Environmental, Social and Governance Report

2025



TENKE FUNGURUME Mining

THE COPPER MARK
RESPONSIBLY PRODUCED COPPER

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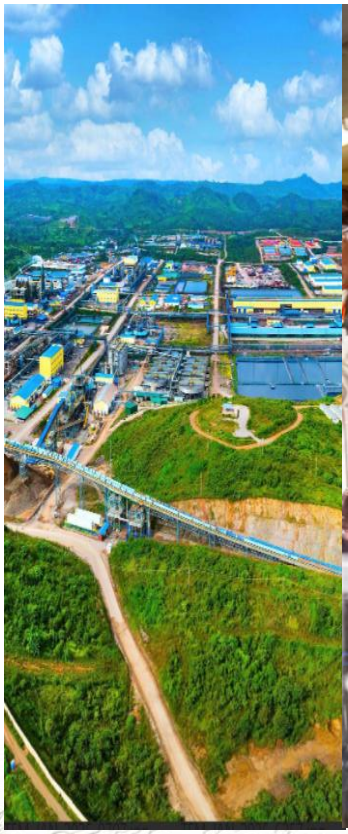
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About this report

The Environmental, Social and Governance Report ("the report" or "ESG report") provides an overview of the performance of Tenke Fungurume Mining SA ("TFM", "we", or "the company") in fulfilling its environmental, social, and governance responsibilities in 2025. TFM is a subsidiary of CMOC Group Limited ("Group" or "CMOC").

Information and data presented in this report are derived from TFM's official documents and statistical reports, as well as from annual GRI data collection.

This report was published on September 30, 2026, and was reviewed and approved by the CEO of TFM. This report covers all of the company's operations. The data and information in this report cover the reporting period from January 1, 2025 to December 31, 2025. Supplementary information relevant to the subject matter of this report, arising from events in 2026 prior to the publication date, is also disclosed to ensure that investors and other stakeholders have full access to material information. Events occurring after the reporting period are clearly identified as such in the main body of the report. Readers may contact our ESG team at info@tfm.cmoc.com for inquiries. This report is available for download from the CMOC website (www.cmoc.com) and the TFM website (http://tfmofficial.com/).

In 2018, CMOC designated the Board of Directors as the highest governance body for ESG matters, established a Strategic and Sustainability Committee at the Board level, and formulated a roadmap for a sustainability governance system. Since 2019, CMOC has continued to build, update, andimplement its sustainability governance framework in accordance with this roadmap.

TFM abides by CMOC's roadmap for a sustainability governance system and applies the Group's 14 compliance and sustainability policies, namely

- *Code of Business Conduct*
- *Anti-Corruption Policy*
- *Economic Sanctions Policy*
- *Environmental Policy*
- *Health, Safety and Environmental Policy*
- *Anti-Money Laundering Policy*
- *Responsible Production and Purchasing Policy*
- *Supplier Code of Conduct*
- *Export Controls Policy*
- *Human Rights Policy*
- *Community Policy*
- *Employment Policy*
- *Global Guidelines on Privacy*
- *Forced Labor Policy*

These policies are available on the Group's website (www.cmoc.com). In addition, TFM has also formulated its own policies and processes based on its actual situation and needs, including the *Supplier Code of Conduct*, *Employment Policy*, *Solicitation and Extortion Policy*, *Charitable Donations Policy*, *Regulations on Per Diem for Government Officials*, *Regulations on Administrative Fees,* the *Statement of Commitment to Human Rights, TFM Artisanal and Small-Scale Mining Policy,* and *Contractor ESG Compliance Management Procedure.* These company policies and process documents are the extension and interpretation of the Group policies.

Starting in 2017

CMOC has compiled and published an annual Group ESG report that also contains information about TFM. These reports can be found on and downloaded from the official website of the Group (www.cmoc.com).

Starting in 2023

TFM has compiled and published an annual standalone ESG report. These reports can be found on and downloaded from the official website (http://tfmofficial.com/).

About TFM

TFM is located in Lualaba Province in the Democratic Republic of the Congo (DRC). It's one of the world's top five copper mines and the second-largest cobalt producer globally. The mining concession covers more than1,500 square kilometers and hosts large, high-grade copper and cobalt deposits. Operations span the exploration, mining, processing, smelting and sale of copper and cobalt. The main products are copper cathode and cobalt hydroxide. CMOC holds an 80% equity in TFM, while the Congolese state-owned La Générale des Carrières et des Mines (Gécamines) retains a 20% stake. As of the end of 2025, TFM had five production lines, with an annual copper production capacity exceeding 450,000 tonnes, all operating at full capacity.



Top 5

It's one of the world's top five copper mines and the second-largest cobalt producer globally.

1,500

The mining concession covers more than1,500 square kilometers.

450,000+

TFM had five production lines, with an annual copper production capacity exceeding 450,000 tonnes.

Headquartered in the People's Republic of China, TFM's parent company CMOC is a publicly listed company engaged in the mining, processing, and trading of non-ferrous metals. With operations across Asia, Africa, South America, and Europe, CMOC is a leading global producer of copper, cobalt, molybdenum, tungsten, and niobium, a leading producer of phosphatic fertilizers in Brazil and one of the world's leading metals traders. In 2025, CMOC increased gold resources, creating a "copper + gold" dual-pillar structure. CMOC's vision is to become a highly respected, modern, and world-class resources company.

Throughout continued development, ESG work has remained closely aligned with CMOC's overall corporate strategy. In recent years, as CMOC's ESG governance framework has continued to mature, CMOC has fully integrated its ESG management into its overall risk management and corporate governance structure. To further enhance platform-based management capabilities, in 2025 CMOC advanced two key initiatives. First, CMOC continued to promote alignment with international standards across all operation units, systematically identifying and managing risks while improving overall management performance. Second, the Group headquarters conducted a comprehensive review and structured analysis of the capability of international standards across the Group. Drawing on both internal and external best practices, CMOC consolidated these efforts into an integrated management toolkit, laying a solid foundation for the platform-based replication and standardized rollout of its ESG management system. Guided by the Group's strategy, TFM's focus in recent years has been to benchmark against leading international standards, enhance risk management capabilities, strengthen stakeholder engagement, continuously improve ESG performance, solicit third-party assurance and audits, and promote the development of responsible mineral supply chains in the renewable energy industry that

offer greater transparency.

TFM is one of the largest mining companies in the DRC. In 2025 we contributed approximately US$1,241.35 million in taxes and related payments to the public treasury and other public administration services. Since initiation of the project in 2006, these payments have totaled approximately US$8.267 billion, including:

Income taxes, royalties, and other taxes totaling **US$6.033** billion, including **US$922.56** million during the full year 2025

Customs duties and related taxes totaling **US$1,308.97** million, including **US$218.90** million during the full year 2025

Employee payroll taxes and related social obligations totaling **US$820.88** million, including **US$70.44** million during the full year 2025

Fees for work permits, visas, and other related charges totaling **US$104.12** million, including **US$29.45** million during the full year 2025

In addition, we have continued to invest significantly in the development of local communities. Since 2006, TFM has invested a total of US$340.24 million in community projects, including US$32.84 million in 2025. We also contribute 0.3% of our net proceeds from metal sales to the TFM Community Fund. Since becoming operational, it is estimated that TFM has contributed a total of US$97.54 million to the fund, while cumulative contributions for 2025 reached US$16.46 million. At the end of 2023, in accordance with the *Mining Code* of the DRC, the TFM Community Fund was officially handed over to the government-led DOT-TFM Joint Management Committee, which includes representatives from the community and TFM.



At the end of 2025, TFM had 3,819 full-time regular employees and 15,630 contractors. The large number of contractors was primarily attributable to ongoing construction activities. Of these 19,449 personnel, 18,574 were male and 875 (approximately 4.5%) female.

External Initiatives



The parent company CMOC holds significant positions within key industry organizations, including serving as a Standing Director of the China Mining Association, Vice-President of both the China Nonferrous Metals Industry Association and the China Chamber of Commerce of Metals Minerals & Chemicals Importers & Exporters (CCCMC). Additionally, CMOC is a sustaining member of the Cobalt Institute. The Group has also joined the Better Mining initiative and the Fair Cobalt Alliance, where it supports efforts to improve conditions in artisanal and small-scale mining as well as in the surrounding communities.

CMOC is also a participant of the United Nations Global Compact (UNGC). In this context, the Group is committed to incorporating the Ten Principles of the UNGC into its corporate strategy, organizational culture, and daily operations, while working collaboratively with stakeholders to address global challenges.



TFM actively implements the Group's commitments and is committed to supporting the UN's 17 Sustainable Development Goals, as demonstrated by the measures outlined in the various sections of this report. In addition, we are a member of the Extractive Industries Transparency Initiative in the DRC (EITI-DRC) and the Lubumbashi Working Group for the Voluntary Principles on Security and Human Rights (VPSHR). TFM participates in The Copper Mark, a leading assurance framework designed to promote responsible production practices, and successfully completed its re-assessment in 2025.

Management Approach

External Assurance and Audits

TFM undergoes regular third-party audits to verify its alignment with applicable environmental, quality, health, and safety management system standards, including ISO14001, ISO45001, and ISO9001.

As Africa's first participating site in The Copper Mark, TFM successfully completed The Copper Mark re-assessment in September 2025, achieving a "Fully Meets" rating across all 32 RRA 2.0 criteria. TFM thus became the first mine in Africa to obtain Copper Mark certification and to achieve a "Fully Meets" rating across all RRA 2.0 criteria. The corresponding assessment report is available on The Copper Mark website (https://coppermark.org/participants-home/participants/).

Governance

Under CMOC's ESG management framework, responsibilities are divided among the Board of Directors (the Group's highest governing body), senior management, and individual operating sites. The CMOC Board of Directors (the Board) is responsible for risk oversight. The Board's Strategic and Sustainability Committee is responsible for formulating the Group's sustainability strategy. It also discusses with management the adequacy of measures to identify and manage sustainability-related material risks. At the executive level, the Vice President for ESG is responsible for sustainability matters. CMOC's ESG department is responsible for driving Board decision-making on sustainability matters, overseeing the implementation of the Group's sustainable development strategy, and monitoring and assessing sustainability-related risks at each of our operating sites.

At TFM, HSE General Manager is responsible for ESG management and reports to both the company CEO and Group Vice President for ESG. We also have a dedicated ESG team that seeks to continuously promote the implementation of the Group's sustainable development strategy and policies at mining site, and coordinate and supervise sustainable development risk management across relevant departments. These ESG-related departments include TFM's mining and process plants, production and technology, as well as our human resources, community, HSE, security, and compliance departments. In addition to local DRC laws and regulations, TFM operates in compliance with international standards and good practices. We are subject to regular external audits of our environmental, health, and safety management systems, as well as more comprehensive reviews of ESG practices that are regularly conducted by the Group.

In 2025, TFM's primary focus areas included continuous improvements in managing prominent ESG risks and advancing third-party audits and verifications in line with international standards. We have continued to carry out human rights due diligence, implemented a cross-departmental human rights management system, and advanced the implementation of the carbon peaking action plan. We completed the life cycle assessment (LCA) of the environmental impact of copper and cobalt, passed the re-audit of the responsible mineral supply chain, conducted IRMA audit and achieved "fully meet" for all RRA standards of The Copper Mark in its re-assessment (September 2025). Additionally, in 2025, TFM disclosed its third standalone ESG report, along with an updated human rights due diligence report and a

responsible mineral supply chain due diligence report, further enhancing transparency.

Business Ethical Values

CMOC's *Code of Business Conduct (CBC), Anti-Corruption Policy, Supplier Code of Conduct, Health, Safety, and Environment Policy, Employment Policy* and *Forced Labour Policy* address CMOC positions on business ethics, including anti-corruption, conflicts of interest, the prohibition of child labour and forced labour, as well as the promotion of safe and healthy operations, workplace equality, and the elimination of discrimination. All CMOC and TFM staff are required to undergo regular compliance training on the CBC and Anti-Corruption policies. These policies also communicate the responsibility of individual employees and suppliers to report violations of company policies, or the law, and provide guidance for acting on that obligation, including use of the Group's whistleblower channel.

TFM has also formulated its own *Employment Policy* and *Supplier Code of Conduct* that are tailored to the unique circumstances of the DRC. Moreover, our *Solicitation and Extortion Policy*, *Charitable Donations Policy*, *Regulations on Per Diem for Government Officials*, and *Regulations on Administrative Fees* clearly define rules for the acceptance of gifts, dining and entertainment, charitable donations, and direct support for government officials. TFM's Compliance Department is responsible for supervising our compliance management system and reporting to senior management.

Management of ESG Risks

Our sustainable risk management system fully adheres to CMOC's sustainable risk management framework. We monitor operational risks such as environmental, occupational health and safety, community relations, business integrity, as well as human resources related risks, and are required to implement appropriate mitigation measures and controls to maintain risks at acceptable levels. First, we treat environmental, occupational health, safety, and social risks as a top priority and have taken diverse measures to mitigate such risks. TFM faces unique risks related to the natural, economic, social, and cultural circumstances of the DRC, including those pertaining to illegal artisanal mining, security and human rights, migration, business ethics and compliance. In recent years, the significant influx of migrants into the region has caused increasing pressure associated with illegal artisanal mining and population growth within the TFM concession. At the same time, TFM has witnessed rapid growth in output with a high turnover of employees and contractors, which has complicated efforts to promote a safety culture. In addition, the low level of socio-economic development and the weak infrastructure in the DRC present a significant challenge for industrial business operations. We choose to apply international standards in areas where local laws and regulations are weak or absent.

TFM has established risk registers, risk management frameworks and reporting systems to mitigate material operational risks, including sustainability risks, ensures effective communications across all levels, and promptly escalate material risks to higher levels for resolution. TFM submits monthly reports to the Group Senior Executives on important ESG topics such as workplace safety, environmental protection, local communities, security, and contractor management. In addition, the Group headquarters participates directly in the management of the TFM site and offers guidance and technical support in matters concerning material ESG topics, with a view to ensuring that ESG considerations are fully

embedded within risk management, and to balance long-term development goals with short-term interests. For example, water management and tailings storage facility (TSF) management at TFM are considered as material topics. In 2025, the Group headquarters, together with TFM, undertook a series of initiatives, including water management improvement, benchmarking tailings management against the Global Industry Standard on Tailings Management (GISTM), implementing carbon reduction plans, and conducting LCA assessments.

By establishing risk registers, we are able to incorporate risk management into operational management processes by developing and implementing action plans for the highest ranked risks, including ESG risks. Risk registers undergo semiannual review in order to update risk ratings and accompanying action plans and procedures, and are also checked and recorded by the Group's Internal Control and Internal Audit department. In 2025, the Group's Internal Control and Internal Audit department strengthened the oversight and management of material risks across all operating units, including TFM, and organized a Group-wide risk management training session in May. Our materiality assessments, stakeholder engagement, grievance mechanisms, risk registers, and due diligence procedures help to inform us of our key material issues and areas of risk, and to prioritize risk management activities.

Materiality

In 2025, in alignment with the CMOC Group and the latest sustainability reporting practices, TFM formally adopted a double materiality approach to define its material topics. This approach considers, in an integrated manner, both the impacts of the Company's activities on the environment and society, as well as the risks and opportunities these issues represent for financial performance, the business model and long-term value creation.

From an impact perspective, the assessment focused on the issues through which the Company's operations have the greatest effects on stakeholders, the economy, the environment and society. From a financial perspective, it considered the issues with the potential to influence economic performance, strategic planning and access to critical resources such as capital, financing and markets.

The assessment process was carried out in stages, beginning with an analysis of the value chain and the identification of key stakeholders. CMOC's value chain spans activities from mineral exploration through global marketing and post-closure environmental restoration, involving ongoing interactions with employees, contractors, communities, investors, customers, regulators and the natural environment.

Based on this analysis, the Company conducted a stakeholder engagement process involving internal and external stakeholders through surveys, interviews and structured dialogue mechanisms, enabling the identification of priority expectations and concerns. This engagement is considered a key element of both risk management and value creation.

The next stage involved developing an initial list of ESG topics based on internal and external references, including international standards, regulatory guidance and industry analyses. For each topic, impacts, risks and opportunities (IROs) were identified, encompassing both positive and negative impacts as well as business-related risks and opportunities.

The materiality assessment combined quantitative and qualitative approaches. Impact materiality considered criteria

such as scale, scope, remediability and likelihood, while financial materiality considered the magnitude of potential economic effects and their likelihood.

The results were supplemented by a global stakeholder survey that received 287 valid responses from internal and external stakeholders, together with expert interviews and document reviews. The consolidated results were reviewed and approved by senior management and the Strategic and Sustainability Committee.

Double Materiality Assessment Process

CMOC analyzed its value chain and identified priority stakeholders, considering operational, environmental and social interactions throughout the life cycle of its operations.

Step1: Value chain and stakeholders



Step2: Identification of ESG topics

Definition of 23 material topics based on internal and external references. International standards, regulatory guidance, industry analyses and internal consultations were considered in developing the initial list of ESG topics.

Step3: Identification and Prioritization of Impacts, Risks and Opportunities (IROs)

Each topic was assessed using impact materiality criteria (scale, scope, remediability and likelihood) and financial materiality criteria (magnitude and likelihood of economic effects).

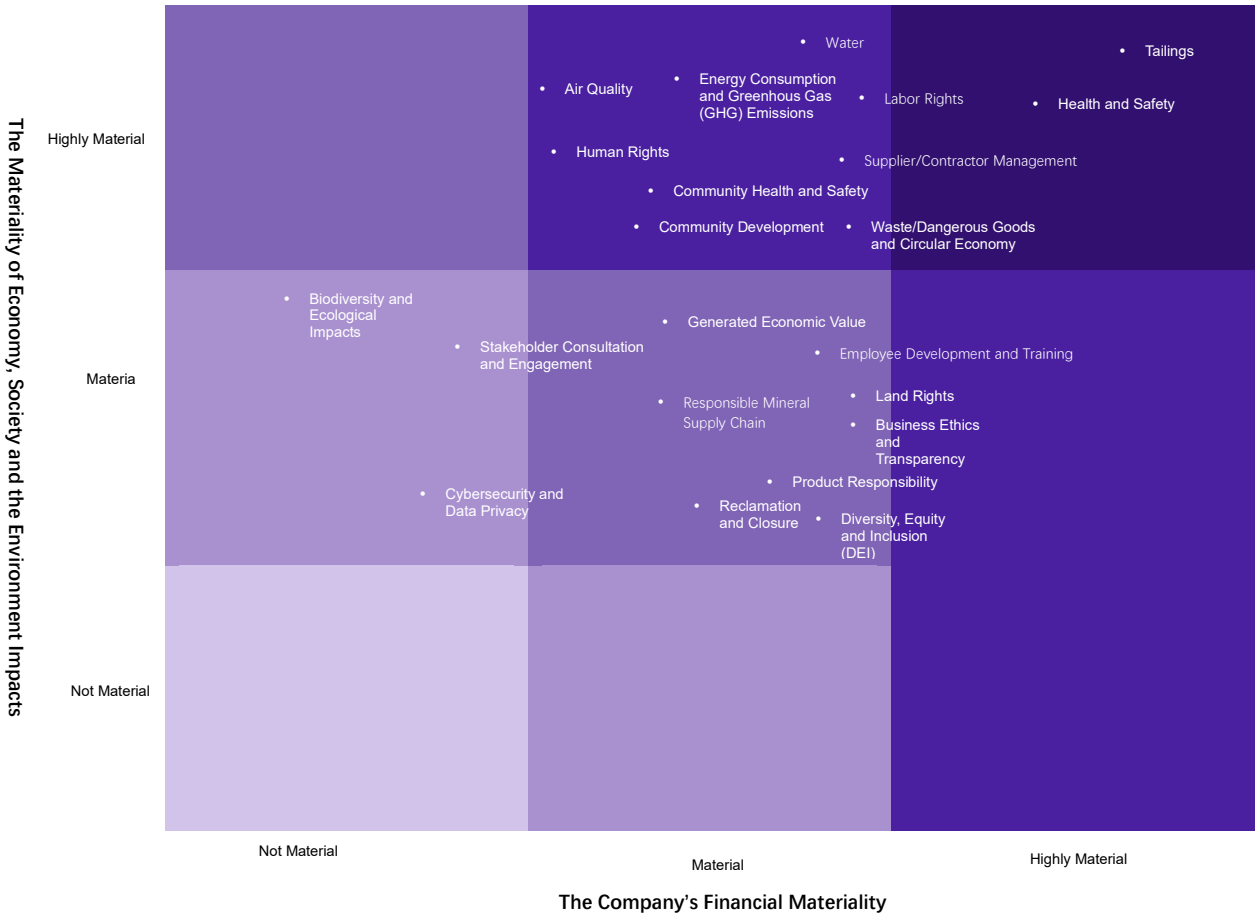
Step4: Validation and Final Matrix

Consolidation of the results and approval by senior management.

