Focus area 5

Managing environmental impacts

The natural environments we operate in are deeply connected to the identity, livelihoods and wellbeing of our host communities. At MMG, we understand that our presence brings both responsibility and opportunity: the responsibility to minimise impacts, restore landscapes, protect ecosystems and the opportunity strengthen environmental resilience long after our operations conclude.

In 2025, our environmental work reflected decades of learning, a strong regulatory foundation and a genuine commitment to care. Across all operations, our people continued to integrate environmental considerations into planning, day-to-day decisions and long-term mine design – ensuring that our approach reflects both our values and the expectations of the communities and ecosystems in which we operate.

Our approach to environmental stewardship

Environmental stewardship at MMG is guided by the SSHEC Policy and embedded within our Sustainability Framework. It encompasses water, nature, land management, tailings and waste, air quality and GHG emissions, and rehabilitation. These are supported by site-specific environmental management plans, monitoring programs and a culture of care that encourages our people to identify risks early and act responsibly.

Our approach is not static. We seek to continuously evolve, drawing on science, local knowledge, regulatory insights and our own operational experience to ensure we are protecting the natural values of each region in which we work.

‘Environmental stewardship is not only about compliance — it’s about care, trust and long-term outcomes.’

Water stewardship

Water is a shared resource, essential to community wellbeing, ecological health and mining operations. Our water stewardship approach reflects this interconnectedness. We engage deeply with local catchment stakeholders, understanding how water moves through landscapes, how communities use and value it, and how our operations influence availability and quality.

In 2025, we continued improving the way we:

- monitor groundwater and surface water systems
- strengthen controls to prevent environmental releases
- integrate climate-informed hydrological modelling into site planning
- recycle and work efficiently within our processing plants
- design infrastructure, preparing for greater variability and extreme events.

We are committed to improving water efficiency and reducing freshwater withdrawal intensity by 20% by 2028.

Our goal is to ensure our operations use water responsibly and communities feel confident in the way we manage and protect shared water resources.

Reducing freshwater dependency at Kinsevere

Kinsevere operates in a water-stressed region where freshwater has significant importance for community wellbeing and health, functional ecosystems and mining operations. Careful stewardship of this shared resource is critical.

Water is essential for ore processing, requiring a careful balance between operational needs and local water considerations.

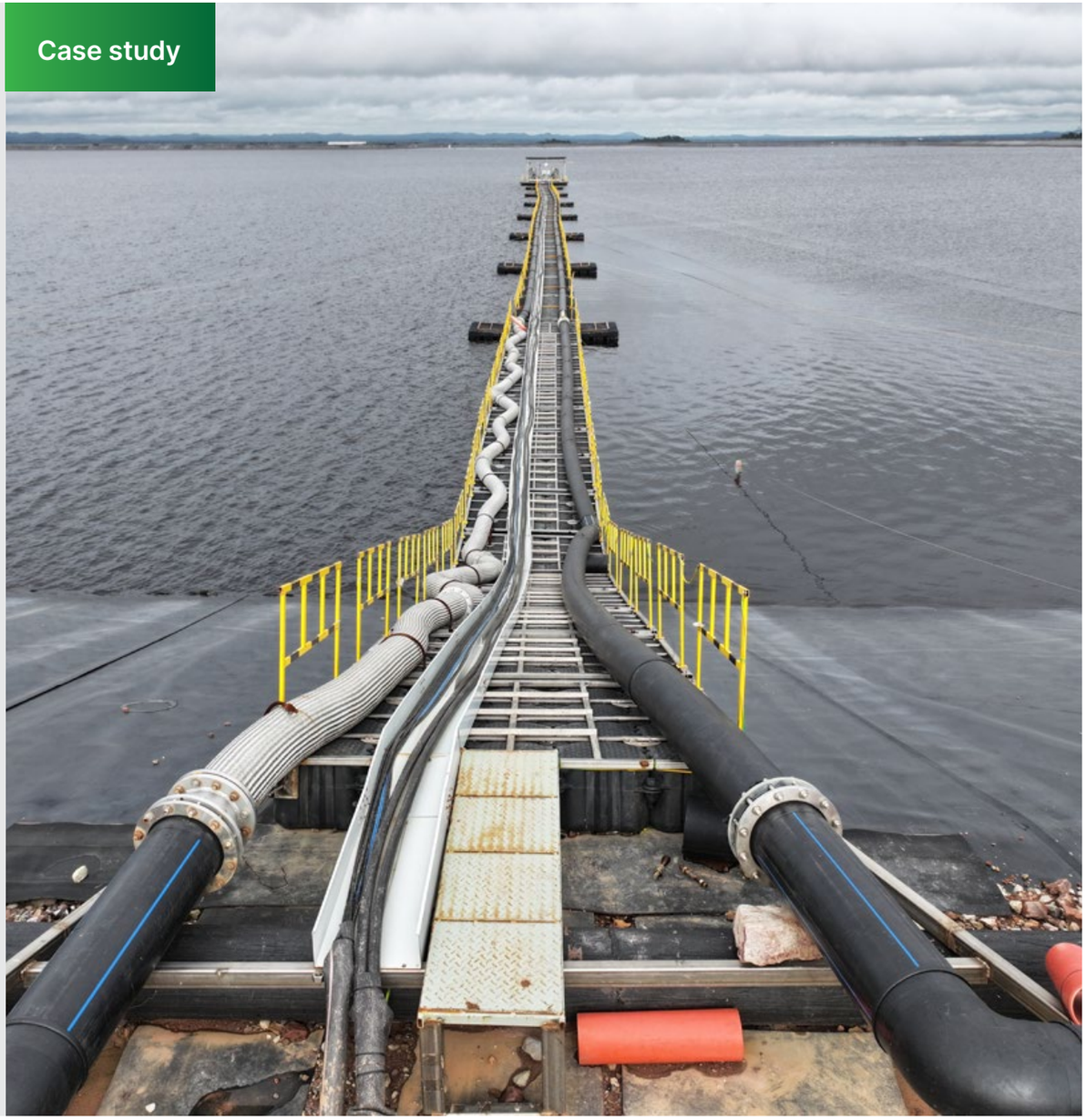
In 2025, we implemented a series of initiatives to reduce reliance on fresh water, including expanding water recycling capacity, optimising water return systems and reducing consumption from dewatering boreholes.

