Eurasian Resources Group S.à r.l.
Sustainable Development Review 2025

RESILIENT
EFFICIENT
RESPONSIBLE

CONTENTS

About this review

This Sustainable Development Review serves as a short-form update compared to the more comprehensive, GRI-informed reports published in previous years. Nonetheless, it continues to be guided by ERG's materiality assessment. For further details on our underlying materiality methodology and process, please refer to our 2023 Sustainable Development Report.

In parallel with the publication of this review, we continue to advance our efforts to align with the European Union's Corporate Sustainability Reporting Directive (CSRD). This includes updating our double materiality assessment, and strengthening our sustainability data management processes.

This review presents ERG's performance for the 2025 calendar year, covering mining, processing, power generation, project development and transportation activities.

It provides a high-level overview of key issues, trends and outcomes across our operational, financial, environmental, social and governance performance.

ERG remains committed to the achievement of the UN Sustainable Development Goals (SDGs) through its initiatives. Related UN SDGs are outlined at the start of each topical chapter in this review.

While the information provided in our 2023 Sustainable Development Report – particularly regarding our management approach – remains relevant, additional and supporting details are available at:

- **Group:** eurasianresources.lu
- **Kazakhstan:** erg.kz
- **Africa:** ergafrica.com
- **Brazil (BAMIN):** bamin.com.br

The content of this review has not been subject to third-party assurance, but has been subject to internal validation.

Please note that this report is produced in English, Kazakh, Russian and Chinese. In the event of any inconsistencies, the English-language version shall take precedence.

Notes on the preparation of this review

All references to 'ERG' or the 'Group' refer to Eurasian Resources Group S.à r.l. and/or its subsidiaries.

This document includes forward-looking statements. For more information, please refer to the inside back cover.

We welcome feedback on this review. Please send any comments or requests for additional information to *sdr@erg.net.*

How to use this review

This review uses interactive features to link to different elements of its content.

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WHO WE ARE

Eurasian Resources Group (ERG) is a global metals and mining company with a workforce of 63,906[1] and integrated exploration, mining, processing, energy, logistics and marketing operations. ERG's main regions of operational presence are Kazakhstan, Africa and Brazil. We sell our products in more than 40 countries, and are a major supplier of critical minerals that are enabling the global energy transition.

ERG is one of the world's leading producers of high-carbon ferrochrome by chrome content, underpinned by fully integrated chrome ore assets. We are also a major African copper producer and one of the world's largest producers of cobalt. In addition, we are the only producer of primary aluminium in Kazakhstan, the sole supplier of alumina in Central Asia, and the largest supplier of iron ore in the region.

OUR VISION

An international, sustainable, socially responsible and efficient natural resources company.

OUR MISSION

Be the best at what we do. Navigate global change, while holding true to our values. Responsibly unlock the potential of the Earth and its people, ensuring the prosperity of those who rely on us.

YEAR AT A GLANCE

FINANCIAL

Underlying EBITDA
US$2,116M
2024: US$1,867M

Revenue
US$6,209M
2024: US$6,347M

Capex
US$950M
2024: US$1,163M

OPERATIONAL

Ferroalloys production
1,835kt
2024: 1,863kt

Aluminium production
264kt
2024: 265kt

Saleable copper metal and copper in concentrate production
148.7kt
2024: 139.2kt

SUSTAINABILITY

Lost time injury frequency rate
0.95
2024: 1.12

GHG emissions
29.2Mt CO_2e
2024: 29.7Mt CO_2e

Economic value distributed
US$6,247M
2024: US$6,506M

OUR VALUES

- SAFETY
- UNITY
- EFFICIENCY
- DEVELOPMENT
- RESPONSIBILITY

1 Excluding contractors.

ERG AT A GLANCE

A strategic resources partner for a resilient, low-carbon future

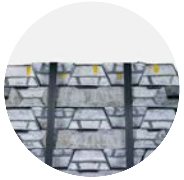
KEY PRODUCTS AND AREAS OF USE

KAZAKHSTAN

Ferroalloys

- Consumer goods
- Energy & Chemical industry
- Construction & Infrastructure
- Automotive
- Machinery

Alumina and aluminium



- Transportation & Automotive
- Construction & Infrastructure
- Packaging
- Consumer goods
- Energy infrastructure

Energy

- Power generation for industrial and domestic use

Iron ore

- Construction
- Infrastructure
- Machinery
- Automotive

BRAZIL

Iron ore

- Construction
- Infrastructure
- Machinery
- Automotive

AFRICA

Cobalt, copper and other non-ferrous

- Infrastructure
- Transport
- Electronics
- Lithium-ion batteries

1 Boss Mining operation in the DRC is currently on care and maintenance.
2 Chambishi Metals operation in Zambia is currently on care and maintenance.

CHAIRMAN AND CEO STATEMENT

In 2025, we achieved significant gains in efficiency and profitability, marking the ongoing successful execution of our Group Strategy

Shukhrat Ibragimov, Chairman of the Board of Managers and CEO

On behalf of ERG, I am pleased to present the 2025 Sustainable Development Review, which provides a strategic update on our business, including our sustainability performance. I am proud to share our key achieve-ments, as well as the decisive actions we are taking to address the challenges we and the broader industry face, while we continue building a resilient, efficient and sustainable business.

In May 2026, Nature Energy Solutions Ltd., a company owned by Mr. Shakhmurat Mutalip, acquired a 39.3% stake in ERG from Patokh Chodiev and the heirs of Alexander Machkevitch. These changes to ERG's shareholding structure are intended to further strengthen the Group's business resilience, enhance the effectiveness of our corporate governance and support our long-term success.

Safety first

No aspect of the business is more important than safety. I am highly appreciative of the efforts of our safety teams and all employees across our operations, whose daily commitment and shared responsibility have helped improve many aspects of our safety performance. While our safety performance improved versus the prior reporting year, it is clear that more needs to be done. In particular, I am deeply saddened to report the loss of five colleagues in 2025, two of whom were employees and three of whom were contractors. All of these incidents occurred in Kazakhstan. Each loss is wholly unacceptable and we are determined to minimise the risk of such incidents occurring.

In support of this, we have implemented a range of important safety enhancements in Kazakhstan, including advanced AI and video analytics safety solutions, a digital critical risk control tool, additional 'Lockout/Tagout' safety systems and strengthened contractor oversight, among many others (p. 23). In addition, a new Occupational Health and Safety (OHS) Policy was approved in Kazakhstan in February 2026. In Africa, we enhanced our region-wide fatal risk protocols and implemented a range of site-specific safety measures (p. 23).

Safety is a core value at ERG and we will double down on our 'Year of Safety' in 2026, going even further to build a stronger workplace safety culture. Achieving Zero Harm will require an ongoing, systemic effort based on sustained commitment at all levels. We must hold ourselves and each other to the highest stan-dards, and work together to build a culture that keeps each one of us safe, happy and productive at work.

Delivering on our Group Strategy

Our Strategy, adopted in December 2024, has already delivered positive results. This included a further marked increase in the Group's under-lying EBITDA driven by systemic improvements in operational efficiency, strengthened cost control, increased production and investment in our core assets in Kazakhstan and the DRC. We achieved this despite a range of macro challenges, including a slowing global economy (plus a weaker US dollar[1]), heightened geopolitical instability, weaker ferroalloy prices and a temporary cobalt export ban in the DRC. Our performance in this context underlined the effectiveness of our strategic focus, as well as the resilience of our business.