As a result, the material topics were consolidated into a two-dimensional double materiality matrix that guides the Company's strategic management, the prioritization of risks and opportunities and the allocation of proceeds.

These topics reflect both the most significant impacts of the Company's operations and the issues most critical to business resilience, including operational, regulatory, reputational and climate-related risks. In particular, topics such as health and safety and tailings management are also highly significant from a financial materiality perspective, demonstrating their direct influence on operational continuity and value creation.

The material topics defined through this process guide the structure of this report and are directly linked to our policies, targets and performance indicators, contributing to the transparency and consistency of its ESG management.



Stakeholders

TFM regards stakeholder engagement as a critical tool in the management of risk and the creation of value for businesses under our management. Strategies for engaging with stakeholders are described in the "Community" section of this report. An overview of relations with stakeholders is presented below.

Stakeholder group	Areas of interest	Engagement methods
Employees and contractors	◆ Competitive compensation and benefits ◆ Workplace health and safety ◆ Career development ◆ Protection of human rights	◆ Meetings with union representation ◆ Collective bargaining agreements ◆ Safety and compliance meetings ◆ Training and capacity building ◆ Internal communications channels ◆ Grievance procedures ◆ Human rights due diligence ◆ External audits
Government and regulatory agencies	◆ Compliance with applicable laws and regulations ◆ Creating economic benefits ◆ Workplace health and safety ◆ Benefits to stakeholder communities ◆ Environmental stewardship and social responsibility	◆ Compliance reports ◆ Annual sustainability report ◆ Site visits and inspections ◆ Permit applications ◆ Meetings on compliance matters ◆ Direct meetings
Investors and financial institutions	◆ The rights and interests of shareholders ◆ Timely disclosures of relevant and accurate information ◆ Improving corporate governance ◆ Conducting business in compliance with laws and regulations ◆ Climate change ◆ Fulfilling environmental and social responsibilities	◆ Shareholders' meetings ◆ Press releases ◆ Sustainability reporting ◆ Site visits ◆ External audits ◆ Direct meetings
Communities	◆ Local development ◆ Environmental stewardship and social responsibility ◆ Employment ◆ Opportunities to furnish goods and services ◆ Protection of human rights ◆ Land acquisition and resettlement	◆ Scheduled community meetings ◆ Focus group meetings ◆ Notices of procurement opportunities ◆ Employment notices ◆ Grievance procedures ◆ Human rights due diligence ◆ External audits
NGOs	◆ Investment in local development ◆ Participation in local community programs ◆ Environmental stewardship and social responsibility ◆ Protection of human rights ◆ Equity in sharing benefits	◆ Annual sustainability reporting ◆ Direct meetings ◆ Contacts through industry groups ◆ External audits
Customers	◆ Customer service ◆ Quality assurance ◆ Product stewardship ◆ Protection of human rights ◆ Environmental stewardship and social responsibility ◆ Climate change	◆ Key account meetings ◆ Systematic communications ◆ Customer visits to operating sites ◆ Participation in trade associations ◆ Sustainability reporting ◆ External audits

Grievance Procedures

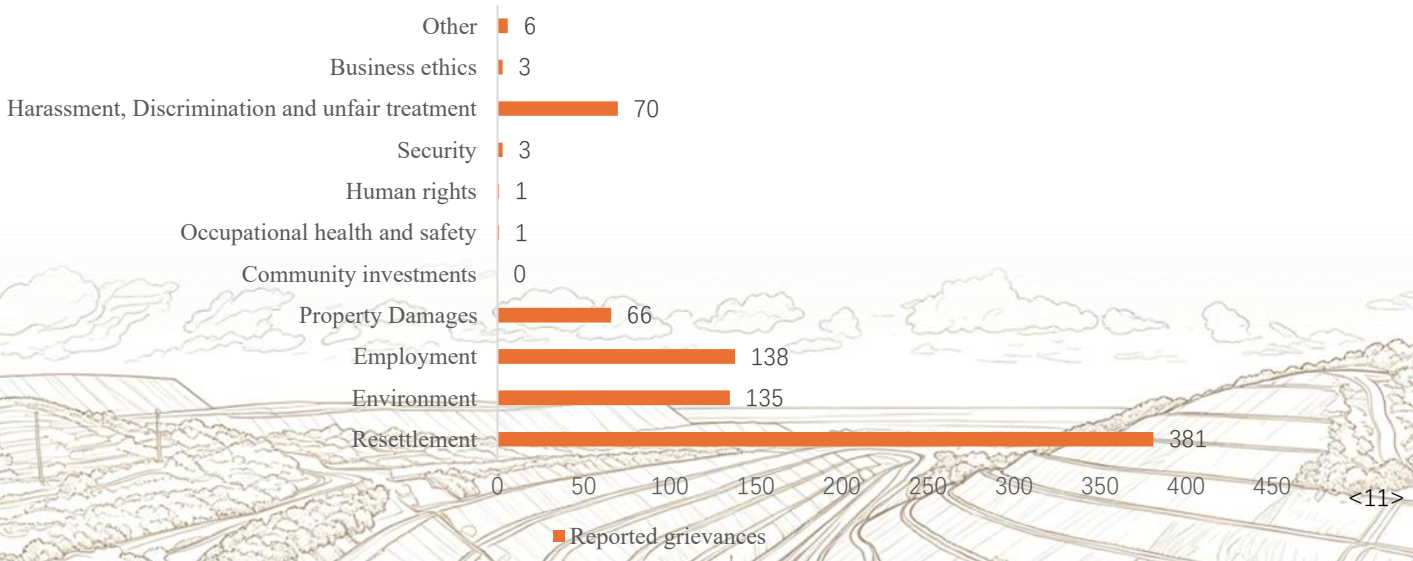
To maintain effective stakeholder relationships, we have dedicated systems in place to record and resolve stakeholders' concerns and compliance issues, including those related to employees, environment, community investment, human rights, land use, and contractor management. TFM's community grievance system is managed by a dedicated grievances officer appointed by the Community Department. The workforce grievances are handled through multiple channels operated by the Compliance Management Department, HR Department, and local unions. All members of the community, including TFM employees, are able to voice their opinions and provide feedback. In addition, community members can also participate in the grievance resolution process through an independent mediation committee. In 2025, TFM continued to strengthen monitoring of response times and improve feedback to complainants. Grievances are analyzed on a quarterly basis to identify emerging stakeholder concerns and report them to management in a timely manner, thereby leveraging grievance channels as a dynamic management tool.

To further strengthen the grievance management system, in 2025 TFM Community and HR teams respectively conducted self-review of grievance mechanism effectiveness against the UN Guiding Principles on Business and Human Rights (UNGPs). The review was followed by a planning session to develop an action plan to ensure continuous improvement.

In 2025, TFM received a total of 804 grievances, with a resolution rate of 63.4%. Of these, approximately 47% of grievances were related to land acquisition and resettlement, typically involving land use and compensation procedures in the mining concession. Land acquisition, including compensation for incidental damages related to mining operations, may give rise to both legitimate grievances and opportunistic claims. Around 17% of grievances were environmental in nature, declining significantly from 604 cases in 2024 to 135 cases in 2025. This improvement was driven by a series of measures, including improving the operational stability of new equipment, continuously monitoring emissions, establishing a buffer zone around the plant, and strengthening collaboration between the environmental and community relations teams in handling complaints. Approximately 17% of grievances were employment-related, primarily concerning compensation and benefits. TFM has developed an improvement plan to continuously enhance employee satisfaction.

Reported Grievances by category

TFM received a total of 804 grievances



Environment



In 2025, CMOC continued to implement its *Environmental Policy*, which applies to all operating units across the Group. Aligned with international best practices, the policy reinforces commitments in key areas such as climate change, water resources, biodiversity, waste management, and pollution control, providing clearer guidance for environmental management at each operating site.

TFM is committed to implementing the Group's *Environmental Policy*. As a mining company with operations spanning extraction, processing, smelting, and supporting processes, we recognize that each stage of production carries potential environmental risks. Accordingly, the environment remains one of the most material ESG issues influencing TFM, covering climate change, energy consumption and greenhouse gas emissions, biodiversity and ecological impacts, tailings, water, air quality, waste management and mine rehabilitation and closure. In accordance with the Group *Environmental Policy*, TFM is committed to complying with environmental laws and regulations applicable to our operations. We manage the extent of our environmental impact through risk-based approaches to material issues and adherence to relevant standards. In addition, we maintain a mature Environmental Management System (EMS) certified to ISO 14001 standards. We also invest in a range of projects to raise production efficiency, reduce the impact of our operations on the local environment, and meet the Group's environmental performance targets. In 2025, TFM spent approximately US$45.43 million on environmental protection. We also provided necessary training for all employees and contractors to improve their knowledge of our environmental objectives and procedures.

In 2023, CMOC published the *CMOC Carbon Neutral Roadmap and Action Plan*. The plan commits to peaking Scope 1 and Scope 2 emissions by 2030 and achieving net-zero emissions by 2050. It also aims to reduce Scope 3 emissions. Looking ahead, CMOC will update the roadmap in line with the latest global decarbonization trends and changes in the Group's asset portfolio.

To align with the Group's carbon neutral goals and roadmap, TFM established a dedicated working group led by the CEO. Its members include all relevant production, technical, and coordinating departments. In 2025, the working group continued to advance the planning and implementation of emission reduction projects such as optimizing ore transportation routes, using belt veranda, and developing solar power, in order to achieve the overall target of a 15% reduction in emissions intensity by 2030. In addition, we continued to calculate Scope 3 greenhouse gas emissions and conducted a reassessment of the Life Cycle Assessment (LCA) for copper and cobalt products in 2025, following its initial completion in 2024.

Tailings



CMOC is acutely aware of the history of TSF failures and the catastrophic consequences for the public, the environment, and mining businesses involved. CMOC recognizes that a major TSF incident could threaten community safety and environmental integrity while negatively affecting CMOC's reputation, long-term viability, and operations. Responsible tailings management is therefore essential to mitigating these material risks. Accordingly, CMOC regards responsible tailings management as a core element of its long-term sustainable development strategy. CMOC is committed to managing the tailings facilities—including tailings transport systems, storage facilities, and disposal systems—throughout their full lifecycle in accordance with internationally recognized practices. The objective is to ensure that tailings facilities are designed, operated, and closed safely and in a socially and environmentally responsible manner, thereby minimizing risks to communities, environment, and operations.

In 2025, CMOC issued a *Tailings Management Policy* to further strengthen governance of tailings facilities. The Group's Chief Operating Officer (COO) serves as the executive ultimately accountable for tailings management, responsible for coordinating tailings facility management across operating units, overseeing the establishment and implementation of relevant targets, and reporting material matters to the Board. In addition, CMOC continues to implement a series of standards and procedures to mitigate risks associated with TSFs, including the *Tailings and Smelter Slag Management Standard*, the *Regulations for Safe Operation of Tailings Facilities*, and the *Tailings Dam Operational Performance Targets Report*. Each operating unit has also established supporting standards and procedures such as Operation, Maintenance and Monitoring Procedures and Tailings Storage Facility Emergency Preparedness and Response Plans.

Under the CMOC's risk identification and assessment framework, TSF risks are included as material risks in the Group risk register. Group Management regularly reviews the implementation of control measures and reports annually to the Audit and Risk Committee of the Board. In response to increasingly stringent regulatory requirements in host countries and heightened risk awareness among financial institutions, CMOC is continuously strengthening governance and oversight standards for TSFs and enhancing supervision of operating units by Group headquarters. In accordance with international standards, CMOC has established a group-wide TSF register that is updated regularly. The register provides a comprehensive overview of each facility's technical information, engineering documentation, expert reviews, and risk assessments—including climate-related and community risks—as well as other key elements throughout the facility lifecycle. Particular attention is paid to the potential impacts of climate change and seasonal flooding on TSFs.

In the DRC, due to the higher expectations of stakeholders for operations in high-risk jurisdictions and the relatively weak local regulatory framework, we set the goal of conforming with international standards. In 2024, TFM conducted a gap analysis by benchmarking against the Global Industry Standard on Tailings Management (GISTM) and, as a result, developed an action plan and started implementing it. In 2025, we engaged an internationally recognized tailings consulting firm to continue implementing GISTM compliance improvement programs for the TSFs. We established an Independent Tailings Review Board (ITRB), and appointed a new Engineer of Record (EoR). We plan to achieve the full GISTM conformance by 2026 across the entire TSF lifecycle—from design and construction to operation and closure. The Company has established clear funding and resource allocation plans to support GISTM-aligned improvement actions.



Managing tailings-related risks to downstream communities is a key priority for TFM. As of the date of this disclosure, emergency response plans have been established for all tailings facilities, including KT1, KT2, T3, T4 and T5. These plans define the emergency response structure and responsibilities at the mine site, describe potential risk scenarios, and establish requirements for early warning and reporting mechanisms, emergency response procedures, information disclosure, and post-incident management.



In 2025, TFM worked with local communities and the Red Cross to conduct household visits in 16 villages located downstream of the KT1 and KT2 TSFs, raising awareness, identifying vulnerable groups, and developing evacuation arrangements. Dedicated communication meetings were also held to clarify emergency response procedures and responsibilities. Between June and July, evacuation drills were carried out across these 16 villages, with a total of 8,554 participating residents, including 205 vulnerable individuals of elderly people, women, and children. Based on the results of these drills, improvement measures were developed to further strengthen community risk prevention and emergency preparedness.

8,554

Participants residents

205

vulnerable individuals

16 villages

Between June and July, evacuation drills were carried out across these 16 villages



Reclamation

Mining operations inevitably impact the ecological environment. For example, mining may involve stripping topsoil and surface vegetation, resulting in surface disturbances; waste rock and tailings storage can bury and damage vegetation; and the construction of processing plants and supporting facilities alters the local ecosystem. Since most ecosystems do not naturally recover, mining companies must take proactive measures to restore affected areas and prevent permanent environmental damage. These measures include progressive reclamation during operations as well as the formulation and implementation of mine closure plans in accordance with the laws and regulations of host countries and international good practices.

TFM carries out reclamation of TSFs and waste rock dumps each year in line with its rehabilitation plan. For newly constructed TSFs, efforts have centered on covering outer dam slopes with topsoil and sowing grass seeds, promoting revegetation while mitigating hydraulic erosion. In 2025, under the progressive restoration plan for degraded sites, TFM restored 60,000 square meters of vegetation, including 40,000 square meters in the Light Industrial Park (LIP) and 10K Process Plant and a 20,000 square meters in the Mixed Ore East Plant.

At the same time, TFM actively carried out seedling cultivation and tree-planting activities. In 2025, TFM nursery grew more than 21,000 tree seedlings. During the National Tree Planting Day event organized by the authorities in charge of mining, environment and sustainable development in Lualaba Province, TFM supplied and planted more than 2,500 seedlings under the theme: "*One Tree, One Life: Restoring Our Forests for a Sustainable Future*." During the event, TFM also donated more than 1,000 seedlings to the Baraka School in the Mpala Chiefdom.

As most of our sites are still undergoing planned mining operations, reclamation activities cannot yet be initiated. Nevertheless, the Environmental Department will continue to collaborate closely with operations to revise and update reclamation plans in alignment with the overall mine closure strategy. This includes an annual plan for restoring berms and slopes along haulage roads, thereby reinforcing the sustainability of our practices.



Biological Diversity

Mining operations inherently disturb ecosystems before restoration begins, making biodiversity conservation a key focus of CMOC's environmental management. In its *Environmental Policy*, CMOC outlines its commitments to biodiversity: CMOC is dedicated to minimizing adverse impacts on biodiversity and ecosystems and aims to achieve no net loss of biodiversity across its operational areas. CMOC follows internationally recognized good practice to manage the areas of potential environmental sensitivity and high biodiversity value identified as being impacted by its operations. Under the *Environmental Policy*, CMOC will progressively develop implementation measures and establish a core indicator framework to improve data collection, monitoring, and evaluation. To achieve no net loss of biodiversity, CMOC applies a tiered management approach based on four key strategies: avoidance, mitigation, restoration, and offsetting. Where necessary, it also develops biodiversity management plans.

TFM manages biodiversity in accordance with CMOC's biodiversity vision and policy framework. We also follow internationally recognized frameworks, including the International Finance Corporation (IFC) Performance Standard 6 on Biodiversity Conservation and Sustainable Management of Living Natural Resources. Biodiversity is also enshrined in our environmental policy, which contains a commitment to "making a continuous contribution to preserving biodiversity".

At TFM, biodiversity conservation efforts focus on copper flora, plant species adapted to the region's naturally high metal concentrations. Over the years, TFM has established nurseries, greenhouses, and seed banks to support the preservation, propagation, and research of these species. Cultivated copper flora is transplanted into reclaimed areas to ensure species continuity. TFM has now successfully conserved and restored approximately 40 species of copper flora.

In 2025, we organized an Environmental Open Day, hosting students from the Mkombozi School in Fungurume for a lecture and site visit to introduce TFM's practices in copper flora protection, monitoring, and conservation, while promoting biodiversity awareness.



