

**LUCARA**  
DIAMOND

# TD Securities Mining Conference

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January 2020

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VP Corporate Development & Strategy

[LucaraDiamond.com](http://LucaraDiamond.com) | [LUC.TSX](http://LUC.TSX) | [LUC.XSTO](http://LUC.XSTO) | [LUC.BSE](http://LUC.BSE)

# CAUTIONARY STATEMENT

## Forward-looking information

Certain of the statements made and contained herein and elsewhere constitute forward-looking statements as defined in applicable securities laws. Generally, these forward-looking statements can be identified by the use of forward-looking terminology such as "expects", "anticipates", "believes", "intends", "estimates", "potential", "possible" and similar expressions, or statements that events, conditions or results "will", "may", "could" or "should" occur or be achieved.

Forward-looking statements are based on the opinions and estimates of management as of the date such statements are made, and they are subject to a number of known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of the Company to be materially different from any future results, performance or achievement expressed or implied by such forward-looking statements. The Company believes that expectations reflected in this forward-looking information are reasonable but no assurance can be given that these expectations will prove to be accurate and such forward-looking information included herein should not be unduly relied upon.

In particular, this release may contain forward looking information pertaining to the following: potential to expand the life of mine; updated resource and reserves for the Karowe Mine, including the Underground and the total expected life of mine production; estimates of the Company's production and sales volumes for the Karowe Mine, including the Underground and associated cash flow and revenues; estimates of the economic benefits of the Underground, including the payback period; pre-production capital costs for the Underground and the quantum required, and availability of, external financing; anticipated operating margins for the Underground operations; the ability to integrate the underground operations seamlessly into the existing infrastructure; the anticipated mine plan and mining methods; the schedule of development of the underground, production profile and anticipated changes in diamond pricing, including trends in supplies and demands and the potential for stability in the diamond market and diamond pricing; changes to foreign currency exchange rate; the timing and ability of management to further commercialize the Clara digital sales platform and other forward looking information.

There can be no assurance that such forward looking statements will prove to be accurate, as the Company's results and future events could differ materially from those anticipated in this forward-looking information as a result of those factors discussed in or referred to under the heading "Risks and Uncertainties" in the Company's most recent Annual

Information Form available at <http://www.sedar.com>, as well as changes in general business and economic conditions, changes in interest and foreign currency rates, the supply and demand for, deliveries of and the level and volatility of prices of rough diamonds, costs of power and diesel, acts of foreign governments and the outcome of legal proceedings, inaccurate geological and recoverability assumptions (including with respect to the size, grade and recoverability of mineral reserves and resources), and unanticipated operational difficulties (including failure of plant, equipment or processes to operate in accordance with specifications or expectations, cost escalations, unavailability of materials and equipment, government action or delays in the receipt of government approvals, industrial disturbances or other job actions, adverse weather conditions, and unanticipated events relating to health safety and environmental matters).

Accordingly, readers are cautioned not to place undue reliance on these forward-looking statements which speak only as of the date the statements were made, and the Company does not assume any obligations to update or revise them to reflect new events or circumstances, except as required by law.

All currencies mentioned in this presentation are in United States Dollars ("US\$") unless otherwise mentioned.

Qualified Persons: Dr. John Armstrong, Ph.D. P.Geol, is the Qualified Person as defined by NI 43-101. Dr. Armstrong is Vice President Technical Services for the Company and has reviewed and approved the scientific and technical information contained in this presentation. Mr. Cliff Revering, P. Eng. of SRK Consulting is the independent Qualified Person as defined by NI 43-101 responsible for the Karowe Diamond Mine Mineral Resource estimation, and Mr. Gord Doerksen of JDS Energy and Mining Inc. is the Independent Qualified person as defined by NI 43-101 responsible for the Karowe Diamond Mine Mineral Reserve estimation. The most recent Mineral Resource and Mineral Reserve estimations are located in the 2020 Annual Information Form for the year ended December 31, 2020, dated March 30, 2021, which can be found on the Company's website and under its profile on SEDAR at [www.sedar.com](http://www.sedar.com).

Technical Reports: For further details regarding the Karowe Underground Project and Qualified Persons as defined by NI 43-101, please refer to the technical report dated December 16, 2019 with an effective date of September 26, 2019, titled "Karowe Mine Underground Feasibility Study Technical Report, Botswana", posted to the Company's website and under its profile on SEDAR at [www.sedar.com](http://www.sedar.com).