1 The currency used in our sales transactions.

CHAIRMAN AND CEO STATEMENT CONTINUED

At the same time, we are actively evolving how we run our business. This includes moving towards a more flexible, division-focused business model that offers higher levels of profitability and resilience. It also means exploring opportunities to move beyond raw materials production and increase our exposure to higher-value-added, higher-margin products.

In terms of technology, we continue to invest in our own research and development, and to deploy digital and AI-driven solutions to enhance the efficiency and productivity of our operations.

Diversification and resilience

Our resilience is underpinned by the diversified nature of our business. We operate across multiple commodities and geographies and enjoy a high level of vertical integration. This reduces our exposure to any single market, product or jurisdiction. Such diversification, combined with responsible portfolio management and disciplined capital allocation, enables us to respond effectively to industry challenges.

Leveraging our assets

Our ambition is to deliver long-term sustainable growth by fully leveraging our existing assets and organisational strengths. We are continuing to optimise and invest in our core mining and processing sites in Kazakhstan and our main production operations in the DRC, while proactively integrating technology across the business. This means making better use of our people, geology, infrastructure, data and expertise to increase production volumes and sustainably reduce unit costs over time.

A reliable strategic partner

Combined with the nature of our products and the advantageous location of our operations, our resilience and sustainable growth ambitions make us a reliable long-term partner for those navigating the energy transition and seeking a trustworthy supply of critical raw materials in an uncertain geopolitical environment. Our products come with high levels of mineral value chain assurance, further reinforcing the positive role we can play in the global metals market.

Generating value for our stakeholders

Our long-term success also relies on our delivery of sustained value to all our stakeholders.

In 2025, we distributed US$6,247 million to our employees, suppliers, finance partners, host governments and local communities (2024: US$6,506 million). An even greater impact comes from the opportunities we help create in our host countries: from the tens of thousands of livelihoods supported by our operations and suppliers, to our large-scale external skills development programmes. We will always seek opportunities to maximise the shared value we generate locally, regionally and nationally.

Business performance

In 2025, external dynamics continued to highlight the need for our business to be resilient and flexible. A notable example was the temporary suspension of cobalt exports in the DRC, followed by the introduction of an export quota system. Despite this, the performance of our other product segments helped limit the Group-level financial impact of this event, while reinforced focus on cost optimisation, disciplined control and stronger operational performance helped ERG Africa increase its positive contribution to the Group's results.

Overall, and with the exception of our cobalt segment, the Group delivered solid levels of production. While there were slight declines in ferroalloy, alumina and aluminium output, we saw a material increase in our output of iron ore and copper products, as well as coal and semicoke.

Operational

Kazakhstan

Iron ore pellets and concentrate production increased by 8.9% to 10,998kt (2024: 10,098kt), mainly as a result of higher output and improved utilisation rates at iron ore operations. Coal production increased by 5.6% to 34,341kt (2024: 32,529kt), supported by stable operations at Ekibastuz and Shubarkol, plus higher overseas demand. We also increased semicoke production by 13.7% to 544kt (2024: 479kt) as our Semicoke Plant ramped up.

Total ferroalloys production remained broadly stable at 1,835kt gross output (2024: 1,863kt), reflecting stable performance across smelting operations during the year. Meanwhile, alumina production decreased by 2.0% to 1,500kt (2024: 1,530kt). Our production of aluminium remained stable at 264kt (2024: 265kt), with the plant continuing to operate close to its maximum capacity. At the same time, electricity output increased marginally to 17,421 GWh (2024: 17,396 GWh).

Africa

At Metalkol, copper metal production remained stable at 101.1kt (2024: 101.0kt), while we reduced cobalt hydroxide production by 70.0% to 5.7kt (2024: 19.0kt). This reduction was made in light of the government's suspension of cobalt exports and its implementation of a new export quota system. Frontier increased copper in concentrate production by 25.3% to 47.6kt (2024: 38.0kt), reflecting improved feed grade and the fact that 2024 production was impacted by delays in the Cut 4 ramp-up process.

Brazil

In April 2025, we placed BAMIN's Pedra de Ferro integrated mining, railway and port project into care and maintenance. This reflects the challenging geopolitical and macroeconomic environment, combined with lower commodity prices. We are continuing to explore a range of strategic options, including engagement with the potential acquirer of BAMIN, regarding the future of the project.

CHAIRMAN AND CEO STATEMENT CONTINUED

Financial

Revenue and EBITDA

In 2025, we increased our underlying EBITDA again by 13.3% to US$2,116 million (2024: US$1,867 million). Revenue decreased moderately by 2.2%, primarily due to weaker iron ore and ferroalloy prices. While cobalt export ban in the DRC reduced sales volumes, the impact on revenue was largely offset by higher cobalt prices. Our strong EBITDA performance was largely due to our ongoing focus on process efficiency and cost optimisation. This helped us achieve very substantial unit cost reductions, including for our ferroalloys, iron ore and copper concentrate. ERG Africa represented 24% of Group EBITDA, almost double the 2024 level.

Costs

In 2025, we realised cash cost savings of approximately US$252 million, which directly supported our improved margins and broader financial resilience.

In Kazakhstan, we achieved cost reductions despite inflationary pressure on our inputs, indexed wage increases and higher repair costs to maintain stable production and prepare for future growth. The commissioning of our Khromtau wind power project also reduced our energy costs, while our increased use of reductants produced at our new Semicoke Plant reduced costs associated with external purchases. Lower general and administrative costs also contributed to our performance.

In Africa, we continued to optimise costs through operational efficiency initiatives, disciplined management of maintenance and contractor expenditure, and improvements in power supply reliability. Increased grid power availability reduced reliance on generators, while higher production volumes at Frontier supported improved unit cost performance.

Capex

Capital expenditure amounted to US$950 million (2024: US$1,163 million), focused primarily on Kazakhstan. This continued the investment growth trend that began in 2022, with investment levels US$200 million above the 2017–2021 annual average. In 2025, capital expenditure was primarily focused on improving our existing assets and extending their lifespan as we pursue sustainable future growth. It was also focused on strengthening workplace health and safety, environmental management and the development of new products.

Cash flow

Net cash generation from operating activities remained both strong and stable at US$1,179 million (2024: US$1,240 million), reflecting not only reduced costs, but also proactive working capital management[1] and lower income tax payments. We used a net total of US$596 million in cash for investing activities (2024: US$1,317 million), most of which was directed towards capital expenditure.

The significant decrease in cash used for investing activities reflects the unblocking of dividend liability to the Government of Kazakhstan (totalling US$366 million). This payment was reflected in net cash used in financing activities, which increased to US$535 million (2024: US$127 million).

Debt and financing

In 2025, we continued to further enhance our access to liquidity and our financial resilience through the diversification of our financing arrangements. This included the signature of several significant agreements with key trading houses. For example, we extended an existing copper pre-export finance facility arranged with the Bank of China (London branch) and Glencore International to US$215 million. This was linked to the supply of copper from Metalkol. We also signed a strategic long-term copper supply agreement with Mercuria, which included a US$100 million prepayment facility.

In addition, the Development Bank of Kazakhstan (DBK) provided US$27 million for the implementation of our investment project 'Construction of the Khromtau Wind Power Plant' (p. 13) and US$200 million for working capital needs of KAS. In parallel, we continued to explore alternative financing opportunities.

We also launched, for the first time, a public debt instrument. Coupon bonds with a three-year maturity for a total amount of US$100 million were issued via KAS and were guaranteed by the DBK. These were awarded an investment-grade credit rating of 'Baa1' by Moody's. This also marked the first time that privately issued bonds from Kazakhstan received an international investment-grade rating.