As a result of operational upgrades, improved monitoring and strong cross-department collaboration, recycled water now accounts for 73% of total water used on site, reinforcing Kinsevere's commitment to responsible and sustainable water management.

With the upgrade of the decant pumps at TSF2, the volume of water reclaimed from the facility is expected to increase annual performance in the coming years. This improvement reflects enhanced recycling performance and sustained efforts to maximise water reuse across the operation.

Together, these actions will support long-term water security and resource resilience in a region where water availability is increasingly constrained.

Case study



Case study

Implementation of the MMG Rosebery Nature Strategy through the LEAP assessment

We are committed to operating in a Nature Positive manner – restoring ecosystems, regenerating biodiversity and contributing to a resilient biosphere.

Our Rosebery site was the first in MMG to implement our new Nature Strategy, launched in March 2025, through completing a comprehensive Nature LEAP assessment. The LEAP process is being used to evaluate how the business and our stakeholders interact with, learn from and benefit through engagement with nature.

The LEAP assessment was conducted in conjunction with external consultants to provide Rosebery with a systematic, integrated method for assessing nature-related risks, opportunities and dependencies, and developing nature action plans. The Environment and Sustainability site team completed the first three phases, setting a precedent for broader adoption across the company.

We are positioning ourselves as a leader in mining sector sustainability, demonstrating that business success and ecological resilience are not only compatible but also mutually reinforcing.

Nature

MMG's Nature Strategy guides our approach to conserving biodiversity, supporting ecosystem function and moving toward no net loss of nature by closure outcomes across our operations.

A major step forward in 2025 was the development of our first LEAP (Locate–Evaluate–Assess–Prepare) methodology, which is aligned to the TNFD. The pilot at Rosebery gives us a more structured way to understand our dependencies and impacts on nature and to design meaningful responses.

In 2025, Kinsevere also commenced their LEAP process leveraging learnings from the Rosebery pilot to be our first African site to commence their Nature Positive journey. Kinsevere engaged a leading practice consultancy to facilitate the LEAP process and guide staff and stakeholders to better understand the asset and regions nature-related risks and opportunities.

In 2026, each operating site will complete its own LEAP assessment using this methodology, with site-specific nature targets to follow.

Our long-term ambition remains – no net loss of nature by closure, relative to 2020 baselines.