UPSTREAM™
TECHNOLOGY

INTEGRATED PROJECT MANAGEMENT

Our Projects Division partners with client teams seamlessly to ***deliver value through technology systems and solutions.***

With over 22 years of proven success delivering projects for De Beers Marine Namibia and the De Beers Group, our Project Management and Systems Integration Team excels in developing and executing capital projects in collaboration with clients—on time and within budget.

The Projects Division drives significant value creation through tried-and-tested methodologies, expertise, and experience in managing complex projects from concept, project execution and delivery to operational readiness.

The Team seamlessly integrates with both internal departmental processes and those of our clients and stakeholders. This ensures safe and efficient project execution and achievement of project objectives.

22

years of providing client-centric solutions that directly tackle needs & challenges on time and within budget.

148+

CAT 1–3 projects delivered within budget since 2003

2

Large capital projects delivered in the last 10 years

SERVICE PORTFOLIO & CAPABILITIES

Project Management & Engineering

System Integration Design & Execution

Project Controls

We manage governance, cost, schedule, risk, and change management.

Procurement

Scoping, enquiry, evaluation and expediting for physical goods and services.

Contract Administration

Contract management and administration for the supply of associated goods and services for every project.

Operational Readiness

Integration of new or modified systems into the operations, including training, spares, operational work practice and logistics.

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SPECIALISATION THAT DRIVES VALUE

By leveraging excellence in project management, we develop, design, and deliver complete solutions through our capabilities, ensuring effective technology and project success.