During the year, we drew US$610 million from our credit facilities to support working capital needs and finance capital investments. Over the same period, we repaid borrowings of US$774 million (2024: US$647 million), resulting in net repayment of borrowings of US$164 million (2024: US$123 million).

Credit rating

In August 2026, the international rating agency Moody's reaffirmed the Group's long-term credit rating at B2 with a 'Stable' outlook. The assessment reflected several key factors, including the gradual improvement in the Group's credit metrics, as well as the sensitivity of its credit metrics and liquidity to commodity price volatility.

Business sustainability

Enhancing efficiency and production

In 2025, we continued to modernise and strengthen our core production assets in Kazakhstan, with a clear focus on improving efficiency, increasing output and, ultimately, leveraging our existing assets to support long-term growth.

Notably, this included the ongoing development of our new Bolashak chromium mine, which will supply our Aksu and Aktobe Ferroalloys Plants for many years to come. We also enhanced Donskoy GOK's ERG Green tailings reprocessing project through the launch of an innovative flotation enrichment process, currently in the commissioning phase. This will increase the recovery rate and support our ambition to produce more than 500,000kt of chrome concentrate annually.

At Pavlodar Aluminium Plant, we have initiated a large-scale project to construct a product filtration section and vertical calcination kilns. Once completed, these improvements will increase production, reduce costs and lower energy consumption.

Developing new products

We are exploring opportunities to develop new, higher-margin products, including critical raw materials. This is with the aim of positioning us to access new markets and enhance long-term profitability, while supporting the Government of Kazakhstan's ambition for domestic companies to generate greater in-country value.

Our gallium production facility at Pavlodar Aluminium Plant is due to start production in late 2026. This will create a new and reliable source of supply of this critical mineral, used in a range of applications such as high-speed chips, 5G technology, lasers and advanced radars. The target capacity of this new facility is 15 tonnes of gallium per year, which should make Kazakhstan the second largest producer of this critical mineral in the world.

In addition, our use of reductants produced at Shubarkol Komir's Semicoke Plant has completely replaced the need for us to import petroleum coke for use at our Aksu and Aktobe Ferroalloys Plants, with material benefits in terms of cost and stability of supply. We are now considering the development of new coal-to-liquid and coal-to-chemical products.

1 Including the minimisation of prepayments under procurement contracts and the revision of emergency stock inventories.

CHAIRMAN AND CEO STATEMENT CONTINUED

Increasing control over our inputs

Recent global events have demonstrated how vulnerable companies can be to disruptions in their supply chains.

This is why we are not only securing greater control over our input materials in Kazakhstan, but are also further developing our ERG Service division. ERG Service helps mitigate this risk through the in-house production of 3,000 different spare parts and heavy equipment components, including strategically important mining, metallurgy and power plant components. This not only enhances our operational resilience, but also helps to replace imported inputs and supports the development of the local economy.

Embedding technology and AI

We are proactively digitalising our business and integrating AI to make our operations safer and more efficient. Key examples in Kazakhstan, some of which were developed internally, include using 'smart' safety cameras, autonomous dump trucks, real-time personnel positioning, automated dispatch systems, predictive power demand modelling and AI-powered mine planning. The integration of AI into our operations in Africa will be a key area of focus in 2026, with a particular emphasis on enhancing operational efficiency, strengthening safety management and improving decision-making capabilities (p. 15).

We are determined to be a technology-led mining and metals business. Among other things, this includes leveraging breakthrough solutions to produce gallium and enhance ERG Green's extraction process (p. 13).

Sustainability performance

Responsible production and circularity

We are committed to responsibly managing the environmental impacts associated with our operations. Our US$500 million, 10-year Environmental Strategy is an example of this commitment in action. This will reduce our particulate emissions in Kazakhstan by more than half by 2030 and bring our metallurgical and power generation operations there further in line with European Union particulate air emissions standards. We are also taking steps to improve our water stewardship and reduce water consumption at key sites in Kazakhstan (p. 19).

At the same time, we continue to embed circularity in our business through the reprocessing and management of mining waste. At Donskoy GOK in Kazakhstan, our ERG Green project is reprocessing chrome oxide-bearing tailings. This is delivering positive impacts in terms of waste management, pollution prevention and water stewardship, while complying with green loan principles (p. 20). In the DRC, Metalkol continues to address the environmental legacy of historical third-party tailings by reprocessing them to produce copper and cobalt hydroxide (p. 21).

Reducing our carbon footprint

We are fully committed to supporting Kazakhstan's lower-carbon future and are working towards our Net Zero by 2050 climate target in the country. This is alongside our medium-term goal of reducing the carbon footprint of our ferrochrome, aluminium and iron ore pellet products by 30% by 2035. We recognise this is a complex and long-term challenge, particularly given current reliance on coal-fired power generation in Kazakhstan. Nonetheless, it is a journey we are determined to make.

We are translating our ambition into action. In August 2025, we fully commissioned our first, 150 MW Khromtau wind power project (p. 19), which will directly reduce the carbon intensity of our Donskoy GOK operation. We have also started the construction of a new, 80 MW ferroalloy gas recycling power plant at Aktobe Ferroalloys Plant. This proprietary project will replace our consumption of conventionally-generated power and reduce GHG emissions. Beyond reducing the carbon intensity of our own operations, we also support the global energy transition through our production of cobalt, copper, aluminium and ferroalloys.

Strengthening our foundations

Our people are the foundation of our business. We do our best to attract and retain the top talent by providing competitive pay, comprehensive benefits and comfortable, safe working environments. During the year, I was pleased to see these efforts recognised, with ERG named among the Top 5 most attractive employers in Kazakhstan,[1] up from 20th place in 2023. ERG also continues to be recognised as an ACCA Approved Employer, demonstrating our ongoing commitment to the professional development of our global team.[2]

While there is a general talent shortage facing the sector, we are effectively managing this risk through the ongoing development of our educational ecosystem, which helps us maintain a strong talent pipeline and supports our succession planning. In Kazakhstan, this includes our internationally recognised ERG Corporate University, which won Gold in the 'Best Programme in the Field of Professional Training' category at the EFMD[3] Excellence in Practice Awards 2024. In addition, it became the first institution in the CIS to achieve EFMD's LIFT Learning Impact Certification.[4]

1 According to the results of an independent 2025 survey conducted by the staffing company, Ancor.

2 The ACCA Approved Employer status recognises organisations that demonstrate high standards of staff training and development, including support for individuals pursuing ACCA qualifications. For more information see: *accaglobal.com*.

3 EFMD is an accreditation body for business schools, business school programmes and corporate universities.

4 LIFT is a certification for corporate learning functions. For further details, see: *efmdglobal.org*.

CHAIRMAN AND CEO STATEMENT CONTINUED

We are not only building our own skills pipeline, but are also helping to develop Kazakhstan's future workforce. For example, our strategic ERG and College Alliance (p. 25) has provided important takeaways for the Government's 2025–2027 Roadmap.[1] This will help foster stronger cooperation between vocational educational institutions and domestic companies, and support the development of a future-ready workforce. During the year, we also launched 10 modern competence and 3 professional qualification recognition centres in our operating regions (p. 25).

In Africa, we increased our investment in skills development to US$1.2 million (2024: US$230,000), reflecting a higher number of training programmes and participants, with a particular focus on leadership training and technical training. We also supported the opening of a vocational training centre in Kolwezi near Metalkol, which was officially inaugurated by the President of the DRC – and received accreditation for Metalkol's technical training centre.

