






Who we are

MMG’s vision is to be a leading international mining company for a low-carbon future, with sustainability at its core.

Our purpose	We mine for progress				
Our mission	We mine to create wealth for our people, host communities and shareholders				
Our vision	To create a leading international mining company for a low carbon future				
Our ambition	Grow and diversify our resource, production and value, by leveraging Chinese and international expertise				
Our strategy	China Champion	Delivering Progress	Business Miner	‘Federation of MMG’	
Our values	 We think safety first	 We respect each other	 We work together	 We do what we say	 We want to be better

Growth strategy

Today, our global portfolio supports copper, zinc and cobalt production – products that are critical to achieving global decarbonisation and electrification targets. Our ambition maintains a focus on growth and now includes diversification of assets, commodities and jurisdictions to bring together the best of MMG with our Chinese and international expertise. This positions us to create wealth and share success with our people, host communities

and shareholders. In 2023, MMG entered into an agreement to acquire the parent company of the Khoemacau Copper Mine in Botswana, a high-quality operation with a strong expansion case. Located in one of the most prospective mining regions in Africa, the Kalahari Copper Belt, Khoemacau can support global supply chains. The transaction was completed in March 2024.



China Minmetals Corporation (CMC)

中国五矿

The support of China Minmetals Corporation, our major shareholder, which holds approximately two thirds of available shares, realises scale and capital investment benefits.

Our contribution



Our operations span three mineral rich regions, supported by our corporate presence in several countries.

Corporate office

(Melbourne, Beijing, Hong Kong and Vientiane offices)

Workforce	188
Female	47%

Australia (includes Dugald River and Rosebery)

Production

Tonnes of zinc	203,470
Tonnes of copper	1,163
Tonnes of lead	39,055

Workforce	1,491
Female	13%
National*	90%

Economic contribution (US\$'000)

Total tax	114,478
Total wages**	\$133,624
Total capital investment	\$138,241
Total national supply procurement	\$442,306

Social development spend (US\$'000)	\$344
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Democratic Republic of the Congo

Production

Tonnes of copper	44,068
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Workforce	4,771
Female	14%
National	91.8%

Economic contribution (US\$'000)

Total tax	112,423
Total wages	\$58,016
Total capital investment	\$287,853
Total national supply procurement	\$414,649

Social development spend (US\$'000)	\$2,061
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Peru

Production

Tonnes of copper	302,033
Tonnes of molybdenum	8,192

Workforce	8,273
Female	13%
National	98.4%

Economic contribution (US\$'000)

Total tax	227,751
Total wages	\$158,182
Total capital investment	\$336,062
Total national supply procurement	\$1,465,475

Social development spend (US\$'000)	\$29,444
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* Dugald River and Rosebery, excludes Australian Operations.

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

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

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

Note: for more information about our income tax and royalty payments, employment taxes and benefits and procurement spend, see the [Tax and Community Contribution](#) section of this report.

Our business

- Mine site
- Office
- ▲ Development project

We mine for:

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



Headquarters in **Melbourne** and **Beijing**.

Mid-tier producer of **copper** and **zinc**, products essential to a low carbon economy.

Our **commitment to international standards** and maintaining strong relationships with stakeholders are critical to enabling our growth ambitions.

Support from major shareholder China Minmetals Corporation (CMC) is critical to our success and positioning as **China's premier international growth platform**.

Note: Khoemacau transaction was completed in March 2024 and, as such, was not reported on for the 2023 period.



Corazon Program



A new vision for Las Bambas and its communities

Our Las Bambas site is among the top global copper producers with a 2023 full-year production of 302,033 tonnes of copper concentrate. Based in the province of Cotabambas in the Apurimac region of Peru, it is also one of the world's most logistically remote operations. The journey from our site to the Port of Matarani spans 700 kilometres, traversing road and rail transport and spanning 80 local communities. A dedicated 100-person social performance and engagement team has forged relationships with our surrounding communities and those living alongside our logistics corridors. In addition to addressing complaints through formal grievance channels, positive and long-term

community legacies include our funding of schools, healthcare centres, food security programs and local business enterprises. Our sustainable development stewardship and human rights' protections are widely shared and communicated through feedback forums seeking external stakeholder input. We strive to listen, learn and do better when working and maintaining relationships with our local community.