140 *projects successfully delivered and counting...*

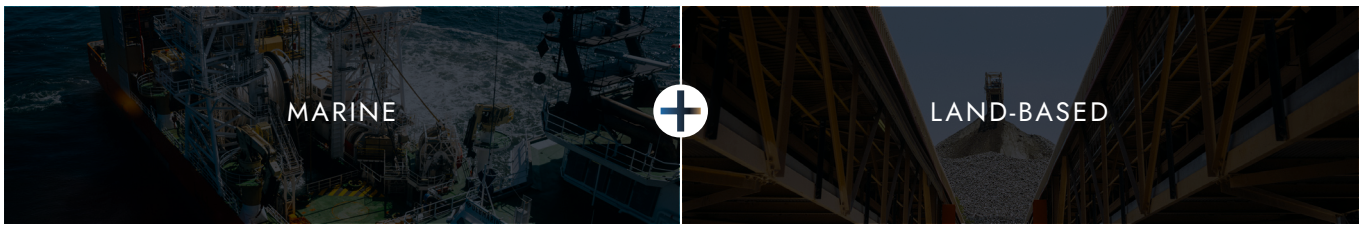
Make Life Brilliant

Creating value through

- IMPROVED SAFETY
- TECHNOLOGY ACCELERATORS
- PROJECT DELIVERY
- IMPROVED EFFICIENCIES
- REDUCED COSTS

New Business

H2 PROJECTS	OPERATIONS	SUSTAINABILITY	TECHNOLOGY



PEOPLE	PROCESSES	COST	STRATEGIC PARTNERSHIPS

ACT LIKE AN OWNER	CREATE CLARITY	EMPOWER TEAMS	CHALLENGE CONVENTIONS	SUCCEED TOGETHER

PUT SAFETY FIRST · BE PASSIONATE · PULL TOGETHER · BUILD TRUST · SHOW WE CARE · SHAPE THE FUTURE

STRATEGIC DELIVERY FRAMEWORK

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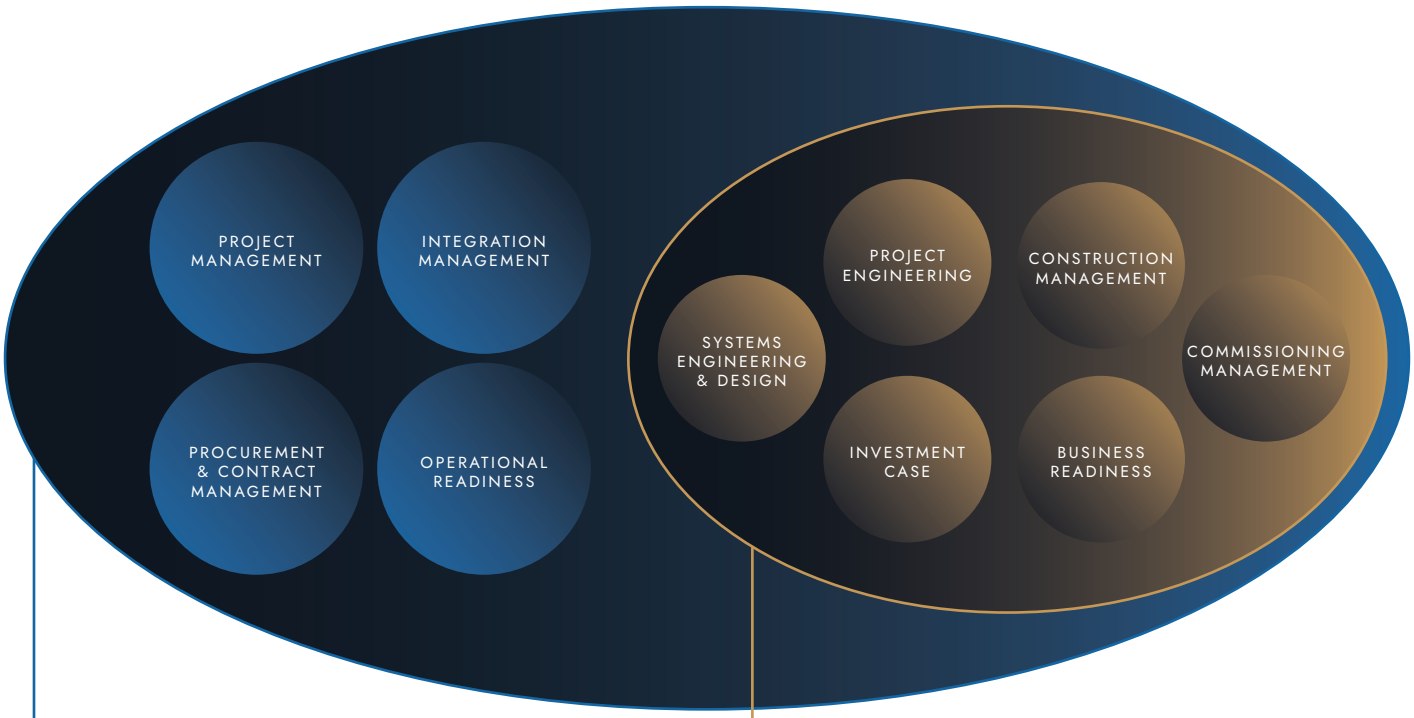
INTEGRATED PROJECT MANAGEMENT & CAPABILITIES

Seamless integration of all project management disciplines ensures the effective alignment of internal and external stakeholders, driving efficient project delivery.

We are committed to innovation, efficiency, systems optimisation, and sustainability in the mining industry.



INTEGRATED PROJECT MANAGEMENT

Project Management

We work collaboratively with clients to manage complex engineering processes and integrate multidisciplinary solutions. From conceptual design to final implementation, we ensure all project phases are delivered on time, within budget, and meet rigorous safety and quality standards.

Integration Management

We align and coordinate intricate project components to achieve cohesive and efficient solutions.

Procurement and Contract Management

With over 20 years of expertise, we streamline procurement and contract processes, from sourcing high-quality materials to negotiating favourable terms that meet project requirements.

Operational Readiness

We ensure smooth transitions from project initiation to full-scale operations by thoroughly preparing people, processes, and technology for optimal performance.

PROJECT DELIVERY CAPABILITES

Systems Engineering and Design

A disciplined approach to engineering and design, ensuring system components meet requirements, mitigate risks, and function cohesively.