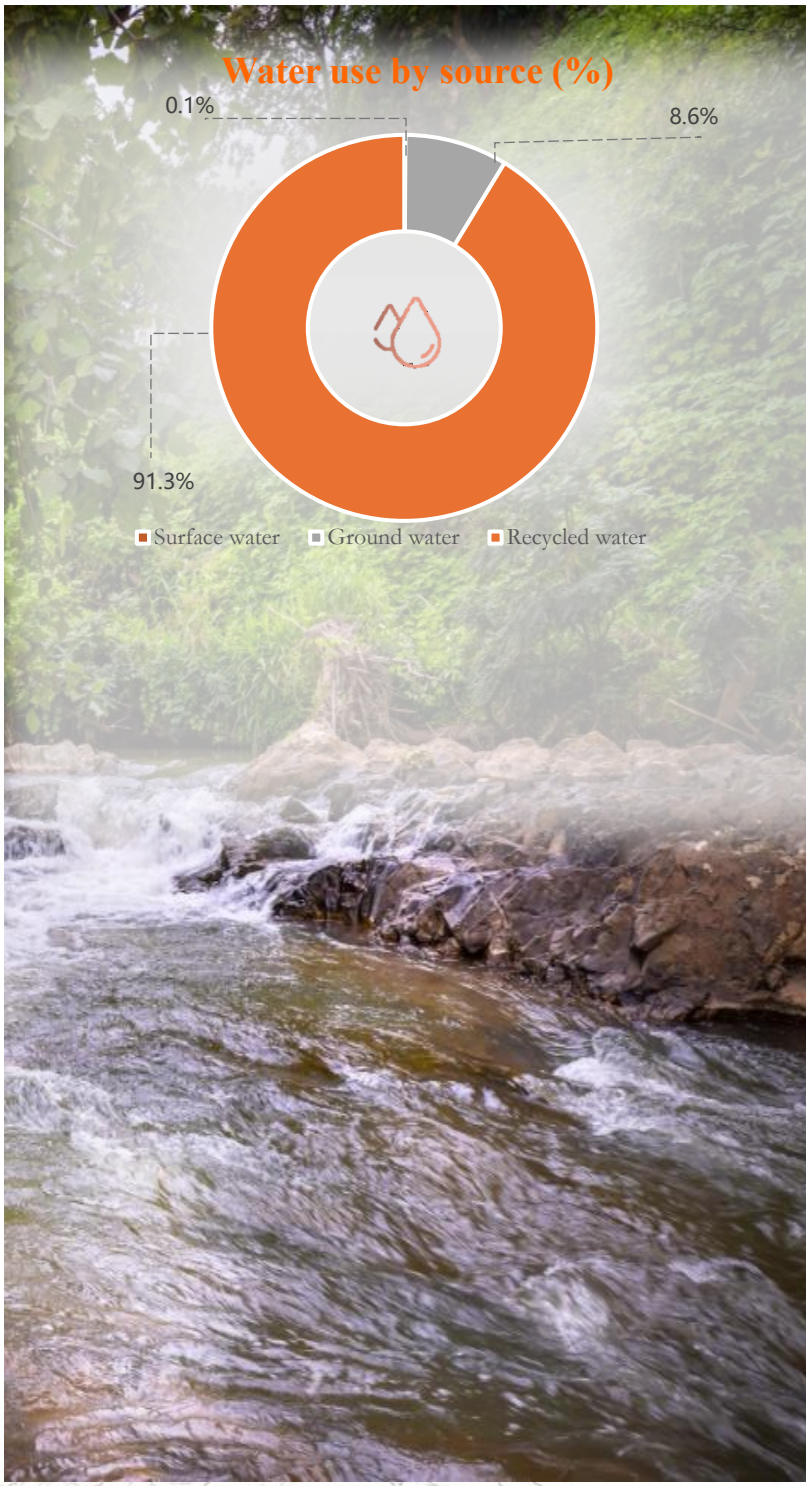
Making a continuous contribution to preserving biodiversity

Resource Management

TFM is committed to the responsible use and management of resources and to avoiding waste. We recognize that responsible stewardship of these resources is critical to both our business and the communities in which we operate. In 2025, we continued to advance production management in line with our established targets, promoting resource recycling across our operations and supporting the transition to cleaner energy.

Water

The activities associated with mining operations have the potential to impact water resources. For example, the dewatering of open-pit mines can cause local groundwater levels to drop, leading to a potential risk of water shortages in neighboring communities. Wastewater from production processes may pose surface water and/or groundwater pollution risk if not properly treated. Ore dressing and smelting also require large amounts of water, which may cause tensions with local communities. CMOC attaches great importance to water resource risks. In 2025, CMOC continued to implement the commitments on water resources outlined in its Environmental Policy, and further detailed water conservation and protection requirements in the newly issued *Environmental Handbook*.



Sustainable water management and supply is a fundamental strategic need for TFM and surrounding communities. To support this objective, TFM has established a dedicated water management team and implemented a *Water Management Procedure* that defines the responsibilities of the Environment department and production teams for water use, conservation and stewardship.

TFM operates a plant-wide water management system based on a zero discharge principle. Surface water storage ponds, sediment retention structures, and filtration facilities help protect nearby water bodies, while all process wastewater is collected in lined storage facilities and reused within a closed-loop system. No process effluent is discharged outside the plant. TFM also maintains discharge control measures to ensure compliance with applicable DRC regulations and relevant IFC and WHO standards.

In 2025, TFM used a total of 270.4 million cubic meters of water. Recycled water remained the primary source of supply, supplemented by limited withdrawals from surface water and groundwater. Overall, 91.3% of the water used across TFM's operations was recycled and reused.

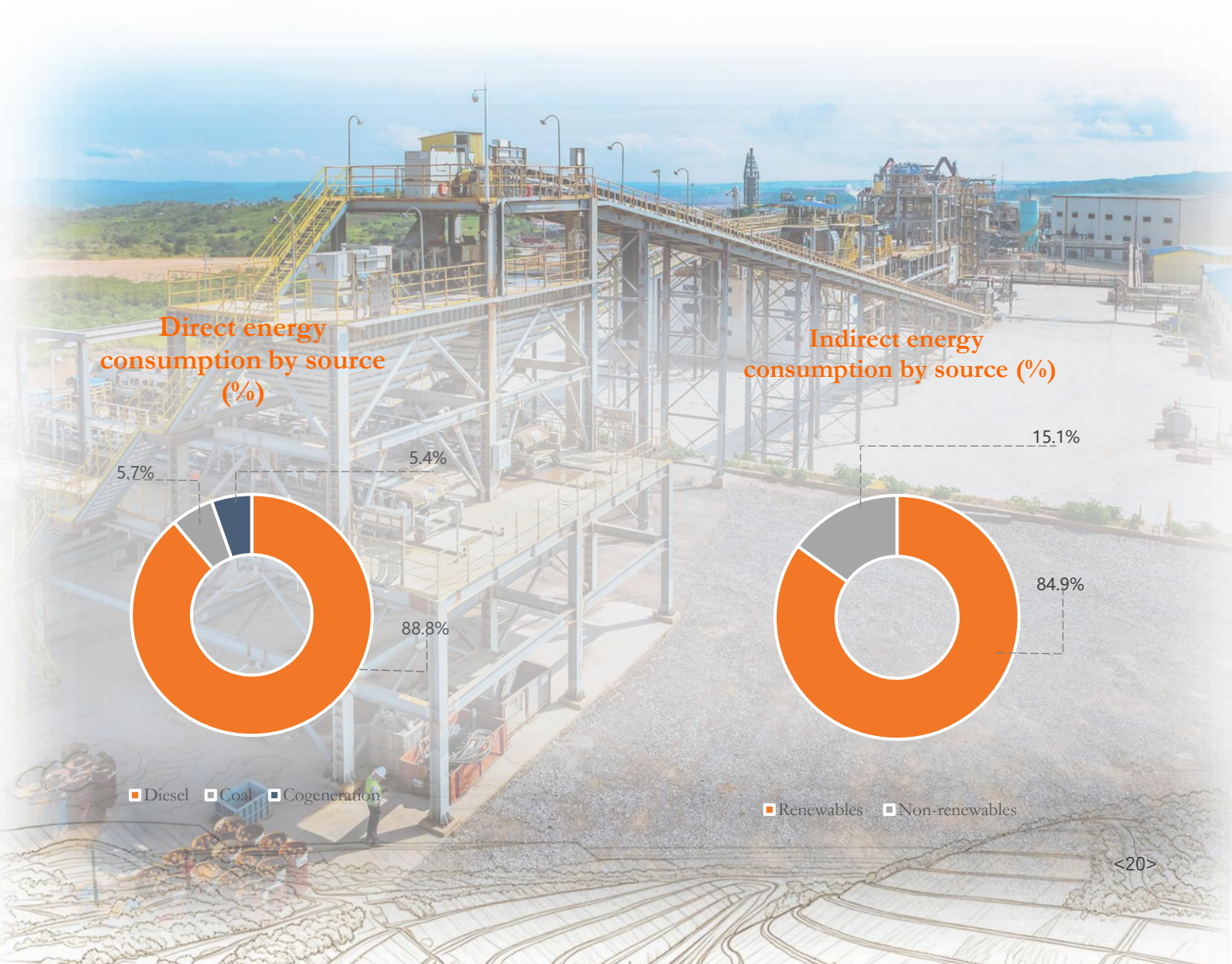
Energy

Large-scale mining and metallurgy require significant amounts of energy. We obtain energy indirectly through purchased electricity, as well as directly through the burning of coal, diesel, and cogeneration.

In 2025, our total energy consumption increased slightly year-on-year to 4,134,893.18 MWh. The energy intensity decreased to 0.17 MWh per tonne of processed ore, compared to last year.

In terms of direct energy consumption, 88.8% was sourced from diesel, 5.8% from coal, and 5.4% from heat recovery. In terms of indirect energy consumption, 84.94% was from renewable sources. In 2025, renewable sources accounted for 33.88% of overall energy consumption.

TFM continues to generate electricity using waste heat recovered from sulfuric acid plants, producing 134 GWh of electricity in 2025. In addition, the Central Plant implemented several upgrades to improve the efficiency of its waste heat power generation system, including installing high-efficiency superheaters, connecting the steam system of the 11K plant, and enhancing insulation and leak protection along steam pipelines.



Emission and waste Management

CMOC is committed to reducing pollutant emissions and the environmental impact of emissions by continuously improving its environmental management system. In accordance with CMOC requirements and targets, we have designed an environmental management system that complies with relevant DRC and international laws and regulations, and implemented appropriate control measures for exhaust emissions and waste discharge to ensure compliance with local environmental standards and international good practices. In 2025, we did not receive any environmental penalties in relation to our operations.

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Environmental penalties in 2025

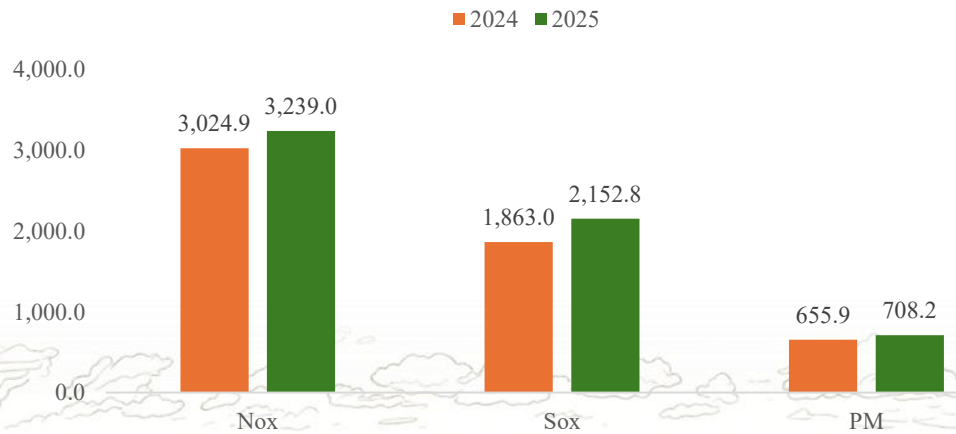
Compliance with relevant DRC and international laws

Air Quality

Mining involves various activities that generate air pollutants, which have the potential to pollute the surrounding environment and community. Emissions of particulate matter typically originate from drilling, blasting, loading/unloading, crushing, screening, and transportation on unpaved roads. Nitrogen oxide emissions primarily come from haulage vehicles, construction vehicles and industrial furnaces that use traditional fuels, while sulfur oxide emissions mainly originate from sulfuric acid production processes, roasting processes for sulfide minerals, and industrial furnaces that use traditional fuels. The main sources of exhaust gas from TFM's operations are conventional vehicles and industrial processes, which produce nitrous oxides, sulfur oxides, and particulate matter.

The main concern at our mining operations is the emission of particulate matter. Potential sources of particulate matter include mine transportation, ore transfer, blasting, crushing, fugitive dust, and other industrial processes. We use wet suppression, water spraying, and other preventive measures in dust-generating processes. We also implement control measures for road dust, such as spraying unpaved roads with water or dust suppressants and limiting vehicle speeds, as well as monitoring the air quality of the operating area and other sensitive surrounding areas.

In 2025, NOx, SOx and PM reached 3,239.0 tonnes, 2,152.8 tonnes and 708.2 tonnes, respectively, slightly higher than in 2024. Our emissions intensity (tonnes per tonne of processed ore) for NOx and SOx emissions was 1.32x10-4 and 8.85x10-5 respectively, which represents a slight decrease from 2024 levels. Over the coming years, we will continue to adopt energy-efficient technologies to improve our operational efficiency.



Waste Management

Mining, processing, and smelting generate large amounts of waste rock and tailings, as well as various types of industrial waste. In addition, the communities who live and work at our mining sites generate domestic waste. Without proper disposal, this waste can contaminate soil, groundwater, and surface water. In 2025, TFM continued to implement the commitments outlined in CMOC's *Environmental Policy,* improving waste management processes and prioritizing waste reduction and resource recovery, while ensuring safe and environmentally sound disposal and preventing secondary pollution.



24.4
million tonnes
of tailings

270.4
million tonnes
of waste rock

TFM's main waste product is tailings and waste rock from processing and mining activities. In 2025, we generated 24.4 million tonnes of tailings and 270.4 million tonnes of waste rock, representing a slight increase compared with the previous year. The company manages this waste in accordance with applicable laws and standards. Waste storage facilities are designed and built to minimize risks pertaining to slope stability, geochemical hazards, health and safety, and environmental impact.

Other waste generated at our operations is classified into non-hazardous and hazardous waste. We manage waste from our business activities to minimize the amount that requires disposal. We treat waste on site with approved equipment, and also transport it off site for recycling, storage, or disposal. In 2025, TFM generated 22.5 kilotonnes of non-hazardous waste and 5.3 kilotonnes of hazardous waste.

In 2025, TFM continued to advance circular waste management through infrastructure improvements, employee training and collaboration with local recycling partners. Waste segregation at source was strengthened through clearly labelled collection bins and waste classification procedures aligned with ESIA requirements. For waste disposal, TFM operates a modern landfill equipped with geomembrane-lined cells, leak detection systems and a dedicated medical waste incinerator. Regular inspections are conducted to ensure the effectiveness of these controls. TFM also expanded resource recovery initiatives. Used oil is treated and purified on site before being reused as an alternative fuel for blasting and drying operations, reducing fuel consumption and associated environmental impacts. As a result, waste recycling rates increased, landfill capacity was optimized, and annual waste recycling and treatment capacity reached approximately 11,000 tonnes.

Waste	2025 amount (kilotonnes)	Density (tonnes per processed unit of ore)	Waste category
Non-hazardous waste	22.47	9.24×10^{-4}	Scrap metal; household waste (disposable goods, kitchen waste, office waste paper, etc.); wood; rubber ; tires; glass; bags.
Hazardous waste	5.32	2.19×10^{-4}	Waste engine oil, hydrocarbon/water mixture emulsion; waste catalyst; waste oil drums; used resin; used batteries; chemical containers; scrap anode.

Carbon-Neutral Transition

OUR CLIMATE COMMITMENTS

Support the Paris Agreement
Limit global warming to 1.5°C above pre-industrial levels

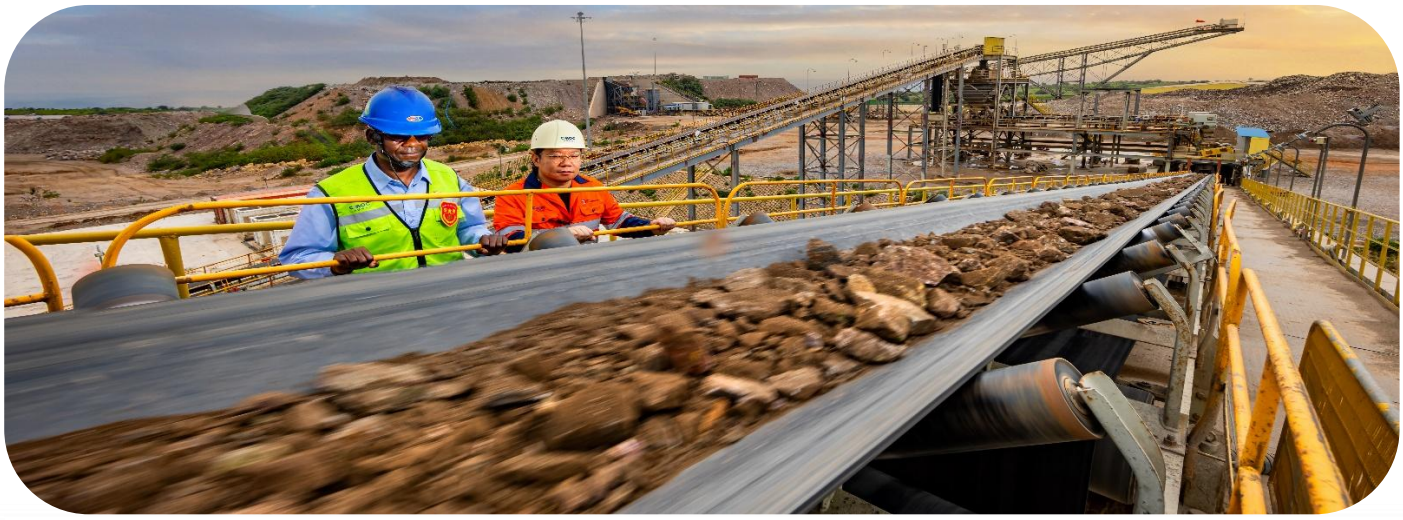
Peak Scope 1 and Scope 2 emissions by 2030

Net-zero emissions by 2050

In 2025, CMOC continues to implement the climate-related commitments outlined in its *Environmental Policy*, supporting the Paris Agreement goal of limiting global warming to 1.5°C above pre-industrial levels. CMOC is committed to achieving peak Scope 1 and Scope 2 emissions by 2030 and net-zero emissions by 2050. To support these goals, CMOC is advancing emission reductions through energy efficiency improvements, electrification, increased use of renewable energy, and carbon capture technologies.

In 2025, under the guidance of the Group's strategy, TFM continued to advance its carbon neutrality-related work and steadily implemented various emission reduction measures in line with its 2030 carbon peaking action plan. The Company continued to promote the application of energy-efficient technologies and operational optimization measures, including haulage route optimization, conveyor transport, and energy-saving retrofits of equipment, so as to improve energy efficiency. At the same time, TFM further to promote electrification and the development of renewable energy projects, gradually reducing reliance on conventional energy sources. In terms of renewable energy, projects such as the Nzilo II hydropower plant progressed as planned, while other key emission reduction initiatives also continued to be implemented.

Following the completion of its first life cycle assessment (LCA) for copper and cobalt products in 2024, TFM completed the updated assessment in 2025, continuing to quantify the environmental footprint of its products throughout their life cycle and providing data support for improving product environmental performance and supporting green supply chain management.



