

OUR OPERATIONS

MMG has four operating sites across the world and employs over 10,000 employees and contractors.



AUSTRALIA

PRODUCTION

245,097 TONNES OF ZINC IN ZINC CONCENTRATE | 47,119 TONNES OF LEAD IN LEAD CONCENTRATE | 1,537 TONNES OF COPPER IN COPPER CONCENTRATE

ECONOMIC CONTRIBUTION (US\$ '000)

\$65,539 TOTAL TAX INCL. ROYALTIES | \$72,800 TOTAL WAGES AND BENEFITS** | \$58,963 TOTAL CAPITAL INVESTMENT

\$483 SOCIAL DEVELOPMENT SPEND | \$311,290 TOTAL LOCAL SUPPLY PROCUREMENT

2020 WORKFORCE

1,090 TOTAL WORKFORCE
11.8 % FEMALE | 94.2 % NATIONAL

DEMOCRATIC REPUBLIC OF THE CONGO (DRC)

PRODUCTION

72,007 TONNES OF COPPER CATHODE

ECONOMIC CONTRIBUTION (US\$ '000)

\$49,515 TOTAL TAX INCL. ROYALTIES | \$56,935 TOTAL WAGES AND BENEFITS | \$19,569 TOTAL CAPITAL INVESTMENT

\$2,935 SOCIAL DEVELOPMENT SPEND | \$155,260 TOTAL LOCAL SUPPLY PROCUREMENT

2020 WORKFORCE

2,415 TOTAL WORKFORCE
10.4 % FEMALE | 97 % NATIONAL

PERU

PRODUCTION

311,020 TONNES OF COPPER IN COPPER CONCENTRATE | 3,167 TONNES OF MOLYBDENUM IN CONCENTRATE

ECONOMIC CONTRIBUTION (US\$ '000)

\$193,334 TOTAL TAX INCL. ROYALTIES | \$78,030 TOTAL WAGES AND BENEFITS | \$436,865 TOTAL CAPITAL INVESTMENT

\$20,138 SOCIAL DEVELOPMENT SPEND | \$1,185,030 TOTAL LOCAL SUPPLY PROCUREMENT

2020 WORKFORCE

6,369 TOTAL WORKFORCE
8.9 % FEMALE | 99 % NATIONAL

CORPORATE OFFICE*

2020 WORKFORCE

160 TOTAL WORKFORCE | 50.6 % FEMALE

ECONOMIC CONTRIBUTION (US\$ '000)

\$58 SOCIAL DEVELOPMENT SPEND

Note: For information on royalties and income tax, procurement and employment taxes and benefits, refer to the Tax and Community Contribution section (pages 50-51) of this report.

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

% national = the percentage of the workforce with the same nationality of the country where the operations are located.

* MMG Corporate includes Melbourne and Beijing Head offices, Hong Kong office and Vientiane.

** Total wages and benefits for Australia include expenses where the role may report into but take place outside of the country.

OUR OBJECTIVES AND TARGETS

The 12 objectives on these pages are aspirational goals with specific, measurable targets. The targets will be monitored and progress tracked in this report on a yearly basis. This will ensure our work is constantly aligned with the issues that matter most to our business, our stakeholders and the regions in which we work.

