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WELCOME TO



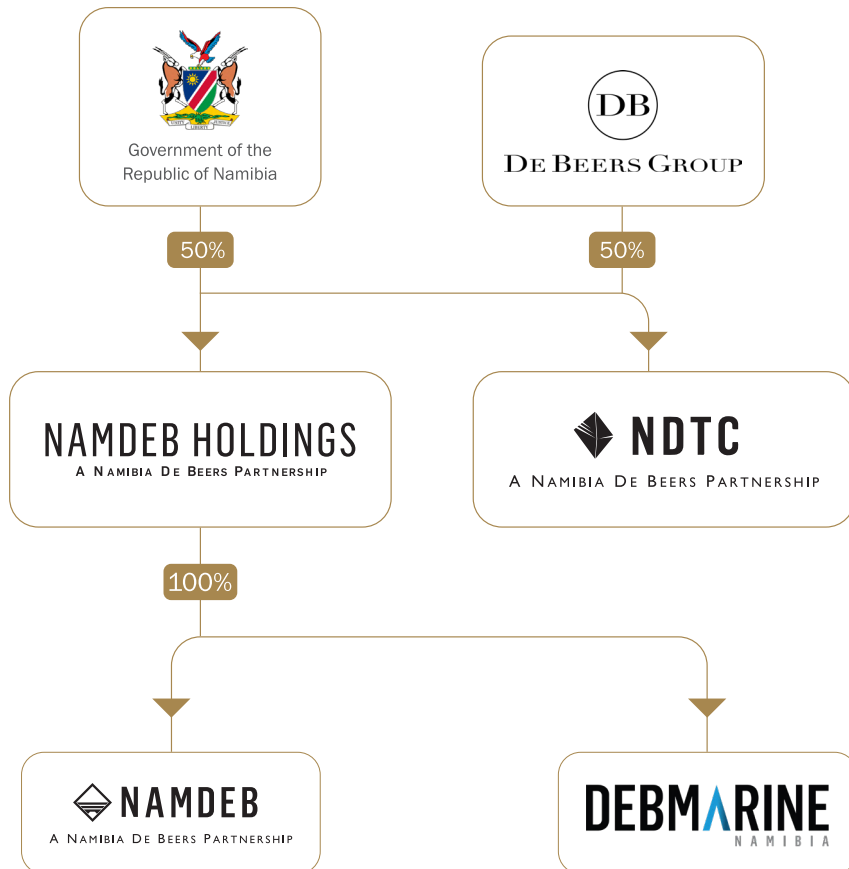
A NAMIBIA DE BEERS PARTNERSHIP



INFORMATION BOOKLET

OWNERSHIP & GROUP STRUCTURE

Namdeb is a wholly owned subsidiary of Namdeb Holdings (PTY) Ltd, which is a 50/50 joint venture between the Government of the Republic of Namibia and The De Beers Group of Companies.



A Namibia De Beers Partnership

NAMDEB OVERVIEW



Namdeb's rich history goes as far back as 1920 when diamond-mining companies along the Orange River were amalgamated to form Consolidated Diamond Mines (CDM). In 1994 CDM entered a new partnership with the Namibian Government and subsequently Namdeb was formed.

Namdeb operates along the south-west coast and inland areas of Namibia's //Kharas Region. The mainland-based operations are found to the town of Oranjemund and satellite mines along the Orange River.

Several types of innovative mining techniques are employed to extract diamonds from the fluvial and marine alluvial deposits. Mining techniques included specialized equipment such as, transvacs (vacuum), dredgers, floating treatment plants, a probe drilling platform and most recently the surface miner to extract the resource.

A GLANCE AT OUR PROUD HISTORY



1908:
Railway worker Zacharias Lewala discovers a diamond, leading to a diamond rush. Mining in Namibia commences and Sperrgebiet ('forbidden territory') is declared.



1994:
Namdeb Diamond Corporation (Pty) Limited, a 50/50 partnership between the Namibian Government and De Beers is formed.



2004:
The Government of the Republic of Namibia and De Beers celebrate 10 years of a successful partnership.



2011:
The Government of the Republic of Namibia and De Beers sign an agreement which re-arranges and equalizes the shareholding structure of Namdeb and Debmarine Namibia.



2014:
The Government of the Republic of Namibia and De Beers celebrate 20 years of a successful partnership under the theme of "Innovation and Value Creation" Sendelingsdrif Mine and Red Area Complex Inaugurated.



2018:
Namdeb reviews business plan and a new three-year robust business plan is developed. The plan enables Namdeb to continue investing back into communities impacted.



2021:
In October, Namdeb announces approval of its long-term business plan which extends life of mines from 2022 to 2042.



2023:
In June, Namdeb launches New Strategy aligned to Life of Mine extension.



2026:
Namdeb launches a commemorative publication marking 30 years of partnership, telling the Namdeb story from 1994 to 2024.



PRINCIPLES AND ASPIRATIONS

VISION

Namdeb, the PRIDE
of Namibia's Mining
- to 2050 and beyond.

MOTTOS

I make Namdeb
better, I choose to
learn and grow.



I put the team first.

I take care of
myself and
others, I stand
for safe work.

VALUES

- S**afety
- T**eamwork
- A**ccountability
- I**nnovation
- R**espect
- S**ustainability



PURPOSE

Mining for Good

NAMDEB LEADERSHIP STRUCTURE



SAFETY, OUR TOP PRIORITY



As the first value for Namdeb, Safety is the number one priority for Namdeb operations. A zero-harm approach forms the foundation of all aspects of operations, and this care is extended to all stakeholders and the environment in which Namdeb operates. Namdeb is proud to have continuously retained its Occupational Health and Safety Audit Standard (ISO45001:2018).

OUR SAFETY CULTURE NEW NAMDEB JOURNEY TO WELLBEING



EMPLOYEES

Namdeb employees have demonstrated over the years that teamwork, being innovative as well as resilience contribute to creating value and building a better business. Namdeb has a workforce of 1635.

There remains a focused commitment to accelerate equal opportunities, which includes increasing the number of female employees within roles that have historically been male dominated.

Total Workforce 1577

Contractors 1,113

Females 23%

Localized 99.56%



CELEBRATING OUR PEOPLE

MINING FOR GOOD E-NEWSLETTER

February Edition – Telling our stories

Trailblazing in a Male-dominated Profession



Female mechanics are still rare in many workplaces, and at Namdeb, Theodensia Indongo is the only woman in this role. While industries are becoming more inclusive, many technical fields remain male dominated. At Uubvel's W40 workshop, she often turns heads, but for Theodensia, standing out has never been an issue.