In 2025, our greenhouse gas emissions, measured on a carbon dioxide equivalent (CO_2e) basis, were approximately 1,079,765.16 tonnes, with an emission intensity of 0.0444 tonnes per tonne of processed ore. This presents an 18.5% decrease in emission intensity compared with 2024. In 2025, our Scope 1 direct GHG emissions, which are primarily

from diesel, coal combustion, and limestone calcination, totaled approximately 831,419.16 tonnes. Diesel is mainly used to power mining machinery and haulage fleets across our mining sites. Coal is mainly consumed in the lime plant, and limestone calcination is primarily for lime production. Our Scope 2 indirect GHG emissions amounted to 248,346.00 tonnes increased by 81.3% compared with 2024. The increase in Scope 2 emission was mainly attributable to power shortages in the DRC, resulting in 13.4% of purchased electricity being sourced from thermal power.

1,079,765.16
tonnes CO2e

0.0444
tonnes CO2e
per tonne of processed ore
↓ 18.5%
decrease in emission intensity compared with 2024

831,419.16
tonnes CO2e
Scope 1 direct GHG emissions

248,346.00
tonnes CO2e
Scope 2 indirect GHG emissions increased by 81.3%

In 2025, CMOC issued the *Scope 3 GHG Emissions Calculation Methodology*, aligned with relevant international standards and guidelines. CMOC applied this methodology to calculate 2025 Scope 3 greenhouse gas emissions and further enhanced the calculation approaches for purchased goods and services as well as upstream and downstream transportation and distribution, transitioning from the previous spend-based approach to higher-accuracy activity data, including the physical weight of purchased goods and actual logistics distances, as prescribed by the methodology. According to the results, the primary sources of Scope 3 emissions within TFM are the purchased goods and services, processing of sold products, and upstream transportation and distribution. We continue to implement value chain emission reduction initiatives, including prioritizing the procurement of low-carbon goods and services

During the reporting period, TFM's Scope III greenhouse gas emissions were as follows:

Category	Emissions (tonnes CO_2e)
1. Purchased Goods and Services	820,929
2. Capital Goods	12,968
3. Fuel and Energy-Related Activities	172,681
4. Upstream Transportation and Distribution	108,957
5. Waste Generated in Operations	341
6. Business Travel	37
7. Employee Commuting	1,672
8. Upstream Leased Assets	NA
9. Downstream Transportation and Distribution[1]	82,158
10. Processing of Sold Products	458,391
11. Use of Sold Products	NA
12. End-of-Life Treatment of Sold Products	3,632
13. Downstream Leased Assets	NA
14. Franchises	NA
15. Investments	NA
Total Emissions	**1,661,793**

[1] As the company is not able to obtain the information about the transportation organized by our clients, the related greenhouse gas emissions are not included in the Category 9 "downstream transportation and distribution".

Workforce



At the close of the 2025 reporting period, we had 3,819 employees across our operating site, as well as 15,630 contractors. The large number of contractors was primarily attributable to ongoing construction activities. Our workforce consisted of 27.2 % under the age of 30, 60.4% between 30 and 50, and 12.4% over 50. 52.4% of employees were employed in production, 4.8% in quality control and R&D, 15.5% in management and administration, and 27.3% in finance and sales roles. Approximately 4.5% of the workforce was female.



EMPLOYEES

3,819

CONTRACTORS

15,630

CMOC's *Employment Policy* outlines the Group's commitments in terms of fair employment, comprehensive remuneration schemes, career development, freedom of association and collective bargaining, and employee communication. CMOC is committed to ensuring that the needs of employees and wider society are met during the growth of the company. This involves establishing harmonious labor relations, respecting and upholding employees' rights and interests, and pursuing diverse, open, and inclusive employment policies that respect local culture and customs and give employees access to equal career opportunities irrespective of nationality, race, gender, religion, or cultural background. CMOC values communication with its employees. The grievance mechanisms provided by the Group and each of its operations are available to all employees and contractors, and employees and contractors are encouraged to provide feedback. To further strengthen ethical and sustainable employment practices, the Group developed and issued a Group-wide Forced Labor Policy in 2025. The policy reaffirms and further specifies CMOC's commitment to prohibiting in employees and contractors all forms of forced or compulsory labor, as well as the associated risk management requirements.

In our labor relations, TFM aims to comply with the requirements of ILO Conventions, DRC labor laws and regulations, and the CMOC's *Employment Policy*, and to establish fair employment mechanisms. Our DRC employees are represented by a total of 11 unions and are covered by a collective bargaining agreement, which was developed in consultation with union leadership and includes provisions that stipulate that further consultation is required in the event of major amendments to DRC labor laws. We also provide our employees with market-based wages and benefits in accordance with applicable legal requirements, including health insurance, life insurance, and maternity leave.

We employ an international workforce with employees and contractors from 20 different countries. For this reason, we have incorporated cross-cultural communication skills into our key capacity-building areas in order to improve integration among staff of different nationalities and cultures. We also cultivate and promote local managers, organize a range of staff activities during major holidays, and provide French and Chinese language classes to help our DRC and Chinese employees communicate more effectively.

All employees are required to complete an annual performance appraisal, during which we assess their contributions to the company using transparent performance indicators and ensure that they are fairly compensated. We also offer a diverse range of incentives, including allowances, loyalty bonuses, and health and safety awards.

TFM strives to provide a safe and healthy working environment for its workforce and is committed to maintaining fair

labor relations, promoting equality, and making continuous improvements to its career development framework. In 2025, the overall turnover rate was 26%, with 7.2% for employees. Among contractors, the turnover rate was 29.7%, primarily due to the departure of contractor workers following the completion of construction activities, while new contractor workers were engaged for other ongoing and new projects.

Safety



CMOC's HSE and community management policies reflect its commitment to "zero harm" for employees, contractors, and other relevant parties, and to minimizing adverse impacts on the environment and local communities. In 2025, occupational health and safety was identified as a topic of double materiality. This issue is central to safeguarding the health and safety of its workforce and fulfilling CMOC's social responsibilities. It also has significant implications for operational continuity, as well as legal, reputational risks, and sustainable financial performance. Consequently, the integration of safety management into business operations and strategic decision-making remains a cornerstone of sustainable value creation. To support this objective, CMOC continues to scale up its investment in health and safety in line with business growth. The Group is also dedicated to strengthening its HSE systems through practical actions and initiatives and maintaining adherence to HSE-related procedural documents, such as the *Group HSE Handbook* and *the Emergency Response Measures*. CMOC has established a Group-level HSE Committee, which has played a central role in overseeing continuous improvements to HSE management practices.

TFM adheres rigorously to the Group's occupational health and safety management requirements. We established our own HSE Committee in 2017 to ensure our safety protocols meet or exceed DRC regulatory requirements concerning occupational health and safety, prevent workplace accidents and illnesses, and improve working conditions for our workforce. To comply with applicable DRC laws, TFM has adjusted the number of committee members. Currently, the committee comprises 45 members, including 20 permanent members, 20 alternative members, and 5 statutory members.

In 2025, the HSE Committee completed a range of tasks in fulfillment of its legally mandated mission to improve occupational health and safety, including:

- Conducting workplace safety inspections,
- Monitoring and assessing the implementation of occupational health and safety measures,
- Promoting workforce compliance with health and safety regulations,
- Providing training to raise workforce' awareness of occupational hazards,
- Participating in internal and external audits,
- Drafting the TFM HSE annual report for submission to the DRC government.

During 2025, ongoing construction activities created additional challenges for site safety management. In response, TFM introduced a broad range of measures, including controlling access to the premises by employees and equipment, monitoring areas that are critical to construction work and existing operations, and monitoring key processes and high-risk activities. TFM's safety management system underwent a surveillance audit in accordance with ISO 45001 requirements. After the audit, we developed a corrective action plan to address all non-conformances.

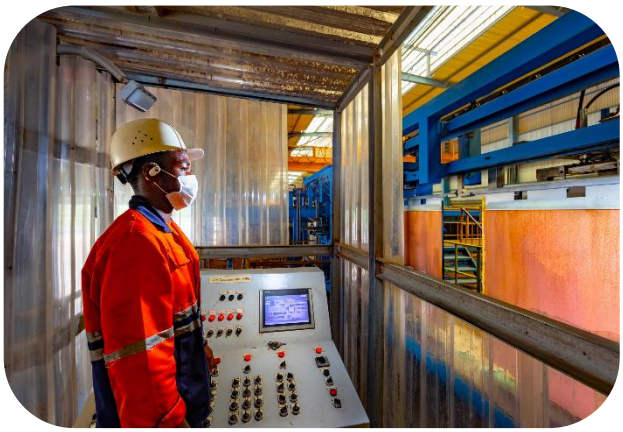
Despite these efforts, TFM experienced two contractor-related fatalities involving mobile equipment occurred in 2025. On May 28, a contractor died following exposure to high-pressure air caused by a tire blowout. On December 24, a contractor was fatally crushed when a haul truck overturned. We express our deep regret over these incidents.

Following each event, CMOC and TFM immediately conducted root cause analyses, identifying deficiencies in risk control and non-compliance with operating procedures. In accordance with the *HSE Accountability Management Measures*, accountability actions were applied with a focus on addressing systemic management gaps and preventing recurrence. Corrective measures included strengthening the integrated management of mining and stripping contractors, enhancing compliance monitoring of safety requirements and operating procedures, increasing investment in technical safeguards such as fire protection and machine guarding, improving hazard identification, reporting and remediation processes, and advancing the standardization of frontline safety management. Going forward, TFM will continue to prioritize contractor management and critical risk controls to drive sustained improvements in safety performance.

Safety performance at TFM is measured according to established benchmarks, such as our Total Recordable Incident Rate (TRIR) and Lost Time Injury Rate (LTIR). In 2025, TFM reported 26 recordable incidents from a total of 46,528,222 hours worked, equating to a TRIR of 0.56 per million hours worked. During the same period, 4 lost time injuries were recorded, equating to an LTIR of 0.09 per million hours worked. In addition, a total of 60 lost days were recorded due to work-related injuries. Year-on-year safety performance trends are presented in the appended Data Overview.

26	**0.56**	**4**	**0.09**	**60**
Recordable incidents	**TRIR** per million hours worked	**Lost time injuries**	**LTIR** Per million hours worked	**Lost days** were recorded due to work-related injuries

Occupational Health



The processes used in the mining and smelting industry present a range of occupational health hazards, including dust emissions, noise, toxic and hazardous gases, and exposure to mechanical vibrations. We are committed to creating a safe and healthy work environment for our employees and partners to prevent occupational illnesses.

At TFM, we have established comprehensive mechanisms for managing occupational health, including the identification and mapping of occupational health hazards, elimination or mitigation of such hazards at source, implementation of automation and mechanization strategies to reduce exposure times, and application of technological measures during production to mitigate hazards. For all employees and contractors, we mandate the use of personal protective equipment, including appropriate respirators for individuals engaged in high-risk activities. In addition, we monitor the health of employees before, during and after their period of employment, as well as prior to their transfer to another post to prevent occupational diseases and ensure they are in a fit state of health. All employees undergo regular occupational health checks, with their health status systematically recorded in personal occupational health files.

Dust and Hazardous Gases	Dust and hazardous gases are the primary threats to employee health, originating from drilling, blasting, ore loading and transport, crushing, and other production processes. To reduce employees' exposure to dust, our mitigation efforts include the wetting or treatment of roads in mining and ore transport areas, and increasing the automation of ore transportation, crushing, and packaging processes. To address the potential risk of sulfur dioxide (SO2) leaks at sulfuric acid plants and smelting facilities, we have implemented a three-tier detection and early warning system. Multiple SO_2 detectors both fixed units and portable gas monitors are installed at the workstation, facility, and plant-wide levels, ensuring timely alerts if concentrations exceed thresholds for intervention.
Noise	Chronic exposure to noise from transportation, crushing, and milling of ores is another threat to employee health. We monitor and map noise levels in proximity to major sources of noise, install warning signs to inform employees of occupational health hazards, implement technological measures such as the installation of vibration- and noise-reducing systems and soundproofed rooms, and provide employees with appropriate hearing protection based on their level of exposure.

In 2025, TFM conducted regular occupational health hazard identification in designated areas, carried out monitoring of occupational health hazards, and organized specialized occupational health training. The company strengthened the standard management of personal protective equipment (PPE), implemented occupational health examination requirements, and continuously improved the relevant procedures. We continued to implement preventive measures such as identifying occupational health hazards, conducting qualitative and quantitative tests, providing occupational health and safety training, and ensuring the strict implementation of the *Employee Health Examination Plan*.



Mental well-being

Recognizing the importance of employee mental well-being, TFM participated in CMOC's Employee Assistance Program (EAP) in 2025, providing psychological support through a combination of online services and on-site outreach activities. The program helped employees address challenges related to cultural adaptation, occupational stress, and family separation. TFM also joined CMOC's "EAP Caravan" initiative, delivering targeted support and awareness activities for key employee groups, including women employees, new hires, and managers. Counseling sessions were complemented by cultural activities such as calligraphy and tea appreciation, fostering emotional well-being, resilience, and employee engagement.

Employment



TFM is committed to offering a diverse, open, inclusive, and trustworthy workplace that respects the rights of employees, ensures equal employment opportunities, and promotes fair competition and personal development. We strictly comply with local legislation and Group-level policies, such as those related to working hours and workforce rights and have established an *Employment Policy* as well as a series of employment-related procedures.

Labor Relations

We respect the rights of all employees and strive to provide an environment that ensures fair treatment and favorable working conditions. The company has a comprehensive compensation program that provides employees with salaries and benefits that are consistent with market standards and applicable laws and regulations, including but not limited to pension and medical plans. Working hours and holiday entitlements are set according to local laws and collective bargaining agreements. Employees also have access to internal grievance mechanisms through which they can raise and seek resolution of workplace complaints or concerns.

Our *Employment Policy* recognizes employees' rights to freedom of association and collective bargaining. We are committed to improving engagement with employees and maintaining open, transparent communication throughout the process to further enhance labor relations. All local employees are represented by 11 major DRC trade union organizations and are covered by a collective bargaining agreement. Dedicated on-site mailboxes are provided by unions to collect employee concerns and grievances. Company management maintains close communication with union representatives. In 2025, TFM continued to hold regular meetings with unions to exchange views on employee concerns and management decisions and promote awareness of the *Collective Agreement*. We also engaged a third-party training provider to deliver capacity-building programs for union representatives to strengthen their ability to perform their roles.

Equal Employment

In keeping with the principle of equal employment, TFM employs fair and transparent recruitment practices, including open and competitive hiring processes. The Company is committed to providing diverse and equal career development opportunities for all employees. As stated in the CMOC *Employment Policy*, *Human Rights Policy*, and procedures at our operating site, TFM maintains a zero-tolerance approach to any form of discrimination on the basis of race, ethnicity, religion, gender, age, sexual orientation, gender identity, or other factors. We also adhere to the principle of fair employment and make employment decisions based on genuine job requirements, including remuneration, training, and promotion.

We value workforce diversity and strive to offer an inclusive workplace. We practice local hiring and diversity in recruitment to support local employment and cultivate talent to help build a more sustainable local economy. We respect different cultures and encourage exchanges and communications between departments to strengthen mutual understanding and inclusion. In 2025, we continued to implement the *Policy on Safeguarding Vulnerable Groups*, which is aimed at identifying and protecting employees from vulnerable groups, such as people with disabilities, women, expectant mothers, young workers, immigrants, and workers with medical constraints.

As a company based in the DRC, which suffers from a high rate of unemployment, we prioritize community-based recruitment to help local people find stable employment opportunities. The Human Resources department at TFM works closely with the Community department to publish vacancies, organize village recruitment fairs, and encourage local residents to apply for positions within the company, as stipulated in our community hiring procedures. We also require our contractors to conduct community recruitment, as stipulated in our company procedures. In 2025, the TFM Community department helped 1,378 local residents secure stable employment opportunities. We also provide employment opportunities to TFM scholars to encourage them to pursue a career within the company.

TFM is committed to gender equality. We treat male and female employees equally, safeguard the health, safety, and well-being of all employees, promote women's career advancement by enhancing their education and training, and raise community awareness through community programs and campaigns. In 2025, we updated our *Gender Equality Policy* to clarify our approach in key areas, including non-discrimination, prevention of sexual harassment, equal pay for equal work, career development, increasing female representation, provision of gender-appropriate personal protective equipment, maternity leave, and the conduct of gender baseline surveys. We also organized gender equality training for management personnel and strengthened workforce awareness through themed internal communications. During “Women’s Month” in March 2025, we organized thematic exchanges and activities focused on women’s career development and participation, highlighting the contributions of female employees in production, laboratory, and technical roles. In addition, in collaboration with the Women’s Committee and the Women in Science Network, we organized STEM outreach activities for local women and girls in Fungurume town, and invited secondary school graduates to visit the mining site under the guidance of female engineers, showcasing diverse career pathways for women in the mining industry.

In 2025, TFM continued to promote the development of women. The installation of a new Women’s Committee, chaired by Madam Ebambi Ngoie Blessing, provided an important platform for strengthening communication among female employees and promoting gender equality. At the same time, TFM remained committed to increasing female representation in technical, engineering, and leadership roles. Metallurgical engineer Elysée Nzita exemplifies this commitment. Through her professional expertise, she demonstrates that women can excel in technical fields and actively encourages more women to pursue careers in traditionally male-dominated occupations. Building on these efforts, TFM has also strengthened its external partnerships. TFM’s partnership with Women in Mining Africa (WIM-Africa) aims to promote gender equality and inclusion in the mining sector by supporting women’s participation, skills development, and leadership opportunities.



Elysée Nzita

Metallurgical engineer

Elysée Nzita encourages more women to pursue careers in traditionally male-dominated occupations.

Ngoie Lwaba Christelle

Crew Lead III – Water Treatment at the Energy Power Plant

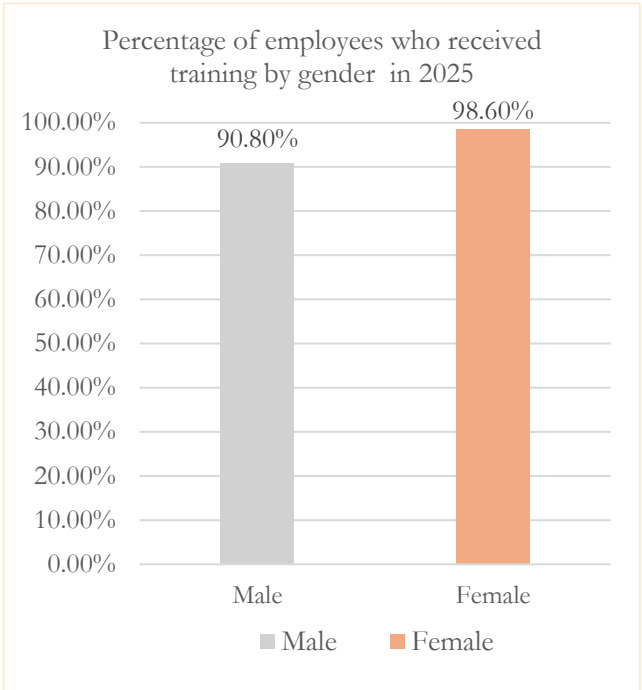
In December 2025, TFM announced the nomination of Madam Ngoie Lwaba Christelle, Crew Lead III – Water Treatment at the Energy Power Plant, for the AWIMA Leadership Awards in the category of Community Development and Social Impact. This nomination culminated in her receiving the award in February 2026.