# KAROWE DIAMOND MINE (100%)

High operating margin (>60% LOM) sustained since production began in 2012

2.64 million carats sold, **US\$1.49 billion in revenue in under 7 years**

Total capital investment less than US\$200 million; **US\$271 million in dividends paid since 2014**

Consistent recovery of high value +10.8ct diamonds, with additional realized input from high value coloured diamonds (blue, pink)

Innovative Design - First diamond mine to use state of the art XRT technology for primary diamond recovery



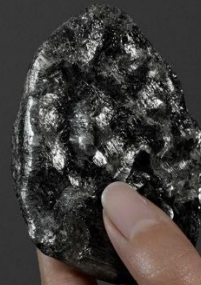
# SEWELÔ COLLABORATION WITH LOUIS VUITTON Botswana's Largest Diamond

Sewelô “rare find”, an unbroken 1,758 carat near gem quality diamond recovered in April 2019

Collaboration between Lucara (50%), Louis Vuitton (25%), HB Company (25%) – planning, cutting and polishing a collection of diamonds from Sewelô

Lucara to receive an upfront non-material payment from the JV partners; LUC to participate in 50% of the proceeds of the polished diamonds that result

5% of all the retail sales proceeds from the historic



## HISTORIC DIAMOND RECOVERIES

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Lucara has become renowned as one of the world's foremost producers of large, gem quality diamonds