From an early age, Theodensia loved working with her hands. She began her journey in 2010 when she completed her technical training at the Mechanical Training Institute (MTI) in Otjiwarongo. Despite her skills, she spent several years without stable employment. She first joined Namdeb as a temporary Diesel Mechanic Assistant at W51 – Earth Moving Vehicles (EMV), and in 2020 she was permanently employed in the same capacity and moved to W40 Engineering Workshop.

Passionate about seeing more women in technical fields, she encourages others to take initiative and make Namdeb better. "As a lady, if you have a chance to do something for yourself, you should by all means do it. I also studied with other women at MTI, and my hope is to see more women employed in these fields at Namdeb" she says. Outside of work, she spends her time reading about her trade or unwinding in the kitchen, by preparing delicious meals. She appreciates the work environment at Namdeb and the collaborative spirit in the workshop.

MINING FOR GOOD E-NEWSLETTER

July Edition – Telling our stories

THE JOURNEY OF AN OCEANOGRAPHER



Wendy captured where she feels most alive



If she's not at the ocean, she's painting

Her love for the ocean started before she knew a whale by name. A trip to the aquarium was one of the highlights of Wendy Swart's childhood. It was those trips that inspired and gave birth to a deep sense of curiosity. "There are lots of unknowns about the sea and the animals that live in it and to learn more I wanted to be a marine biologist," she adds.

She was inquisitive by nature and because of that nature, she was driven down the road of oceanography. "Over time and with learning, I started to realise that it was the physical properties that allowed all the cool life to exist. Which is where my interest in the ocean process began." Wendy is an Oceanographer Intern in the Marine resources Management department, where she is exposed to legal audits, geophysical surveys, plant identification and marine life monitoring. "I am also learning how to navigate the corporate world, which is something that you can only learn from experiencing it yourself within a corporate structure."

Though Namdeb's mining is land-based, its coastal impact is quite significant. She's brought a fresh perspective to the table, exploring in depth sediment budgets, rip current dynamics and remote sensing solutions. "I have at times felt like an imposter who was not good enough to be at the company" however, she noted that guidance from her supervisor and faith from colleagues revealed the value she brings to the team. We all need an escape and spending time at the art center has helped balance out the technical aspects of her job. "My personal favorite thing is spending time by the orange river and the sea. Even when the sea is tough, it's mesmerizing to watch", she shared. As her internship nears its end, she hopes to continue at Namdeb, exploring data and finding meaningful connections.

CELEBRATING OUR PEOPLE



NAMDEB
A NAMIBIA DE BEERS PARTNERSHIP

Gems of
APPRECIATION

RECOGNITION OF EXCEPTIONAL EMERGENCY RESPONSE - METALLURGY TEAM 4

In the early hours of 29 December 2025, at approximately 01h45, Eddy Ndakukamo and Martha Naris were conducting a routine inspection at Slime Pump 7131 at the 3 Plant Pachuca. During the inspection, they detected a fire and immediately triggered the emergency response.

The fire posed a risk to both safety and production, with the potential to damage critical equipment and disrupt operations. Responding to the emergency, the firefighting team, led by Sion Sheetekela and supported by Efraim Junias, Fanga Shipiki, and the wider Metallurgy Team 4 acted swiftly to contain and extinguish the fire before it could spread further.

Thanks to the quick action and teamwork of everyone involved, they prevented the fire from escalating into a major incident that could have endangered lives and compromised operational stability. Reflecting on the incident, Lukas Gideon, the 3 Plant foreman remarked "The team managed the situation exceptionally well. The way they controlled the scenario under pressure was outstanding, and I could not be prouder of them."

Namdeb extends sincere appreciation to Beauty Kalonda, Brian Soroseb, Colin Lucas, Eddy Ndakukamo, Efraim Junias, Eliaser Iipinge, Fanga Shipiki, Hileni (Mekulu) Salomo, Ismael Shivolo, Jekonia Nandago, Lasarus Antsino, Leonie Klein, Lukas Gideon, Martha Naris, Nicky Shilamba, Panduleni Kalongela, Paulus Jolukapo Illeka, Rosalia Simbunu, Rudischka Kleintjie, Simon Ekandjo, Sion Sheetekela, Thommy Mulunga, Vitalius David, Vinesha Van Rooi for their vigilance, courage, and teamwork.

Your actions reaffirm that safety is not just a value, it is a responsibility lived through action.





Would you like to recognize and appreciate a colleague? How has a peer, team member, or leader contributed to the success of a project, whether by driving results, showing kindness, fostering collaboration, or prioritizing safety in the workplace? Share how their shining acts of good has positively impacted the team's success, ensuring a safe and thriving work environment. Log onto the engage app, and click on 'Gems of Appreciation'.



NAMDEB
A NAMIBIA DE BEERS PARTNERSHIP

Gems of
APPRECIATION

This week, we celebrate Teamwork & Accountability. At approximately 1345 on Friday, March 28, a power outage occurred, impacting the entire Southern Coastal Mine and the town of Oranjemund. The outage was caused by the failure of a cross arm on the 66kV transmission line supplying power to the area from South Africa. A coordinated effort involving multiple Namdeb teams—including High Tension, Electrical and Instrumentation, Engineering Projects, Logistics, EMV, Graveler—and Ekono successfully addressed the breakdown. Activities and resources were carefully managed to ensure safety throughout the process and resolve the issue as quickly as possible. Thanks to exceptional teamwork and ongoing safety assessments, power was restored at around 02:00 on March 29.

The power line was isolated by 20H00, enabling work to commence. The task was completed by 02H00, taking just four hours compared to the usual 12 for similar cases. Effective resource planning, informed by past experiences, led to smooth execution. Exceptional teamwork, clear communication, a commitment to safety, and Andrew Darne's dedication, staying overnight in a bakkie at the Oranjemund substation on the South African side, ensured the successful and timely resolution.

"This was a practical demonstration of several of our values: **Safety, Teamwork, Accountability & Respect** - in its purest form. I am highly proud of all teams that were involved directly and indirectly. We must get the inspiration from this exercise to apply our value of **Innovation** and implement a **Sustainable** solution for this crucial supply line to our operations - which speaks to our full STARS values," said Engineering Manager Pankratius Kondjamba.

One of the teammates, Olavi Seven Hipundjua shared that, 'great things in business are never done by one person. They're done by a team of people'.


