

AN OVERVIEW FROM OUR CEO



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Clifford Elphick

OVERVIEW

In another challenging year, we continued to drive improvements in our sustainability work and safety performance, each an integral aspect of our work. The diamond industry is facing real challenges, but we remain steadfast in our safety, sustainability and governance commitments.

We do not see financial incentives and objectives as separate from sustainability objectives; we have demonstrated that we can derive mutual benefit from their alignment. A constrained operating environment means we need to recommit to sustainability, not suspend it. This includes doing more with less, being more creative, and harnessing our people's capabilities, enthusiasm and creativity to drive and continually improve on our sustainability commitments.

We have seen continued improvement in the standards around our mine sites and, at Letšeng, material improvements in the overarching work done on our technical projects, such as nitrate sequestration, residue storage facility management and decarbonisation. Our climate and decarbonisation work has always gone hand in hand with reduced costs, and we expect to realise additional reductions of our carbon footprint together with further cost savings through focused initiatives to reduce energy consumption and improve efficiencies. Energy transition requires time and resources, and in the current climate, we must balance those in the most effective way possible.

The business has implemented several major changes over the year: in particular, the insourcing of the mining contract and a right-sizing and restructuring at Letšeng in line with operational requirements. We expect these changes to provide opportunities for enhanced governance, greater control, and a more tightly focused operation.

Refer to our Annual Report and Accounts 2023 for more information on our right-sizing and insourcing processes.

We maintain a constructive dialogue with government departments, addressing emerging issues through debate and collaboration. This collaborative approach continued with the new government that was elected to office in October 2022, as we nurture strong relationships with our host country, neighbouring communities and other key stakeholders.

LOOKING AHEAD

The business environment will, in all likelihood, remain challenging in 2024. That means we need to work particularly hard to ensure we do not regress in our sustainability goals. We believe we have a solid foundation, a strong and supportive safety and sustainability culture and management in the organisation, and mature governance and operational structures that will allow us to continue to progress for the benefit of our business and our stakeholders.