Lesedi La  
Rona **1109**  
carat

Second largest  
gem diamond  
ever recovered  
in the world



Constellation  
on **813**  
carat

Sold for a  
record  
US\$63.1  
million





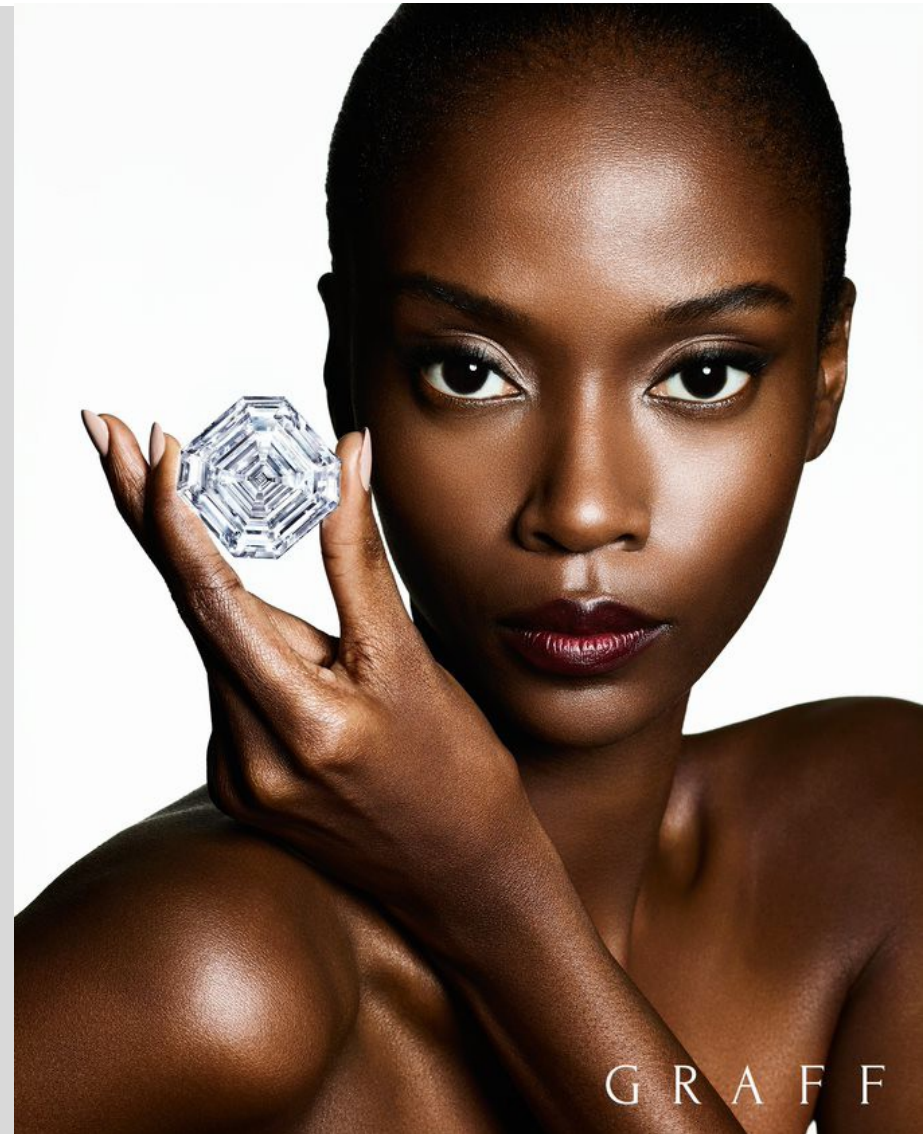
## LESEDI LA RONA & CONSTELLATION

The 1,109 carat Lesedi La Rona was recovered in 2015 and purchased by Graff in 2017 for US\$53 million resulting in the 302.37 carat Graff Lesedi La Rona

Graded by the GIA, one of the world's largest square emerald cut diamond; 66 satellite diamonds were also cut ranging from <1 carat to >26 carats

The 813 carat Constellation was recovered in 2015 and purchased for US\$63 million, the highest price ever achieved for the sale of a rough diamond

The resulting **313** carat Constellation One is the largest D coloured emerald cut diamond in the world today and is the largest ever graded by the GIA.



GRAFF

# 2019 HIGHLIGHTS

(All currency figures in U.S. Dollars, unless otherwise stated)

## Karowe Diamond Mine (100%)

Strong, stable operations for third consecutive quarter in 2019

Positive Underground Feasibility Study, Doubling the mine life

Q3 operating costs of \$31.06 cost per tonne of ore processed trending at the low end of guidance; Operating Margin ~60%

Revenue of \$192.5 million exceeding annual guidance (including Clara) vs. 2018 revenue of \$176.2 million

**241 carat stone sold for \$8.1 million; 127 carat stone sold for \$5.14 million;** 165 carat sold for \$3.97 million

## Clara Diamond Solutions (100%)

Fifteen sales completed for proceeds of ~\$8 million

17th sale ongoing

Sales frequency and value increasing; Doubled number of sales and total value transacted in H2

Customer base grew from



## Strong Balance Sheet & Dividend Policy Change

Quarterly dividend of CDN \$0.025/ share paid to Sept 19<sup>th</sup>

Decision to suspend quarterly dividend to focus on early works for underground development