Josh Andrews - Foreman


John Nampito - Extra Heavy Duty Driver


Simon Iipinge - Electrical Assistant


Paulus Nandaba - Rigging Assistant


Gideon Warungu - Appointed Electrical


Phelias Sile - Live Climber


Jackson Kwaena - Graveler Team


Martha Bonga - Live Climber


Julius Angula - Live Climber

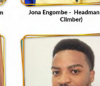

Estas Nampango - Graveler Team


Jana Engenber - Headman Live Climber


Oval Hipundjua - Clerk of Works


Hippo Nathan - Acting Foreman for Legal and Logistics


Rusko Van Wyk - Rigger


Abushe Shikopo - Acting Electrical Engineer


Dama Stephano - EMV W&S Belmolder


Michael Nongqala - 90 ton Crane Operator

Would you like to recognize and appreciate a colleague? How has a peer, team member, or leader contributed to the success of a project, whether by driving results, showing kindness, fostering collaboration, or prioritizing safety in the workplace? Share how their shining acts of good has positively impacted the team's success, ensuring a safe and thriving work environment. Log onto the engage app, and click on 'Gems of Appreciation'.

PROMOTING NAMDEB VOICES

MINING & ENERGY

Energy

Why partnerships matter in the clean energy journey

Each year on 26 January, the International Day of Clean Energy reminds the world that the energy transition is not optional, it is foundational to development, resilience and competitiveness. For Namibia, energy is the backbone of household wellbeing, economic growth and industrial productivity. It also speaks directly to SDG7: universal access to affordable, reliable and modern energy services, a growing share of renewables, and faster energy-efficiency gains.

Clean energy is not a peripheral sustainability initiative; it is an operational necessity and a national responsibility. Yet the transition to cleaner energy is not achieved through a single project or technology. It is a system change, one that requires policy certainty, grid readiness, finance, skills, technology and public confidence to move forward together. That is why partnerships matter, because no mine, utility, investor or ministry can assemble the whole system alone.

Public-private partnerships bring the right strengths into



By Gift Kandukira

one delivery engine. Namibia's evolving market design, including the Modified Single Buyer (MSB) model, is part of creating clearer routes for independent power producers to participate while the system remains coordinated. Government and regulators set the rules and safeguards that protect the public interest. Utilities plan and run a stable grid, keeping the lights on while integrating new supply. Private developers and large energy users bring capital, technical capability and anchored demand. When these roles are aligned, clean energy moves from ambition to implementation.

Public-private collaboration brings complementary strengths into a single delivery engine, enabling clean energy ambitions to translate into real, bankable and scalable outcomes. In silos, permits, grid studies, procurement and financing queue up. When partners align early, they solve constraints together, share data sooner and standardise requirements, so delivery keeps pace with ambition.

Partnerships are also where innovation becomes

PROMOTING NAMDEB VOICES

The human case for diversity in mining

Empowering

From bursary student to boardroom: Namdeb's long game on talent and inclusion

CHARITY JEFFTHA

A diverse workforce is far more than a collection of visible differences. Too often, diversity is reduced to what we can see – race, gender, age, or disability. But true diversity runs deeper. It reflects the richness of people's unique lived experiences, their perspectives, their thinking styles, and the values they bring to the workplace. In the Namibian context, a genuinely diverse workforce is one that embraces every person as they are: the full human being behind the credentials, the job title, and the demographic category.

When individuals feel their differences are not merely tolerated but valued, they are more likely to participate meaningfully, contribute openly, and see themselves as part of the organisation's shared purpose. For many organisations, diversity is still measured by statistics on a spreadsheet. Compliance indicators have their place, but they do not tell the full story. Diversity without inclusion is superficial. Inclusion without belonging is temporary. Real impact happens when employees experience a workplace where they can do meaningful work and feel con-

fident that their voice matters. Creating and sustaining a diverse workforce requires more than recruitment targets – it demands a cultural commitment. Organisations must intentionally remove the barriers, mindsets, and systems that prevent people from thriving, designing work environments where people feel safe, respected, and seen.

Given the historical context of mining in Namibia, achieving this kind of inclusivity is not without its challenges. Female representation, in particular, was initially limited, while workforce demographics were shaped by past labour systems. Today, the focus has shifted towards intentionally building workplaces that are more inclusive and more reflective of the society in which the company operates.

Namdeb's legacy of promoting diversity – and developing homegrown talent deeply rooted in the organisation's foresight and its intentional investment in building future capability. For decades, Namdeb has demonstrated an unwavering commitment to diversity, inclusion, and the structured development of internal talent. Some of the earliest beneficiaries of Namdeb's bursary programme – individuals who embarked on their professional journeys more than four decades ago – remain part of the business today, contributing at various levels of the organisation. Notably,

some have progressed into strategic roles as directors, senior leaders, and other influential positions within Namdeb or its group-affiliated companies.

Over the past few years, Namdeb has become increasingly intentional about developing talent through structured programmes designed to strengthen its professional pipeline. The Internship and Graduate Programmes are particularly impactful, offering comprehensive, hands-on learning experiences that shape emerging young professionals into future-ready talent. Job attachments and Work Integrated Learning initiatives further expand opportunities for young people to access practical workplace experience, helping to build a stronger and more capable workforce for the future.

The journey towards building a talent pipeline that is resilient, forward-thinking and agile in an environment of continuous change has created a team that few organisations can rival. Namdeb's ability to cultivate both leadership and technical expertise internally is deeply rooted in its ethos of diversity, inclusivity, and belonging – principles that continue to strengthen organisational resilience and drive sustainable success.

This long-standing commitment has shaped an organisational culture that is rich in diversity and genuinely felt across all levels of the business. More profoundly, Namdeb's talent development footprint stretches far beyond the bound-

aries of the business, actively shaping the human capital of Namibia and leaving an imprint on the country's economic and social landscape. These leaders carry deep institutional knowledge, complemented by decades of personal and professional growth shaped through continuous learning and development. This continuity strengthens the organisation's cultural fabric while supporting progressive transformation within Namibia's mining sector.

Beyond strengthening any single organisation, a truly diverse workforce is a catalyst for broader societal and economic progress. Businesses that embrace diversity not only unlock innovation and resilience within their own operations but also contribute meaningfully to the communities and economies in which they operate.

Looking ahead, the call to action is clear. Diversity must be intentional, sustained, and deeply embedded in culture. It requires



Organisational Effectiveness and Talent Manager - Human Resources, N/CO CONTRACT

leaders to move beyond compliance and actively cultivate environments where inclusion and belonging are experienced daily. This means investing in people, challenging entrenched systems, and creating pathways for all individuals to thrive. When organisations get this right, they do more than grow their business – they create workplaces where everyone contributes, succeeds, and belongs.