Training and Career Development

In accordance with the CMOC *Employment Policy* and the TFM *Employment Policy*, we operate a differentiated talent development program that provides our employees with in-house training, rotation across units and departments, incentive-based development plans, and internal mobility channels based on recruitment, internal competitive selection, and referrals. Guided by people-oriented principles and our growth strategy, we offer multiple paths for career development with the space, tools, and opportunities for growth.

TFM Human Resources department continued implementing its career development program that enables each department to promote a set number of top performers each year based on objective factors such as performance, monthly KPIs, promotion history, skills, and qualifications. In 2025, a total of 319 employees benefited from the program.



The TFM training department employs a team of 50 trainers who are responsible for training on over 100 topics across five key areas, including ESG-related topics such as safety, occupational health, environmental protection, human rights, the Voluntary Principles on Security and Human Rights (VPSHR), anti-corruption, and business ethics. In addition, employees receive technical and skills training, covering topics such as forklift operation, language skills, high-risk jobs, computer literacy, and leadership development. To raise awareness of workplace rights and ethical standards, in 2025, we distributed pamphlets to all employees, including contractors, covering topics such as child labor, forced labor, freedom of association, discrimination and harassment, gender equality, working hours, wages, and grievance mechanisms. In 2025, the TFM training center received official accreditation from the Government of the DRC, becoming the first private enterprise in the country to obtain this qualification. This recognition affirms TFM's contribution to enhancing youth skills development and employment opportunities in Lualaba Province.

In addition to our internal training schemes, we also sponsor employees to participate in external training to enhance their occupational skills and management competencies. In 2025, we sponsored a range of external training programs covering topics such as environmental management, corporate social responsibility, community development, and health and hygiene.

In 2025, 91.1% of employees and contractors participated in training, with each employee completing an average of 27.9 hours of training.

We also run an internship program to provide internship opportunities for local and international students and expand our pipeline of mining talent. In 2025, we accepted 356 interns, including 11 from universities outside the DRC, 4 from local high schools, and 341 from local universities.

Beyond site-level training, CMOC and TFM provide additional development opportunities for local talent. In 2025, 10 local team leaders from the DRC participated in CMOC's Frontline Management Training Program in China, which combined technical, management, and cross-cultural training. TFM also delivered a welding training program with support from Chinese academic institutions, training 600 participants, including 82 employees and 518 contractors.



Community



In March 2026, CMOC updated its *Community Policy*, introducing new commitments on the protection of cultural heritage. The policy applies to all of the Group's operations and reflects its commitment to identifying and mitigating negative community impact risks, making long-term positive contributions, building trust-based and mutually beneficial relationships with communities at all levels- from local to national- and supporting the achievement of the United Nations Sustainable Development Goals (SDGs).

CMOC believes that stakeholder engagement based on mutual trust and transparent dialogue is material to the success of its business. CMOC is committed to strengthening engagement, enhancing the representativeness of community participants, and monitoring community feedback and concerns through multiple channels. These efforts enable it to effectively mitigate the adverse impact of its operations while reinforcing its positive contributions. It implements long-term community investment strategies and development projects to support infrastructure development, health, safety, and education initiatives, as well as create local employment and business opportunities to empower communities.

Under the guidance of the Group's policy, TFM is committed to conducting its activities in a manner that fosters positive and transparent relationships with local communities and supports the achievement of the United Nations Sustainable Development Goals (SDGs). TFM engages with and invests in communities affected by our mining operations, using multiple channels to gather feedback and concerns. These efforts are aimed at making long-term positive contributions while effectively mitigating adverse impacts from its operations.

In addition to complying with the Group-level *Community Policy* and relevant management guidelines, TFM implements community programs in accordance with local laws and regulations, while seeking alignment with international good practice frameworks such as Performance Standard 5 of the International Finance Corporation and the Risk Readiness Assessment (RRA). TFM's community work is primarily guided by stakeholder engagement focused on managing community risk and impact. Ongoing community engagement and feedback have also enabled TFM to identify key priorities and develop tailored investment plans. Community engagement and investments may also be guided by environmental and social impact assessments or their equivalents under national regulations.

TFM's operations are located near rural villages, agricultural land, and two towns that have experienced significant population influx and rapid urbanization in recent years. According to current estimates, the population of the urban and rural areas within TFM's 1,500 km^2 concession is approximately 600,000, which represents a ten-fold increase since the start of the project. The growing population influx from other poorer regions has had a significant impact on local people's livelihoods, customs, and traditions, while also presenting challenges for our community work. The Company's community programs are aligned with the UN Sustainable Development Goals and aim to address the most pressing community development priorities, complement government development plans, and promote positive relationships with community stakeholders while balancing the company's limited human and material resources with the needs of the rapidly growing population influx. In 2025, TFM's community work continued to focus on key areas, including community liaison activities, health, education and youth development, agricultural and economic development, and infrastructure.

In 2025, TFM continued to implement the commitments set out in the first phase of the *Cahier des Charges (Scope Statement for Community Development)*, which was signed between TFM and local communities on January 20, 2021. The agreement committed to an investment of US$31 million in community development over a five-year period, targeting priority areas such as, health, education, economic development, infrastructure, and telecommunications.

DOT-TFM received estimated contributions of

US$ **97.54** million

In 2025

US$ **16.46** million

In addition, TFM continued to allocate 0.3% of its net revenue to the Social Community Fund (DOT-TFM), which directly responds to key community priorities in infrastructure, education, health, and agricultural income generation. From its inception in 2009 through December 2025, the DOT-TFM received estimated contributions of US$ 97.54 million from TFM, of which US$ 16.46 million was from the year of 2025. In accordance with the requirements of the DRC *Mining Code*, the DOT-TFM is managed by public and administrative authorities, with participation from local communities and TFM, ensuring the transparent allocation of funds for the benefit of local communities.



In July 2025, TFM officially handed over a series of essential projects to the communities of Fungurume and Bayeke chiefdom, marking a major step forward in its commitment to local development. Among the projects delivered was an industrial 200-m³ water reservoir in Mpala village. In addition, 16 new hand-pump-equipped wells were commissioned, increasing the total number of completed wells to 41 out of the 71 planned under the *Cahier des Charges*. These wells currently provide access to safe water for approximately 60,000 beneficiaries and have significantly reduced the distance women and children must travel to meet their daily water needs.

Stakeholder Engagement

Proactive and inclusive engagement with stakeholders near TFM's operations is a key approach to building sound community relations, mitigating social risks related to our operations, and maintaining our social license to operate. Community relations are actively managed across multiple levels of engagement, including local government authorities, traditional leadership, community groups, industry associations, non-governmental organizations (NGOs), the media, and individuals who have a wide range of interests in TFM's operations.

TFM develops stakeholder mapping and structured engagement plans, and has established procedures for multi-stakeholder communication to facilitate dialogue with and gather feedback from local communities. Engagement channels also include regular and ad-hoc meetings, community liaison programs, and grievance mechanisms, enabling TFM to better understand stakeholder interests, concerns, and priorities. An important aspect in maintaining effective community relations is the Company's systems for recording and responding to community concerns, including those related to environment issues, health and safety, social investment, human rights, land acquisition, and employment.

TFM's stakeholders include government authorities, chieftainships, village leaders, civil society organizations, and members of both urban and rural communities. As a primary mechanism for identifying community development priorities, TFM holds regular engagement meetings with stakeholders in Tenke and Fungurume. In 2025, TFM held nine quarterly meetings, attended by 415 stakeholder representatives, including 67 local chieftains. These meetings provided a platform to share information on mining activities and construction projects, as well as to address stakeholder concerns raised through community liaison officers.

TFM maintains a community liaison department, which operates permanent liaison offices within local communities. Each area is assigned a dedicated community liaison officer responsible for holding routine meetings with key stakeholders, receiving community feedback on company activities, and serving as the primary communication channel between local residents and TFM. In 2025, TFM's community liaison officers visited 113 villages within the mining concession, engaged with 1,525 villagers, including 376 women, and held meetings with local chieftains. To further strengthen community engagement, TFM collaborates with Volunteer Community Informants in local villages to help monitor and promptly report community dynamics. In 2025, these volunteers reported approximately 105 community concerns to community liaison officers, covering issues such as illegal ASM activities, community recruitment, sanitation and health, and the implementation of the *Cahier des Charges*.

In addition, TFM organizes consultations and awareness campaigns for specific projects and issues which are of concern to local communities. In 2025, these activities addressed topics such as the implementation of the *Cahier des Charges*, grievance mechanisms, blasting safety, TSF emergency drills, and community recruitment. TFM's community grievance mechanism is managed by the community liaison department and supported by a dedicated grievance officer. All community members, including TFM employees, may raise grievances related to the impacts of operations. Concerns may also be submitted through a third-party anonymous grievance channel available on the CMOC Group website. All grievances are recorded and tracked through an information management system. Community members may also participate in the resolution process through an independent mediation committee, 60 percent of which are local residents.



Community Development

TFM's development approach is based on communities' priority needs and includes direct investment, contributions to community foundations, participation in government and private sector-led initiatives, and the procurement of local products and services. TFM's community development work is aligned with the United Nations Sustainable Development Goals (SDGs), with a particular focus on Goals 1 (No poverty), 2 (Zero hunger), 3 (Good health and well-being), 4 (Quality education), 5 (Gender equality), 6 (Clean water and sanitation), 7 (Affordable and clean energy), 8 (Decent work and economic growth), and 9 (Industry, innovation, and infrastructure). Community spending is primarily directed toward key areas including education, healthcare, economic development, infrastructure, the environment, and resettlement. The implementation of the *Cahier des Charges* is subject to regular oversight by a Local Supervisory Committee. In 2025, TFM invested a total of US$ 49.30 million in community-related projects, including US$ 25.28 million in community development projects and US$ 24.02 million on resettlement.



Education

Education is a priority in TFM's social investments. We are committed to expanding access to basic education, reducing dropout rates, and preventing child labor. We also support skills training and vocational education to help address youth unemployment. Since its inception, TFM has funded the construction of 33 schools; as of September 2025, total enrolment reached 32,055 students, including 15,867 girls. In addition, TFM supports access to education through a multi-tier scholarship programme covering primary, secondary, and higher education, and organizes initiatives such as summer camps, internships, site visits, and exchange activities to broaden young people's learning experiences. In 2025, TFM continued to support school construction and provided subsidies for teachers' salaries and school operations. Within the framework of the *Cahier des Charges*, TFM funded the construction of six new primary schools and two kindergartens, while a vocational school renovation project and other educational infrastructure projects remain under implementation. To support vocational education for local youth, TFM has provided scholarships each year since 2013 to local students admitted to the Mutoshi Technical Institute, benefiting a total of 179 students to date. In 2025, 20 students, including 7 female students, received scholarships. In addition, TFM supported local community centers by providing skills training to 108 trainees in areas such as carpentry, tiling, plumbing, and tailoring.



Children starting the new school term at Kilusonsa Primary School, built by TFM.



To mitigate the risk of child labor associated with illegal artisanal mining, TFM continued to support the local NGO Tujenge Pamoja in organizing a youth summer camp. More than 3,200 children and adolescents participated in holiday activities, reducing the likelihood of their involvement in artisanal mining during the summer break. TFM also continued its partnership with UNICEF, delivering training on "Communication and Advocacy on Violence Against Children" to strengthen community outreach and promote positive behavioural change. In addition, we

collaborated with international and local NGOs to launch a child labor prevention and remediation program in communities affected by ASM activities. To date, 20 vulnerable children have been identified and enrolled in remediation plans, supporting their return to school and ensuring appropriate care until adulthood.





In February 2025, the TFM Women's Committee joined forces with the Network of Women in Science and Business (RFSE) to hold the inaugural Fungurume Women & Girls in Science Fair under the theme "Exploring the Careers of Women Scientists at TFM."

Community Health and Safety

Community health and safety is critical to the success of our business. Members of the local communities comprise the majority of our workforce, and community health and safety therefore has a direct impact on workforce stability and productivity. Our operations may also give rise to health and safety risks and impacts for local communities, representing a material social and human rights risk. In response, we have identified community health and safety as a key focus area for investment and performance monitoring. In 2025, TFM invested approximately US$ 2.8 million in community-based health initiatives addressing priority needs.

Due to limited access to medical and healthcare facilities and insufficient municipal infrastructure, communities near TFM's operations may face shortage in medical, sanitation, and health services. In recent years, a growing population influx within the concession has further increased the risk of communicable diseases, posing challenges for both local residents and employees. To address these risks and respond to urgent community health needs, TFM implemented a range of community health and safety initiatives in 2025, including the construction of healthcare facilities, skills training for healthcare professionals, public awareness campaigns on key health topics, monitoring and response to major diseases, donations of waste treatment facilities, and expanding access to clean drinking water.



In February 2025, TFM and UNICEF supported the Manomapia community in the fight against cholera by providing essential supplies, installing four 6,000-liter water tanks, and deploying water trucks to ensure safe drinking water.TFM

In recent years, TFM continued to monitor the prevalence of communicable diseases in local communities, including malaria, HIV/AIDS, cholera, and reproductive health-related conditions, while raising community awareness and supporting disease prevention and control efforts.

To reduce malaria burden in 2025, TFM:

- Distributed antimalarial medication to surrounding communities
- Supported six community health centres, providing children under six with medicines and rapid diagnostic testing for malaria, diarrhoeal, and respiratory diseases
- Delivered training to community health workers on disease diagnosis and testing to enable early detection and treatment
- Monitored 21,228 mosquito breeding sites within the community and applied larvicides at all identified positive sites; and
- Continued operating of an insect laboratory to assess the effectiveness of residual insecticides on various wall surfaces and malaria vectors

In addition to malaria prevention efforts, TFM continued supporting the "SafeTstop" HIV/AIDS awareness and testing initiative for truck drivers. In 2025, 570 voluntary tests were conducted, with an HIV-positive rate of 6.14% among those tested. A total of 23,993 condoms were distributed to truck drivers. Furthermore, with TFM's support, the local NGO Lamuka delivered HIV awareness campaigns reaching 2,258 residents of neighboring communities, including 1,116 high-risk individuals (such as sex workers, truck and taxi drivers, and police officers), and distributed 12,194 condoms.

To further strengthen local healthcare capacity, TFM provided US$136,800 in funding to the Fungurume Health Zone to support sustainable community health development. The funding focused on HIV screening, maternal and child health awareness, cholera prevention and control, public health campaigns on various topics, and the construction of community health facilities, thereby strengthening basic healthcare capacity and health awareness.

Economic Development and Livelihoods



The value we create as a company also includes generating economic growth and improving livelihoods for the communities affected by our mining operations. We strive to help communities become self-sufficient and capable of driving their own development, which in turn helps reduce external pressure and create a favorable operating environment. Therefore, we invest in economic development and livelihood initiatives in neighboring communities. We work to strengthen community capacity with a particular focus on empowering women, while promoting diversified economic development to create additional economic drivers for local agriculture and commerce. In 2025, TFM invested approximately US$ 1.47 million in projects related to economic and livelihood development.

INVESTED AAPROXIMATELY

US$ 1.47 MILLION

in projects related to economic and livelihood development

At TFM, agriculture remains a key investment priority given its importance to economic development and household food security. Under TFM's *Cahier des Charges*, we implemented the following livelihood projects in 2025:

- Continued implementation of the maize credit program, covering 1,500 hectares and benefiting 1,677 farmers. The 2025 harvest totaled 8,250 tons of maize, with an average yield of 5.5 tons per hectare. Participating farmers generated US$239,880 in income during the year, with cumulative funds raised reaching US$659,244.
- Distributed 1,800 improved-breed chickens to 320 farming households.
- Distributed 637.5 tons of agricultural inputs, including fertilizers and maize seeds, to 1,677 farmers.
- Continued support for and incubation of 66 village savings groups, whose combined savings were US$113,510.58.
- Continued support for entrepreneurial activities of 8 local women's associations.



In February 2025, TFM officially launched the Mumena Integrated Agro-Pastoral Center, one of the flagship projects under the 2021–2025 *Cahier des Charges*. Covering an area of 146 hectares, the center reflects TFM's strong commitment to making agriculture a driver of sustainable development and the empowerment of rural communities. Designed as a skills incubator, it will also serve as a breeding ground for entrepreneurship and a catalyst for socio-economic transformation. At the heart of this initiative, youth training represents a fundamental pillar. Twelve young people, including two girls, were sent to Benin for specialized training at the Songhaï Center in areas such as agriculture, livestock farming, fish farming, and agri-food processing. The Mumena Integrated Agro-Pastoral Center aims to supply local markets and businesses in the region, as well as neighboring provinces.



In December 2025, TFM delivered skills training for the "Bon Berger" Women's Association in nearby communities, supporting women with disabilities in building sustainable livelihoods

Infrastructure

Strong infrastructure underpins community self-reliance and long-term development. Guided by community priorities, our investments focus on essential services such as water and electricity supply, roads and bridges, healthcare facilities, schools, and community service infrastructure, all of which play a key role in meeting basic needs. Alongside physical construction, we place emphasis on building local capacity for operation and maintenance, so that infrastructure can deliver lasting benefits. In 2025, TFM invested approximately US$ 1.01 million in projects related to infrastructure.



Under the framework of the current *Cahier des Charges*, TFM completed the construction of three grain storage facilities, two libraries, one health service station, one children's playground, one tractor shed and one community market. In addition, TFM continued to fund infrastructure projects under construction, including two primary schools, three village health stations, three village clinics, five community centers, and four agricultural markets.

Land Acquisition and Resettlement

CMOC operations require land acquisition to support mining, processing, and administrative needs. Land acquisition is conducted in accordance with site-specific policies that reflect applicable laws and regulations in the areas where operations are located. Across all CMOC operations, land acquisition process include stakeholder consultation and negotiated settlement based on fair market valuation.

At TFM, land acquisition and resettlement are carried out in line with international standards and good practices, notably Performance Standard 5 of the International Finance Corporation (IFC), which aims to safeguard the livelihoods and rights of people vulnerable to poverty and those lacking formal land tenure. To meet operational needs, TFM acquired approximately 564 hectares of land in 2025, and 437 affected persons were resettled in other communities with assistance from TFM. In addition, 1,102 affected persons received financial compensation for land and other resources without relocating their homes. Since the commencement of construction in 2006, TFM has resettled 4,255 households, including 742 relocated to newly built residential areas developed by TFM. Under our livelihood restoration program, during the 2025 agricultural year, we supported 3,308 affected farmers in restoring their livelihoods.



TFM attaches great importance to land acquisition and resettlement, and develops acquisition and resettlement plans through extensive stakeholder engagement. TFM undergoes an independent external audit every two years to assess whether resettlement outcomes comply with relevant policies and standards, evaluate community satisfaction, identify gaps, and formulate corrective action plans.

In 2025, TFM continued to implement corrective action plans based on the recommendations from the 2024 audit, including the

development and initial implementation of stakeholder engagement and communication plan, strengthening resettlement action plan (RAP) team resources, diversifying livelihood restoration programs to ensure that resettlement does not adversely affect affected populations' standards of living, and improving grievance-handling efficiency. TFM also maintains active dialogue with local communities and respects local customs and traditions. In accordance with our *Chance Find Procedure*, five cemeteries located in the Kazinyanga area were decommissioned in agreement with the Bayeke Chiefdom and Nguba group.

