

# A year of progress and adaptation

These achievements reflect the dedication of our workforce across all sites and our shared commitment to responsible mining.

## Highlights from the year include:

### 1

Ongoing progress in safety leadership, mental health initiatives and risk management.

### 2

Progress on our climate actions through energy efficiency studies, hybrid fleets adoption, renewable energy planning and decarbonisation initiatives.

### 3

A refreshed Climate Strategy – to strengthen long-term direction and integration across the business.

### 4

Release of the MMG Nature strategy, supported by implementation of MMG-wide LEAP methodology to inform future nature-positive actions.

### 5

Joining the United Nations Global Compact, reinforcing our commitment to internationally recognised principles on human rights, labour, environment and anti-corruption.

### 6

Enhanced community development partnerships, focused on education, water access, regional planning, livelihoods and Indigenous empowerment.

### 7

Advancements in tailings governance, GISTM conformance and use of technological advancements across our operations.

### 8

Continued enhancement of governance, ethics and transparency, including embedding our human rights due diligence guidance and updated anti-corruption work.





# Our year in numbers

## \$60.1

Invested in social initiatives (US\$ million)

## 5,530

MMG total permanent workforce

## 16.94%

Female representation

## \$789.7

Total taxes paid (US\$ million)

## \$6,218.0

Revenue (US\$ million)

## 0.76/2.06

Lost time injury frequency rate/  
Total reportable injury frequency

## 13.87

Average hours of training

## 114,706.01

Water recycled (ML)

## 13,208

Waste recycled (tonnes)

## \$625.0

Spent on local suppliers (US\$ million)<sup>1</sup>



More information and a detailed breakdown per site is available in our [2025 Sustainability Databook](#)

<sup>1</sup> Including exploration (Izok-Canada)

# About MMG



## Who we are

MMG is a leading international mining company committed to responsibly producing the minerals and metals needed for a low-carbon, connected and resilient world. Our vision is to be the world's most respected mining company, recognised for the positive contribution we make to the people, communities and environments where we operate.

At MMG, we mine for progress. We work in partnership with host communities and governments to support long-term development and to deliver benefits that extend far beyond the life of each asset. Our operations span diverse geographies and cultures, and our people bring deep technical expertise, local knowledge and a strong commitment to safety, integrity and sustainability.