TB
THE BRIEF

thebrieflive

TB
THE BRIEF

Building a sustainable world today for a better tomorrow

thebrieflive Energy continues to be a key driver for global economic growth. Energy sparked the first industrial revolution...

Pankratius Kondjamba

Energy continues to be a key driver for global economic growth. Energy sparked the first industrial revolution in the 1760s and continued to play a fundamental role in the subsequent revolutions. This era was marked by the invention of steam engines which made use of water and the release of steam power leading to the rise of trains and mechanization of manufacturing. The availability of fuels like coal contributed to making the steam engine significant during this revolution period.

OUR PEOPLE, OUR PRIDE



PROTECTING THE NATURAL WORLD

Namdeb operations are located within the Tsau //Khaeb (Sperrgebiet) National Park, adjacent to the international Orange River and Namibian Islands Marine Protected Area. The location of the operations calls for responsible environmental management. Namdeb continues to be involved in numerous conservation, monitoring and ecological history programmes, which aim to minimize the potential impact of its operations on the environment. Namdeb's Environmental Management System is aligned with the ISO14001 international standard.

Environmental clearances are in place for all Namdeb's license areas. The company follows an Environmental Impact Assessment process that includes stakeholder and community engagements,

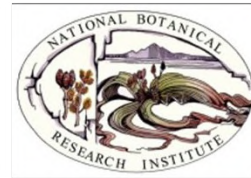
with the aim to avoid, mitigate and minimize impact. Considering the unique location of Namdeb's diamond mining operations and the potential for tourism in the area, the integration of biodiversity stewardship into the mine's life cycle from exploration, projects, operations and closure is a critical strategy.

BIODIVERSITY & CONSERVATION

- Rocky Shore Monitoring
- Sandy Beach Monitoring
- Subtidal monitoring
- Sponsorship for biological and ecological monitoring of predators along the southern Namibian coast
- Awareness, annual sponsorship and monitoring of Brown Hyenas in license areas



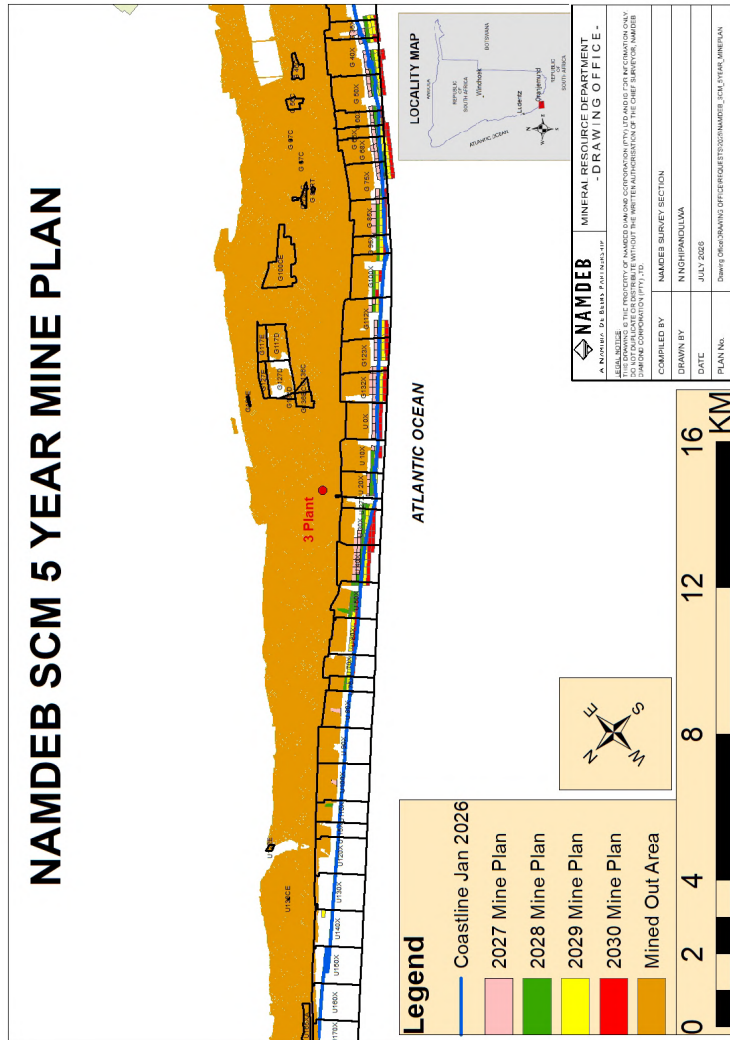
SENDELINGSDRIF ECOLOGICAL RESTORATION PROJECT



SOUTHERN COASTAL MINES (SCM)



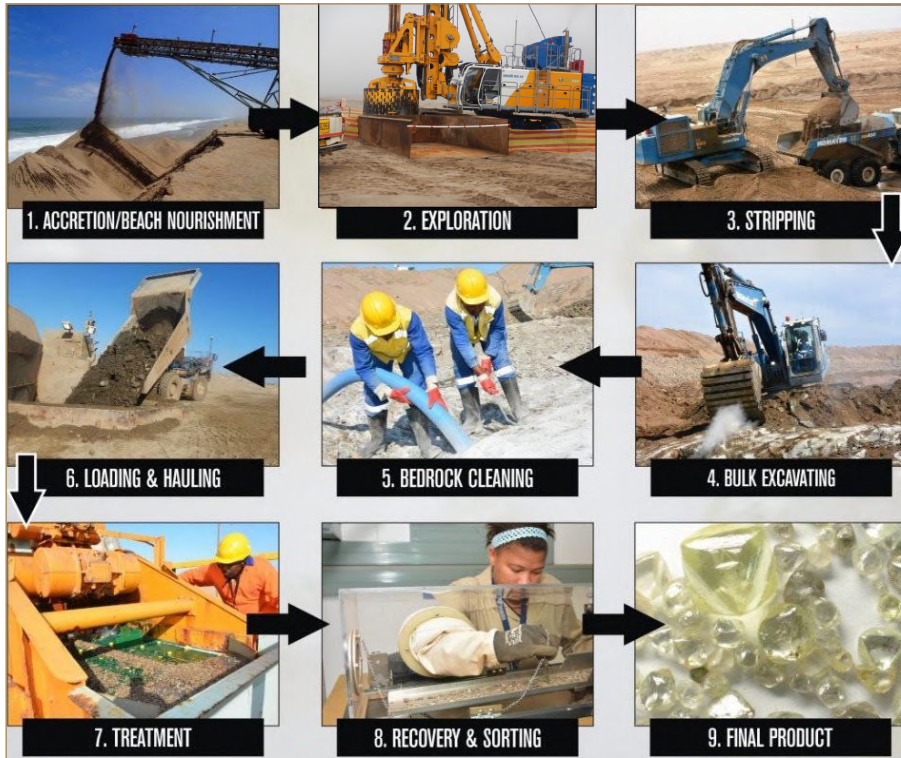
SCM MINING FACES



The world' greatest diamond bearing marine deposits present-day
Southern Coastal Mine (SCM)...

