



UPSTREAMTM

TECHNOLOGY



TRUSTED PARTNER.
INNOVATIVE SOLUTIONS.
TAKING DIFFICULT TO DONE.

Upstream Technology is an innovation-driven partner that clients trust for efficient mining solutions, optimised operations and return on investment. We bring leading expertise in mining, project delivery, total systems engineering and diamond recovery process plants and technology.

80+

*Years of delivering technology
and Technical solutions.*

350+

*Advanced processing recovery
machines deployed & supported
globally.*

140+

*Projects delivered on time and
on budget.*

3 000+

*Personnel managed during
shutdowns.*

PARTNERING IN TECHNOLOGY FOR OUR FUTURE.

Upstream Technology is a trusted mining technology solutions company within the De Beers Group, delivering robust offshore and land-based technical solutions to unlock resource value, in partnership with our clients.

We develop comprehensive technology strategies and deliver fit-for-purpose solutions that consider the technical and economic factors shaping each client's operation.

Proven processes, specialised skills, and deep expertise ensure that every aspect of our delivery aligns with clients business goals, while addressing operational constraints.

A PARTNERSHIP THAT DELIVERS

Our unique approach to mining technology solutions and project delivery supports the performance of our clients' assets and delivers a measurable return on investment.

Every diamond recovered at De Beers Operations has been recovered through advanced technologies; developed, manufactured and supported by Upstream Technology.

This capability is demonstrated through our long-standing relationship with De Beers Diamond Mining Operations. Upstream Technology has provided technical support delivering complete mining systems for Debmarine Namibia through excellent project services .

Sustained investment in research and development and advanced technology solutions continues to support De Beers Mining Operations' operational efficiency and long-term growth, demonstrating our consistent delivery, adaptive innovation and long-term value creation.



ONE TEAM

We work as One Team with our clients to deliver capital projects on time and within budget—without compromise—enabling shared success and measurable return on investment.



EXPERTISE THAT DELIVERS VALUE

Our multidisciplinary teams work in close collaboration with clients to deliver efficient, reliable, end-to-end technical solutions—across the mining lifecycle.



A PROVEN TRACK RECORD

With more than 24 years in delivering complete mining systems, our involvement begins at project inception and extends beyond delivery. We ensure clients' projects are delivered and operationally set up for safe and efficient operations.



VECTOR M TECHNOLOGY



DEBMAR ATLANTIC

CAPABILITY THAT SETS NEW STANDARDS

From Exploration to Mining, we are driven to deliver demonstratable value to clients, enabling shared success through partnership.

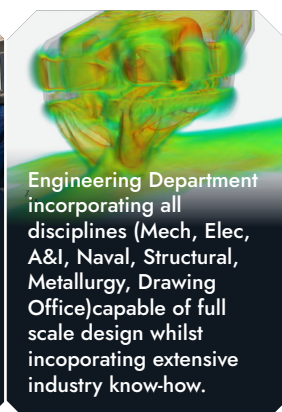
With a proven track record of delivering complete mining systems and large-scale projects, we partner with you to optimise your operation to achieve your critical business imperatives. We do this by reducing decision making time, driving revenue increases, optimising operational cost and value extraction.

As an integrated technology business, Upstream Technology offers fully integrated (end-to-end) mining systems and technical solutions, enabling us to:

- ♦ bring advanced expertise in handling complex projects, developing diamond sampling, mining and recovery technologies.
- ♦ offer research, technology development, engineering, and advanced automation services.
- ♦ offer Shutdowns, Maintenance Support and Asset Management services.



Research and Development using Testing Facilities and Specialist technical and Simulation skills to conceptualise and test potential solutions.



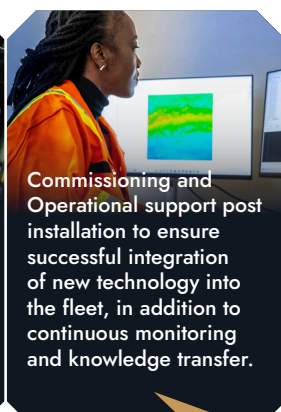
Engineering Department incorporating all disciplines (Mech, Elec, A&I, Naval, Structural, Metallurgy, Drawing Office) capable of full scale design whilst incorporating extensive industry know-how.



Fabrication and Assembly of required equipment to Marine specification in the Mining Systems Workshop.



Integrating new technology onto the vessel platform seamlessly during Imports by the Shutdown Team.



Commissioning and Operational support post installation to ensure successful integration of new technology into the fleet, in addition to continuous monitoring and knowledge transfer.