Building sustainable communities

We are committed to creating meaningful, lasting impact in our host communities through sustained, large-scale community social investment (CSI). During the year, our global CSI totalled over US$40 million (2024: US$120 million). In Kazakhstan, this includes a holistic focus on socio-economic development in our operating regions (p. 28). In the DRC, we are working with local communities to address urgent local priorities, with the ultimate aim of developing sustainable and self-sufficient economic ecosystems to last long beyond the lifespan of our operations.

Product integrity and assurance

Trust in our products is built on transparency and accountability. We support this through strong assurance mechanisms that safeguard the integrity of our sourcing, processing and trading activities.

In the DRC, Metalkol delivers the highest levels of traceability and assurance through the application of our Clean Cobalt and Copper Framework, the Responsible Minerals Assurance Process and the Copper Mark certification (p. 32).

In Kazakhstan, our Responsible Aluminium Framework provides 'beyond compliance' assurance across the value chain and ensures alignment with the London Metal Exchange's Responsible Sourcing requirements. Similarly, Kazchrome has been awarded an international Environmental Product Declaration (EPD) for its high-carbon ferrochrome,[2] while Shubarkol Komir is working to achieve Bettercoal Producer status.

We are also proactively preparing for compliance with the European Union's Corporate Sustainability Reporting Directive, including through undertaking a double materiality assessment and enhanced data management and reporting processes.

Strengthening government partnerships

Our host governments rank among our most important partners. In Kazakhstan, we actively support the Government's efforts to build a prosperous future for the country and its citizens, including through educational transformation, vocational skills development, technological innovation (including AI) and mine safety regulation. We remain committed to supporting the Government's broader development agenda, where it aligns to our business objectives.

In the DRC, we maintain a long-term, collaborative partnership with the Government, underpinned by the significant socio-economic impacts of our investments, tax payments, employment and CSI. In 2025, we concluded a positive settlement agreement with state mining company Gécamines regarding the development of the Swanmines mining project (p. 33). This will enable us to move forward together as we advance the project on a cooperative basis. We also continued to engage around the development of a sustainable cobalt export framework, and collaborated with state-owned energy utility SNEL on the upgrade of the 48.4 km Nseke–RO power line (p. 33).

In addition, while none of our production originates from artisanal and small-scale mining (ASM), we are supporting government efforts to promote the formalisation of responsible ASM. This includes our formal memorandum of understanding with Entreprise Générale du Cobalt (EGC), which (among other things) aims to provide safer and more sustainable income opportunities for local populations.

Next steps

I am proud of our highly professional and committed people at ERG and of what we have already achieved as a team. As we continue to deliver on our strategic goals – improving efficiency, increasing output and reducing costs, while investing in our core assets and enhancing our financial resilience – we are truly laying the foundations for both enhanced future margins and sustainable growth. Our focus on higher-margin products will also serve to enhance the resilience and long-term strength of our business.

We are already achieving tangible results, and I am confident of much more to come.

Building this shared future will mean operating responsibly and continuing to create value for the thousands of people connected to our business around the world. This is a responsibility we embrace – and a journey we will take together.

Shukhrat Ibragimov,

Chairman of the Board of Managers and CEO

1 On 28 August 2025, the Minister of Education of the Republic of Kazakhstan and the Minister of Science and Higher Education of the Republic of Kazakhstan issued a joint order approving the Roadmap for the Transformation of Vocational and Technical Education for 2025–2027.

2 The certification confirms that ERG's products meet international environmental standards and provides transparent environmental impact disclosures.

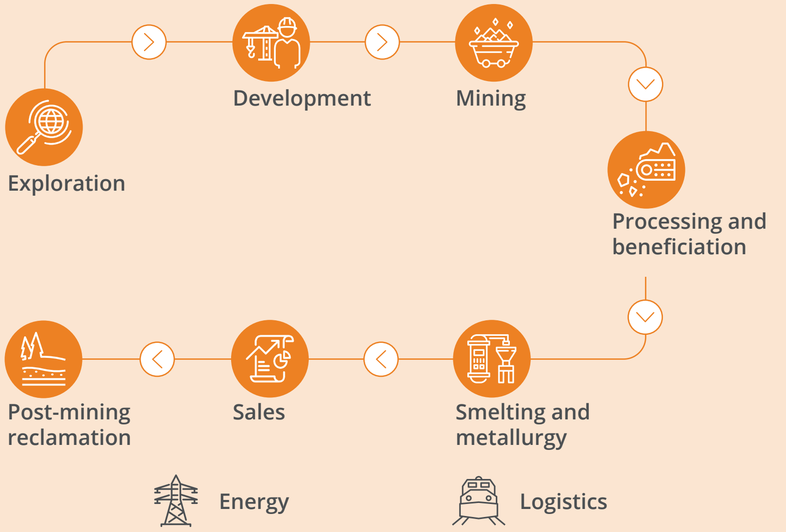
OUR BUSINESS MODEL

Generating shared value

Inputs

- Financial capital
- Human capital
- Social and relationship capital
- Natural capital
- Manufactured capital
- Intellectual capital

An integrated business



Our products

Critical raw materials


Cobalt


Copper


Alumina and aluminium

Other metals / products


Ferroalloys

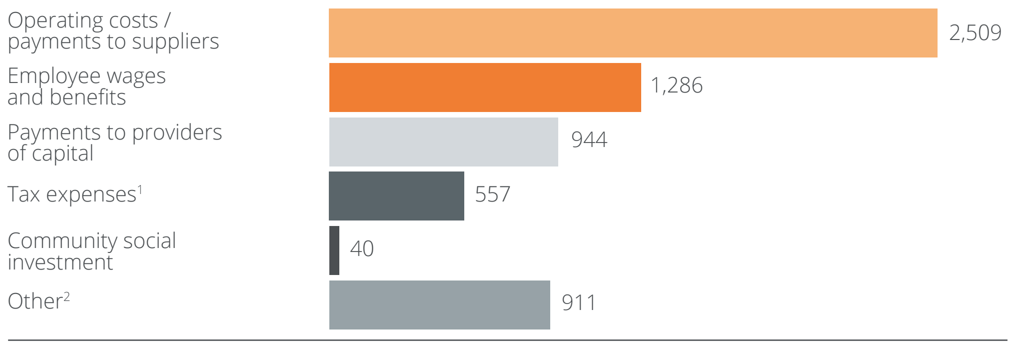

Iron ore


Coal

Our performance indicators

- **US$2,116M** Underlying EBITDA
- **0.95** LTIFR
- **29.2Mt CO_2e** GHG emissions
- **US$6,209M** Revenue
- **>US$40M** Community social investment
- **1,981 Mm^3** Water consumption

Economic value distribution (US$M)



Total US$6,247M

1 Tax expenses are accrued taxes for the year 2025, while tax payments are actually paid taxes in 2025 (p. 33).

2 Other includes capex, i.e. capitalised cash outflow for property, plant, equipment and intangible assets, net of capitalised borrowing costs and capitalised salaries. Capex is presented gross before taking into account any disposals of property, plant and equipment.

OUR STRATEGY

Building a resilient business and delivering societal value

STRATEGIC CONTEXT

Business sustainability

Driven by our Strategy,[1] we are building a successful and resilient company through modernisation, innovation and responsible management. This includes the development of a solid platform for future growth, based on operational efficiency and strengthened financial resilience. The achievement of this ambition relies on the collective efforts of our employees and a shared sense of purpose – to establish ERG as a true industry leader.

Societal value

The success and resilience of our business will also enhance our ability to generate societal value for our communities, regions and countries of operation. This includes the direct, indirect and induced impact of the payments we make to employees, local communities, suppliers and host governments. Importantly, it will also enable our business to generate more in-country economic value, including through the domestic production of higher-value-added, higher-margin products.