As the largest employer and regional economic driver, we have supported our stakeholders' long-term aspirations. We also recognise that there is a desire for better communications and engagement, and have aligned our business decisions in keeping with our partners and host communities' expectations.



For Las Bambas to operate and grow to full capacity, MMG has resourced a sustainable model where its production goals can co-exist with regional development outcomes.

Clockwise from top: Las Bambas employees engaging with community members; Members of the Corazón program team participating in integration and alignment workshops.



The cost of ongoing social conflict is significant and increasing for all impacted parties.

The transactional basis of relationships with our stakeholders is not sustainable.

Transforming to a sustainable social model will allow us grow to full capacity.





Local dancers participating in the T'ikapallana carnival in the Cotabambas province of Apurímac, in Peru.

Corazon Program (continued)

In 2022, both in response to the ongoing challenges we were facing as well as feedback from local and key stakeholders, we decided to rethink and transform our engagement and social performance model, moving beyond a legacy of social conflict to co-design fresh solutions to meet the needs of our local communities.

To do this, in 2023 we launched 'Corazon de Las Bambas' (the heart of Las Bambas, in English). The program targets improved engagement, communications and support, and has developed innovative approaches and solutions to best serve our communities and ongoing regional needs.

Eight distinct projects were launched, each composed of Las Bambas-wide interdisciplinary teams, with the goal to better align business priorities and opportunities with community benefits, creating a clear shift in our approach.

Led by an agile project management team intent on delivering quicker turnaround times for internal and in-field changes, we are better positioned to respond to community concerns and demands. Key 2023 outcomes saw an updated, dynamic stakeholder guide and social investment model, a revised social engagement and communication approach together with a pain point matrix to inform how our commitments are managed. Our focus is now on embedding these multiple Corazon elements into the Las Bambas' 2024 Business Plan along with key indicators, risk management controls, and community social engagement processes and approvals.

Corazon has the full support of MMG's board and management.

Change management briefings shared with MMG-wide teams and external stakeholders evaluated the viability of key projects captured in videos as a record of progress. Head office involvement sought to embed international best practice across all project streams. External and independent experts assessed and challenged our assumptions, guaranteeing stakeholder input and feedback.

While Corazon will end as a standalone program in 2024, we will continue to seek external stakeholder advice to fine tune projects in real time going forward. The principles will live on as we have reformulated our overall approach to community engagement. This is a philosophical change as we have more closely linked operational and community outcomes.

Corazon is demonstrating that Las Bambas growth and production goals can co-exist with regional development outcomes. Our enduring legacy is improving our host communities' livelihoods and stakeholder trust through strong, reciprocal engagement, pursuit of human rights, co-designed development priorities and a shared vision for a sustainable, strong region.

Our approach to human rights

MMG respects the human rights of all employees, contractors and workers in our supply chain and the communities in which we live and operate.

In 2023, we undertook a comprehensive review of our Human Rights approach, ensuring human rights' considerations are embedded in all our existing standards and procedures.

This has been achieved by aligning our approach with:

- UN Guiding Principles on Business and Human Rights
- OECD Guidelines for Multinational Enterprises
- OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas
- Global Industry Standard on Tailings Management (GISTM)
- Voluntary Principles on Security and Human Rights (VPSHR) and the ICMM Mining Principles.

We integrate MMG's [Human Rights Policy](#) considerations into our [Code of Conduct](#), [Supplier Code of Conduct](#), policies, frameworks, standards, work quality requirements, processes, risk assessments, training and grievance mechanisms.

