-Independent NED²
HSE and Investment Committees
Nominated by Monarch



Alexandra Watson
Non-Independent NED²
SED and Investment Committees
Nominated by Franklin Templeton

Board Stats as at 30 Apr 2023³

45%
Female

60%
Independent
(excluding the Chair)

5
Nationalities on the Board: UK, SA, Australia, Israel and German

Length of service (LOS)
0-4 years: 90%
4-9 years: 10%
Average LOS: 3.2 years

Note 1: As announced on 27 March 2023, Octavia Matloa will retire from the Board at the end of June 2023 having been an independent Non-Executive Director since 2014. From 1 July 2023, Lerato Molebatsi will become the Company's designated workforce engagement Non-Executive Director and Chair of the Company's Social, Ethics & Diversity Committee
Note 2: Non-independent NEDs Johannes Bhatt and Alexandra Watson were nominated as part of the 2021 capital restructuring when bondholders Monarch and Franklin Templeton became holders of Petra's equity
Note 3: Board statistics shown as of 30 Apr 2023 and include Octavia Matloa who will retire from the Board as previously announced at the end of June 2023

Responsible mining in action:

Response to Williamson tailings storage facility (TSF) breach in Nov 2022



Remediation

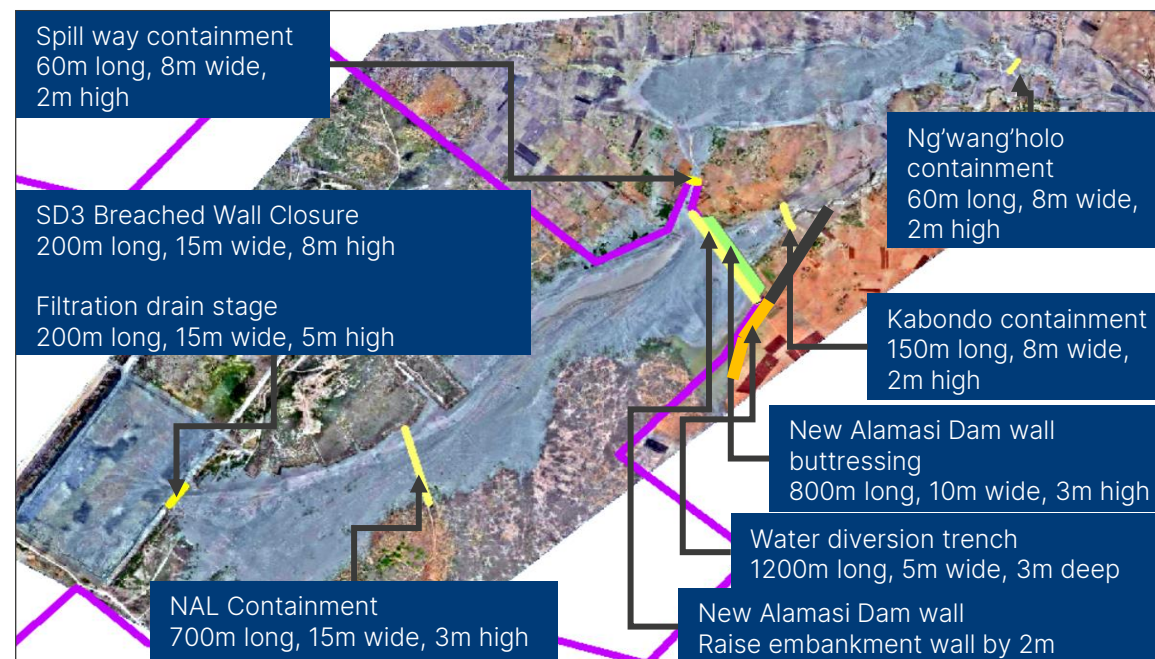
- Evaluation of impacted livelihoods complete, and first phase of compensation is 97% complete
- Impacted community members accommodated
- Test work on tailings material shows it is inert:
 - trials underway to determine best use of land post-remediation
 - initial results suggest minor improvements will enable a return to natural revegetation or re-use as farmland

Interim TSF solution and restart of mining

- Resumption of operations planned for Q1 FY2024
- Intervening period used to accelerate planned stripping and maintenance work to enable a smooth start-up, while constructing the TSF facility
- Geotechnical evaluation to establish the root cause of the subsidence that caused the breach underway

Precautionary measures taken to date

- Breached wall now secured to prevent further outflow
- Buttresses constructed to prevent further movement of tailings and to reinforce the New Alamasi dam which withheld majority of outflow
- Water diversion trenches finalised, permit for the construction of a new freshwater dam expected in time for end of rainy season