Vital natural resources

The cobalt, copper, aluminium and ferroalloys that we produce represent vital inputs for the broader global economy and the transition towards a lower-carbon future. All of these products are supported by high levels of value chain assurance.

Responsible operations

As we advance our Strategy, we will continue to prioritise worker safety and responsible environmental and social management. This will ensure we comply with recognised global standards and enhance our market position.

KEY PILLARS OF OUR STRATEGY

Strengthening financial resilience

Accelerating debt reduction and resource reallocation to develop our production facilities. Our goal is to substantially decrease our debt level, creating the foundation for future investment projects.

Key results in 2025:
- Delivered year-on-year EBITDA growth of 13.3%, despite a 2.2% decrease in revenue, including the near doubling of ERG Africa's contribution to Group EBITDA
- Diversified and strengthened financing arrangements, including trade finance, project finance and our first public debt instrument (p. 7)
- Net repayment of borrowings of US$164 million

Focusing on key production assets

Prioritising the development of our core production facilities in Kazakhstan and other jurisdictions, as well as nurturing conditions for well-being in our key operating regions. This will reinforce our foundation for sustainable long-term growth.

Key results in 2025:
- Continued to develop and modernise key projects in Kazakhstan, including the launch and ramp-up of our Bolashak chromium mine (p. 13)
- Optimised our production facilities in the DRC (Frontier and Metalkol) (p. 14)
- Fully commissioned our 150 MW Khromtau wind power project in Kazakhstan (p. 13)

Increasing production and efficiency

Maximising capacity utilisation at existing facilities and reducing costs. This will allow us to operate with higher efficiency and reduce our vulnerability to market fluctuations.

Key results in 2025:
- Broadly matched record 2024 production volumes for ferroalloys, aluminium and alumina – and increased production of copper in concentrate, iron ore pellets and concentrate, coal and semicoke (p. 6)
- Realised cash cost savings of US$252 million
- Proactively digitalised our business and integrated AI, delivering more than US$112 million in economic impact (p. 14)

Enhancing corporate governance

Transforming our management model, which includes the establishment of clear responsibilities with reasonable delegation of authority and timely decision-making. This will help us maintain flexibility, build trust and strengthen relationships with our key partners. Retaining and developing our employees, improving their qualifications and contributing to professional growth is an area of particular focus.

Key results in 2025:
- Distributed US$366 million in dividends related to prior reporting periods to the Government of Kazakhstan
- Reached a positive settlement agreement with DRC state mining company Gécamines regarding the development of our Swanmines project (p. 33)
- Supported the Year of Vocational Professions in Kazakhstan, including the launch of modern mining competence centres (p. 25), and opened a vocational training centre near Metalkol in the DRC

1 Launched in 2024 with a three-year time horizon.

OUR BUSINESS

MATERIAL ISSUES

- Growth and asset maintenance
- Technology, efficiency and digitalisation
- Value distribution

RELATED UN SDGs

Management approach

We remain focused on developing our core operations in Kazakhstan to unlock greater efficiency, increase production volumes and potentially develop higher-value-added, higher-margin products. At the same time, we are optimising the full potential of our existing infrastructure and capabilities and establishing a devolved, production-focused business model. In Africa, our primary focus is on reducing operating costs and optimising production at Frontier and Metalkol, our core operating assets in the region. In parallel, we are reviewing those operations that are currently on care and maintenance to evaluate whether there are opportunities to restart production.

We are also working to grow our resource base in Kazakhstan. ERG Exploration applies the (CRIRSCO- and JORC-aligned) KAZRC standards to identify and assess bauxite, rare-earth minerals, chromite and copper opportunities, among others.

The development and execution of our strategic projects in Kazakhstan are guided by a capital project management framework, which supports effective project delivery and continuous enhancement of our project management methodology. In Africa, our capital projects are subject to independent reviews by third-party specialists. In 2025, we spent US$950 million on capex (2024: US$1,163 million).

We pursue systematic improvements in operational efficiency and productivity through the application of lean management principles, cross-functional collaboration and active employee engagement. In addition, ERG Research and Development in Kazakhstan applies technological innovation to enhance existing mining and metallurgical processes, and develops innovative solutions that can be scaled across the business.

A reliable strategic partner

We are committed to ensuring a secure and dependable supply of metals that will support the global energy transition and help meet the strategic needs of key markets. This is reflected in our sustained investment in our core assets, disciplined optimisation of existing capacity and a continued focus on cost efficiency.

Our products are supported by high levels of responsible mineral value chain assurance, giving customers confidence that the products they purchase are responsibly produced and are not creating unintended negative environmental or social impacts. Further details regarding our application of responsible value chain certifications and frameworks can be found on p. 32.

GROWTH AND ASSET MAINTENANCE

Advancing our flagship Bolashak chromium mine

Once our Bolashak chromium mine at Donskoy GOK reaches design capacity in 2038, it is expected to produce 7.5 million tonnes of chrome ore per year. The 1,200-metre-deep underground mine, commissioned in late 2024, is expected to represent a total investment of US$2 billion and ranks among Kazakhstan's largest investment projects.

It will apply sub-level caving technology and a fully mechanised block caving system to feed our existing ferroalloys plants and support our future metal exports. In 2025, around 618 people were employed at the site, with capacity for significant expansion in future.

During the year, we focused on development works and the installation of modern mining equipment, including self-propelled drilling rigs that can be controlled from the surface. Spontaneous hydrogen ignitions meant mining and development work was temporarily suspended in March and May–July 2025. Work resumed in August 2025, following the implementation of comprehensive corrective measures and the granting of requisite permits by the state supervisory bodies. These measures include new wells to remove the gas-air mixture, enhanced mine ventilation, continuous real-time gas monitoring (and data transmission), and a digital underground personnel and transport tracking system.

Other key 2025 asset development projects in Kazakhstan

Iron ore processing facilities at Rudny

Undertook preparatory work for the construction of a new Iron Ore Pellet Production Plant to produce high-quality non-fluxed pellets.

Once it reaches its design capacity, the plant is expected to produce between 5.0 and 5.5 million tonnes of high-quality pellets per year at a lower unit cost.

Enhancements at Pavlodar Aluminium Plant

- **Modernisation**

  Launched a major project to construct a product filtration section and vertical calcination kilns.

  The project is expected to not only modernise the production process but also reduce GHG emissions by reducing fuel oil consumption by 33%.

- **Gallium production**

  Development of a gallium production facility, which will use innovative technology to improve alumina quality and extract up to 15 tonnes of high-purity gallium a year.[1]

  The facility will make Kazakhstan the world's second largest producer of this critical material after China.

Ferroalloy gas recycling at Aktobe Ferroalloys Plant

Construction started on a ferroalloy gas recycling power plant, with total project investment of US$99 million. This will generate up to 80 MW of electricity, reducing the consumption of conventionally-generated power by Smelting Shop No. 4 by 25–30% and contributing to lower GHG emissions.

Khromtau wind power plant

Fully commissioned (three months ahead of schedule) the 24-turbine, 150 MW Khromtau wind power plant near Donskoy GOK – with potential to increase capacity in future (p. 19).

ERG Green

Launched an innovative flotation enrichment section at our ERG Green tailings reprocessing project at Donskoy GOK, currently in the commissioning phase (p. 20).

The new section processes ultrafine fractions using an innovative technology developed by ERG Research and Development.

Modernisation at EEC Power Plant

Initiated the modernisation of EEC's Power Unit No. 7, including the repair and refurbishment of the boiler unit, as well as the installation of modern equipment (including new feed pumps and an upgraded turbine).

