

Social engagement and investment



Communities are at the heart of our operations. For MMG, social performance is not simply a set of programs or compliance expectations, it is a commitment to listen, build trust and contribute to the long-term wellbeing of the communities in the regions in which we operate.

In 2025, our focus remained on strengthening these relationships, ensuring our investments delivered meaningful and long-lasting value, and maturing our ability to work through complexity with openness and respect.

Across all regions, our teams spent the year deepening conversations, aligning development plans with local aspirations and ensuring our presence supports broader social and economic resilience.

This work reflects our belief that shared progress is the most important measure of responsible mining.

Our approach to social performance

Our approach begins with respectful engagement. Respecting the culture, rights and aspirations of the communities that host us. Our engagement reflects international frameworks, such as the UN Guiding Principles on Business and Human Rights and the ICMM Mining Principles, and is shaped internally by our SSHEC Policy and Human Rights Policy.

In practice, our approach is rooted in relationships. Each of our operations maintains regular, open dialogue with local leaders, Indigenous Peoples, land users, cooperatives, farmers and local and regional authorities. Engagement is tailored to the social fabric of each region and informed by local knowledge, cultural norms and governance structures.

For example, at Las Bambas, this involves working through long-established consultation tables and community committees, aligning activities with district and provincial development plans. At Kinsevere and Khoemacau, engagement reflects complex rural contexts where traditional governance, agricultural livelihoods and village leadership play central roles.

We aim to be present, available and accountable – not only when issues arise, but as part of everyday life in the regions where we work.



Partnering with communities

In 2025, our teams continued to prioritise inclusive and frequent engagement. At Khoemacau, operations staff and community relations teams met regularly with farmers, school leaders and district officials to work through land access concerns, water security pressures and shared priorities for education and livelihoods. This engagement sought practical solutions, such as new boreholes, school support initiatives and local enterprise development.

At Las Bambas, engagement continued through highly structured forums that bring together community organisations, district governments and MMG representatives. These forums help align expectations and deliver shared development outcomes in areas such as public infrastructure, agricultural development and local capacity building.

Across all regions, our teams remain focused on maintaining constructive, transparent conversations – a critical foundation for managing issues collaboratively and building long-term trust.

Community investment and shared value

Our investment programs aim to strengthen the resilience, wellbeing and capability of our host communities. They reflect locally identified priorities and long-term development goals, ensuring support is both relevant and sustainable. In 2025, this commitment was visible across all our sites:

- Las Bambas delivered 32 co-designed community development agreements valued at over US\$58 million, supporting infrastructure, education, health and livelihoods across multiple districts.

- Kinsevere continued delivery of its multiyear *Cahier de Charges* commitments across education, water access, agricultural development and local enterprise support.
- Khoemacau expanded its investments in community water access, livelihood support and education programs, from poultry initiatives to borehole drilling and school improvements.
- Dugald River strengthened pathways for regional employment, local procurement and youth development.
- Rosebery continued its community investment program aligned to West Coast priorities, supporting education and skills pathways, health and wellbeing initiatives, and partnerships with local organisations to strengthen long-term community resilience.

MMG’s community health initiatives vary by region but share a consistent aim: improving health outcomes and strengthening local systems. This includes support for clinics, disease prevention initiatives, clean water access, maternal and child health programs, and health impact assessments.

For example, Khoemacau’s community water access work improved local health resilience in rural settlements. Las Bambas’ agreements funded health posts and equipment, and Kinsevere’s development programs supported nutrition and water quality initiatives.

Our aim is not only to address immediate needs but also build capabilities that endure beyond the life of our mines.

2025 SDG Community Investment Expenditure (US\$)

	Dugald River	Khoemacau	Kinsevere	Las Bambas	Rosebery	Total
SDG1: No Poverty	6,694	14,960	189,556	34,973,909	6,761	35,191,880
SDG2: Zero Hunger	3,347	0	338,735	4,660,288	34,608	5,036,978
SDG3: Good Health and wellbeing	97,599	62,429	169,057	5,962,890	59,967	59,967
SDG4: Quality Education	103,757	37,515	285,067	10,734,187	18,609	11,179,135
SDG5: Gender Equality	13,388	1,267	0	0	6,828	21,483
SDG6: Clean Water and Sanitation	0	39,777	28,124	2,234,950	0	2,302,851
Total	224,785	155,950	1,010,539	58,566,224	126,773	60,084,271

School Reinforcement Program to reduce learning gaps in Challhuahuacho

The Las Bambas School Reinforcement Program (PREB, in Spanish) is an initiative to strengthen primary school students’ communication and mathematics in multigrade schools close to our areas of operation. It involves 11 Quechua-speaking communities in the district of Challhuahuacho.