Cash and cash equivalents of \$4.8 million

No long-term debt; \$50 million credit facility undrawn

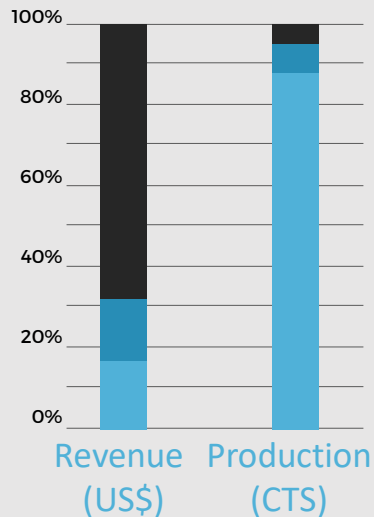
Market Cap ~C\$345 million

# CONSISTENT RECOVERY OF LARGE DIAMONDS

Specials contribute ~70% by revenue and ~5% by volume

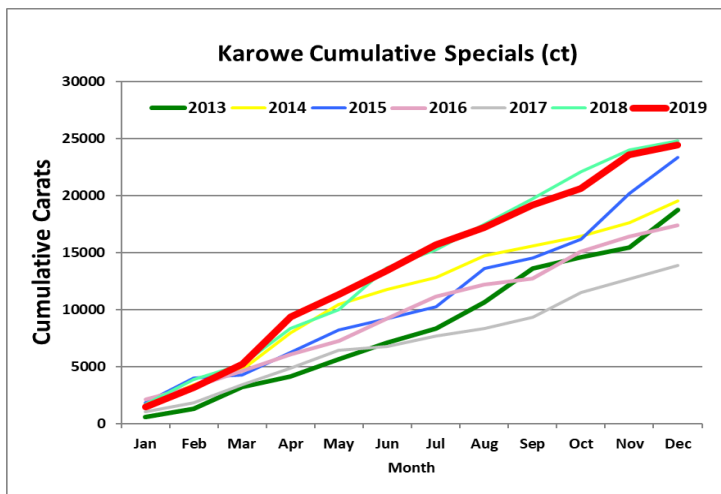
## REVENUE AND PRODUCTION

Includes 2015 to 2018



■ <2ct   ■ +2ct   ■ +10.8

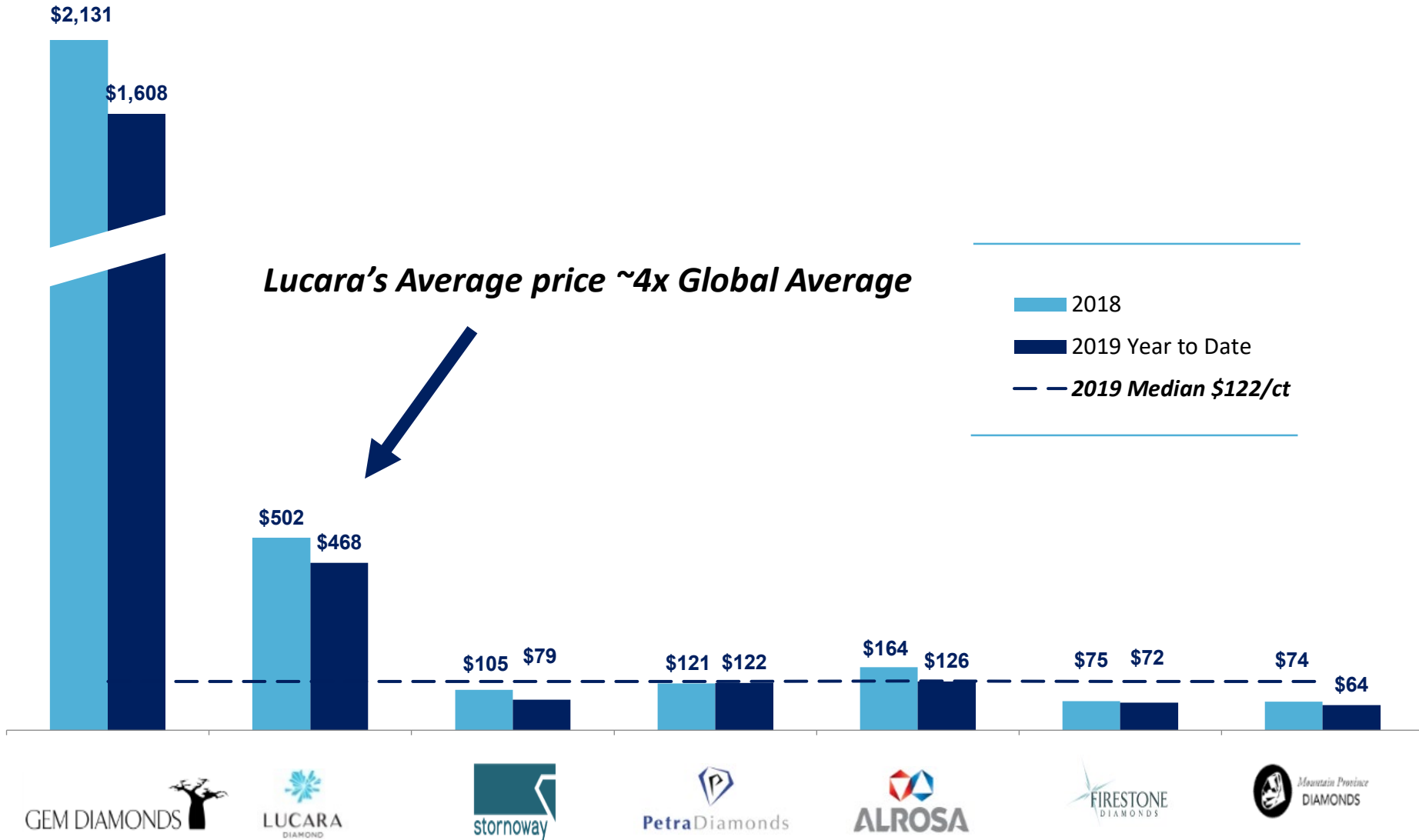
- Life of mine recovery of 157,000 carats of individual stones > 10.8ct (over 5,400 diamonds; all sources)
- Since 2012: 15 diamonds in excess of 300 carats have been recovered, including 2 diamonds > 1,000ct
- Long term upside for diamond recoveries
- 10 diamonds sold for > US\$ 10 million each (not included in resource value models)