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THE NAMDEB DIAMOND JOURNEY



At SCM, the mining process begins with accreting beaches and pushing the ocean shoreline back to create minable areas.

Accretion in the Namdeb context is the increase of land by depositing sediment, usually overburden sand or tailings. Accretion draws on two sources, namely the normal production stripping of overburden in production areas, and dedicated accretion from identified sand sources such as historic overburden dumps.

This process is followed by stripping the sand overlying the deposit down to the bedrock footwall with large earth-moving equipment. The same process also creates a large defensive barrier called a seawall that serves to protect the mining activities from the Atlantic Ocean.

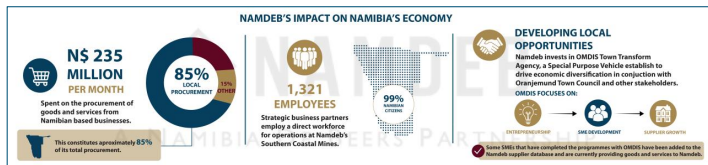
Accretion is essential for mining at Namdeb because it opens areas for mining activities by pushing back the ocean.

SOUTHERN COASTAL MINES RAMP UP



[OFFICIAL]

Why procurement matters in mining



Procurement: The silent engine behind responsible mining

Mining is often judged by what happens at the rock face: drilling, blasting, hauling and processing. These visible activities shape public perception of the industry. Yet behind every successful mining operation lies a quieter force that determines whether production targets are met, costs are controlled, and standards are upheld. That force is procurement.

To those outside the industry, procurement may simply appear as "purchasing", but it is one of the most strategic functions within a modern mining business. It connects operations to complex national and global supply networks, translates corporate strategy into practical execution and quietly safeguards the long-term sustainability of a mine.

In Namibia, where mining remains a cornerstone of the economy, procurement plays an especially critical role. Operations are often located far from ports and industrial centres. Supply routes stretch across long distances. Environmental conditions can be harsh. Under these circumstances, ensuring that equipment, spare parts, consumables and services arrive on time and of the right standard is not a routine administrative task. It is a disciplined strategic effort.

Cyclical nature of the industry

Mining is a cyclical industry. Commodity prices fluctuate, global markets shift and cost pressures intensify during downturns. Procurement sits at the centre of cost discipline. But modern procurement is no longer about negotiating the lowest price. Leading mining companies focus instead on total cost of ownership, considering quality, durability, service support, logistics complexity and operational risk.

In the Namibian context, this approach is particularly important. A component that fails prematurely does not simply require replacement. It may involve extended transport timelines, production delays and costly downtime. The cheapest option on paper can quickly become the most expensive in practice. For companies managing long-life assets, disciplined long-term value creation must outweigh short-term savings.

Reliability is another area where procurement's influence is profound, though often unseen. Namibia's mining landscape is defined by distance between mines, ports and suppliers. Logistics planning is therefore inseparable from procurement planning. Forecasting demand accurately, maintaining appropriate inventory levels and coordinating transport across vast geographies are essential to keeping operations stable.

Why procurement needs to be perfect

When procurement performs well, production continues uninterrupted. When it does not, the impact can be immediate: halted processing plants, idle equipment and missed output targets. Reliability is not accidental. It is engineered through careful supplier selection, contract management and supply chain oversight.

Risk management is equally central to the procurement function. Supply chain concentration poses a real challenge, particularly where specialised mining equipment or consumables are sourced from a limited pool of international manufacturers. Global disruptions, whether from manufacturing slowdowns, port congestion or geopolitical tensions, can quickly affect availability on site.

Logistics risks add another layer of complexity. Fuel price volatility, transport bottlenecks and infrastructure constraints all influence delivery timelines and cost structures. Effective procurement integrates contingency planning, supplier diversification and regional sourcing strategies to reduce exposure.

Regulatory compliance and governance also demand attention. Mining companies operating in Namibia must meet national procurement requirements, localisation expectations and strict ethical standards. Supplier due diligence, transparent contracting processes and strong oversight mechanisms are essential not only for compliance but also for maintaining public trust.

Procurement's influence extends beyond cost and risk. It plays a direct role in safety and environmental performance. The quality of equipment, the standards applied by contractors and the compliance of suppliers all affect outcomes on the ground. Responsible sourcing and ethical supply chain practices ensure that corporate values extend beyond the mine gate.

When ESG comes into play

Environmental, social and governance performance increasingly depends on procurement decisions. From supporting local suppliers to embedding sustainability criteria in contracts, procurement has become a lever for broader development impact. In a country where mining contributes significantly to economic growth, this responsibility carries weight.