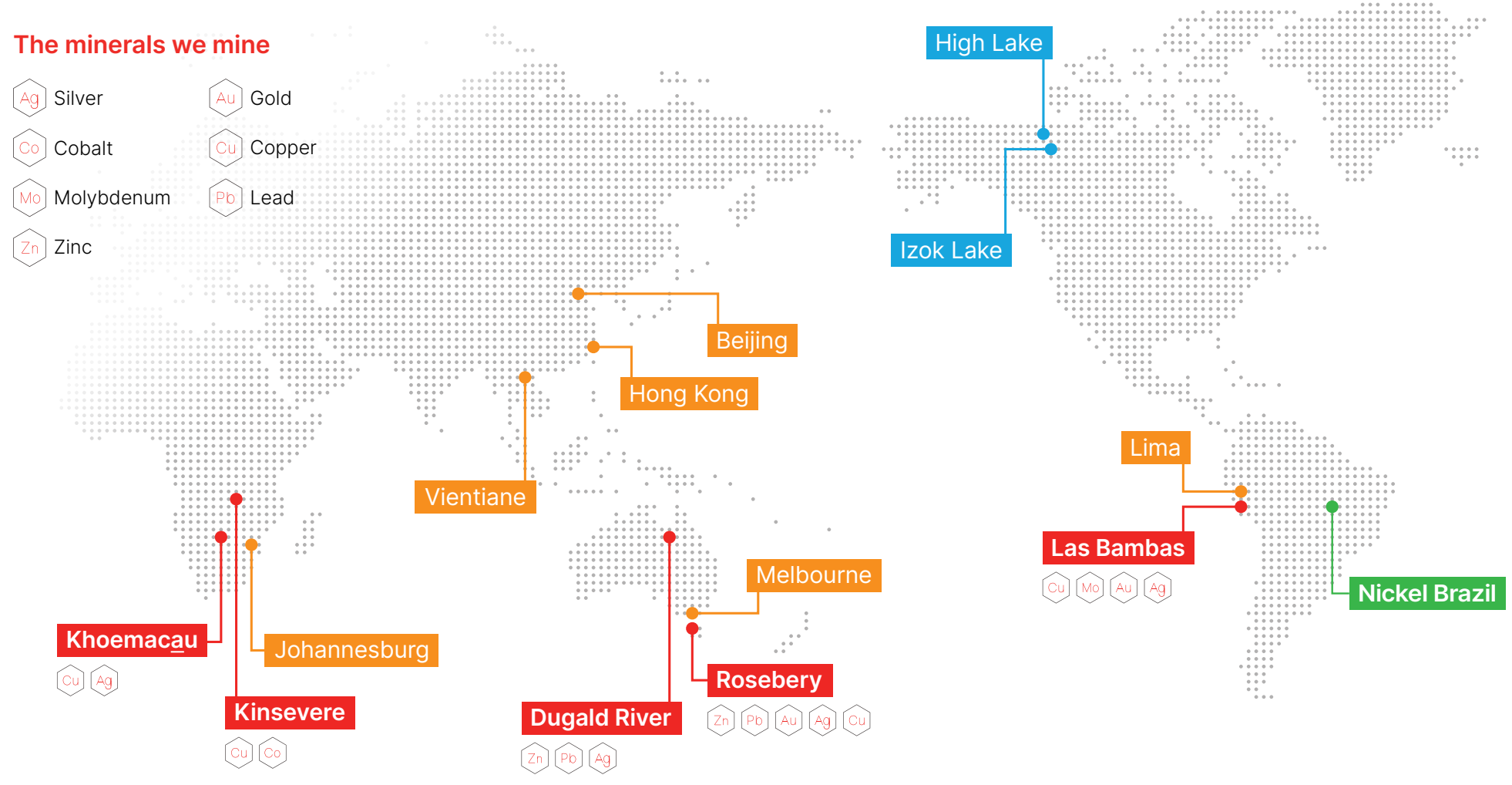
## Where we operate

MMG's global footprint includes operations and projects across Africa, Asia, Australia, and South and North America. Each site operates within unique cultural, environmental and regulatory contexts, and works closely with Traditional Owners and host communities to create shared value.

Our operations remain a major contributor to local employment and business opportunities, as well as regional and national investment.

## The minerals we mine

- Ag Silver
- Au Gold
- Co Cobalt
- Cu Copper
- Mo Molybdenum
- Pb Lead
- Zn Zinc



- Mine site
- Office
- Development project
- Nickel Brazil<sup>1</sup>

<sup>1</sup> MMG has entered into a Share Purchase Agreement with Anglo American plc for Nickel Brazil. The acquisition is expected to be completed by H2 2026.

Our operations span four mineral-rich regions, making a direct contribution to the economic and social development of our host countries and communities.



**Australia**  
(includes Dugald River and Rosebery)

**Production (Tonnes)**

Zinc in concentrate	232,059.27
Lead in concentrate	39,606.33
Gold Dore	20,853.05
Copper in concentrate	1,154.50

**Workforce** 1,630

Female <sup>1</sup>	14.78%
National <sup>2,3</sup>	90.27%

**Economic contribution (US\$'000)**

Total tax incl. royalties	\$140,177
Total wages and benefits <sup>4</sup>	\$176,006
Total capital investment	\$90,200
Total national supply procurement	\$503,093
Social development spend	\$351



**Botswana**  
(includes Khoemaçau site, Gaborone office and Johannesburg-dedicated employees)

**Production (Tonnes)**

Copper in concentrate	42,119.86
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**Workforce** 3,923