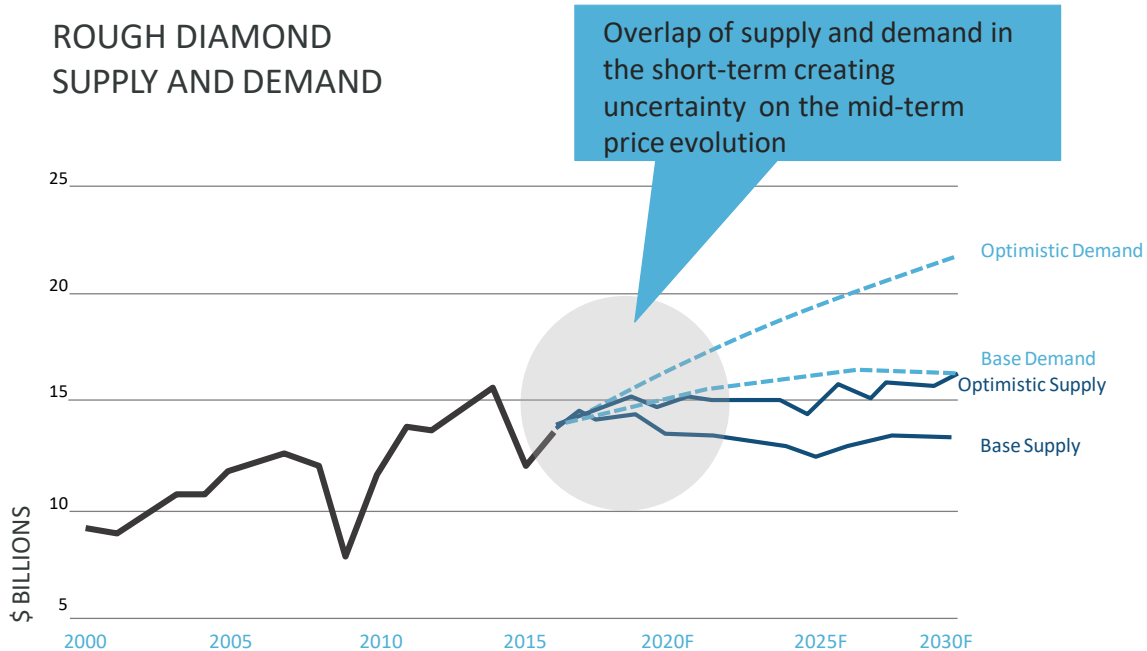
# GLOBAL ACHIEVED AVERAGE DIAMOND PRICES 2018/2019

(All amounts in U.S. Dollars per carat unless otherwise indicated)



# DIAMOND MARKET

Long term fundamentals strong but pricing environment has been challenged in 2019;  
Market is starting to show signs of stability



Millennials will be the highest-spending generation from 2020 and the leaders in luxury spending, especially in China



2000-2030: 2019 prices, constant exchange rates, optimistic and base scenarios

Note: Rough-diamond demand has been converted from polished-diamond demand using a historical ratio of rough to polished diamond values

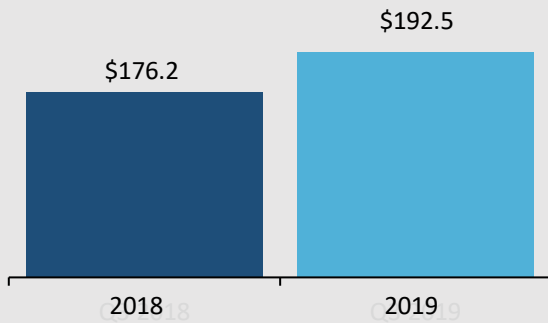
Source: Bain & Company - Global Diamond Report 2018

# 2019 FINANCIAL & OPERATIONAL HIGHLIGHTS

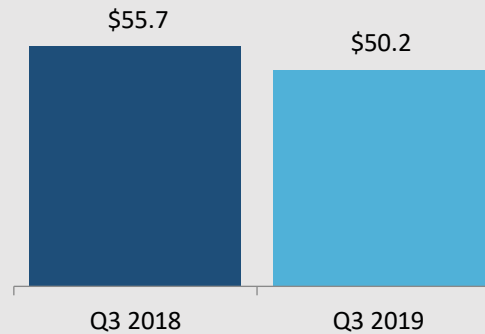
## NINE MONTHS ENDED SEPTEMBER 30, 2019\*

(All amounts in U.S. Dollars unless otherwise indicated)