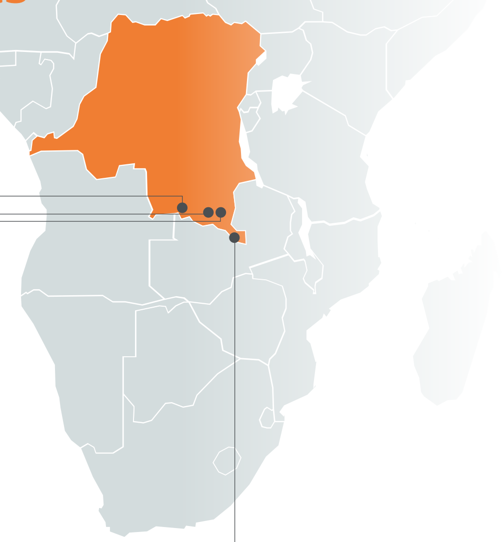
This aims to restore the plant's design generation capacity. The project will increase power output, enhancing reliability of supply, creating flexible generation capacity and benefiting the domestic market.

1 With initial production planned for late 2026.

GROWTH AND ASSET MAINTENANCE CONTINUED

Optimising our assets in the DRC

In 2025, we continued to drive enhanced operational efficiency and reduce costs at our operations in the DRC. Key initiatives are set out below.



Metalkol

- Optimisation of hybrid mining methods and the enhancement of equipment reliability
- Proactive energy management to ensure power supply stability and reduce generator-related costs
- Advancement of the planned development of a sulphuric acid plant, which will replace most of the mine's external acid purchases
- Investigation of process improvement opportunities to address the changing feed profile and reduce the consumption of reagents

COMIDE

- Resumption of limited mining activities after a period on care and maintenance. In addition, related tolling will take place in 2026
- Plans to resume mining at additional pits in 2026, optimise mining methods and undertake a drilling campaign to improve confidence in the life of mine
- Ongoing efforts to secure access to areas affected by third-party illegal mining

Frontier

- A focus on mine planning, capital optimisation and equipment reliability to support the ramp-up of mining operations at the Cut 4 project
- Efforts to improve processing plant reliability and productivity
- Enhancement (including through digitalisation) of the mine's procurement processes, helping improve the availability of spare parts, budget controls and warehouse balances

Boss Mining

- Investigation of tolling contract options to support future production
- Ongoing efforts to secure access to areas affected by third-party illegal mining

TECHNOLOGY, EFFICIENCY AND DIGITALISATION[1]

Driving digitalisation and AI

In 2025, our digitalisation efforts in Kazakhstan helped generate an estimated US$112 million in value. Our systematic transformation programme will support our ambition to be a technology-led company and is focused on data analytics, automation and integrated corporate platforms.

In this context, we have established full wireless coverage of our assets (383 km^2 in area), the largest private network of its kind in Central Asia. Key areas of digitalisation focus are set out below.

Connected employees	Our Qollab digital ecosystem,[2] personnel positioning and digitally-facilitated maintenance and repairs.
Equipment management	Our Mining and Haulage Dispatch Control System and the piloting of autonomous dump trucks,[3] as well as the use of drones and remote-controlled equipment.
Operational management	Our Manufacturing Execution System,[4] digitalised maintenance / reliability processes and the piloting of a Unified Operations Centre.
Corporate systems and analytics	A unified data pool to support analytics, a real-time executive dashboard and automated medical examinations.
Artificial Intelligence (AI)	A proprietary 'factory' to enable employees to build customised AI agents, AI-powered predictive electricity consumption models, the use of 'smart cameras' to enhance conveyor belt reliability and safety, and in-cab fatigue detection cameras (in addition to multiple AI 'computer vision' solutions).

1 All digitalisation initiatives are conducted in accordance with data protection rules and regulations.
2 This provides more than 100 digital services to employees.
3 With three deployed at our Vostochny open pit.
4 Applied at Aktobe Ferroalloys Plant, Aksu Ferroalloys Plant, Kazakhstan Aluminium Smelter, Donskoy GOK and SSGPO.

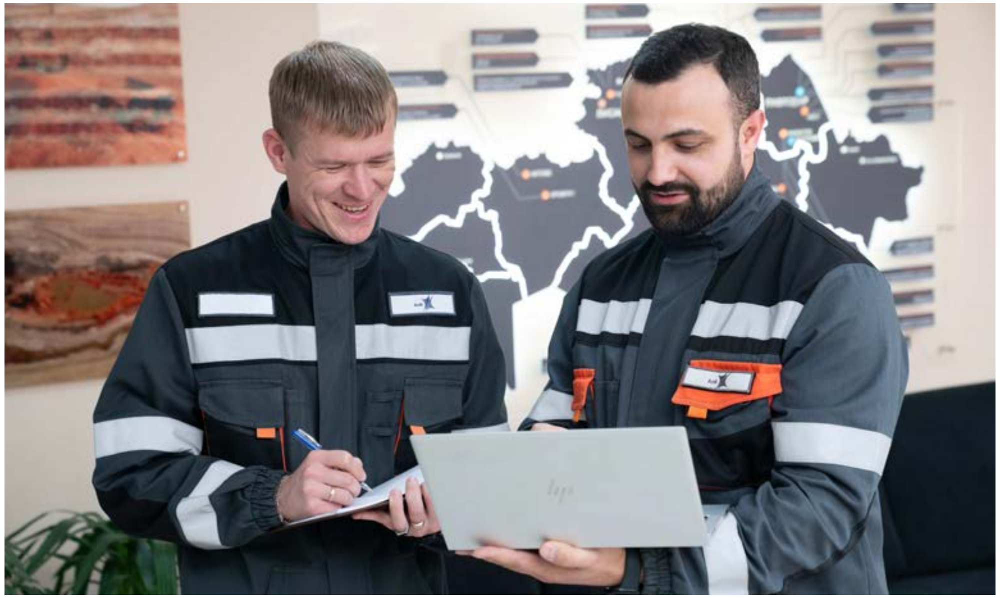
TECHNOLOGY, EFFICIENCY AND DIGITALISATION CONTINUED

Model Workshop project

In 2025, we launched a project to promote 'Model Workshops' in Kazakhstan, to act as a best-practice benchmark across our operations. This includes pilots at SSGPO's beneficiation section, Aksu Ferroalloys Plant's Smelting Shop No. 2 and Donskoy GOK's ore beneficiation and pelletising plant. The Model Workshops will help ensure that our operations carry out work in line with our highest internal standards, including with respect to the key areas outlined below.

These pilots have already generated tangible results, including increased equipment operating time, shorter repair shutdowns and the enhanced training of employees on production system tools, among others.

- **Safety**
- **Maintenance management**
- **Operational efficiency**
- **Automation and digitalisation**
- **Workforce stability and training**
- **Working conditions and welfare facilities**
- **5S workplace organisation methodology**



Embedding AI in our operations

We continue to develop a range of AI solutions at our operations in Kazakhstan, with the aim of reducing safety risks and incidents, enhancing production discipline and decreasing downtime and costs.

In doing so, we are also supporting the Government of Kazakhstan's broader economic agenda, with the President having declared 2026 the 'Year of Digitalisation and AI'. One of our key areas of focus is 'computer vision', a field of AI that enables computers to understand, analyse and interpret complex visual information. We are rolling out more than 10 such projects across our operations, including:

- Advanced conveyer load monitoring to analyse downtime and optimise equipment performance at Donskoy GOK
- Enhanced brake system safety inspection controls for mining equipment at Donskoy GOK
- Development of a digital platform to enhance geological data management across the Group
- Enhanced sinter quality control to help stabilise production performance at Pavlodar Aluminium Plant
- Automated monitoring to prevent emergency shutdowns of crushing equipment at the Vostochny open pit

In addition, we are working on the development of robotics, autonomous equipment and generative AI solutions.