OBJECTIVES	TARGETS	COMMENTS/PROGRESS TO DATE
Safety and health We are committed to ensuring our employees go home from work in the same physical and mental health every day.	<ul style="list-style-type: none"> › 100% implementation of fatal risk controls at all sites. › Full implementation of our Safe Task Management approach. 	<ul style="list-style-type: none"> › Critical controls from the Fatal Risk Standard in place and their verification activities to ensure that controls are working. › Safe Task Management approach now embedded in the updated Safety, Security, Health and Environment (SSHE) Performance Standard.
Sovereign risk and government relationships Constructive relationships with our partners in national, regional and local governments enable us to proactively manage sovereign risk and change.	<ul style="list-style-type: none"> › Develop or maintain relationships with key government and department stakeholders in the regions in which we operate. › Actively engage in the political process to inform government decision-making on material issues to MMG. › Contribute to the relevant public policy debates to develop and enhance human capability in the regions in which we operate. 	<ul style="list-style-type: none"> › Las Bambas continues to work closely with the Government of Peru to manage community concerns regarding land acquisition and social compensation for the public road used for transporting Las Bambas concentrates. › Kinsevere continues to work with the Democratic Republic of Congo (DRC) authorities regarding the implementation of aspects of the 2018 Revised Mining Code.
Strategy and growth Consistent performance enables us to grow a pipeline of development projects by acquisition.	<ul style="list-style-type: none"> › Deliver our growth strategy through doubling the size and value of MMG, and to double it again by 2030. 	<ul style="list-style-type: none"> › Advanced projects and feasibility studies for Kinsevere Development and Las Bambas 3rd Ball Mill and Chalcobamba expansion.
Land management and rehabilitation We effectively manage our land holdings over the life of the operation and seek to protect future land use options.	<ul style="list-style-type: none"> › Mitigation Management Plans and Biodiversity Offset Management Plans are developed, implemented and verification processes are in place to track control effectiveness – where these plans are required across the Group. › Mitigation hierarchy embedded within the site land clearance and disturbance processes across MMG. 	<ul style="list-style-type: none"> › Our SSHE Performance Standard requires the development of Biodiversity offset and management plans and we are continuing to work on their full implementation and verification. › The site land clearance and disturbance mitigation hierarchy continues to be embedded and verification is ongoing at all operations.
Social and economic impacts of mine closure We seek to help diversify the local economic base of our communities to manage the impacts of mine closure on community employment and economic development.	<ul style="list-style-type: none"> › End-of-life land use planning and diversification opportunity identification commenced for all sites within five years of closure. › Social impacts of closure integrated into life-of-asset planning and social investment strategies. 	<ul style="list-style-type: none"> › A Closure Prefeasibility Study was initiated for the Rosebery mine in 2019. The scope of the study includes assessing various land use options and their associated socio-economic impacts on local communities. Engagement with external stakeholders is a key part of this scope. › Closure risks, opportunities and predicted social impacts have been integrated with life-of-mine expansion studies at both Las Bambas and Kinsevere. This includes costs associated with social transitioning.
Tailings and waste rock management We effectively manage the safety and environmental risks of tailings infrastructure and acid and metalliferous mine drainage.	<ul style="list-style-type: none"> › Non-acid forming (NAF) and potentially acid forming (PAF) criteria are agreed for all sites and a process established to validate criteria. › Implementation of independent Dam Review committees, engineers of record, and independent third-party reviews at all sites. › Review all site dams by year end. 	<ul style="list-style-type: none"> › Each site has criteria derived from scientific analysis for definitions of NAF and PAF, based on the particular mineralogy of the location. › Independent Dam Review committees, engineers of record, and independent third-party reviews have been implemented at all sites, including reviews for major revisions to tailings infrastructure. › All dams were reviewed by year end.

OBJECTIVES	TARGETS	COMMENTS/PROGRESS TO DATE
Water access and use We effectively manage our water intake, inventory and discharge to minimise our impacts on other users within the catchment, including upstream and downstream communities and the environment.	<ul style="list-style-type: none"> › Trigger Action Response Plans (TARPs) developed and implemented across all sites. › Updated and calibrated site-wide water balance model and water management plan to optimise water management/ consumption for each site. 	<ul style="list-style-type: none"> › All sites have developed TARPs for water management, tailored to site-specific risks and management concerns. › All sites have a water balance model and all models have been updated within the last 12 months.
Social development and investment Our activities and investments measurably support development and economic livelihoods in the communities and regions in which we work.	<ul style="list-style-type: none"> › Investment strategies at sites aligned to regional and national social objectives. › Investments deliver measurable positive impact against United Nations (UN) Sustainable Development Goals (SDGs) 1–6 indicators. 	<ul style="list-style-type: none"> › All social spend in 2020 is being reported under the relevant SDGs 1 – 6. › Sites working collaboratively with local stakeholders, including regional and national governments and non-government organisations (NGOs), to identify shared social investment opportunities.
Community engagement We effectively engage communities and local leadership, and encourage participatory planning and decision-making for our life of asset.	<ul style="list-style-type: none"> › Affected communities effectively engaged in material project modifications, extensions and expansions. › Application of free, prior and informed consent (FPIC) in line with the requirements of the ICMM Position Statement on Indigenous Peoples. 	<ul style="list-style-type: none"> › Ongoing engagement with community stakeholders, including Kinsevere's participatory planning sessions, Las Bambas' land access and community dialogues. › FPIC built into MMG's site-specific engagement strategies.
Compliance and conformance We are committed to environmental regulatory compliance and to operating in alignment with our organisational values.	<ul style="list-style-type: none"> › No environmental non-compliances identified by third party. › No repeat significant environmental events (as per MMG definition of significant). › Establish a mandatory annual environmental audit that fulfils environmental regulatory requirements and provides annual assurance on status of compliance. 	<ul style="list-style-type: none"> › All environmental non-compliances were reported to regulators. › No repeat significant events were reported. › Site-level audits carried out annually, with Second Line of Defence reviews conducted regularly. › A compliance register tool is being used to track information across the Company.
Corporate governance and business ethics Our business ethics underpin the way we work as we grow and develop our operations in complex jurisdictions.	<ul style="list-style-type: none"> › Full compliance with all applicable obligations under Hong Kong Exchange (HKEx) listing requirements. › 100% of relevant MMG employees trained in anti-bribery and corruption policies and obligations. 	<ul style="list-style-type: none"> › Full compliance with all applicable 'comply or explain' obligations under HKEx listing requirements for 2020. › Bespoke on-line training provided and available to all employees of the Company with computer access.
Human rights We recognise, respect and will remedy the impacts of our operations on the human rights of our employees and the communities in which we work.	<ul style="list-style-type: none"> › Accepted as an active participant in the Voluntary Principles Initiative (VPI). › Grievance management processes at all sites compliant with UN Guiding Principles on Business and Human Rights. › Ensure all complaints relating to the International Labour Organization's (ILO) four fundamental principles and rights at work. 	<ul style="list-style-type: none"> › MMG was accepted as an engaged member of the VPI, and published our first Annual Report in April 2021 (available here). › Grievance mechanisms at all sites are compliant with core remedy requirements of the UN Guiding Principles on Business and Human Rights and grievances reviewed by site and corporate teams regularly.