SPECIALISED PROJECT MANAGEMENT TEAM

MULTI DISCIPLINARY ENGINEERING CAPABILITY

- ♦ INDUSTRIALISATION OF PRODUCTS
- ♦ SYSTEM DESIGN & INTEGRATION
- ♦ ADVANCED ENGINEERING
- ♦ DATA ANALYTICS
- ♦ PROCESS AUTOMATION

COMPLEX CAPITAL PROJECT DELIVERY & MANAGEMENT

- ♦ STUDIES
- ♦ EPC/M
- ♦ SYSTEM DEVELOPMENT & INTEGRATION
- ♦ STAY-IN-BUSINESS PROJECTS & CAPITAL PROJECTS
- ♦ COMMERCIAL MANAGEMENT
- ♦ CONSTRUCTION MANAGEMENT
- ♦ OPERATIONAL READINESS

ADVANCED PROCESSING TECHNOLOGY

- ♦ INTERNALLY DEVELOPED PRODUCTS FOR MINING SAMPLING & DIAMOND RECOVERY OPERATIONS
- ♦ BUILD, TEST, COMMISSION
- ♦ TECHNICAL SUPPORT & MAINTENANCE
- ♦ TRAINING
- ♦ POST PRODUCTION ENGINEERING
- ♦ ORE DRESSING STUDIES
- ♦ PROCESS OPTIMISATION

GEOSURVEY

- ♦ AUTONOMOUS UNDERWATER VEHICLE (AUV) SURVEY OPERATIONS
- ♦ 3D SUB-BOTTOM IMAGING TO DELINEATE COMPLEX NEAR SURFACE GEOLOGICAL STRUCTURES AND STRATIGRAPHY
- ♦ AUV MAINTENANCE & ENHANCEMENTS
- ♦ BENTHIC MONITORING
- ♦ DEVELOPMENT AND TESTING OF NOVEL SENSING SOLUTIONS

SHUTDOWN, MAINTENANCE & OPERATIONAL SUPPORT

- ♦ SCHEDULED SURVEYS
- ♦ IMPORT MAINTENANCE, REPAIRS ENHANCEMENTS & PROJECT INTEGRATION
- ♦ EMERGENCY UNSCHEDULED REPAIRS & DISASTER RECOVERY
- ♦ ASSET MANAGEMENT
- ♦ REFURBISHMENT OF MAJOR EQUIPMENT
- ♦ ASSEMBLY OF COMPLEX MINING SYSTEMS

INNOVATION & BESPOKE MINING SOLUTION DEVELOPMENT

- ♦ NEW MINING, SENSING & PROCESSING SOLUTION – NEW RESOURCE TYPES
- ♦ NOVEL ENHANCEMENTS TO EXISTING SYSTEMS
- ♦ ADVANCED PROBLEM ANALYSIS & SUPPORT
- ♦ SIMULATION & PROCESS MODELLING



MINING VESSEL CONTROL



NEW-GENERATION CRAWLER



XRT CC DIAMOND RECOVERY TECH



R&D TEST FACILITY

FROM DIFFICULT TO DONE

THE COMPLETE VALUE CHAIN COVERED

Upstream Technology's offering spans two core value chains: Product Development & Support, and System Development & Delivery — enabling true end-to-end solutions for its clients.

On the product side, Upstream Technology works with clients to identify gaps where no solution exists, then innovates, engineers, manufactures, and deploys that solution — providing field support throughout its operational life. This is demonstrated through Upstream's recovery technologies, developed and supported entirely in-house from research through to field deployment.

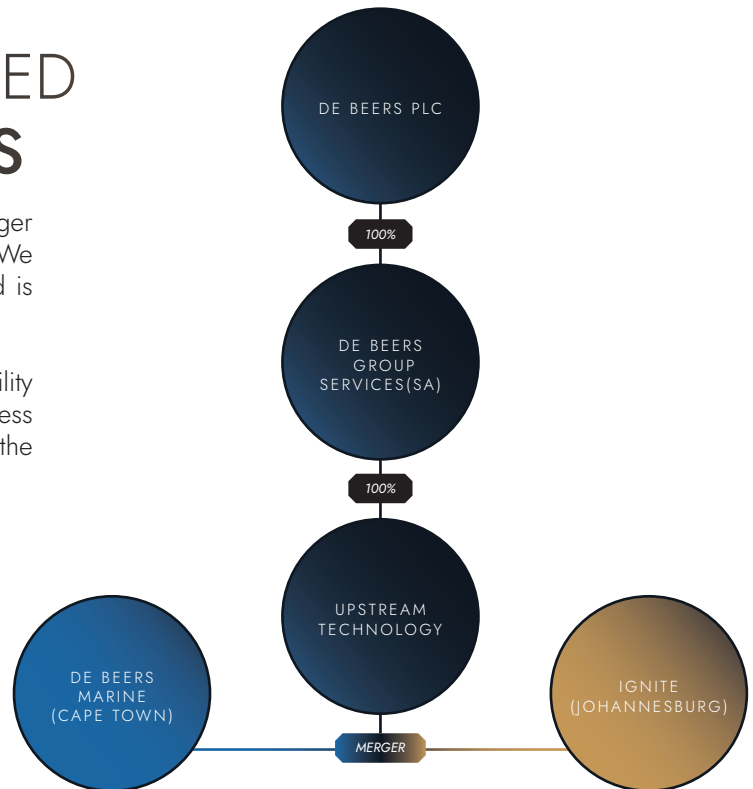
In system delivery, Upstream Technology engages from concept study through feasibility, project execution, operational readiness, and post-delivery maintenance. This is evidenced by Upstream Technology's delivery of diamond mining vessels, where the company has delivered everything from initial study phases to ongoing shutdown maintenance services.