According to the Ministry of Education (MINEDU), through the National Learning Assessment (ENLA), only 13% of school children in Challhuahuacho reach proficiency in mathematics and reading, mainly due to a lack of school resources and low parental participation.

Executed through the Asociacion Las Bambas and CARE Peru, the initiative includes provision of specialist teachers (school reinforcement), educational materials, computers and printers to modernise processes, socio-emotional support via psychologists, and lessons for parents.

Proficiency in reading levels went from 13% to 33% and from 14% to 35% in mathematics.

In 2025, the program’s impact was recognised at a national level, highlighting Las Bambas’ contribution to improving educational outcomes through sustained, community-focused investment. This recognition reflects the program’s alignment with local priorities and its role in strengthening education as a pathway for long-term social development in Challhuahuacho.



Case study



Listening through grievance mechanisms

Every community member should feel confident raising concerns. Each MMG site maintains a grievance mechanism tailored to local cultural contexts. These systems enable early reporting, collaborative issue resolution and improved transparency.

Across all our sites, grievance processes are embedded within formal engagement arrangements, supporting consistency and trust. These formal mechanisms are complemented by informal discussions, regular community visits and engagement with trusted local representatives, ensuring concerns can be raised in ways that are comfortable and safe.



Case study

Steam incident in Kilongo demonstrates community grievance management

In May 2025, the village of Kilongo reported a recurring steam incident originating from the MMG Kinsevere processing plant, raising health concerns among residents and prompting escalation by the community chief.

The incident occurred during a scheduled maintenance period, when plant start-up required temporary fuel-oil combustion, producing denser, darker steam than the normal water vapour emissions.

The escalation of concerns from residents meant that the team initiated an internal investigation and external dialogue. Multiple meetings were

held with Kilongo representatives and clear explanations about the cause of the incident were given, alongside interim measures, including air monitoring devices that were deployed to confirm environmental stability. Our General Manager met with community leaders to explain the situation and present control measures, reaffirming accountability and MMG's commitment to responsible operations and trust-based community relations.

This case demonstrates our 'listening first' approach, centred on responsiveness, accountability and partnership with communities.

Total grievances in 2025 by type

	Khoemaçau	Kinsevere	Las Bambas	Rosebery
Compensation and financial benefits		3		
Community health and safety	1	2		1
Damage to private property	1	1	32	
Economic – local employment	5	9	19	
Economic – local supply	1		157	
Environment	1	1	5	3
Exploration and land access	1	3		
Infrastructure and services	1	1		
Operational impact	1	9		10
Social investments and commitments	2	4		1
Average resolution time (days)	68	45	57	89
Closed within 60 days	67%	71%	69%	54%



Case study

Cultural heritage preservation traditional ceremony at Nambulwa

Nambulwa is a significant copper and cobalt development project, providing oxide ore in the Democratic Republic of Congo, operated by MMG as a satellite deposit for our nearby Kinsevere Mine.

Before starting mining at Nambulwa in 2025, MMG Kinsevere supported a traditional ceremony led by the Great Chief of Katete, conducted in strict accordance with ancestral protocols.

By honoring this sacred practice, we demonstrated respect for cultural heritage and strengthened trust with local communities.

This approach reduces social risks, reinforces our social licence to operate and aligns with our commitment to cultural preservation and transparent collaboration.

Respecting Indigenous rights and cultural heritage

At our Australian operations, we continued to work closely with Traditional Owners to protect cultural values, ensure appropriate land access arrangements and create opportunities for Indigenous employment and participation. Cultural awareness programs, heritage surveys and regular engagement with Elders remain integral to how we operate.

At Las Bambas, where many communities identify as Indigenous Quechua-speaking peoples, we continued applying culturally appropriate engagement approaches, bilingual communications, participatory planning and community-led grievance processes.

Respect for cultural identity and heritage remains a core expectation within our People and Communities pillar and is central to earning and maintaining our social licence.

Building local capability

Local participation is central to how we share value. Across MMG operations, we continued to strengthen employment pathways, encourage local supplier growth and support small and medium enterprises.

This work includes apprenticeships, youth development programs, supplier capability assessments and targeted training aligned with local labour markets. In regional towns near Dugald River, these programs have become important contributors to long-term economic resilience (as referenced in our previous sustainability reports).

Looking ahead →

As MMG grows and navigates evolving expectations, our responsibility to communities deepens. In 2026, we will focus on:

- increasing participation of local communities and Indigenous partners in decision-making
- strengthening monitoring and evaluation to better understand the impacts of our programs
- expanding livelihood and enterprise development initiatives
- improving transparency and responsiveness within grievance processes
- moving further toward shared planning models that align community aspirations with MMG's long-term presence.

Our commitment remains the same: to work respectfully and collaboratively so that the development of mineral resources contributes to vibrant, resilient and thriving host communities.