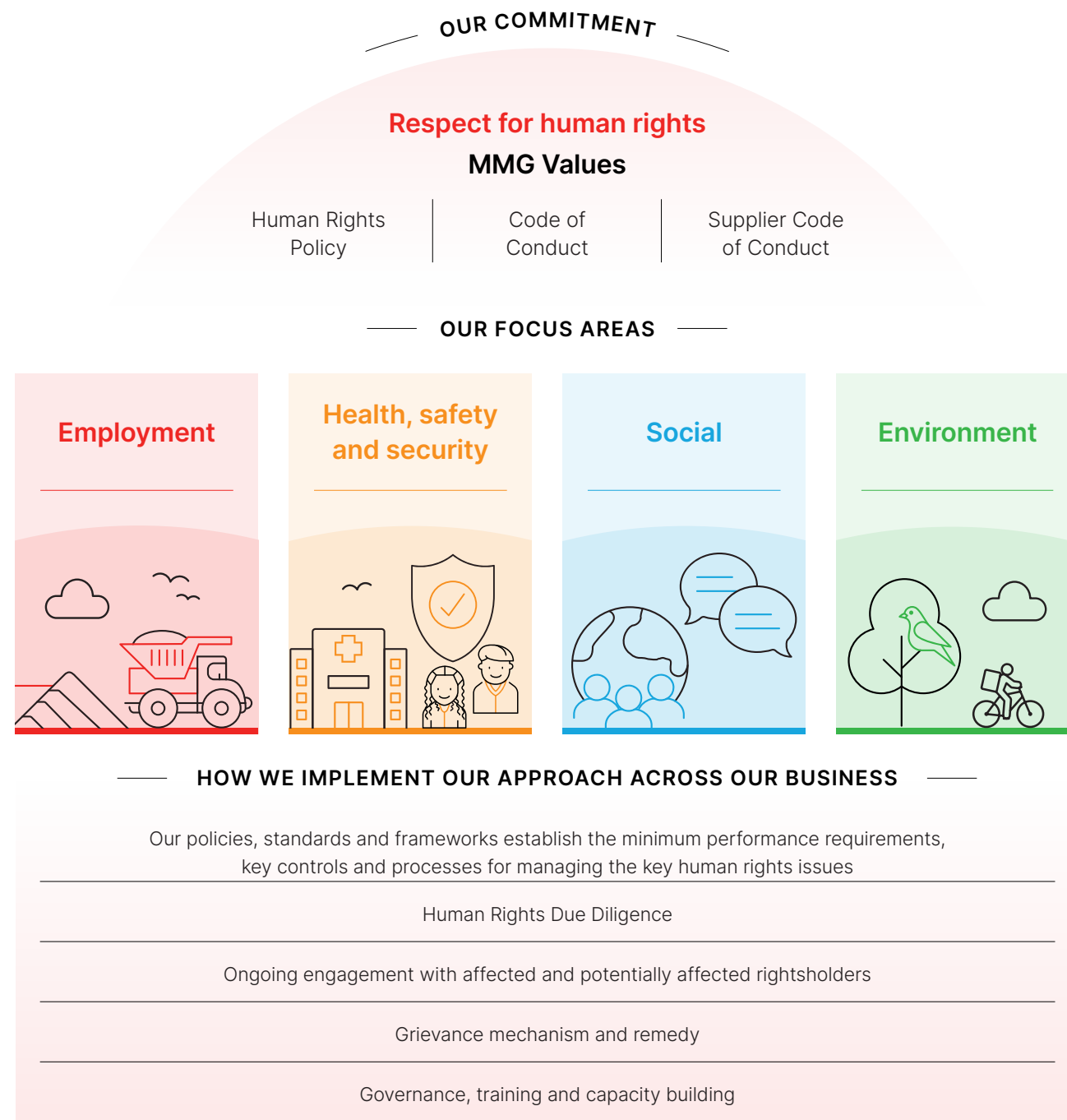
MMG also provides a [Whistleblower Service](#) and site-specific [Stakeholder Feedback Portals](#) so that stakeholders have grievance mechanisms for reporting improper conduct without fear of intimidation or reprisal. This includes where we identify that we have caused or contributed to an adverse human rights impact and considering the role we may play in remediating this.

Health, safety and security

The safe operation of our assets includes respecting the livelihoods, health, safety and wellbeing of the communities in which we live and operate. In relation to security-related human rights risks, we operate in accordance with the VPSHR and require our private security companies to be signatories to, or agree to comply with, the International Code of Conduct for Private Security Providers. MMG has been a full member of the Voluntary Principles Initiative (VPI) since May 2022.