Human Rights

In 2025, CMOC continued to enhance its human rights management and practices across its business units, carried out ongoing human rights due diligence (HRDD), and enhanced stakeholder engagement to better meet their expectations. During the year, CMOC issued a *Forced Labour Policy* to prevent, identify and address the risk of forced labour and continued to implement its *Human Rights Policy*, *Responsible Production and Sourcing Policy*, and *Supplier Code of Conduct*, thereby reinforcing ethical business conduct and human rights protections across its operations and supply chain. These efforts included conducting appropriate due diligence in the mineral supply chain and ensuring that responsible mineral production and sourcing complied with OECD Guidance.

In 2025, TFM continued to conduct HRDD to strengthen the management of human rights risks. This primarily included updating and implementing the risk control measures set out in the Human Rights Action Plan, which adopts an integrated approach incorporating TFM's management systems for human resources, HSE, contracts and procurement, and the global supply chain to manage workers' rights risks, as well as those relating to communities, resettlement and security. TFM's Human Rights Officer has overall responsibility for the management and implementation of the Human Rights Action Plan.

Alongside the implementation of risk controls, TFM engages regularly with key stakeholders, in line with the UNGP, to assess and prioritize human rights risks, impacts and salient issues. This engagement includes dialogue with TFM management, employees, contractors, union representatives, community members, vulnerable groups, traditional leaders, and local authorities to understand their views and concerns regarding salient human rights issues and effectiveness of mitigation measures. TFM's HRDD process also included quarterly ESG standards management training for contractor management, led by the Human Resources and ESG team, as well as regular on-site inspections of contractors' ESG practices and interviews with contractor management and workers. In addition, our HRDD activities were conducted alongside standards-related audits, including the 2025 Copper Mark reassessment, IRMA audit, and ISO re-certification, which involved interviews with at least 600 internal and external stakeholders.

According to our HRDD, TFM's salient human rights issues include artisanal and small-scale mining (ASM), population influx, security and human rights, workers' rights for contractors and suppliers, and safe and healthy working conditions. Illegal ASM is widespread in the copper mining region of southeastern DRC. With the influx of large population into the area, many people congregate around privately owned mining areas and, in some cases, enter mining sites to engage in illegal ASM activities. Given the slow progress of ASM formalization in the DRC, illegal ASM operations around the TFM concession present elevated human rights risks, including the risk of child labor. To address these risks, TFM promotes multi-stakeholder cooperation and the application of international good practices. In relation to child labor in illegal ASM, in 2025, TFM continued its collaboration with the Center for Child Rights and Business, an international NGO with extensive expertise in addressing child labor, to implement an ASM child labor prevention and remediation

program. Building on child labor identification work conducted in 2024, 20 vulnerable children were enrolled in remediation programs in 2025. These children were supported to return to school or participate in vocational training, while their families received tailored financial and capacity-building support. Targeted training on child labor prevention, identification, and remediation was also delivered to staff in community, security, and human resources functions. In addition, TFM joined the International Labor Organization Child Labor Platform (CLP) as an industry representative, sharing its experience in child labor prevention and remediation in ASM communities and advocating for the allocation of mining royalties to support child labor remediation in ASM communities, thereby promoting a multi-stakeholder governance approach.

To mitigate human rights risks in illegal ASM communities, TFM implements community investments programs on a non-discriminatory basis and extend to ASM-concentrated communities. By the end of 2025, TFM had constructed five schools, one healthcare facility and three water supply facilities in such communities. These facilities are accessible to both local residents and ASM families, with the aim of addressing child labor as well as health and safety risks. At the same time, community liaison officers carried out extensive awareness-raising on blasting-related safety risks. Over the year, 720 outreach sessions were conducted, reaching 86,635 people, to reduce safety risks faced by people engaged in ASM activities.

CMOC also continues to support multi-stakeholder initiatives such as the Fair Cobalt Alliance and Better Mining Initiative to address the widespread and complex human rights challenges associated with ASM. CMOC maintains dialogue with government authorities to promote the establishment of legal ASM areas, strengthens engagement with community stakeholders to build consensus on the risks of illegal ASM, supports basic and vocational education to reduce child labor risks, and promotes economic diversification through community investment to encourage illegal artisanal miners to transition to alternative lawful economic activities.

With respect to the population influx, the main risks faced by TFM include increases in crime, disease, harassment, and gender-based violence; pressures on water and sanitation facilities; impacts on land and cultural heritage sites; the loss or impairment of social investments; and the negative effects associated with expanding illegal ASM activities. Through ongoing stakeholder engagement, TFM maintains dialogue and cooperation with local governments, communities, traditional leaders, and non-governmental organizations. In parallel, TFM continues to invest strategically in education, access to clean water, community health and safety, local employment, and human rights protection through community recruitment and integrated community development programs, to mitigate the adverse impacts of migration.

With respect to workers' rights risks, CMOC's *Human Rights Policy* and *Forced Labor Policy*, together with TFM's *Human Rights Commitment Statement* and *Zero Tolerance Rules*, apply to both TFM employees and contractors. All employees and contractors are required to complete induction and annual refresher training, which includes modules on Company's human rights policies. In 2025, TFM continued to strengthen human rights training for employees and contractors and took steps to raise awareness of grievance mechanisms. Human rights-related grievance and investigation procedures are applicable to all employees, contractors, and local community members. In 2025, 94% of TFM employees and 90% of contractors received training in human rights policies.

In response to occupational health and safety and human rights risks related to contractors, TFM implemented the following mitigation measures in 2025:

- Relevant functional departments strengthened inspections and oversight of all contractors. In 2025, more than 50 compliance inspections were conducted for key contractors. Through a cycle of inspection, corrective action, targeted training, and follow-up verification, contractors achieved measurable improvements in employment conditions, worker communication, safety management procedures, grievance mechanisms, and living conditions. Two contractor firms that failed to meet requirements were subject to corrective actions, including the suspension of their tendering eligibility.
- Unified assessment standards and tools were introduced for routine inspections of contractors on TFM site. The assessment framework comprises 81 requirements covering labor, occupational health and safety, environment, security, community, and compliance.
- ESG compliance risk management procedures for contractors and suppliers were implemented to ensure that ESG requirements are embedded across the full contract lifecycle, from tendering through contract execution.
- Based on routine inspections and risk assessment results, contractor firms are subject to tiered management according to their level of risk exposure. Measures include enhanced training and engagement, written warnings, time-bound corrective actions, suspension of operations, suspension of tendering eligibility, and termination of cooperation.
- To strengthen contractor awareness of CMOC and TFM ESG requirements, TFM provided three rounds of enhanced Human Rights and ESG compliance training for contractor management in 2025, in addition to induction and refresher training. These sessions were attended by more than 200 participants.
- TFM continued to promote awareness of grievance mechanisms among contractors through induction and refresher training and the distribution of human rights educational materials, and installed additional grievance boxes at operational sites and contractor accommodation facilities. In 2025, TFM received 197 new grievances from its workforce. Including the 9 grievances carried over from 2024, a total of 206 grievances were recorded during the year. Of these, 45.63% were submitted by contractors. By the end of 2025, 61% of the grievances had been resolved.

Security and Human Rights

Across all CMOC operations, security arrangements are designed to meet the site-specific needs including preventing unauthorized interference with normal production activities, ensuring safe and stable operations, safeguarding the health and safety of employees and surrounding communities, and protecting company assets.

At TFM, the population influx has led to increased illegal ASM activities and a deterioration in local security conditions in surrounding communities. To safeguard company assets and employee safety and to maintain effective access control within operational areas, all TFM operations employ security personnel and engage private security contractors. These personnel and contractors are unarmed, have no law enforcement authority, and are primarily responsible for managing access points and industrial production areas within the mining sites.

TFM adheres to the Voluntary Principles on Security and Human Rights (VPSHR), which guides the Company in ensuring operational security while respecting human rights. VPSHR and human rights requirements are incorporated into contracts with private security contractors. Training on the core principles of the VPSHR is provided to Company-employed security personnel, private security contractors, and public security forces. Private security companies are

also subject to due diligence at the contracting stage, including human rights-related risks assessments.

At TFM site, the enforcement of national laws, oversight of the legal extraction of minerals, and the safe operation of mining activities are carried out by the Mines and Hydrocarbons Police (PMH), a branch of the national police. While the PMH exercises independent law enforcement authority, they are required to comply with the terms of their security contracts, which explicitly require adherence to the VPSHR and set out procedures for investigating allegations of human rights violations.

In recent years, the sharp increase in population inflows has further intensified illegal mining activities in and around TFM, alongside a rise in crime and safety incidents linked to hazardous ASM practices in surrounding communities. In June 2019, the government of the DRC decided to deploy armed forces to disperse illegal miners and crack down on unlawful activities. Under applicable laws, the armed forces and police of the DRC are authorized to unilaterally enter mining concessions and carry out their duties. As of December 2025, 145 soldiers remained stationed in and around the TFM concession. TFM recognizes the potential human rights risks associated with the presence of the armed forces. Accordingly, with each rotation of military personnel, TFM issues formal letters to government and military leadership reaffirming the company's human rights policies, including its commitment to the VPSHR and its policies governing the use of force. TFM does not maintain direct operational engagement with the armed forces, does not participate in any military operations, and does not provide any assistance that could be used to support military activities.

The primary security and human rights risks faced by TFM arise from illegal ASM activities within and around the mining area. To manage these risks, TFM conducts regular risk assessments and has developed a VPSHR Action Plan, which is reviewed and updated on a regular basis. Key risk control measures implemented include:

- Intensified safety training for frontline mining personnel during shift handovers.
- Development and ongoing updates of security-related policies and standard operating procedures (SOPs), including policies on the use of less-lethal weapons, stages of decisions, and the management of contractor security services at TFM.
- Ensuring the normal operation of security communication equipment.
- Distribution of VPSHR reminder cards.
- Strengthened cross-departmental coordination and communication through monthly meetings involving the community, external relations, mining, legal, and relevant senior management functions to address cross-functional issues.
- Implementation of community programs to prevent and remediate child labor risks associated with ASM activities.

TFM continues to provide training for both public and private security forces. In 2025, 97% of TFM's 158 direct-hire security personnel and 2,262 private security contractor personnel received VPSHR training. As of the reporting date, 200 PMH officers were stationed within the TFM concession, of whom 182 had received VPSHR training by the end of 2025. TFM also invited human rights experts from the Center for Child Rights and Business to deliver targeted training for security management personnel on the prevention and remediation of child labor in ASM contexts. In addition, TFM continued its cooperation with the UN Joint Human Rights Office (UNJHRO) and jointly developed a 2025–2026 work plan, which includes training and awareness-raising activities for leaders of public security forces, including the DRC armed forces (FARDC) and the mining police (PMH), on the requirements of the VPSHR.

As part of its efforts to promote and implement the VPSHR, TFM regards the VPSHR as a strategic entry point for further dialog with the government of the DRC and for the training of public security forces. In 2025, TFM signed a memorandum of cooperation with a local non-governmental organization specializing in security and human rights and provided full funding to support the regular convening of VPSHR Working Group meetings and consultations in Kolwezi and Lubumbashi. These meetings aim to advance the continued implementation of the VPSHR and facilitate the exchange of good practices in the region. During the year, representatives from TFM's security, legal, and external relations functions participated in multiple working group meetings in both cities. Through these engagements, TFM exchanged information and views with stakeholders, communicated its commitment to and practices under the VPSHR, and shared perspectives with government authorities on the challenges faced by companies in addressing illegal ASM activities.



Product



TFM's main products are cobalt hydroxide and copper cathode. Cobalt, a key component of lithium-ion batteries, is an important material for batteries and electric vehicles. Copper is widely used in daily life and plays a critical role in the clean energy transition, where it supports the development of solar panels, wind turbines, energy storage, electric vehicles, and related infrastructure.



The minerals used in our production processes are sourced exclusively from our mining concession. The manufacturing, transport, and use of our metal materials may pose environmental and social risks to the ecosystem and people within our supply chains. We address these risks, as well as those in the upstream and downstream value chain, with policies and due diligence procedures.



Supply chain management

Our operations require extensive procurement of facilities, equipment, production materials, and engineering services. This makes the environmental and social risks associated with suppliers and contractors a critical consideration. To mitigate these risks, we are committed to building a comprehensive supplier and contractor management system that reduces potential risks, ensures supply chain sustainability, and strengthens responsible sourcing practices.

CMOC's 14 compliance and sustainability policies establish the key principles and performance expectations for all operating units. Key policies governing responsible supply chain management include:

- *Responsible Production and Sourcing Policy*
- *Code of Business Conduct*
- *Supplier Code of Conduct*
- *Human Rights Policy*
- *Anti-Corruption Policy*
- *Anti-Money Laundering Policy*
- *Forced Labour Policy*
- *Economic Sanctions Policy*

In 2025, TFM continued to implement these policies while also enhancing processes and frameworks for managing suppliers, contractors, and other business partners, based on their respective risk profiles.

In addition, CMOC and TFM have implemented a grievance mechanism that enables all stakeholders, including suppliers and contractors, to raise concerns regarding company operations and supply chain management without fear of retaliation.

We continue to implement a robust procurement management system in compliance with Group's policies and procedures, including:

Engineering Services Tender Management System

Supplier Management System

Material Supply Management System

Supplier Management Procedures

In 2025, the Group issued the *Framework Supplier Management Implementation Rules*, the *Implementation Rules for Supervision and Quality Inspection of Materials Suppliers* and the *Implementation Rules for On-site Visits to Materials Suppliers*, consolidating supplier management processes across the full lifecycle, including supplier onboarding, cooperation, evaluation, and offboarding. These policies address ESG performance across areas including business ethics and anti-corruption, environmental management, occupational health and safety, and human rights protection.

We use third-party business data platform to conduct due diligence on potential suppliers. This process covers areas such as sanctions, human rights, environmental protection, and anti-corruption. In addition, in 2025 the Group refined its supplier management measures, including:

- Launching SRM supplier management system to progressively realize centralized global supplier,
- Conducting regular com pliance audits of major suppliers through questionnaires,
- Optimizing our supplier assessment and evaluation system by increasing the weighting of ESG indicators, with ESG-related criteria now accounting for 15% of the performance evaluation for engineering service suppliers.

We continue to implement a supplier blacklist management system to blacklist any suppliers or contractors who violate the Group's integrity policies or are rated as critical risk in ESG assessments and fail to achieve an improvement in their risk rating following a three-month rectification and support. Blacklisted suppliers and contractors are removed from the approved supplier list to prevent them from engaging in further business with TFM.

At TFM, contractor management poses a significant risk due to poor governance in the local supply chain and weak regulatory framework. In 2025, TFM continued strengthening contractor management as a key priority, by refining and implementing the Contractor ESG Compliance Management Procedures and a series of supporting management tools. Key measures included:

- Incorporating ESG requirements into tender documents;
- Incorporating ESG clauses into contract terms;
- Conducting regular training on topics such as safety, human rights, labor management, security and human rights, HSE, anti-corruption, community relations, and grievance mechanisms;
- Standardizing semi-annual cross-departmental inspections and comprehensive ESG risk assessments of contractors, with appropriate disciplinary measures for non-compliance, including mandatory corrective actions, fines, work stoppages, reductions in ESG performance scores, disqualification from tenders, inclusion in the Group blacklist, and contract terminations.

TFM encourages the use of local suppliers to promote local employment and economic development. In 2025, Congolese suppliers accounted for 62.52% of total procurement expenditure. In the meantime, TFM continued to support local economic development through multiple channels, including tax contributions, community investment, and local tendering, with a particular focus on supporting the growth of small and medium-sized enterprises within local communities. Key initiatives included:

- In the TFM community, a women’s committee acts as a local supplier of ore sample bags. In 2024, the committee accumulated a backlog of 70,000 finished products due to high unit prices and limited sales channels. After conducting on-site assessments, TFM’s supply chain management team resumed procurement at reasonable market prices, helping the committee reduce inventory and ease cash flow constraints. At the same time, professional support was provided to improve production processes and strengthen cost and quality control, supporting the committee’s transition from a donation-dependent group to a qualified and commercially competitive supplier. The

successful relaunch of this initiative has also created a replicable pathway for more community-based micro and small enterprises to integrate into the Group's supply chain.

- In 2025, TFM's supply chain management team designed a community-friendly procurement channel within the Group's centralized procurement framework, setting aside dedicated local procurement quotas for community incubation projects. For example, at the TFM mining site, a "local community maize procurement and processing" model was introduced for the first time to support surrounding farming households. By providing stable and predictable procurement demand, TFM helped establish new community businesses and support the incubation of small and medium-sized enterprises, reducing entrepreneurial risk and encouraging economic diversification beyond mining. Job creation through local procurement has also helped to reduce illegal artisanal mining activities and mitigate related human rights risks.



As a mining company, we are acutely aware of the risks of adverse impacts associated with extracting, handling, and sourcing minerals from conflict-affected and high-risk areas, which constitute material risks for our operations. To mitigate these risks, we are committed to upholding international standards of diligence and conduct, and in particular, to manage our mineral supply chain in accordance with the OECD Guidance. CMOC's *Responsible Production and Sourcing Management System* includes policies, procedures and tools for identifying, assessing, mitigating, monitoring, and reporting human rights, conflict-related, and financial crime risks in the minerals supply chain, including a tool for identifying conflict-affected and high-risk areas (CAHRA). TFM manages supply chain risks in accordance with the requirements of this policy. For more information, refer to the *TFM Responsible Minerals Supply Chain Due Diligence Report*, which is annexed to this report.

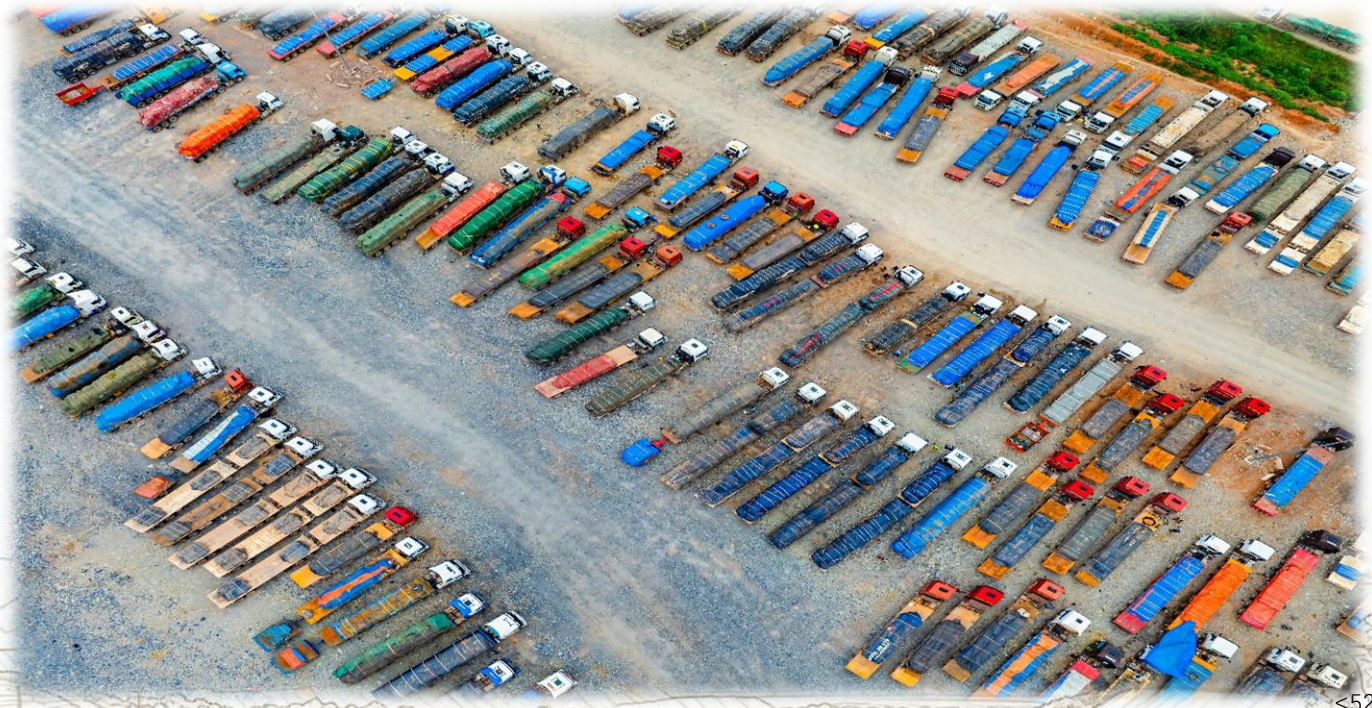


Product Stewardship

Our product stewardship systems addresses the quality, compliance, and sustainability risks associated with our products and processes, including occupational health and safety, environmental management, quality control/quality assurance, traceability, and labeling in accordance with the Globally Harmonized System of Classification and Labeling of Chemicals. These systems ultimately protect the interests of our clients and may enhance access to preferred markets for TFM products.