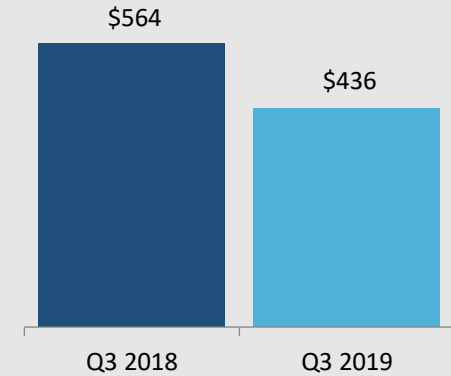
**REVENUE\***  
(MILLIONS)



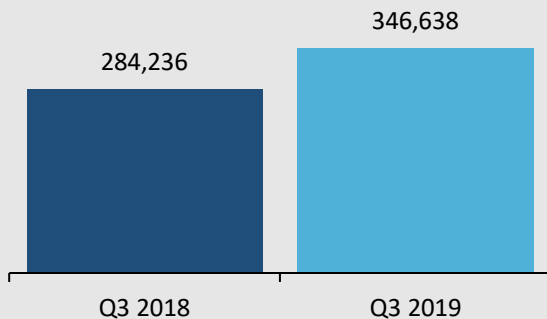
**ADJUSTED EBITDA<sup>(1)</sup>**  
(MILLIONS)



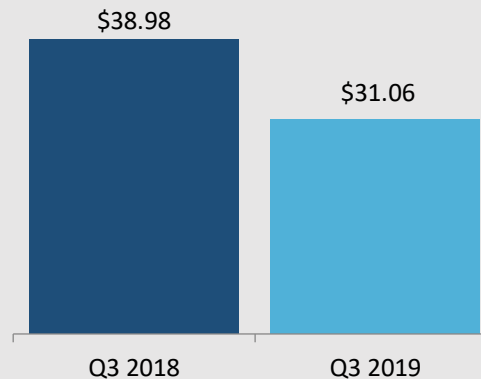
**AVERAGE PRICE**  
(AVERAGE \$/CARAT)<sup>(1)</sup>



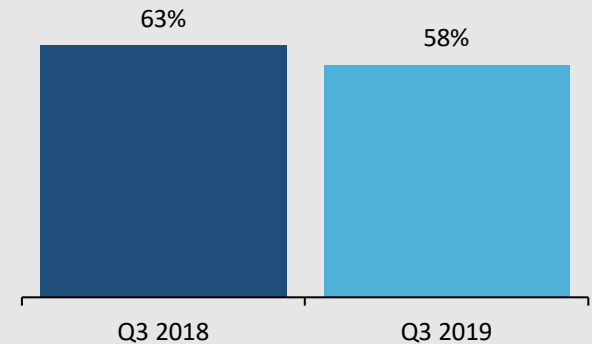
**CARATS RECOVERED**  
(CARATS)



**OPERATING COST**  
(\$/TONNE PROCESSED)<sup>(1)</sup>



**OPERATING MARGIN**  
(%)



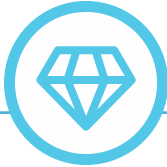
<sup>(1)</sup> Non-IFRS measure

\* Full Year Revenue



# 2020 OUTLOOK

(all amounts in U.S. Dollars)



\$180 – \$210 million

DIAMOND REVENUE

350,000 – 390,000

DIAMOND SALES (CARATS)

370,000 – 410,000

DIAMONDS RECOVERED (CARATS)



3.5 – 3.9 million

ORE TONNES MINED

2.5 – 2.8 million

ORE TONNES PROCESSED

3.6 – 4.2 million

WASTE TONNES MINED

\$32 – \$36 per tonne  
of ore processed

OPERATING CASH COST



# KAROWE UNDERGROUND

## Extending Mine-life to 2040

- UG development will ***double the mine life*** from original 2010 Feasibility Study
- Resource work completed since November 2017 identified a much ***larger economic opportunity at depth***, on the basis of new drilling and open pit recoveries
- UG would add ~ ***US\$4 billion in additional revenue***
- + US\$200 million in revenue from ‘exceptional’ diamonds not included in economic analysis: potential for + US\$500 million in additional revenue over proposed new LOM



# UNDERGROUND FEASIBILITY KEY FINDINGS

(All currency figures in US Dollars, unless otherwise stated)

## Updated geological resource confirms increasing value with depth

Underground NI 43-101 Indicated resources of 35 million tonnes @ 15 cpht for 5.1 million carats

Diamond price of \$725/carat (no escalation)