A COMPANY STRUCTURED FOR SHARED SUCCESS

Upstream Technology was formed through the strategic merger of De Beers Marine (Cape Town) and Ignite (Johannesburg). We operate as Upstream Technology South Africa (Pty) Ltd and is fully owned by De Beers Group Services.

This integration brings together leading exploration capability and advanced technology development—creating a business built to accelerate R&D, improve efficiency and support the future of mining in a competitive global landscape.



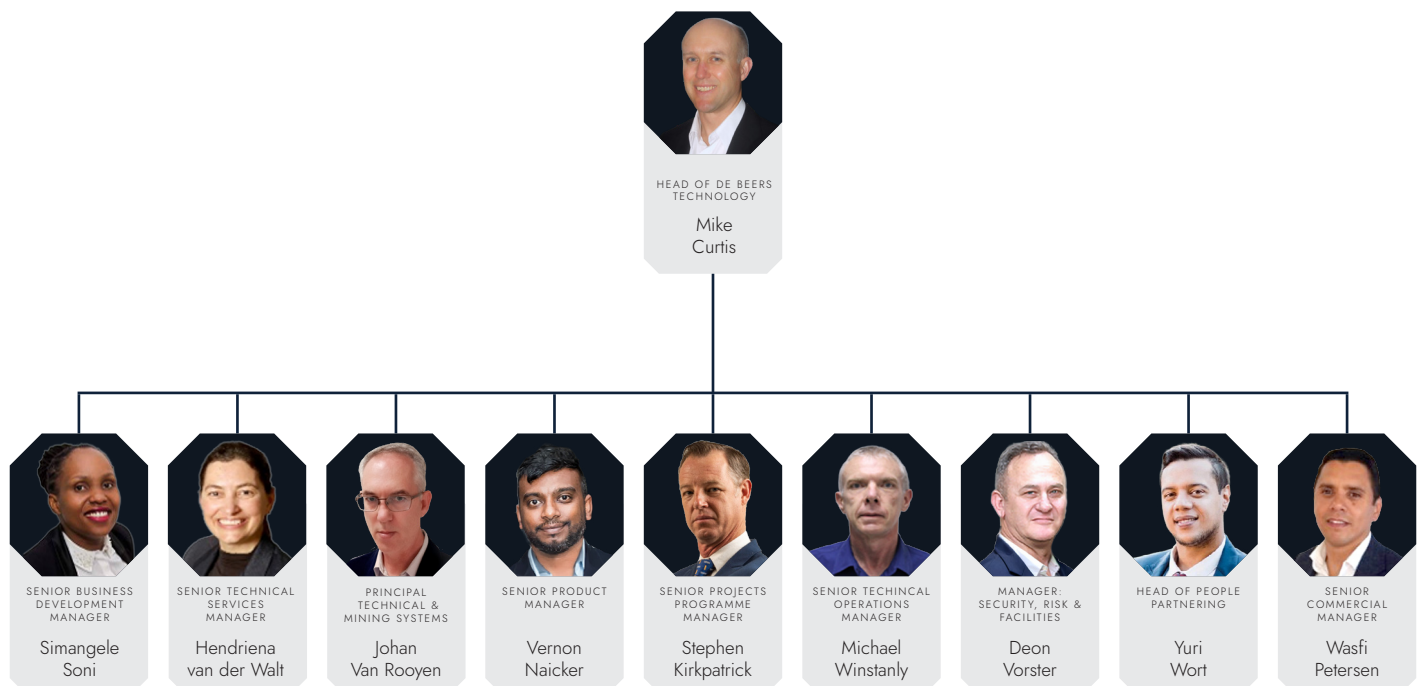
THE POWER OF A SEASONED TEAM

The Upstream Technology team includes over 300 technical and business professionals based in Cape Town and Johannesburg, with deep capability in project management, engineering, systems integration and operational technology.