Project Engineering

Coordinating technical planning, design, and activities to ensure compliance and integration across engineering disciplines for efficient project delivery.

Construction Management

Overseeing construction activities, including resource coordination, scheduling, safety, and communication for successful project completion.

Commissioning Management

Testing and validating systems to ensure proper installation, functionality, and operational readiness for handover.

Business Readiness

Ensuring processes, systems, and personnel are equipped to support the operational system effectively.

Investment Case

Providing a clear financial and strategic justification for projects through detailed cost-benefit analysis, risk evaluation, and alignment with organisational goals.

OUR EXTENSIVE INTERNAL PROJECT CAPABILITY EMPOWERS CLIENTS TO ACHIEVE PROJECT INVESTMENT GOALS AND OUTCOMES.

SHARED SUCCESS THROUGH PARTNERING

Through an approach rooted in partnership and shared goals, we prioritise collaboration and client integration to deliver exceptional value:

- Integrated teams that achieve superior outcomes
- Teamwork as a foundation for shared success
- Early engagement to ensure project success
- Two-way skills transfer, enhancing long-term delivery through shared expertise
- As part of De Beers Group, we align with your values and objectives
- We collaboratively solve complex challenges
- Our model goes beyond traditional Engineering, Procurement and Construction relationships, integrating deeply through shared expertise and specialist knowledge

BEST PRACTICE

We have tested and proven project systems and capabilities across key areas:

- Project management
- Design and engineering
- Controls
- Planning
- Procurement
- Readiness

PROVEN DELIVERY

With over two decades of experience in diamond mining, we consistently deliver:

- Exceptional results supported by a strong track record
- Safety performance as our top priority

Your project's success is ensured by working together to minimise risks, optimise systems, and exceed expectations in terms of time, cost, and quality outputs.

As a partner you benefit from comprehensive, end-to-end project management discipline, systems & processes that are designed to deliver exceptional results.

With integrated, in-house capability and alignment to De Beers Group standards, our project management team partners with you from inception to project delivery, reducing your risk, saving time and costs, ensuring outcomes that perform as promised.

Partnering for our future.
Let's solve the hard mining problems together.

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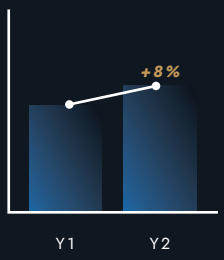
DELIVERING EXCELLENCE ON EVERY PROJECT

Since 2003, the Projects Division at Upstream Technology has successfully delivered over 140 Category 1–3 projects, with an exceptional track record of staying within budget—only three projects exceeded the limit by more than 5%, and even then, remained under 10%. In the past decade alone, the division has executed two major capital projects—MV SS Nujoma and MV Benguela Gem—demonstrating engineering excellence, operational efficiency, and strategic foresight.

The SS Nujoma project achieved an 8% increase in nameplate capacity within its first year, delivering 5% in cost savings and reaching completion three months ahead of schedule. Similarly, the Benguela Gem project delivered 20% additional production in its first year, came in 19% under budget, and was completed three months early, all during the challenges of COVID-19. Both projects boast an excellent safety record, reinforcing Upstream Technology's reputation for high-performance delivery and commitment to health and safety.

SS NUJOMA

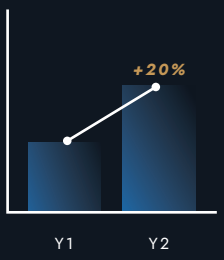
Nameplate capactity from 48 to 52 samples with a 5% cost saving, delivered 3 months earlier than planned.



5%
COST SAVING

BENGUELA GEM

Additional Production in 12 months while staying under beudget by 19%, delivered 3 months earlier than planned.



19%
UNDER BUDGET

3 BOTH PROJECTS DELIVERED 3 MONTHS EARLY

DELIVERED WITH AN EXCELLENT SAFETY RECORD

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