In 2026, we plan to apply a range of high-impact AI solutions at our operations in Africa, which will include AI-driven predictive maintenance, intelligent process optimisation and advanced data analytics to provide real-time insights across our mining and processing activities.

Digitalisation and AI innovation at Aksu Ferroalloys Plant

In 2025, we launched a pilot project to integrate AI tools into Aksu Ferroalloys Plant's existing smelting furnace control system, with an initial focus on Furnace 64. Resulting data was used to develop an AI model to stabilise the production process, improve productivity, enhance energy efficiency, lower costs and reduce safety risks.

This builds on our broader digitalisation efforts at the plant, including its:

- Web-based Dispatch rail transport management system, which monitors 729 wagons in real time
- Management Execution System, which:
  - Monitors the performance of 26 furnaces in the smelting workshop, including through cameras
  - Monitors and regulates the casting process
- Automated pre- and post-shift medical screening process

VALUE DISTRIBUTION

US$6,247M

In 2025, we distributed US$6,247 million[1] in total economic value to our suppliers, workers, finance providers, host governments and local communities (2024: US$6,506 million). This has a significant positive economic impact on the countries and societies in which we operate, including as a result of our tax payments and approach to local content.

58%

During the reporting period, we procured 58%[2] of our goods and services in Kazakhstan from domestic suppliers (2024: 60%). A total of 21%[3] of our domestic procurement spend was allocated to suppliers in our mining towns (2024: 21%). In Africa, 89% of our procurement spend was with domestically registered companies (2024: 85%) and 2% was with local community vendors.

We are working with local communities in the DRC to enhance their ability to service our operations directly and to meet relevant domestic certification requirements.[4]

In Brazil, all of our procurement spend was with domestically registered companies (2024: 100%), with 26% spent with companies in the state of Bahia (2024: 20%).

PLANNING

Key plans for 2026 and beyond include the:

- Ongoing development of our production assets in Kazakhstan and the optimisation of our operations in the DRC
- Further application of cost reduction, efficiency and digitalisation initiatives at our mining and processing operations and beyond
- Ongoing engagement with the potential acquirer of BAMIN regarding the future of the project
- Continuation of our efforts to maximise in-country value for our stakeholders in Kazakhstan and the DRC

1 The slight decrease in 2025 compared with 2024 primarily reflects lower operating and capital expenditures, driven by the implementation of several cost optimisation and process efficiency programmes, as well as reduced sponsorship and donation costs (pp. 28–29).

2 Excluding intragroup purchases. Includes goods, works and services.

3 Including intragroup purchases. The following mining towns are included in this calculation: Aksu, Ekibastuz, Arkalyk, Lisakovsk, Rudny and Khromtau.

4 E.g. under the DRC's Regulatory Authority for Subcontracting in the Private Sector (ARSP).

PRODUCTION AND MARKET DYNAMICS IN 2025[1]

	Ferroalloys	Iron ore	Alumina and aluminium	Cobalt, copper and other non-ferrous	Energy
REVENUE	US$1,960M -8.2%	US$985M -7.9%	US$1,182M +4.3%	US$1,623M +8.1%	US$364M -5.7%
PRODUCTION	Ferroalloys 1,835kt (gross) -1.5%	Saleable iron ore concentrate and pellets 10,998kt +8.9%	Alumina 1,500kt -2% Aluminium 264kt -0.3%	Saleable copper metal 101.1kt -0.1% Saleable copper in concentrate 47.6kt +25.3% Saleable cobalt hydroxide 5.7kt -70.0%	Coal 34,341kt +5.6%
PRODUCTION DYNAMICS	• Although production fell marginally, performance remained broadly stable across our smelting operations	• Increased production primarily reflected higher output (in response to increased demand), as well as improved utilisation rates	• Decreased alumina production reflected steam supply limitations from the Pavlodar Power Plant, driven by growing demand for heat from the city. We are working to eliminate these constraints • Aluminium production remained broadly stable, with the plant continuing to operate close to its maximum capacity	• Copper metal production at Metalkol remained stable • Increased copper in concentrate production at Frontier largely reflected improved feed grade as well as lower production in the prior year caused by delays in the Cut 4 ramp-up • The decrease of cobalt production reflected the temporary imposition of an export ban and quota system in the DRC	• Increased thermal coal production reflected stable operations at both Ekibastuz and Shubarkol, and higher export sales of Shubarkol coal • Electricity output decreased slightly, mainly due to maintenance and repair works
MARKET DYNAMICS	• European and US ferrochrome prices fell to four-year lows in early 2025, but rebounded from Q2, ending the year up 17% and 26% respectively, driven by the recovery in EU markets and favorable sentiment in US markets • Chinese tender prices hit five-year lows in January amid domestic ferrochrome oversupply, but rebounded by 24% by year-end after H1 smelter cuts rebalanced the market	• After a weak H1, with prices falling below US$100 / tonne, iron ore stabilised at US$100–110 / tonne as weaker Chinese construction and trade-related risks affecting the steel market were partially offset by cautious exporter supply growth, cost inflation for high-grade iron ore and strong emerging market demand	• Despite volatility, LME aluminium prices rose 17% in 2025, reaching US$2,900–3,000 / tonne by December – the highest since the 2022 Russia-Ukraine conflict-related surge. This was driven by tight primary supply, with China nearing its 45 Mtpa capacity cap and high European energy costs constraining smelters there, alongside steady demand growth from solar, EVs, construction and infrastructure	• Cobalt prices averaged US$16.1 / lb (+43% year-on-year). Prices had fallen, but rebounded after the DRC imposed an export ban on 22 February,[2] triggering a supply shock and a c. 65% price jump within three weeks, tightening the market for the rest of the year • Copper prices strengthened in 2025 amid tight supply and electrification-driven demand • LME copper prices rose from US$8,686 / tonne to US$12,504 / tonne (+44%), with price volatility driven by low inventories and mine disruptions	• Following elevated prices seen during the 2021–2022 energy crisis, coal prices declined on a year-average basis, but continued to trade above the pre-Covid nominal average

1 And year-on-year change.
2 In October, trade resumed when the ban was lifted and replaced by export quotas.

ENVIRONMENT

MATERIAL ISSUES

- Managing impacts on air and water
- Energy and climate change
- Tailings and broader waste management

RELATED UN SDGs

3 Good health and well-being, 6 Clean water and sanitation, 7 Affordable and clean energy, 8 Decent work and economic growth, 9 Industry, innovation and infrastructure, 12 Responsible consumption and production, 13 Climate action

Management approach

Our principal operations in Kazakhstan are certified to the ISO 14001 and ISO 50001 management system standards. They are also subject to our Decarbonisation Strategy, including our ambition to achieve Net Zero by 2050. In Africa, our Safety, Health and Sustainability (SHS) management system is aligned with ISO 14001, with Metalkol pursuing certification to the standard in 2026. In Brazil, BAMIN's environmental management system supports compliance with our environmental licence requirements and regulatory obligations.

We are working to enhance our collection, analysis and consolidation of environmental data, including through the piloting (at EEC) of a unified digital system focused on emissions / discharges, waste, management measures and execution status.