OUR RESPONSE TO COVID-19

As a business with global operations, we have been affected by the spread of COVID-19. Safety is our first value and in line with this, the health and safety of our employees, contractors and the local communities is always our first priority.

Across all global locations we have dedicated teams responsible for monitoring local impacts and advice from local authorities as well as our response. We have worked hard to implement additional safety, health, hygiene and physical distancing controls to reduce the risk of transmission and to develop business continuity plans for all our operations. Our teams have also worked collaboratively with local communities to ensure they have sufficient resources available.

OUR EMPLOYEES AND CONTRACTORS

In late January, following the COVID-19 outbreak in China, MMG began actively monitoring the situation and implementing a range of safety controls. In March 2020, the MMG Crisis Management Team was established to oversee the Corporate and site-based responses to COVID-19. Each of our operations established an emergency management team to develop site-level plans, in close coordination with MMG's Head Office, and proactive decisions were made based on expert medical advice.

By April, our people based in our Melbourne, Lima, Hong Kong, Vientiane and Johannesburg offices were all largely working from home. This arrangement ensured they were safe and able to continue their tasks as much as possible with

additional support provided. All employees were also provided with mental health and support lines in their countries and local languages for themselves and their families.

Given the nature of mining, working from home is not an option for the majority of our people. Those who are based at our operations are critical to the success of our business, and we worked hard to support them and to ensure their workplaces are as safe as possible.

In addition to establishing protocols for self-isolation and reporting for any employee who has been tested for the virus, we also implemented a range of safety measures to limit the risk of transmission within all our sites. These measures included:

- > Pre-site arrival health checks and health and safety awareness conversations
- > In Peru and the DRC, regular COVID-19 testing before, during and after departure from the operation
- > Temperature and health screening
- > Maintaining physical distancing of at least 1.5 meters while working, eating in the dining halls and travelling to site
- > Closure of places on site where people congregate and socialise, including site restaurants, cafes and entertainment spaces. Those that remain open have strict physical distancing requirements in place
- > More hygiene stations with handwash and hand sanitiser available
- > Clear communication on how to keep our people safe
- > Frequent cleaning and disinfecting of work areas and buses

All sites developed plans in the event of a positive case being identified, the protocols for which were established and regularly updated in close coordination with the site and MMG medical experts and in line with national requirements.

CASE STUDY LAS BAMBAS AND COVID-19

Peru has been heavily impacted by COVID-19. In response, Las Bambas established multidisciplinary teams to review and ensure compliance to all COVID-19 controls. All employees able to work from home were encouraged and supported to do so. Employees returning to site are screened twice before travelling, including COVID-19 testing and assessment for symptoms, as well as tested during their time on site and when they leave. Strict controls are in place at the operation, including thermal cameras, physical distancing and changes to room arrangements. The Employee Attention Centre (CAE) offers 24-hour support to all Las Bambas people for whatever impacts they may face during this challenging time (see page 23 for more information).