Our leadership team is focused on safety, innovation and efficient execution—enabling delivery in complex, multi-disciplinary environments.

We have delivered over 140 projects globally, on time and within budget, and support more than 350 advanced recovery machines in operation.

Our team draws on over 80 years of combined legacy from De Beers Marine and Ignite, including more than 50 years of specialised diamond recovery technology and 30 years of capital project delivery experience.

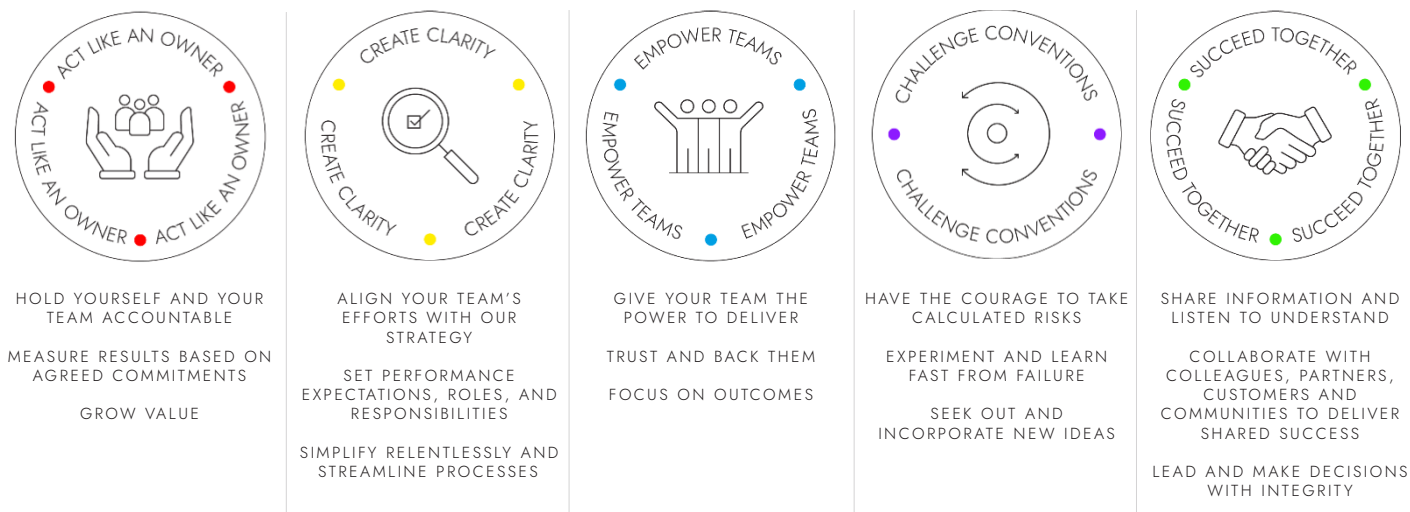


PURPOSE THAT DRIVES STRATEGIC INTENT

As a preferred partner we deliver demonstratable value while supporting smart, responsible and sustainable mining. We do this by making a step change in innovation delivery, in partnership with our clients, to maximise value, support sustainability and to build resilience.

PRINCIPLES THAT INFORM LEADERSHIP

Our work is guided by De Beers Group's Leadership Principles, which shape how we collaborate, make decisions and deliver across multiple sites as one integrated team.



OUR VALUES UNDERPIN EVERYTHING WE DO



SUSTAINABILITY THAT BUILDS FOREVER

We contribute to the Building Forever sustainability strategy, focused on Livelihoods, Climate and Nature and Provenance. We support these goals through technical solutions that amplify impact:

- ♦ **Livelihoods:** Enhancing operational performance, developing workforce capabilities and supporting the communities in which we operate.
- ♦ **Climate and Nature:** Minimising environmental footprint through efficient solutions, energy-smart practices and reduced resource intensity.
- Provenance:** Enabling traceable recovery through technologies that support transparency and trust from source to market.

SAFETY, HEALTH AND ENVIRONMENT (SHE) CULTURE & UNRIVALLED SAFETY PERFORMANCE

Aligned with the De Beers Group core value of *Putting Safety First*, Upstream Technology is dedicated to achieving Zero Harm for all. Our strong safety culture—underpinned by a proven track record—is driven by robust risk management processes and visible felt leadership. We believe Zero Harm is achievable, and we strive relentlessly to make it a reality for everyone within our care.



UPSTREAMTM
TECHNOLOGY

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**WE DELIVER GROUNDBREAKING
MINING SOLUTIONS, ESPECIALLY
WHEN OTHERS CAN'T.**