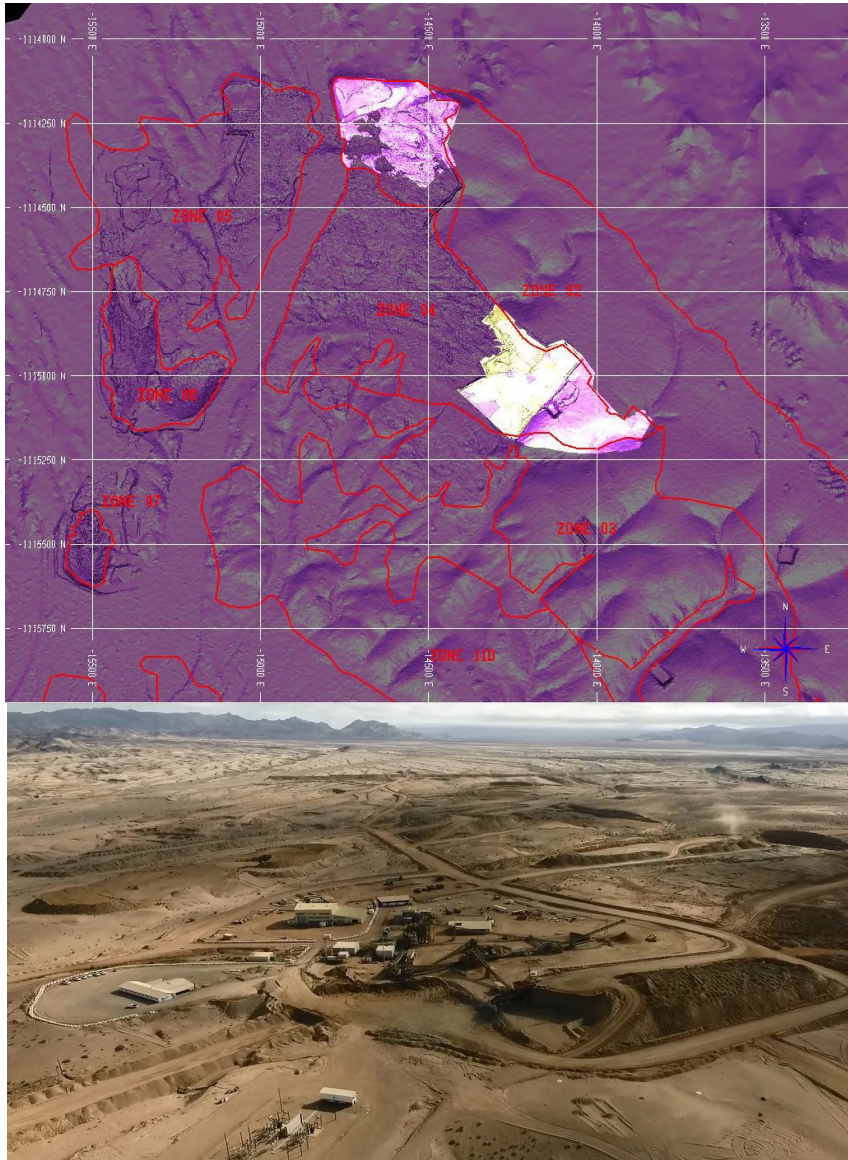
The global operating environment continues to evolve. Supply chains face disruption from geopolitical tensions, climate-related events and shifting trade dynamics. Digital tools now allow procurement teams to improve forecasting, enhance data visibility and strengthen decision-making. The function is steadily moving from reactive problem-solving to proactive strategic planning.

Yet despite its strategic significance, procurement remains largely invisible to the public. It does not feature in photographs of blasting operations or processing plants. It does not capture headlines. But its fingerprints are present in every tonne produced safely, every cost target achieved and every compliance standard upheld. For mining professionals, procurement is recognised as a strategic partner. For the broader public, understanding its role offers a deeper appreciation of how modern mining companies operate responsibly, balancing efficiency with stewardship and profitability with accountability.

ORANGE RIVER MINES OPERATION



SENDELINGSDRIF MINING AREAS: ZONES 4 & 4A



ORANGE RIVER MINE PROFILE



The Orange River Mines (ORM) mining activities are found within Namdeb's Mining License 42. This license area extends along the Orange River for about 50 kilometers inland from the Mining Area 1 (MA1) eastern boundary to Sendelingsdrif, near the town of Rosh Pinah. The Orange River Mines contain some of the highest value diamonds in the world.

ORM had two distinct mining license areas, Daberas Mine and Sendelingsdrif Mine. Sendelingsdrif is the second largest diamond deposit within the Orange River Mine's mining license area and was inaugurated in 2014 by His Excellency; former President of The Republic of Namibia; Hifikepunye Pohamba.

The ORM deposits comprise of Proto (17.5-19 Ma) and Meso (2 – 5Ma) gravels. Mined at Orange River is the Proto gravel because it is higher grade than the younger Meso gravel. Meso gravel is uneconomic under current plant processing systems.

Sendelingsdrif Mine was officially mothballed on Friday, 27 June 2025 by Namdeb and ORM Management.

SYMBOLIC CLOSURE OF ORM IMAGES



SOCIAL PERFORMANCE



At Namdeb we strive to better understand and manage the risks as well as impacts within the Area of Influence (AoI) as indicated below. This is done to:

- Enhance Namdeb's social license to operate and:
- Build effective relationships with Namdeb's stakeholders and local communities.

In demonstrating our commitment to do no harm to our communities, Namdeb has an External Grievance & Incidents platform whereby community, stakeholders, our business partners and employees can give recommendations or raise concerns about our operations.

BUILDING FOREVER



Being a significant role player in the Namibian diamond mining industry, Namdeb has adopted the De Beers Group Building Forever Sustainability Framework which provides us with the opportunity to support a brighter future in sustainable and meaningful ways to ensure a lasting positive legacy long after the last diamond has been recovered.

The Building Forever framework is made up of twelve (12) ambitious goals concentrated on four clear pillars where we believe we can make a meaningful impact – leading ethical practices, partnering for thriving communities, protecting the natural world and accelerating equal opportunity. These are vitally important not only to our business, but also to our employees, partners and communities impacted by our operations. The work undertaken to achieve the goals further supports the achievement of Namibian National Development Plans, Harambe Prosperity Plan, Vision 2030 and Sustainable Development Goals.

In March 2022, Namdeb Holdings approved a 5-year Building Forever plan that includes strategic focus on delivering on commitments for Provenance, People and Planet. With the extension of Namdeb's Life of Mine until 2041, this creates an opportunity to further enrich our narrative on the good that diamonds do.

NAMIBIA AND NAMDEB'S FIRST EVER ELECTRIC BUS



Namdeb's operations cover a large surface area, so employees are transported to and from their places of work, traveling approximately 550 000 kilometers per year. Namdeb identified that it could reduce its diesel usage by implementing electric buses. After an exhaustive tender process, Namdeb produced a bus and associated charging infrastructure from King Long in China, which was received on 14 October 2023.

During the commissioning period of the electric bus and as part of capacitating Namibians, twenty-six (26) drivers, and ten (10) mechanics and technicians underwent driving and maintenance training. The bus was registered with the relevant authorities and has been successfully operating since the commissioning period. The bus has covered 15 800 kilometers since its arrival, saving a significant amount of diesel and carbon emissions in the process. The full lifecycle evaluation is currently still in progress, but early indications are that the maintenance and operations costs are much lower than the conventional diesel buses.

The maximum range of the bus is 350km on a full charge, and the maximum distance it has covered to date is 230km, on a return trip from Oranjemund to Rosh Pinah.

NAMDEB'S ROLE IN TOWN TRANSFORMATION



The town of Oranjemund was originally created as an accessory works to the diamond mining operations of Namdeb and its predecessor, CDM. In 2012, it was proclaimed as a town and became open to the public in 2017.