TFM also has a set of special responsibilities related to product stewardship associated with the sustainability of its supply of cobalt hydroxide to global markets. The DRC hosts a large number of unregulated artisanal miners as well as customers for their product, a situation that has led to high-profile international concerns around the risks of child labor, workplace health and safety, and human rights in the cobalt supply chain from that country. TFM manages this risk through a set of product control and custody procedures to ensure that it mines, processes, and sells only those minerals that originate from its mining concessions and that are mined by its own operations. These procedures are in turn guided by the requirements of responsible and sustainable management as described in this report. TFM does not purchase or process ore from any other source. Our procedures include specific actions to dispose of illegally mined ore confiscated by government authorities within the TFM concession. After being confiscated by mining police, the company stores, reports, and periodically buries illegally mined ore in waste rock piles. These burial sites are unmarked and cannot be identified by any other means, ensuring that the ore cannot be recovered for another purpose. TFM has a complete system to track the copper and cobalt products produced at its operations through the points of transfer and to the ultimate point of delivery to its customers. Due to the importance of monitoring and maintaining these procedures while managing TFM's mineral supply chain, TFM regularly undertakes independent assurance of the company's product control and custody procedures. TFM operates a zero-tolerance policy on child or forced labor, employing only people who have reached the legal working age. In 2025, we found no violation of any laws or regulations pertaining to child or forced labor.

At TFM, quality and safety issues related to the copper cathode satisfy various national regulations, as well as the ISO 9001 Quality Management System scheme.



Business Ethics and Transparency

CMOC is committed to ethical business practices in its operations and supply chain. CMOC affirms its commitment to act with integrity at all times and to respect the laws and regulations of wherever we do business. In 2025, TFM continued to implement CMOC's *Code of Business Conduct*, *Anti-Corruption Policy*, *Anti-Money Laundering Policy*, and other policies and relevant laws, which apply to the entire group. As stated in CMOC's *Code of Business Conduct*,

> "Corruption and bribery will not be tolerated and will result in disciplinary action, including termination, as well as possible civil and criminal consequences for the offending individual(s)".

Guided by the Group, TFM's employees and contractors receive training every year on international and local laws and regulations in the field of business ethics. This includes laws such as the United States Foreign Corrupt Practices Act, the United Kingdom Bribery Act, and the Criminal Law, Anti-Unfair Competition Law, and Anti-Money Laundering Law of the People's Republic of China. The company strictly prohibits bribery of government officials and other individuals, and all employees who may be exposed to potential corruption risks are required to undergo training. Employees, contractors, and other stakeholders across our operations have access to CMOC's whistleblower channel and the TFM grievance systems to report any suspected cases of bribery or corruption.

In 2025, 374 employees from TFM completed the online training in three different modules: Cyber security, Global Anti-Bribery and Corruption, and Ethics and Code of Conduct.

CMOC conducts annual corruption risk assessments across the Group. Key corruption risks identified include employee bribery, abuse of power, and handled by the Group Anti-Corruption department, which is also responsible for formulating anti-corruption policies and fostering a culture of integrity. In 2025, CMOC continued to implement a series of anti-corruption and business ethics policies, including regulations for critical positions, requiring employees to sign a personal commitment to integrity, and a supplier integrity agreement, and introduced the *CMOC Conflict-of-Interest Disclosure Policy* and the *CMOC Gift & Cash Registration and Surrender Policy*. Through these actions, the Group has reinforced the importance of professional conduct among employees and contractors, including clear anti-corruption policies and measures to protect the Group's trade secrets, require the reporting of conflicts of interest, and prevent improper business dealings. In 2025, TFM continued to adopt a range of measures to promote ethical business practices, including:

- Established a separate department that is responsible for protecting the company's assets, monitoring business integrity, and investigating and addressing cases of misconduct.
- Promoting our whistleblowing system: we made a clear commitment to protect the identity of whistleblowers and witnesses, as well as any data or supporting evidence which they may provide. Reports of misconduct are processed, registered, managed, and investigated in strict confidence, and the company prohibits any form of retaliation against whistleblowers and witnesses.
- Two training sessions were held for all levels of management and staff in key positions such as procurement and engineering. Through systematic training, we fostered a culture of integrity and self-discipline, ensuring that all members of our workforce understand and comply with our code of conduct.
- Recruiting a team of volunteers: volunteers serve as part-time promoters of integrity culture and act as whistleblowers for potential risks on the frontline.

- Reforming our staff incentive and disciplinary policies in order to establish a clear link between performance and professional ethics and stipulate sanctions for conduct which violates the company's integrity policy, such as disciplinary warnings, withholding performance-related bonuses, demotion, reducing pay, and dismissal.

In addition to implementing Group-level compliance policies, TFM has formulated a series of its own policies and procedures tailored to local needs and circumstances, including the *Solicitation and Extortion Policy*, *Charitable Donations Policy*, *Regulations on Per Diem for Government Officials*, and the *Regulations on Administrative Fees*, which clearly define rules for the acceptance of gifts, dining and entertainment, charitable donations, and direct support for government officials. All of our contractors and suppliers are screened by a third-party platform before onboarding to minimize the risk of corruption. Our legal compliance team audits all government payments to ensure compliance with legal regulations, and submits a quarterly compliance report to the CEO.

TFM continues to be a member of the Extractive Industry Transparency Initiative (EITI) at the national level, and submits information on payments to the national treasury and other government agencies each year in accordance with EITI-DRC requirements. TFM also continues to disclose taxation payments and information on the company's operations on a quarterly basis. A TFM representative is a member of the EITI-DRC National Committee, which represents industry concerns and participates in EITI reporting projects and disclosure work.

In 2025, there were no criminal, administrative, or civil proceedings brought against TFM pertaining to corruption, bribery, blackmail, fraud, or money laundering.

Data Overview

EMPLOYMENT	2022	2023	2024	2025
Total number of employees	3,415	3,676	3,927	3,819
Total number of contractors	14,064	13,232	13,829	15,630
Number of employees and contractors by gender				
Female	640	679	847	875
Male	16,839	16,229	16,909	18,574
Number of employees and contractors by age				
Under 30 years old	4,515	5,292	4,321	5,290
30~50 years old	10,892	9,710	11,512	11,747
Over 50 years old	2,072	1,906	1,923	2,412
Turnover rate				
Turnover rate of employees	3.6%	4.5%	4.8%	7.2%
Turnover rate of contractors	17.9%	41.5%	29.6%	29.7%
Turnover rate of employees and contractors by gender				
Female	6.2%	13.3%	10.7%	12.6%
Male	15.8%	36.8%	25.8%	26.4%
Turnover rate of employees and contractors by age				
Under 30 years old	20.3%	33.4%	28.3%	40.1%
30~50 years old	14.2%	39.3%	24.9%	19.9%
Over 50 years old	10.5%	24.5%	19.4%	12.0%
SAFETY				
Fatalities	0	3	5	2
Total recordable injuries	27	37	29	26
TRIR	0.69	0.82	0.58	0.56
Total lost time injuries	3	8	3	4
LRIR	0.08	0.18	0.06	0.09
TRAINING				
Rate of employees and contractors trained	99.3%	99.3%	94.4%	91.1%
Rate of employees and contractors trained by gender				
Female	95.0%	82.0%	87.3%	98.6%
Male	99.5%	100%	94.8%	90.8%
Rate of employees and contractors trained by job category				
Senior management	81.0%	97.7%	95.2%	57.0%

Middle management	98.0%	91.7%	94.4%	29.7%
Staff	99.7%	100%	94.4%	98.3%
Training hours of employees and contractors				
Training hours of employees and contractors	24.2	26.2	30.5	28.0
Training hours of employees and contractors by gender				
Female	18.4	19.6	24.0	13.4
Male	24.4	26.4	30.8	28.7
Training hours of employees and contractors by job category				
Senior management	24.1	12.3	12.7	12.0
Middle management	21.0	39.0	25.7	17.4
Staff	24.9	25.0	30.1	29.3
EMISSIONS AND WASTE				
Total greenhouse gas emissions (thousand tonnes)	583.8	780.0	1108.9	1,079.8
Intensity of total GHG emissions (tonnes per tonne of processed ore)	0.065	0.063	0.055	0.044
GHG emissions- scope1	583.8	780.0	972.0	831.4
GHG emissions- scope2	0	0	136.9	248.3
Total NOx emissions (thousand tonnes)	2.4	2.6	3.0	3.2
Total SOx emissions (thousand tonnes)	1.4	1.3	1.9	2.2
Total PM emissions (thousand tonnes)	0.4	0.5	0.7	0.7
Total emissions of hazardous waste (thousand tonnes)	5.1	4.0	4.4	5.3
Intensity of hazardous waste (tonnes per tonne of processed ore)	$5.644x10^{-4}$	$3.206x10^{-4}$	2.178×10^{-4}	2.190×10^{-4}
Total emissions of non-hazardous waste (thousand tonnes)	9.9	10.3	20.0	22.5
Intensity of non-hazardous waste (tonnes per tonne of processed ore)	$1.107x10^{-3}$	$8.262x10^{-4}$	9.817×10^{-4}	9.240×10^{-4}
Waste rocks (million tonnes)	166.9	229.9	235.8	270.4
Tailings (million tonnes)	9.3	14.2	23.3	24.4
WATER CONSUMPTION[2]				
Total water consumption (million cubic meters)	14.3	140	228	270.4

[2] We revised the water-related data for 2023 and 2024 to reflect the actual situation.

Intensity of water consumption (cubic meters per tonne of processed ore)	1.59	7.7	11.2	11.1
ENERGY CONSUMPTION				
Total energy consumption (MWh)	1,929,322	2,620,756	4,124,903	4,134,893
Intensity of energy consumption (MWh per tonne of processed ore)	0.21	0.21	0.20	0.17
COMMUNITY SPENDING				
Total (RMB millions)	36.4	29.0	35.7	49.3
SUPPLY CHAIN MANAGEMENT				
Share of procurement spending on local suppliers	20%	45.7%	80%	62.5%

Standards and methodologies used in calculation:

1、Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulfur hexafluoride. The data calculation was based on the *Greenhouse Gas Emission Accounting Methodology and Reporting Guidelines for Mining Companies (for Trial Implementation)* issued by the National Development and Reform Commission of China and the *2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories* issued by the United Nations Intergovernmental Panel on Climate Change.
Scope 2 GHG is calculated by region based on the average CO2 emission factors of China's regional power grids published by the National Development and Reform Commission of China and the average CO2 emission factors published by the Brazilian Ministry of Science, Technology, Innovation and Communication.

2、NO_X、SO_X、PM data sources were monitoring systems installed or third-party commissioned for monitoring. The calculation was based on factors from the *EMFAC-HK Vehicle Emission Calculation* issued by the Hong Kong Environmental Protection Department, the *Technical Air Pollution Resources* issued by the U.S. Environmental Protection Agency, the *National Pollutant Inventory* issued by the DRC, and the *2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories* issued by the United Nations Intergovernmental Panel on Climate Change.

3、The Hazardous waste was classified according to "hazardous waste" as stipulated in the *Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal* as mentioned in the *Guidelines on Reporting of Environmental Key Performance Indicators* published by the HKEX. The data sources were the relevant records and ledgers.

4、The non-hazardous waste was all waste that does not fall within the definition of "hazardous waste" of the *Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal*. The data sources were the relevant records and ledgers.

5、Water consumption: the data sources were monitoring systems installed or third parties commissioned for monitoring.

6、Energy consumption: the calculation was based on purchased electricity and fuel consumption, with relevant conversion factors issued by the International Energy Agency.

Annex1: Responsible Mineral Supply Chain Due Diligence Report

Introduction

This report provides information on mineral supply chain due diligence for TFM. It is focused on the scope of the OECD *Due Diligence Guidance for Responsible Supply Chains from Conflicted-Affected and High-Risk Areas* (the "OECD Guidance"). Information in this report reflects the reporting period from January 1, 2025 to December 31, 2025. Additional information that is relevant to the subject matter of this report and derived from events in 2026 prior to the publication date may also be included to ensure that stakeholders have full access to material information.

TFM acknowledges human rights, health & safety, and environmental risks associated with its operations and supply chain and integrates ESG considerations into its operational decisions. As part of its commitment to ensuring ethical and responsible business conduct in its operations and supply chain, TFM has established a Responsible Production Management System ("RPMS") in line with the CMOC Group policies and international good practices described in the OECD Guidance.

By implementing these frameworks, TFM follows a robust approach to managing responsible production risks and improving ESG performance across the mineral value chain. The RPMS allows TFM to achieve greater transparency, build stronger relationships with business partners, and meet the expectations of our external stakeholders regarding risk management and data sharing.

1. Management System Overview

1.1 CMOC Group Responsible Production Management System

CMOC's compliance and sustainability policies set out the key principles and performance expectations that all CMOC operations follow, including TFM. Group policies relevant to responsible supply chain management include *Responsible Production and Sourcing Policy, Code of Business Conduct, Supplier Code of Conduct, Human Rights Policy, Anti-Corruption Policy, Anti-Money Laundering Policy, and Economic Sanctions Policy.* In addition, CMOC maintains a grievance mechanism that is accessible to all stakeholders to raise concerns, without fear of retaliation, regarding the circumstances of extraction, trade, handling, and export of minerals in the Group's operations and supply chain.

CMOC is committed to the ethical and sustainable business practices in its operations and supply chain, and expects our suppliers and partners to share our commitment. Based in the Democratic Republic of the Congo (DRC), TFM is one of the world's leading producers of copper and cobalt. The sourcing, manufacturing, transport, and delivery of these metal materials may pose environmental and social risks to the ecosystem and people within those supply chains. Our group policies and due diligence procedures at our operating sites are the core of our management system allowing us to proactively manage these risks in our own operations and supply chain.

CMOC's commitment is defined in the *Responsible Production and Sourcing Policy* (the "RPSP Policy") and is progressively being implemented. This *RPSP Policy* applies to all CMOC's global mining, processing and trading operations and its suppliers of mined and/or recycled material intended for the production of metal products.

Guided by the *RPSP Policy*, CMOC has established a Responsible Production Management System ("RPMS") based on internationally recognized standards including the OECD Guidance. The RPMS comprises a set of policies, procedures, and tools to identify, assess, mitigate, monitor and report on risks in its operations and supply chain. The Responsible Production Procedure (the "Procedure") is a key component of the RPMS which outlines a step-by-step process for CMOC to manage OECD Guidance Annex II risks in its operations and report on responsible production. The procedure follows the OECD Guidance five-step framework for risk-based due diligence in the mineral supply chain. The risk scope of the RPMS aligns with the Annex II of the OECD Guidance (see below table).

OECD Annex II Risks	Description
Serious Human Rights Abuses	Any forms of torture, cruel, inhuman and degrading treatment, any forms of forced or compulsory labour, the worst forms of child labour, other gross human rights violations and abuses such as widespread sexual violence, war crimes or other serious violations of international humanitarian law, crimes against humanity or genocide.
Direct or Indirect Support to non-state Armed Groups or Private Security Forces	Illegal taxation or extortion by non-state groups or public or private security forces, illegal control of mine sites, transportation routes or upstream actors by non-state armed groups or public or private security forces.
Financial Crime Associated with Minerals Extraction and Trade	Bribery and fraudulent misrepresentation of the origin of minerals, money-laundering, non-payment of taxes, fees and royalties due to governments.

The CMOC Group VP in charge of ESG has the overall authority over the group-wide RPMS. Each operation has a Head of Environmental, Social and Governance (ESG) areas who reports to the site CEO and the Group VP in charge of ESG. This function shall oversee responsible production risk management and ensure RPMS implementation at the operation level.

1.2 TFM's Policy and Approach

TFM does not purchase or process any third-party minerals or metals, the risks[3] in scope of the OECD Guidance are within TFM's own operations. These risks are managed through TFM's Responsible Production Management System which aligns with CMOC's group-level policies while reflecting its specific operational context. TFM applies CMOC *RPSP Policy* which expresses TFM's commitment to upholding responsible business practices in its operations and supply chain, and implementing the RPMS. The CMOC *RPSP Policy* outlines our commitment to continuously carrying out appropriate due diligence in the mineral supply chain and ensuring responsible production of minerals in line with the OECD Guidance. This Policy is consistent with CMOC's commitments to ethical business conduct and to respecting human rights as outlined in the CMOC *Code of Business Conduct*, *Human Rights Policy*, *Anti-Corruption Policy*, and *Supplier Code of Conduct*.

The Responsible Production Procedure is a key component of the RPMS which outlines a step-by-step process for CMOC to manage the OECD Guidance Annex II risks in its operations and report on responsible production. TFM also

[3] Risks in scope are defined in Annex II of the OECD Guidance and include serious (human rights) abuses, support to non-state armed groups, support to (illegal) security forces, bribery and fraudulent misrepresentation of the origin of minerals, and money laundering and non-payment of taxes and royalties.

has underpinning standards and procedures further reflecting operational context of the DRC, such as those on bribery and extortion, charitable donations, support for government officials, illegal artisanal mining risk management, and on human rights.

The TFM site head of ESG is responsible for overseeing the implementation of TFM's RPMS and dedicated managers or committees are responsible for implementing the relevant programs, such as human rights due diligence program and the grievance mechanism. Under the supervision of the site head of ESG, each function/responsible department oversees the process to identify, analyse and assess related risks based on the local context and monitor the control measures and mitigation plan. The OECD annex II risks are assessed, and mitigation plans are made and implemented.