The site has also contributed significantly to the local, regional and national response to COVID-19. This included donating over 10,000 COVID-19 rapid tests, PPE and isolation tents to the Apurímac region, as well as support for regional and local health campaigns. We also donated key medical equipment to local health centres, including an oxygen plant, ventilators and oxygen tanks.

More than 10,000 basic necessity kits were delivered to families in 78 local communities in Apurímac and Cusco regions, we funded humanitarian flights to get community members back from Lima, and rolled out local business support initiatives to reactivate the local economy. We also used Radio Surphuy to share important COVID-19 health updates in both Spanish and Quechua, and the station was chosen by the Ministry of Education and the UGEL Cotabambas to broadcast "I learn at home" ("Aprendo en Casa").



OUR RESPONSE TO COVID-19 CONTINUED

For information on how we worked to protect and support our employees, local stakeholders and communities, visit



IMAGE: Community COVID-19 support, Kinsevere, DRC.

CASE STUDY KINSEVERE AND COVID-19

Kinsevere has implemented multiple health and safety measures on site, including vigorous screening of all MMG people, rapid testing when employees return to work and those who present with symptoms, as well as the installation of a COVID-19 screening building at the main gate for automated disinfection and screening. In addition, the medical team continuously shares safety messages with the workforce using messaging services and site-wide notifications.

Along with preventive controls on site, we worked closely to support our local communities. Kinsevere contributed US\$100,000 towards the local Haut-Katanga Province for their COVID-19 pandemic prevention response plan. We also funded workshops on infection prevention with technical support from the World Health Organisation, awareness sessions in local schools, the installation of over 200 hand washing stations in public places and schools, and the donation of essential PPE and megaphones to broadcast messages to community members.



IMAGE: Employee at Dugald River, Australia.

CASE STUDY DUGALD RIVER AND COVID-19

From early 2020, Dugald River worked closely with the Queensland Resources Council (QRC) to ensure full compliance with the Queensland government's COVID-19 response. This included quarantining and testing people from designated hot spots and preventing their travel to site.

The COVID-19 management plan involved isolating anyone with cold or flu symptoms for testing, regular temperature and health screening, reduced capacity in communal settings, increased hand washing facilities and the installation of no touch door openers. A SMS service was implemented to directly communicate with employees, and they also increased mental health surveillance for those working both on site and remotely.

The site was in regular contact with the Cloncurry Council about COVID-19, ensuring they were aligned with local requirements and fly-in, fly-out workers didn't interact with the local community where practicable.

OUR COMMUNITIES

Communities are an integral part of our business and their health and safety is critical, especially during these uncertain times.

We worked with our local communities and stakeholders at all operations to identify opportunities to support them through the pandemic, and implemented initiatives to support local and national government efforts. We worked to manage risks arising from workforce transportation (fly-in, fly-out and bus-in, bus-out) and continue to work with regional governments, communities and other stakeholders to ensure their concerns are included in our operations' continuity plans.

In addition to ongoing dialogue with all communities, local and regional stakeholders, we have implemented a series of initiatives to support the rapid response and education of communities. This includes:

- > Additional funding and support for local and regional health directorates, including sourcing critical PPE, donation of oxygen plants and additional medical equipment, training and coordinating with the national government on their behalf (as required)
- > The communication of national public health advice as well as public awareness campaigns in both official and indigenous languages through community radio stations, flyers and posters
- > The donation of thousands of food and basic necessity packages in Peru

We acknowledge COVID-19 continues to impact the regions where we operate, and we will support our people, our communities and stakeholders throughout the pandemic. We will also continue to monitor advice from governments across our operating jurisdictions and will assess and communicate any changes to the current arrangements as required.



IMAGE: Physical distancing controls and health checks, Rosebery, Australia.

CASE STUDY ROSEBERY AND COVID-19

Our Rosebery operation took quick action in March 2020 to develop COVID-19 controls. The site's COVID-19 management plan was developed, updated regularly in line with Tasmanian and Australian government requirements and reviewed monthly by the Tasmanian Mines Inspector. Controls within the management plan included daily temperature checks, health declarations, staggered start

times and reduced room capacity to ensure physical distancing was possible. Increased stocks of PPE were sourced and held on site, a quarantine room was established in the event of a suspected or confirmed case and cleaning was increased across the operation. Rosebery was required to close its community shopfront in Rosebery, instead directing community members to make contact through dedicated phone lines. We also supported education efforts through regular advertising on local radio.