Whilst Namdeb's operations will remain the key economic activity in the town for the next few years, it has also become clear that much more would need to be done to ensure that the town remains viable post-mining by promoting other economic activities such as tourism and agriculture. As part of this process, the town transformation strategy of Oranjemund was developed, a result of collaboration with the Oranjemund Town Council and the wider community of the town. The strategy and Plan aim to normalise the town from a Namdeb-owned and

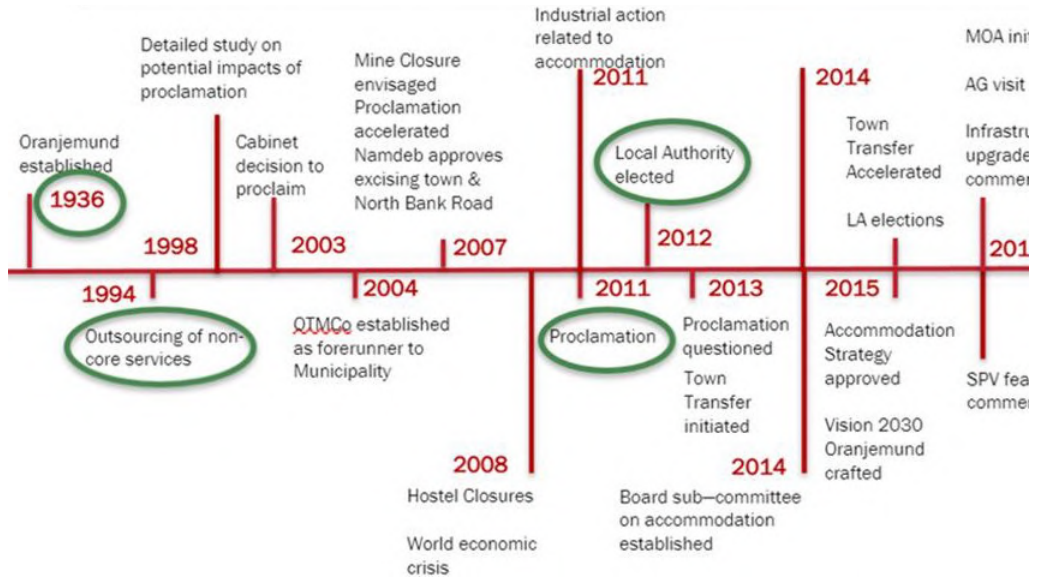
managed town dependent on mining, to a normal, self-sustaining town with a diversified economy. In this regard, Namdeb established a section 21 company OMDis in 2019 to proactively accelerate Town Transformation – focusing on the economic diversification of Oranjemund to ensure the town's sustainability by 2030 and beyond.

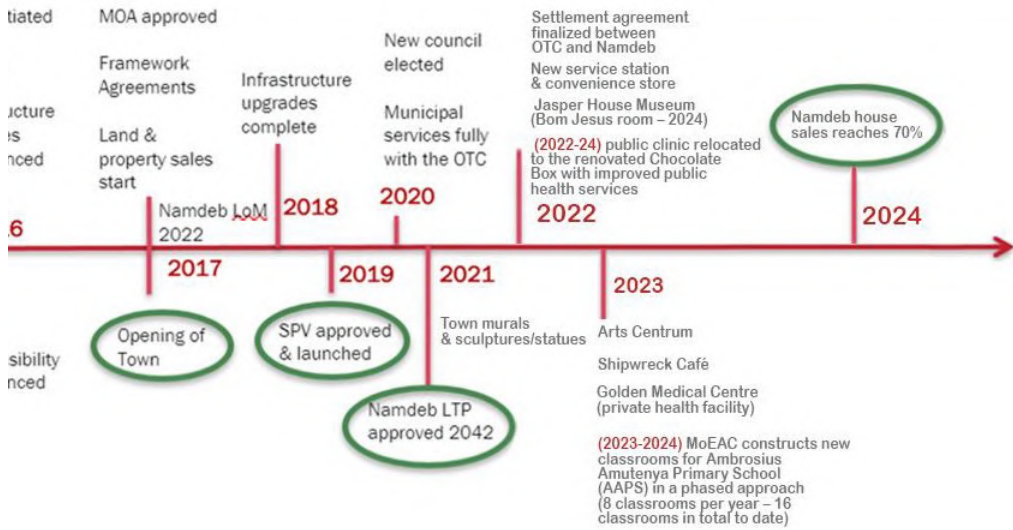
To date, OMDis has launched several feasibility studies to establish the viability of possible industries including agriculture. A major milestone for OMDis was the awarding of the Orange River tourism concession within the Tsau //Khaeb National Park. This is anticipated to be a significant contributor to the development of tourism-related activities and jobs creation in Oranjemund and the //Kharas region in at large.

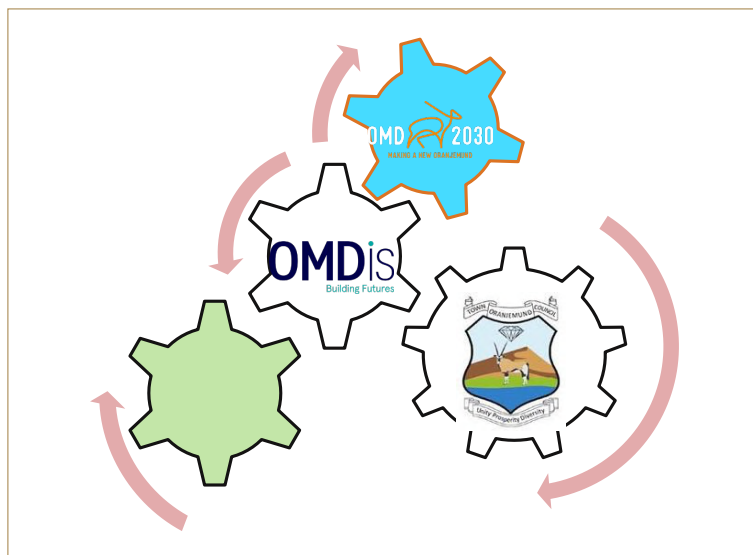
WE COLLABORATE WITH STAKEHOLDERS TO ENABLE A MORE SUSTAINABLE ORANJEMUND TOWN



CONTINUATION ORANJEMUND TOWN TIMELINE







Building an Active, Resilient Community

- Community Engagement & Activation
- Community Resilience
- Face of Tourism
- Environmental & Social Sustainability
- Town branding
- Land & service provision
- Create an investment- friendly environment
- Environmental & social sustainability
- Tourism infrastructure (public) & compliance
- Local Economic Development
- Community participation
- Training

Economic Diversification

- Support existing businesses
- Develop new SME's
- Develop an entrepreneurial culture
- Create new industries
- Town branding
- Training

Namdeb LTP

- Private property
- ownership
- Organic development

RESPONSIBLE MINE CLOSURE AND REIMAGINING ASSET RETIREMENT



The company initiated the Namdeb Integrated Closure Study (NICS) to determine cost and document an integrated closure plan for Namdeb. Part of this work is to identify sustainable alternative uses/ solutions for the areas that have been disturbed by mining activities, or the structures built for mining use, in a way that is beneficial to stakeholders.