Female <sup>1</sup>	18.93%
National <sup>2</sup>	93.34%

**Economic contribution (US\$'000)**

Total tax incl. royalties	\$33,381
Total wages and benefits	\$36,836
Total capital investment	\$115,000
Total national supply procurement	\$346,524
Social development spend	\$155



**Democratic Republic of the Congo**  
(includes Kinsevere sites, Lubumbashi office and Johannesburg-dedicated employees)

**Production (Tonnes)**

Copper cathode	51,065.16
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**Workforce** 4,800

Female <sup>1</sup>	15.84%
National <sup>2</sup>	93.34%

**Economic contribution (US\$'000)**

Total tax incl. royalties	\$103,116
Total wages and benefits	\$65,278
Total capital investment	\$262,200
Total national supply procurement	\$316,138
Social development spend	\$1,010



**Peru**  
(includes Las Bambas site and Lima office)

**Production (Tonnes)**

Copper in concentrate	410,833.38
Molybdenum in concentrate	7,090.35

**Workforce** 12,810

Female <sup>1</sup>	14.20%
National <sup>2</sup>	98.66%

**Economic contribution (US\$'000)**

Total tax incl. royalties	\$722,288
Total wages and benefits	\$352,094
Total capital investment	\$487,100
Total national supply procurement	\$1,509,329
Social development spend	\$58,566

For more information about our income tax and royalty payments, employment taxes and benefits and procurement spend, see the [Tax and community contribution](#) section of this report.

**Corporate office**  
(includes Melbourne, Beijing, Hong Kong and Vientiane offices)

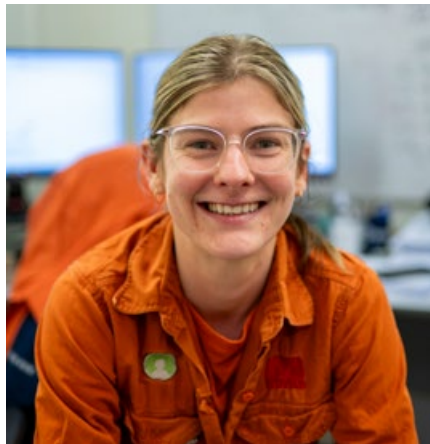
<b>Workforce</b>	218
Female	52.29%

1 Female % = the percentage of women in the MMG workforce. This does not include contractor numbers.

2 National % = the percentage of the workforce with the same nationality of the country where the operations are located. This does not include contractor numbers.

3 National employees in Australia do not include employees who work for Australian operations office employees.

4 Total wages and benefits for Australia include expenses where the role may report but take place outside of the country. This does not include contractor numbers.



## Our people

The talent, diversity and resilience of our workforce underpin everything we do. Across all our operations, our people continued to demonstrate dedication, adaptability and care in a year marked by change and rising external expectations.

Our people drive our sustainability ambitions, drive continuous improvement across our sites and functions, and help ensure MMG remains a responsible and trusted partner in every region where we operate.

In 2025, we remained focused on creating a workplace where people feel safe, supported and able to contribute meaningfully. We strengthened leadership visibility, nurtured a culture of inclusion and respect, and continued to build capability across our global teams.

Over the last year, our workforce profile reflected both operational stability and preparation for future growth. We increased the proportion of employees in targeted areas to support capability building, leadership continuity and long-term workforce resilience, while maintaining a flexible contractor base to respond to operational needs. This included early workforce planning linked to the recommencement of exploration activities at the Izok Corridor project, with headcount included for the first time in our reporting boundary, and a continued focus on developing skills, leadership depth and inclusion across our global operations.

# 23,446

Total workforce

# 16.94%

Female participation

# 1,161

New employees hired

# 95.44%

National employees

# 0.80

Significant events with energy exchange frequency rate

# 58 days

Average grievance resolution time