1.3 Training

TFM employees receive induction and annual training on the group- and site-level policies and standards, including CMOC's *Code of Business Conduct*, *Responsible Production and Sourcing Policy*, *Anti-corruption Policy*, *Human Rights Policy* and other CMOC and TFM policies. This includes guidance on important topics such as health and safety, human rights, grievance mechanisms, facilitation payments, anti-bribery and corruption and dealings with public officials. All employees and contractors are required to complete induction training and annual refresher training at least once a year. We also conducted specialized training for high-risk departments, including training on the Voluntary Principles on Security and Human Rights (VPSHR) for both private and public security teams, and anti-corruption and compliance training for management personnel.

Given the specific challenges in the Democratic Republic of the Congo (DRC), human rights have consistently been a key focus in our responsible production management system. In 2025, we enhanced human rights training for employees and contractors, increased awareness of grievance channels. By the end of 2025, 94% of TFM employees and 90% of contractors had completed human rights training.

1.4 Internal Systems of Product Control and Custody

We use a set of product control and custody procedures to ensure that TFM mines, processes, and sells only those minerals that originate from its own concession and that are mined by its own operations. We have a process to determine, record and confirm the ores are mined from our pits and to weigh for each batch of mineral feeds into the process plant. All information about the weight of the incoming material is stored in the database. The product control and custody procedures also include specific actions to dispose of illegally mined ore confiscated by government authorities within the TFM concession. After being confiscated by mine police, the company stores, reports, and periodically buries illegally mined ore in waste rock piles. These burial sites are unmarked and cannot be identified by any other means, ensuring that the ore cannot be recovered for another purpose. In addition, TFM has a complete system to track the copper and cobalt products produced at its operations through the points of transfer and to the ultimate point of delivery to its customers.

Before leaving TFM for exporting, each individual cobalt bag is sealed and tagged with bar codes, and each bundle of copper cathodes is also labelled with bar codes. The codes contain all necessary information for the traceability of the products. The bags or bundles are loaded on trucks, securely locked and the cargo is covered with tarpaulins. The overland transport to a port is overseen by CMOC and its logistic contractor who have a tracking system to monitor the truck's journey to export and subsequent shipping ports. Appropriate security escorts and checks along the road ensure a secure chain of custody.

Due to the importance of monitoring and maintaining these procedures while managing TFM's mineral supply chain, TFM regularly undertakes independent assurance of the company's product control and custody procedures.

1.5 Grievance Mechanism

CMOC maintains a grievance mechanism that is accessible to all stakeholders to raise concerns, without fear of retaliation, including those related to employees, the environment, community investment, human rights, land use, and contractor management. Through the group- and subsidiary-level grievance channels, any grievances linked to or suspected violations of the law or CMOC's policies including *Code of Business Conduct, Responsible Production and Sourcing Policy, Supplier Code of Conduct, Human Rights Policy, Anti-Corruption Policy* can be reported anonymously.

At the Group level, complaints are investigated and resolved by the compliance team, HR, anti-corruption department and the internal control & internal audit department depending on the nature of the complaint. All mining operations and the trading arm IXM also maintain dedicated grievance systems that can receive and register concerns from employees, the community, and other stakeholders, which are then tracked through the various stages of being addressed and resolved.

TFM also has local level grievance mechanisms which allow all community members, including TFM employees and contractors, to present grievances related to the impacts of our operations. TFM manages a community grievance system operated by members of the Community Liaison team, while employee grievances are handled through multiple channels of the compliance team, HR department, and local unions. Training is provided to employees, contractors and local community to raise awareness of existing grievance mechanisms. In addition, community members can take part in the resolution of grievances through an independent mediation committee. Both the community and employee mechanisms incorporate zero tolerance for retaliation against those raising concerns. In 2025, TFM implemented the updated procedures for community grievances, with progress tracking by and feedback from TFM improved. In 2024, TFM engaged third-party human rights experts to conduct an assessment of grievance mechanisms effectiveness against the UNGPs, aiming to strengthen the grievance management systems and enhancing the capacities of relevant teams. In early 2025, TFM conducted a self-assessment against the UNGPs and developed an action plan, and initiated implementation to drive continuous improvement.

Information obtained through these grievance mechanisms inform the overall risk assessment and responsible sourcing process.

1.6 Record Keeping System

CMOC has a Group level Archives Management Policy which outlines our commitment and handling of the various types of information and its appropriate protection during its life cycle.

TFM has its own Archives Management Policy which requires that all records relating to its due diligence programme should be maintained for a minimum of 10 years. Certain types of documents must be maintained for more than 10 years in accordance with DRC law.

2. Risk Assessment and Mitigation

At TFM all the materials processed are from its own production and there are no third-party sources of minerals or metals. Risks within the scope of the OECD Guidance are therefore entirely related to TFM's own operations and

managed directly through its own management systems.

In line with CMOC's *Comprehensive Risk Management Procedure* which includes the assessment of OECD Guidance Annex II risks, TFM conducts semi-annual risk assessment, documents the results in a risk register and reports on the results to the senior management. Tools used in our risk assessment are diversified, including materiality assessment, incidents/grievances reports and analysis, stakeholder engagement, media monitoring, NGO reports and expert studies, as well as on-the-ground due diligence assessments. Where we identify significant risks, we engage with relevant stakeholders and develop risk mitigation plans. We monitor the risk mitigation through regular evaluation of progress towards the set KPIs following specific timeframes.

As part of the risk assessment process, CMOC and its subsidiaries also conduct country/region risk assessments to determine whether their operations (or ore suppliers, if any) are located in conflict-affected or high-risk areas (CAHRAs). For this purpose, TFM also applies the "CMOC CAHRA Index" in its assessment work. The CMOC CAHRA Index is constructed in two stages. In the first stage, using the CMOC CAHRA Index Calculation Table, 14 indices published by international organizations and civil society groups are consolidated to generate a quantitative CAHRA Index. These 14 indices measure factors such as conflict conditions, levels of corruption and governance weaknesses, as well as deficiencies in human and labor rights across countries. The complete list of indices is provided in the table below. In the second stage, for countries assessed at the threshold of high or medium risk in the first stage, specialists are assigned to conduct desk-based research. Through this in-depth CAHRA assessment, the CAHRA list is refined to ensure it effectively reflects countries with elevated risks as defined in Annex II of the OECD Guidance.

The CMOC CAHRA Index is updated at least annually, based on the latest indices listed in the table below.

	Index
1	Armed Conflict Location & Events Database Conflict Events per Million People
2	Children's Rights in the Workplace Index
3	Control of Corruption (WGI)
4	Corruption Perceptions Index
5	EU CAHRA List
6	Fragile States Index, C1: Security Apparatus
7	Fragile States Index, P3: Human Rights
8	Global Peace Index
9	ITUC Global Rights Index
10	Political Stability and Absence of Violence / Terrorism (WGI)
11	Prevalence of Modern Slavery per 1,000 People
12	TDi CAHRA Index
13	US Dodd Frank Act
14	Yale Environmental Performance Index

The Democratic Republic of the Congo is considered to be a conflict-affected and high risk area in our CMOC CAHRA Index. It should be noted that TFM is located in the Lualaba province where there is no active armed conflict. However, in the copper-mining region of southeastern DRC, significant artisanal and small-scale mining ("ASM") takes place. Many migrants have congregated around privately owned mines to engage in illegal artisanal mining activities. This situation has attracted attention of international stakeholders due to concerns related to the risks of child labour, forced labour, workplace health and safety, and serious human rights abuses in the cobalt supply chain from that country. The illegal ASM activities on and around TFM's concession also introduce security and safety challenges for both the ASM

miners themselves and TFM workers, as well as our community members. To address identified risks, TFM has developed a set of internal procedures and tools, including a comprehensive stakeholder engagement procedure allowing to proactively address ASM-related risks in the concession area, collect credible data on the risks, including through on-the-ground assessments and ultimately provide greater transparency to our stakeholders on risk mitigation measures. For further information on how TFM addresses these risks, please see the following sections and the 2025 TFM ESG Report.

2.1 Human Rights Management

CMOC *Human Rights Policy* applies to all its operations including TFM. CMOC and TFM's policies and procedures, such as the *Code of Business Conduct* and the *Employment Policy*, have clear stipulations on zero tolerance on child labor, forced labor and any serious human rights abuses. TFM's policies and procedures on recruitment, contracting, and the grievance systems are fully implemented, communicated, and monitored to ensure the compliance with the group policies and international standards.

In 2025, we continued to conduct HRDD to enhance the management of human rights risks. This primarily included updating and implementing the risk controls outlined in the *Human Rights Action Plan*, which is based on an integrated approach that incorporates TFM's management plans and systems for human resources, HSE, contracts and procurement, and global supply chain to manage workers' rights risks, and for community, resettlement, and security to manage community-related human rights risks. In addition, conducting HRDD supported stakeholder engagement and communication, enabling TFM to further demonstrate its human rights-related commitments and actions to external stakeholders. For further information on TFM's HRDD, please see the following section "Achievements" of this report.

2.2 Security and Human Rights

There is no presence of non-state armed groups in TFM's concession. TFM does not participate in any military operations, and does not provide any assistance that can facilitate military operations.

To protect company assets and personnel and to maintain access control for active operations, TFM has hired security staff and private security contractors. These agents and private contractors are unarmed, have no law enforcement capacity, and are primarily engaged in surveillance and the operation of mine access control points and production sites.

Enforcement of national mining law within the TFM concession, with reference to the legal extraction of minerals, is the responsibility of the Mines and Hydrocarbons Police (PMH), a branch of the national police. Though autonomous in their operations, the PMH operate under terms of a contract with TFM that addresses potential human rights risks. The contract makes explicit reference to TFM and its contractors adopting the Voluntary Principles on Security and Human Rights (VPSHR), including directives on how to follow up on allegations of human rights violations.

To mitigate risks of human rights abuses when dealing with security contractors, TFM implements the VPSHR, which helps guide companies respecting human rights while maintaining the safety and security of their operations. TFM provides training to its security staff, the personnel of private security contractors, and PMH officers on key elements of the VPSHR. Private security firms are also subject to due diligence at the contracting stage, including human rights aspects. In 2025, 97% of TFM's 158 direct-hire security employees and 2,262 private security personnel received VPSHR training. A total of 200 PMH officers were stationed within the TFM concession, 182 of whom received VPSHR training. TFM invited human rights experts from the Center for Child Rights and Business to deliver targeted training for security management personnel on the prevention and remediation of child labor in ASM context.

As part of its efforts to promote and implement the VPSHR, TFM regularly participates in the meetings of the VPSHR Working Group in Lubumbashi and Kolwezi. This working group, composed of government representatives, mining companies, and human rights NGOs aims to facilitate communication among stakeholders, create a climate of mutual trust, and adopt coordinated and participatory solutions to address security and human rights challenges at mining sites.

In order to strengthen the management of security and human rights risks, the company formulated a joint work plan with the Office of the United Nations High Commissioner for Human Rights (BCNUDH) in 2025. The joint work plan included training and awareness-raising activities for leaders of public security forces, including the DRC armed forces (FARDC) and the mining police (PMH), on the requirements of the VPSHR.

2.3 Financial Crime and Payments to Governments

CMOC has related policies including the CMOC *Code of Conduct, Supplier Code of Conduct, Anti-Bribery Policy and Anti-Money laundering Policy*, which apply to all affiliations including TFM. CMOC Internal Control and Audit Department and Anti-Corruption Department conduct internal audits and inspections on a regular basis to identify any corruption risks. Every year CMOC and its subsidiaries, including TFM, provide annual anti-corruption training for the management and contractors.

TFM has also developed and implemented its own policies such as *Bribery and Extortion Policy*, *Charitable Donations Policy*, *Regulations on Business Travel Support for Government Officials*, and the *Regulations on Administrative Fees*. These policies clearly define rules for the acceptance of gifts, dining and entertainment, charitable donations, and direct support for government officials.

In our operations in the DRC, corruption remains a pivotal area of concern. We conduct due diligence of suppliers and contractors to screen for violations of applicable laws and CMOC policies governing anti-corruption. We use third-party platforms to conduct supplier vetting and due diligence, and inform all new suppliers and customers of CMOC's *Code of Business Conduct*, *Anti-Corruption Policy*, *Anti-Money Laundering Policy*, and other compliance requirements. These requirements are all included in the contracts. TFM Compliance Management Department submits a compliance analysis report to the site CEO at a quarterly basis.

As a member of the Extractive Industry Transparency Initiative (EITI) in the DRC, TFM submits annual reports to EITI and publishes quarterly press releases on government payments.

As stated above, a grievance mechanism is provided at TFM and CMOC levels to receive, record, handle and respond to any grievances related to violations of CMOC policies and commitments regarding financial transparency and business integrity.

3. Achievements

3.1 Human Right Due Diligence

In 2025, we continued to conduct HRDD to enhance the management of human rights risks. This primarily included updating and implementing the risk controls outlined in the Human Rights Action Plan. In addition to risk controls, TFM also engages regularly with key stakeholders to monitor and prioritize human rights risks, impacts, and salient issues, based on the UNGPs. This includes liaising with TFM management, workers, union representatives, community members, vulnerable groups, traditional leaders, and local authorities in order to understand their views and concerns in

relation to salient human rights issues and corresponding mitigation measures. In 2025, TFM continued HRDD by prioritizing salient issues, including comprehensive monitoring and assessments of contractors' ESG practices. A total of over 60 site inspections were conducted by Human Resource and ESG teams. These inspections covered contractors from mining, operation and maintenance, engineering construction sectors. In 2025, TFM HRDD was enhanced through the Copper Mark re-assessment, ISO re-certification and the Initiative for Responsible Mining Assurance (IRMA) auditing. During these processes, a significant amount of over 600 internal and external stakeholders were interviewed by independent external assessors.

Regarding the specific outcomes of the HRDD, we appointed a senior management official to ensure the Human Rights Action Plan's continuous update and implementation. In 2025, TFM identified and implemented several key human rights priorities. We collaborated with peer companies, customers, civil society organizations, and the national government to share challenges and progress in the field of human rights, demonstrating leadership and influence. For example, to continue addressing human rights risks associated with illegal artisanal mining, and in particular child labour, TFM's Community Department continued to work with international institutions, civil society organizations, and local government authorities and to pilot a child labor prevention and remediation project among artisanal mining communities. In 2025, TFM's community, security and human resource departments were trained on child rights and child labor prevention by the civil society that works on child rights and business. To date, the project has been supporting 20 vulnerable children in the remediation.

TFM released the *Human Rights Commitment Statement* in October 2023 and published its third Human Rights Due Diligence Report in January 2025.

3.2 TFM Contractor ESG Risk Management

Contractor worker rights remain a priority in TFM's human rights risk management. TFM is fully aware of the challenges and increased occupational health, safety, and human rights risks associated with contractors, and is implementing measures in the following areas to further mitigate these risks:

1) Relevant functional departments have intensified inspection and oversight of all contractors. In 2025, we conducted over 60 on-site inspections on key contractors, identifying a number of deficiencies in areas such as employment conditions, employee communication channels, living conditions and safety management procedures. Based on the findings, we took corrective actions and suspended the bidding qualification of three high-risk contractors.

2) TFM continued using the ESG risk management procedure and assessment tools to monitor and assess risks that may occur among contractors. And integrating ESG risk management among contractors across the entire project lifecycle from tendering stage up to contract execution deepened the risk-based management culture.

3) In 2025, TFM continued to implement the tiered management approach for contractors, drawing insights from routine inspections and considering different levels of risk exposure. Measures include increased training and engagement, written warnings, remedial action, temporary suspension, removal of bidding qualification, and contract termination.

4) To reinforce awareness of CMOC and TFM ESG requirements, in addition to induction and refresher training, we provided four intensive trainings on human rights and ESG compliance for all contractor management staff, including more than 200 contractor managers and supervisors. These efforts have resulted in a significant improvement in contractors' performance across various metrics, including employment conditions, employee communication, and grievance mechanisms.

5) TFM continued to raise awareness of grievance mechanisms by distributing educational leaflets to contractors and providing induction and refresher training. In addition, 10 new grievance mailboxes were installed at TFM's operational sites and accommodation facilities. In 2025, TFM received 197 new grievances from its workforce. Including the 9 grievances carried over from 2024, a total of 206 grievances were recorded during the year. Of these, 45.63% were submitted by contractors. By the end of 2025, 61% of the grievances had been resolved.

4. Challenges

One of the key challenges in the implementation of our RPMS is the influx of migrant workers from other parts of the country, which leads to increasing illegal ASM activities and violent interactions between ASM miners and security forces on the TFM concession. The in-migration also brings negative impacts on community members, including rise in criminality, diseases, harassment and gender-based violence.

To address these challenges, we continue to engage with stakeholders through communication platforms and by collaborating with traditional leaders, local governments, mining peers, and NGOs to mitigate negative impacts. We are further enhancing community investments to promote local entrepreneurship, capacity building, and economic diversification. By providing alternative livelihood options, we aim to reduce the incentives for migration, and strengthen community health and safety, local employment, and human rights protection.

Over the past three years, the increasing number of contractors are making contractor management a continuous challenge. We recognize the increasing occupational health, security, and human rights risks associated with contractors and are systematically strengthening ESG risk management for this group.

5. Forward-Looking Statement

In the framework of CMOC's RPMS, TFM will continue to regularly review the responsible production management system, as well as to monitor and evaluate the risk mitigation measures.

Considering that supplier/contractor management remains a key challenge for the company, TFM will continue to strengthen communication and capacity building to build their capacity in health and safety, human rights and anti-corruption areas.

In order to mitigate the ASM related risks, we will continue to implement the ASM risk management program. In addition, the company will continue to support multi-stakeholder initiatives such as VPSHR to address this broad and complex human rights challenge. We will continue to maintain dialogue with the government and call on them to establish more legal ASM mining areas; strengthen communication and build consensus among various community stakeholders with respect to illegal ASM risks; reduce the risk of child labour in ASM by supporting basic and vocational education, as well as the Child Labour Prevention and Remediation Project within the community; and diversify the local economy through community investment and by encouraging illegal artisanal miners to pursue legal economic activities.

Annex2: RRA Content Index

RRA Issue Area	Location/Remarks
1. Legal Compliance	Management Approach, Product, Annex 1
2. Business Integrity	Business Ethics and Transparency, Product, Annex 1
3. Stakeholder Engagement	Management Approach, Community
4. Business Relationships	Product, Annex 1
5. Child Labor	Employees, Product
6. Forced labor	Employees, Product
7. Freedom of Association and Collective Bargaining	Employees
8. Discrimination	Management Approach, Employees ,Community
9. Gender Equality	Employees, Community
10. Working Hours	Employees
11. Remuneration	Employees
12. Occupational Health and Safety	Employees, Product
13. Grievance mechanism	Management Approach, Community
14.Environmental Risk Management	Environment
15. Greenhouse Gas (GHG) Emissions	Environment
16. Energy Consumption	Environment
17. Freshwater Management and Conservation	Environment
18. Waste Management	Environment
19. Tailings Management	Environment
20. Pollution	Environment
21. Biodiversity and Protected Areas	Environment
22. Mine Closure and Reclamation	Environment
23. Community Health and Safety	Community, Product
24. Community Development	Community
25. Artisanal and Small-Scale Mining	Community, Product, Annex 1
26. Human Rights	Community, Annex 1
27. Security and Human Rights	Community, Annex 1
28. Indigenous Peoples' Rights	Community
29. Land Acquisition and Resettlement	Community
30. Cultural Heritage	Community
31. Due Diligence in Mineral Supply Chains	Product, Annex 1
32. Transparency and Disclosure	Management Approach, Product

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