Further information is available in our [Human Rights approach](#)

Further information is available in our [2023 VPI Annual Report](#)



Our approach to human rights (continued)



Employment

MMG respects the labour rights of our employees, contractors and workers in the supply chain related to health and safety, non-discrimination and harassment, freedom of association and collective bargaining, wages and working hours. By rejecting any form of modern slavery and undertaking regular risk assessments, including forced or child labour and work, we ensure these practices are not present in our business or supply chains.

Social impacts

To prevent and minimise adverse social impacts throughout our operations, we have processes to manage the potential for human rights-related risks regarding land access, resettlement, cultural and historical heritage, and artisanal and small-scale mining. Our Social Performance Standard requires all sites to conduct Social Baseline Studies and undertake a Social Impact and Opportunities Assessment (SIOA). They should complete these at the commencement of operations and with any material change in operations, or at a minimum of five years.

Environment and climate change

Throughout our operations' lifecycles, we seek to prevent and minimise our adverse environmental impacts by managing the potential for human rights-related risks regarding closure, water stewardship, tailings, biodiversity, ecosystems, and pollution and waste. Our Safety, Security, Health and Environment (SSHE) Performance Standard requires all sites to conduct environmental baseline studies and develop a plan to manage through the Life of Asset. We recognise the connection between human rights and environmental impacts, including climate change, and minimise these risks by supporting the global transition to a low carbon economy.

Our human rights due diligence process



CASE STUDY

Undertaking human rights impact assessment at Las Bambas

Las Bambas regularly communicates with stakeholders including over 80 communities. Some have raised concerns about our transport corridor logistics. In response, in 2023 Las Bambas launched the Corazon Program (see more information on page 9) and will engage an expert consultant to conduct an independent Human Rights Impact Assessment (HRIA) in 2024. The HRIA will undertake extensive rightsholder engagement to identify and assess any human rights impacts, the current measures Las Bambas has in place to address them and if other actions are needed. A human rights independent advisory group will be appointed as well to oversee the HRIA, ensure international standards and best practice alignment.



Tax and community contribution

MMG makes significant contributions to the economies of countries in which we operate as a major investor, taxpayer, employer and purchaser of local goods and services. For the financial year ended 31 December 2023, total taxes paid were US\$307.1 million, and total royalties paid were US\$147.6 million. Taxes paid in relation to previous years are available on the MMG website for Tax and Community Contribution, together with a broad overview of corporate income taxes specific to the mining sector.

MMG's 2023 Sustainability Report is prepared with reference to the Global Reporting Initiatives' (GRI) Sustainability Reporting Standards. The disclosures in this report are guided by the GRI 207 Tax Standard, and include corporate income taxes, value-added taxes, royalties on mineral extraction, withholding taxes and taxes paid on significant uncertain tax positions.

Tax governance, control and risk management

With mining operations in Peru, the DRC and Australia, as well as companies in Hong Kong, China, Canada, Singapore, Brazil, Zambia and South Africa, MMG is committed to maintaining a high standard of corporate governance practices. This is demonstrated through an experienced Board, sound risk management and internal controls, with transparency and accountability to all shareholders.

Tax risk management is embedded within this mandate of corporate governance. Internal tax standards and tax exposure management procedures are in place and regular reviews of MMG's Tax Function are conducted to ensure compliance with these standards. External assurance is further provided as part of the audit process for the purpose of publishing MMG's annual report on the Hong Kong Stock Exchange.

Stakeholder engagement and management of tax related concerns

MMG operates under a policy of full transparency and cooperation with all tax authorities, and the payment of all taxes properly due under the law wherever we operate. MMG is a member of numerous industry associations such as the DRC Chamber of Mines, International Council on Mining and Metals (ICMM), International Zinc Association, the Extractive Industries Transparency Initiative (EITI), Transparency International (Australia), Queensland Resources Council and Tasmanian Minerals Council. As a result, MMG is often party to regular tax transparency and reporting dialogues, engaging in robust and active discussions with local tax authorities on tax policy implementation and interpretation matters.