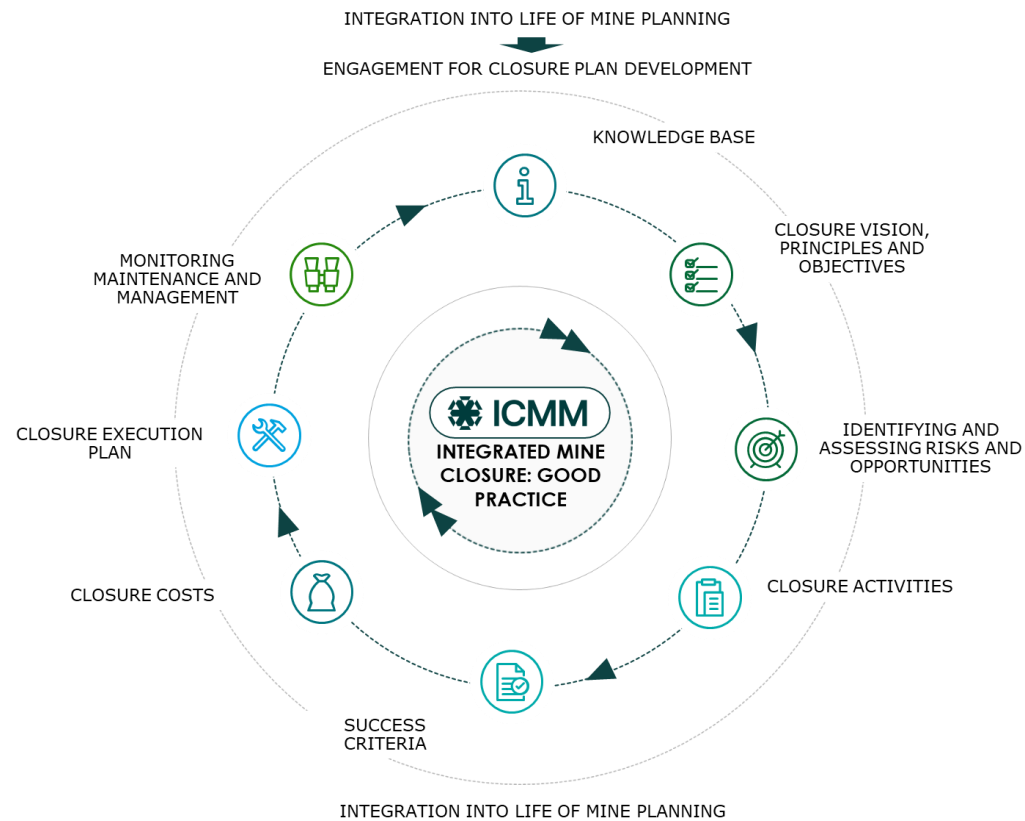




Responsible mining in action:

Koffiefontein closure roadmap : sustaining life and livelihoods through shared value partnerships

Each of Petra's operations has a rehabilitation and closure plan, as well as associated closure financial provisions



As Koffiefontein approaches the end of its mine plan we are taking important steps towards responsible closure in discussion with all relevant stakeholders.

- Completed s189A retrenchment process in alignment with all stakeholders; Koffiefontein placed on care and maintenance
- Social Transition Committee created to facilitate alternative economic and social development opportunities
- Roadmap in place identifying all areas of rehabilitation and social responsibility on our journey to mine closure

Source: ICMM Responsible Mine Closure factsheet

Petra's sustainability priorities for 2023 and beyond

Embedding and implementing the sustainability framework across the business



Valuing our
PEOPLE

- Petra Culture Code roll out in progress, with ongoing monitoring of performance drivers
- Implementation of Performance Management System
- Focus on identifying and mitigating safety risks with behaviour-focused intervention programmes



Respecting our
PLANET

- Pioneering waste optimisation and striving for circularity
- Adopting a proactive approach to climate resilience, updating our climate strategy, and embarking on a path toward decarbonization
- Upholding water stewardship and biodiversity conservation as cornerstones of our environmental responsibility
- Accentuating the value of natural capital, fostering regenerative ecosystems as part of our sustainability commitment



Driving shared value
PARTNERSHIPS

- Stakeholder Engagement Framework being developed
- Processes in place to improve local procurement
- Enacting responsible mine closure strategies and footprint remediation, aligning with best practices for environmental restoration



Delivering reliable
PRODUCTION

- Operational turnaround underway at Finsch
- Cullinan Mine C-Cut extension approved and underway
- Preparation for restart of Williamson operations



PetraDiamonds

Thank you

21 June 2023