The concept of reimagining asset retirement (RAR) was coined to remove the negative connotation attached to the term “closure” so as to repurpose old mining facilities and environment in a more valuable manner.

Although not much has been done in this area, various opportunities have been identified and being considered for geo-tourism and retaining some of the treatment

plant infrastructure for cultural heritage and mining-tourism purposes.

The following are some of the aspects considered for re-imagining asset retirement.

- Mining heritage – retaining of appropriate infrastructure for tourism
- Viability assessment of recreational vehicle obstacle course in ML42
- Viability assessment of geo-tourism potential of ML42 mined-out areas
- Green energy opportunities
- Implementation of sustainable circular economy principles
- Identification of net positive impacts on biodiversity
- Waste management/pollution control and Biodiversity.

INNOVATION AT NAMDEB

At Namdeb, we continuously seek better ways of working. Mining along Namibia's coastline presents unique challenges, but our people remain committed to improving how we operate. Through safer methods, smarter technologies, and more efficient processes, we are protecting both our operations and our future. This commitment to innovation keeps Namdeb moving forward.



As mining progresses westward, stripping activities become increasingly complex. Ore deposits lie deeper beneath the seabed, requiring the movement of larger volumes of sand, the management of higher mining faces, increased water seepage into cuts, and additional boulders to reinforce the seawall. As conditions become more demanding, traditional approaches are no longer enough and require solutions that are smarter, safer, and more efficient.

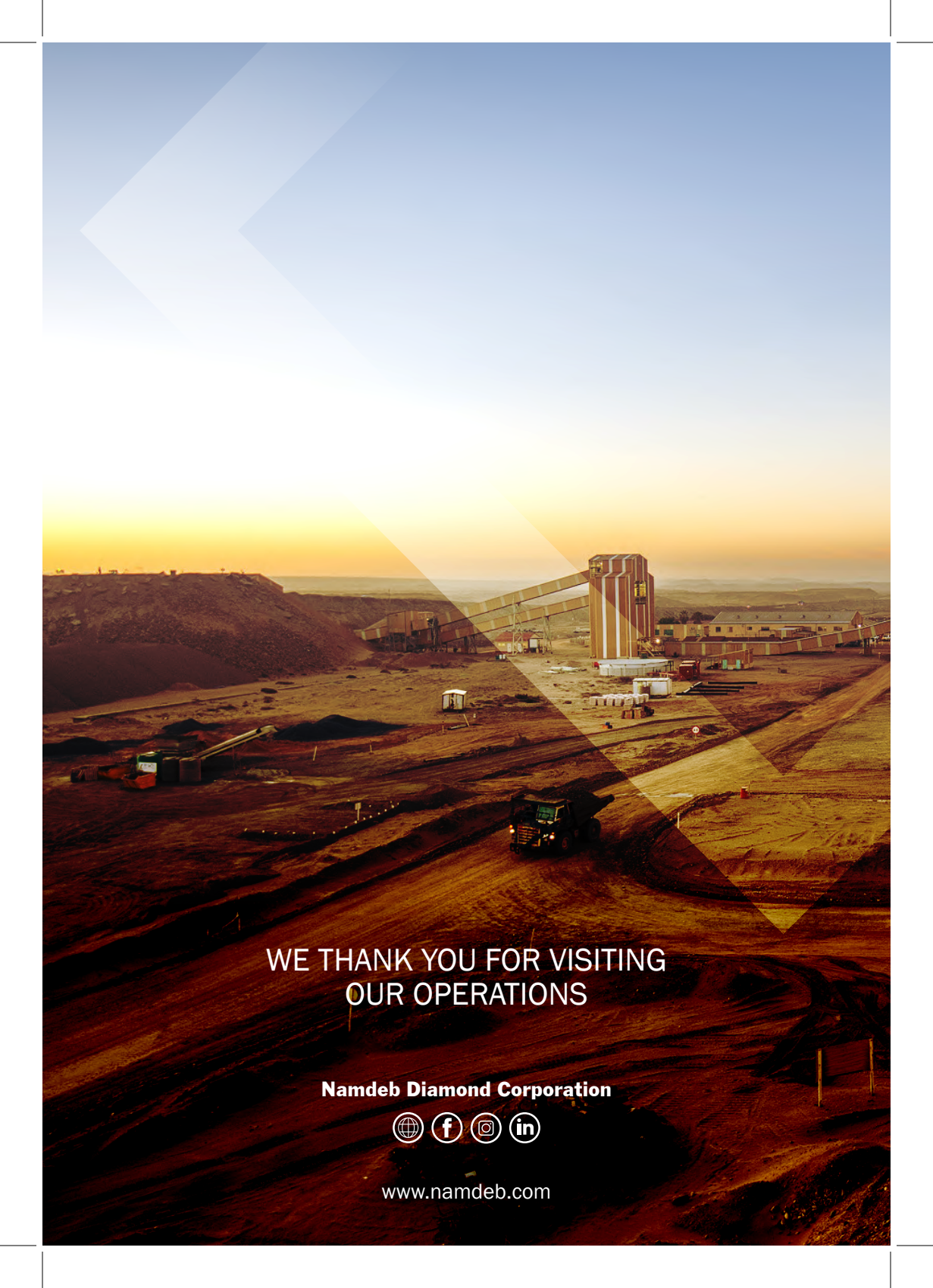
This is where the Dry Mining Unit (DMU) comes in. The DMU operates through a simple and continuous process. Dozers push sand into the unit, where grizzly bars remove oversized rocks. The remaining material is transferred via conveyor onto a screening system. Material too large for slurring is separated and collected for seawall reinforcement, while the finer sand is mixed with water to create slurry that is pumped over the seawall for accretion. The DMU is innovation in action, it strengthens our operations today and supports responsible mining for tomorrow. Namdeb: Good today, better tomorrow.



PAST AND PRESENT NAMDEB INNOVATION







WE THANK YOU FOR VISITING
OUR OPERATIONS

Namdeb Diamond Corporation



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