\$307.1 million

Total taxes paid in 2023 (US\$)

\$147.6 million

Total royalties paid in 2023 (US\$)



Kutuctay bridge is an emblematic project that succeeds in connecting the Cusco and Apurímac regions in Peru.

Tax and community contribution (continued)

Tax transparency and reporting

Transparency on mineral revenues paid to governments is important to regulatory stability and stakeholder understanding of the responsible use of taxes, and the role they play in supporting the provision of citizenship entitlements. There are broadly two approaches to tax disclosures. These are taxes paid by a company contributing to government public expenditure, as well as assisting in collecting taxes from third parties in addition to making its own contributions. MMG's current approach reflects the former. MMG further demonstrates transparency through:

- disclosures in line with the OECD's Base Erosion and Profit Shifting (BEPS) Action Plan regarding country-by-country reporting and transfer pricing documentation
- an anti-bribery and anti-corruption policy through the Company's Code of Conduct
- public disclosures in line with the Foreign Investment Review Board, Australian Taxation Office and Hong Kong Stock Exchange disclosure requirements, complemented by voluntary disclosure of key payments in annual sustainable development reports for MMG and Las Bambas
- engagement with the Extractive Industries Transparency Initiative (EITI) requirements as a reporting entity in Peru and the DRC, and a participant in the Australian EITI pilot project

- participating in the ICMM annual tax contribution survey, providing information on MMG's corporate income tax and royalty payments (aggregated in the ICMM members' tax contribution publication)
- annual disclosure of tax information in the Australian Corporate Tax Transparency Report.

In accordance with the 2015 OECD Report on Transfer Pricing Documentation and Country-by-Country Reporting, China Minmetals Corporation meets the requirements for filing the country-by-country report to the tax authority in Beijing, China, by May each year. This report contains information regarding Multinational Enterprises (MNE) on a tax jurisdiction-by-tax jurisdiction basis, which includes tax jurisdiction per entity, revenues from related and unrelated parties, number of employees and main business activities, amongst others.

Notes:

- Paid/accrued in respect of FY2023.
- Income tax liability does not always align with tax payments. This disclosure has been made on a cash tax paid basis. Relevant to Peru, the FY2022 taxes paid in advance were used to offset the FY2023 liabilities.
- This category includes amounts such as taxes paid in dispute, unrecovered Value Added Tax and net Goods and Services Tax paid.
- Components of total tax contribution are all assured on an aggregate level during the 2023 Annual Reporting audit (assured by Deloitte Touche Tohmatsu).

MMG	2021	2022	2023
	US\$'000	US\$'000	US\$'000
Total taxes paid (excluding royalties)	248,552	447,160	307,059
Total royalties paid	167,829	120,109	147,593
National supply procurement	1,770,365	2,148,211	2,249,236
Goods and services (excluding taxes and royalties)	1,909,094	2,452,661	2,744,209
New property, plant and equipment	553,000	519,915	813,500
Employee benefits	306,333	321,892	365,700
Social development programs	32,912	31,244	31,850

Peru	2021	2022	2023
	US\$'000	US\$'000	US\$'000
Royalties ¹	105,394	64,179	111,133
Income Tax ²	50,510	165,526	2,862
Withholding tax ²	13,916	13,988	18,450
Other Taxes ³	35,017	30,030	41,065
Employment related taxes	42,918	50,663	54,241
Total tax contribution⁴	247,755	324,386	227,751

DRC	2021	2022	2023
	US\$'000	US\$'000	US\$'000
Royalties ¹	26,367	22,438	17,825
Income Tax ²	32,626	53,364	23,802
Withholding tax ²	3,740	3,893	5,040
Other Taxes ³	10,231	19,966	47,512
Employment related taxes	16,446	17,270	18,244
Total tax contribution⁴	89,410	116,931	112,423

Australia	2021	2022	2023
	US\$'000	US\$'000	US\$'000
Royalties ¹	36,068	33,492	18,635
Income Tax ²	0	46,131	44,992
Withholding tax ²	820	1,155	2,233
Other Taxes ³	0	0	0
Employment related taxes	42,328	45,174	48,618
Total tax contribution⁴	79,216	125,952	114,478

MMG Sustainability Framework

Our commitment to measurable outcomes is brought to life by the MMG Sustainability Framework.