\$3.7 billion in revenue

\$514 million Pre-Production Capital

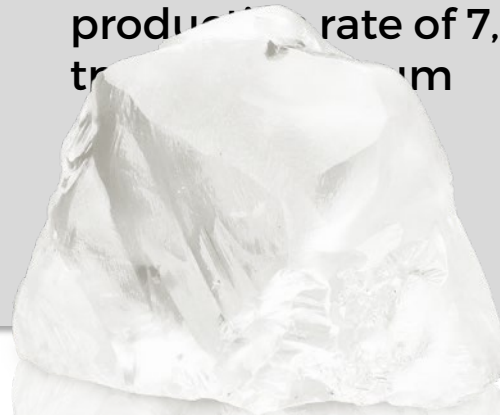
100% South Lobe Ore – EMPK(S) unit dominant

## Long hole shrinkage selected as underground mining method (700-310 masl)

Provides access to higher value ore early

Payback period in granites lowers risk; 2.8 Year payback

Maintains current production rate of 7,200 tonnes per month



342 ct

## Strong Economics on both stand alone UG and OP+UG scenarios

*OP & UG Combined:*

NPV \$945 million/\$536 million (Pre/Post Tax @ 8%)

NPV \$1,266 million/\$718 million (pre/post tax@ 5%)

\$2.2 billion / \$1.2 billion Cash Flow (pre/post tax)

