

Our Business Model

Delivering long-term value to our stakeholders

INPUTS

Responsible leadership

- ▶ Sustainable operations
- ▶ Uphold the high value placed on diamonds by consumers

People and skills

- ▶ Company culture
- ▶ Value-led growth strategy
- ▶ Productive workforce
- ▶ Specialist skills

High-quality assets

- ▶ Significant resources
- ▶ Diverse product range

WHAT WE DO

Development

Central to our approach is the identification of the right projects, where we can add value

HOW WE DIFFERENTIATE THE WAY WE DO IT

- ▶ We apply decades of specialist experience in the appraisal and valuation of diamond orebodies
- ▶ Our mines produce a full range of diamonds
- ▶ We focus on well-defined and understood orebodies with the potential to generate significant cashflow
- ▶ Our plans are structured around the long-term viability of each project

Mining

Petra's operations are focused on 'hard rock' kimberlite pipe orebodies

- ▶ Safety is our number one priority and ingrained in everything we do
- ▶ Hard rock orebodies can generally provide for much better predictability and long-term planning than alluvial deposits
- ▶ We have a strong operations team, with significant experience in the management, mining and development of diamond orebodies
- ▶ Our technical competence enables us to meet and overcome challenges as they arise
- ▶ We focus on driving efficiencies, e.g. via Project 2022 and Business Re-Engineering (BRE) projects initiated at Finsch and Koffiefontein

Sustainability Framework



Pages 38 to 40 of the Sustainability Report

Integrated Risk and Assurance Framework



Pages 65 to 70

Governance Framework



Pages 75 to 86

Formula for Success



Pages 10 to 17

VALUE CREATION OUTPUTS

Employees

- ▶ Focus on safety
- ▶ Culture of empowerment

US\$146.0m

PAID IN SALARIES AND OTHER BENEFITS

US\$6.1m

EMPLOYEE TRAINING AND DEVELOPMENT



Sustainability Report pages 41 to 62

Customers

- ▶ Quality and consistent product offering
- ▶ Confirmed provenance and heritage

3.4 Mcts

DIAMONDS SOLD

100%

CONFLICT FREE



Pages 25 to 27

Host Governments/regulators

- ▶ Taxes and royalty payments
- ▶ Positive impacts on our countries of operation

US\$57.6m

TAXES AND ROYALTIES PAID

c52,650

ESTIMATED NUMBER OF DEPENDENTS ON OUR DIRECT EMPLOYEES¹



FY 2022 Payments to Governments Report petradiamonds.com/investors/results-reports/

1. Using the accepted x10 multiplier effect for South Africa and Tanzania.

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

Financial capital

- ▶ Responsible capital allocation
- ▶ Access to diversified sources of capital

Relationships

- ▶ Mutually beneficial partnerships
- ▶ Effective internal and external stakeholder engagement
- ▶ Licence to operate

Energy and water

- ▶ Sustainable access to energy and water

Technology and equipment

- ▶ Extension of mine lives
- ▶ Optimisation of operations

Processing

Ore is passed through the processing plant to extract the diamonds from the rock

- ▶ We are focused on value production, rather than volume
- ▶ Plant processes are set to optimise revenue generation from each individual mine's orebody, by focusing on where the value lies within its diamond population
- ▶ We embrace innovation and continually stay abreast of the latest diamond mining and processing technologies
- ▶ Security is enhanced through maintaining automated, 'hands-off' processes

Sorting and sales

Rough diamonds are sorted into parcels and then sold through a competitive tender process

- ▶ We have our own in-house marketing and sales expertise and do not pay any sales commission to a third party
- ▶ We utilise the competitive tender process, to ensure a competitive pricing environment
- ▶ South African production is normally sold in Johannesburg, thereby enabling local participation. Tanzanian production is sold in Antwerp. Petra has flexibility in the venue and timing of tenders
- ▶ Our mines, particularly Cullinan Mine, produce world-class diamonds, including very high-quality large white diamonds and incredibly rare blue diamonds
- ▶ We maximise the value of Exceptional Stones, including via dedicated standalone tenders or by selling into partnerships

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Formula for Success



Pages 10 to 17

Shareholders/Noteholders/lenders

- ▶ Free cashflow generation

US\$6.3m

PAID IN INTEREST

US\$230m

OF FREE CASHFLOW GENERATED



Pages 61 to 64

Local communities

- ▶ Job opportunities and socio-economic upliftment
- ▶ Efficient and responsible use of natural resources
- ▶ Promoting environmental awareness
- ▶ Community health initiatives
- ▶ Active stakeholder engagement with independent mechanism at Williamson for community grievances

US\$0.4m

COMMUNITY TRAINING AND EDUCATION

US\$339,898

SMME LOANS



Pages 39 to 40

Suppliers

- ▶ Opportunities for local businesses and suppliers
- ▶ Policy of sustainable local procurement and supplier development

US\$138m

LOCAL DISCRETIONARY PROCUREMENT EXPENDITURE

US\$59%; US\$89%

LOCAL SUPPLIER PROCUREMENT SA; AND TANZANIA



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