This structure was endorsed by our Executive Committee (EXCO) and Board in late 2022 and launched across our business in 2023. It brings together company-wide initiatives that are reflected in our sites' plans and linked by three key pillars.

Sustainability Pillars


Focus Areas

The framework is informed by regular materiality reviews and our memberships and associations. The pillars are composed of seven focus areas and 17 material topics that reflect business and external reporting requirements. They inform internal key performance indicators (KPIs) for relevant heads of functions that are approved by general managers, endorsed by the EXCO and included in MMG's Integrated Business Plan (IBP) to drive priorities. Each material topic, identified through an assessment criterion, aligns with MMG-wide reporting and disclosure requirements.

Material Topics


People and communities

 Health, Safety and Wellbeing	 People and Culture	 Social Engagement and Investment
Zero harm and safety culture	Diversity and inclusion Employee value proposition	Local communities and Indigenous peoples Local and regional development




Environmental stewardship

 Managing Environmental Impacts	 Climate Change Action
Biodiversity and land management Responsible water consumption Impact of mine closure Tailings and waste management	Impact of climate change Transition to a lower carbon economy



Trusted and responsible producer

 Ethical Business Conduct	 Our Products and Sustainable Value Chains
Business ethics and transparency Trust and geo-political risk Privacy and cyber security	The minerals we mine Value chain sustainability Supply chain resilience



MMG Sustainability Framework (continued)

Governance and review process

Our Sustainability Framework is not static and will need to grow and change as industry and stakeholder expectations evolve. The focus areas and material topics will remain relevant and reflect international trends and priorities through our ongoing reviews, and we will update our approach where required.

Within the Sustainability Framework, the following people are responsible for delivering the MMG strategy:

- Site general managers administer resourcing, annual business plan KPIs and IBP budgets.
- Head office functional heads guide site reporting, train and support teams and set goals.
- MMG's Head of Sustainability and Social Performance annually reviews and tracks material topic progress alongside KPIs, and internal and external reporting requirements. This role also has responsibility for monitoring and benchmarking international trends and concerns, with any changes and updates endorsed by the EXCO.

Internal governance approach

Our framework is owned by the GRNS Board Committee with regular EXCO updates supported by the MMG Assurance Framework. In addition to external assurance of our reporting suite, further transparency is set by MMG's Audit and executive management committees, including

the EXCO, the Disclosure Committee, Investment Review Committee, Mineral Resources and Ore Reserves Committee and Code of Conduct and People Committee. Several policies that guide our sustainability approach are Corporate Governance, People, Quality and Materials Stewardship, Shareholder Communication and Code of Conduct.

Stakeholder and community engagement relationships

Sustainability extends to MMG's business decisions with flow on benefits for the governments and economies in the countries where we operate. Our mine operations find opportunities for local enterprises to join supply chains or enter other regional and national markets. We deliver employment and business opportunities, healthcare, education, food security, infrastructure and development projects, in line with and supporting existing government initiatives.

Our relationships are based on regular and open dialogue and mutual respect for host communities' cultures, languages, values and customs. We sponsor and participate in local cultural events, grievance management options and environmental monitoring. MMG consistently invites or seeks inputs to improve decision-making. The suggestions, feedback and issues that matter to our stakeholders matter to MMG. Our corporate level stakeholder grievance mechanism guides each operation with site-specific documentation and processes in the languages spoken by our stakeholders.

International Council on Mining and Metals (ICMM)



We engage on industry relevant matters with many expert organisations. MMG's open and accountable model aligns with our long-standing ICMM membership and commitment to the body's Mining Principles and eight additional Position Statements. This is a best practice framework as the ICMM is the world's leading peak body promoting sustainable mining industry development. Our memberships and external commitments further bolster our sustainability approach, consistent with our peers and recognised world best practices.

Our commitment to safe and sustainable mining operations aligns with being a long-standing ICMM member. By engaging on industry relevant matters with many peak body organisations MMG is guided by a best practice mining and metals industry framework.

Our memberships

Member of leading industry organisations