High Margin Operation; Carat Margin \$522



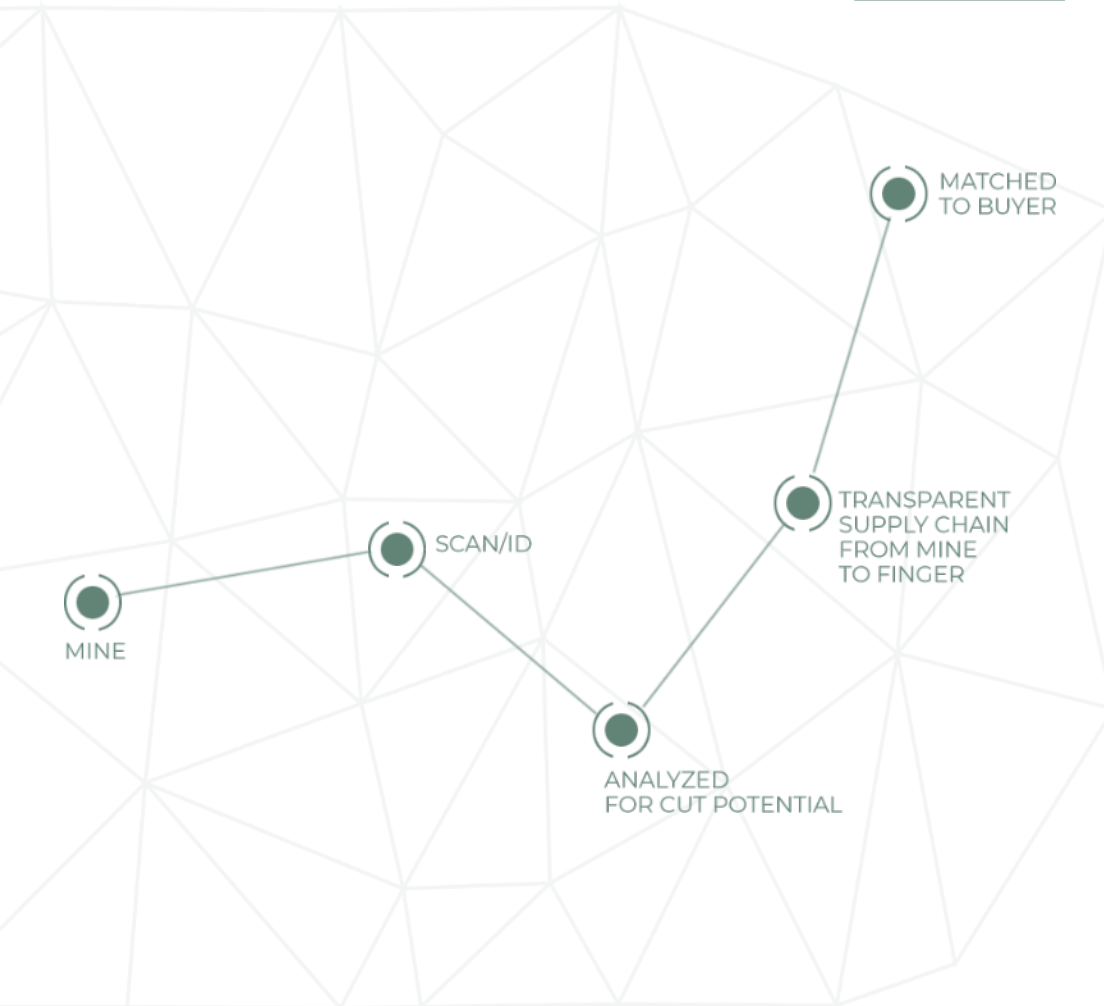
# KAROWE UNDERGROUND NEXT STEPS

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- Based on the assumptions used for this evaluation, the project shows positive economics and should proceed to detailed engineering, financing and construction.
- In the first half of 2020, the Company will focus on detailed engineering and early procurement initiatives.
- The Company will also be reviewing financing options and will update the market when such decisions are reached.
- The anticipated capital requirements in 2020 represent less than 10% of the initial capex estimate for the underground project. The Company anticipates funding initial expenses from cash flow, as financing options are explored.

# TRANSFORMING THE DIAMOND SALES PROCESS

## Using Innovation and Technology



Opportunity to *disrupt* the existing supply chain, driving efficiencies and unlocking value

Rough diamonds are sold stone by stone based on polished demand

Diamond provenance is assured

Exclusive collaboration with Sarine Technologies fundamental to the platform

## CLARA SALES PLATFORM 2019

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# CLARA

Sixteen sales between  
December 2018 and January 2020  
**POSITIVE RESULTS**



**~US\$9 million diamonds  
sold by value**

between one and ten carats in size in  
better colours and qualities

- 16 sales completed with ~\$9 million of diamonds sold by value through the platform;
- 17<sup>th</sup> sale ongoing
- Frequency of sales and number of participants increasing
- Manufacturers on the platform have grown from 4 to 28 customers
- Focus on growing supply and demand concurrently through adding third-party production to the platform and increasing the number of manufacturers/buyers invited to join
- Discussions are underway to add third party supply to the platform



# SAFETY, HEALTH, ENVIRONMENT & COMMUNITY RELATIONS

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## Very Strong safety record

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First Place Winner –  
Botswana Chamber of  
Mines Inter-Mines First  
Aid Competition

**2018 Sustainability Report available on**  
***[www.LucaraDiamond.com](http://www.LucaraDiamond.com)***

## Mokubilo Farm Initiative

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Community  
focused initiative to  
generate, broad  
based sustainable  
income

Phase 1: butternut,  
tomatoes, peppers  
and eggs



# SUSTAINABILITY



Lucara's Sustainability Report is prepared in accordance with the GRI Standards: Core option, and selected G4 Mining and Metals Sector Disclosures

In 2018, Lucara became a UN GC participant and contributes to 10 of the 17 UN SDGs

Lucara is certified by the Responsible Jewellery Council (RJC), compliant with Kimberley Process, and a member of Diamond Producers Association (DPA)

# TOTAL CLARITY THE FACTS ON MODERN DIAMOND MINING

Trucost  
ESG Analysis  

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S&P Global



**Total Clarity Report by Trucost** examined 150 metrics across the DPA members which comprise approximately 75% of the world's diamond production with global operations including Botswana, Russia, South Africa, Lesotho, Australia, Zimbabwe and Tanzania.

THE REPORT  
FOUND THAT DPA  
MEMBERS CREATE

US\$16 billion

IN NET SOCIOECONOMIC  
AND ENVIRONMENTAL  
BENEFITS

60%

OF THE US\$16 BILLION NET BENEFIT  
FLOWS BACK INTO LOCAL COMMUNITIES

THE ESTIMATED CO2  
ASSOCIATED WITH LABORATORY  
GROWN DIAMONDS IS NEARLY

3x greater

THAN DIAMONDS RECOVERED  
BY DPA MEMBERS IN 2016

VIEW THE FULL REPORT AT [TOTAL-CLARITY.COM](http://TOTAL-CLARITY.COM)



# LUCARA

DIAMOND

## CONCLUSIONS

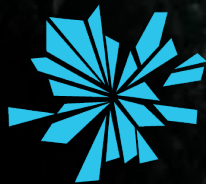
Lucara is a premier, mid-tier, investible diamond company, positioned for long term, sustainable growth

- High margin diamond producer
- Botswana - a low risk jurisdiction
- Strong balance sheet
- Open pit mineable reserves to 2026, Underground reserves will double the mine life to 2040
- Asset diversification and additional revenue stream through Clara



813 ct





# LUCARA

DIAMOND

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