Our environmental focus areas reflect our most significant impacts, risks and opportunities across our portfolio. They include:

- The improvement of our air quality performance in Kazakhstan, including the application of international environmental standards under our Environmental Strategy
- Delivery of our Decarbonisation Strategy in Kazakhstan, which is the primary source of our carbon emissions
- The advancement of more circular business opportunities (including waste reprocessing) in Kazakhstan and the DRC

Life cycle assessment of our high-carbon ferrochrome

In a first for Kazakhstan's mining and metals sector, we initiated the development of ISO 14040 life cycle assessments for our high-carbon ferrochrome. These assessments will support our pursuit of 'green exports' to the European Union (EU) and beyond. This includes the development of associated ISO 14025 eco-labelling to ensure transparency for customers and stakeholders more broadly. In March 2026, the Environmental Product Declaration (EPD) for high-carbon ferrochrome was published and registered in the European EPD operator's registry.

Independent environmental audit at Aktobe Ferroalloys Plant

We commissioned an independent environmental audit at our Aktobe Ferroalloys Plant, which was conducted by SGS. This was focused on the plant's compliance with relevant national legislation and EU Directives, including those relating to best available technologies (BAT). The audit results suggested a high level of conformity with these requirements and have been used to develop recommendations and a targeted action plan. We plan to conduct similar audits at our other sites.

MANAGING IMPACTS ON AIR AND WATER

56%

By 2030, our ongoing deployment of high-impact filtration technology at key operations is expected to reduce our particulate emissions in Kazakhstan by 56%. In 2025, this included installations at Aluminium of Kazakhstan and Aksu Ferroalloys Plant. The new hybrid filters fitted at Pavlodar Aluminium Plant's several sintering furnaces achieved nearly 100% filtration efficiency for solid particulate pollutants. In addition, a contract was signed to fit three international-standard hybrid filters at EEC's Aksu Power Plant. This work is taking place under our US$500 million, 10-year Environmental Strategy, which will bring our metallurgical and power generation operations in Kazakhstan further in line with EU particulate air emissions standards.

1,981 Mm^3

In 2025, ERG used a total of 1,981 Mm^3 of water (2024: 1,966 Mm^3), 92% of which is returned to the Irtysh River after being used in the EEC Power Plant's cooling cycle. During the year, we continued to take steps to reduce our water consumption, including through the reorganisation of the transportation of ash and slag waste at SSGPO's Power Plant (i.e. by switching to a single pipeline rather than dual pipelines during non-heating periods), which will help reduce the site's annual water consumption.

In 2026, we plan to upgrade Aktobe Ferroalloys Plant's raw water treatment facilities to increase treatment capacity, meet relevant water quality standards and reduce water abstraction from the Ilek River.

Automated monitoring system in Kazakhstan

We maintain an automated, real-time monitoring system that covers 57 emissions sources (plus two discharge points) at all operations in Kazakhstan where such monitoring is required. This is in addition to seven monitoring stations positioned around the borders of selected operations' Sanitary Protection Zones.

ENERGY AND CLIMATE CHANGE

Net Zero by 2050

Our Decarbonisation Strategy for Kazakhstan commits us to achieving Net Zero GHG emissions by 2050 (see *erg.kz* (Climate Change)).[1] This will require a multifaceted approach, focused on efficiency, renewables, natural gas, plant modernisation, electrification and the generation of power using ferroalloy off-gas. For example, 37%[2] of Aktobe Ferroalloys Plant's power demand is met by renewable energy, with a figure of 34%[3] for Donskoy GOK. In 2025, we signed an EPC[4] contract for the construction of a new ferroalloy gas recycling power plant at Aktobe Ferroalloys Plant (p. 13). We also approved modernisation plans for Pavlodar Aluminium Plant and SSGPO, which are expected to help reduce our GHG emissions.

-440,000 tCO_2e

The full commissioning of our 150 MW Khromtau wind power project near Donskoy GOK in August 2025 is expected to result in the avoidance of 440,000 tonnes of GHG emissions per year. The 24-turbine wind farm, representing an overall project spend of US$155 million, will generate more than 500 million kWh of electricity per year for use by Donskoy GOK and Aktobe Ferroalloys Plant. We are examining the potential expansion of the project through the addition of more wind turbines, with the aim of further increasing its impact.

Supporting energy security at Metalkol through the rehabilitation of the Nseke–RO power line

In 2025, ERG commissioned the first circuit of the rehabilitated 48.4 km 120 kV Nseke–RO power line in the DRC. The power line supplies Metalkol (as well as other users and local communities) and had previously represented a bottleneck for electricity imports from Zambia. ERG financed the work under a memorandum of understanding with national power utility SNEL.[5] The project is expected to reduce the frequency / severity of power outages at Metalkol, reduce its reliance on expensive, carbon-intense diesel generation and improve electricity access for other users, including local communities. All electricity supplied through the rehabilitated line is generated using hydropower.

1 With an interim goal of achieving a 30% reduction in the carbon footprint of key products by 2035.
2 35% purchased and 2% generated by our Khromtau wind power project.
3 Which is generated by our Khromtau wind power project.
4 Engineering, procurement and construction.
5 The US$21 million rehabilitation project took place under a broader joint initiative among five major mining companies in the area, each of which committed to rehabilitating critical sections of the local power grid.

ENERGY AND CLIMATE CHANGE CONTINUED

Energy consumption and GHG emissions

The majority (81%) of the energy we use in Kazakhstan, where most of our operations are located, is generated using coal. This means the country represents the main source of our GHG emissions (99% of total emissions). In contrast, our carbon footprints in Africa (where we rely on hydropower) and Brazil (where are operations are relatively small-scale) are relatively limited.

Our new automated system for calculating our GHG emissions in Kazakhstan covers our largest emitting operations.

Energy consumption breakdown (terajoules)

Type	2025	2024
Direct	271,118	272,862
Indirect[1]	7,322	5,337
Total	278,440	278,199

GHG emissions (million tonnes CO_2e)

Type	2025	2024
Scope 1 emissions[2]	29.2	29.6
Scope 2 emissions[3]	0.03	0.1
Total	29.2	29.7

Reducing carbon footprint in Kazakhstan

We continue working to reduce GHG emissions at our ferroalloys plants in Kazakhstan. For example, we have undertaken externally assured carbon footprint assessments for our most carbon-intensive plants. We have also developed new production processes where chromium-containing waste is reused to make finished products. This approach uses less energy, reduces the need for reducing agents and results in lower GHG emissions – without compromising product quality. We are producing limited volumes of these lower-carbon alloys, which are available to customers seeking to reduce Scope 3 carbon emissions associated with their stainless steel products.

TAILINGS AND BROADER WASTE MANAGEMENT

1.7 million tonnes

Since the launch of its first phase in 2023, Donskoy GOK's ERG Green project has reprocessed a total of 1.7 million tonnes of tailings. In 2025, it produced 202,000 tonnes of 48.5% chrome concentrate. During the year, we also launched an innovative flotation enrichment section, currently in the commissioning phase, which will further increase the initiative's recovery rate. Ultimately, ERG Green is expected to produce more than 500kt of chrome concentrate annually.

The initiative has a range of positive impacts in terms of waste management, pollution prevention and water management, meaning it also complies with relevant green loan principles.[4] The less carbon-intense nature of the production process also means it can help customers reduce their Scope 3 emissions (see opposite).

ERG Recycling

In 2025, our ERG Recycling business in Kazakhstan processed 1.1 million tonnes of industrial waste (2024: more than 730,000 tonnes).

This included the streams listed below, in addition to smaller recycling volumes of plastic, ash, and aluminium.

These efforts generated US$13.5 million in revenue (2024: US$14.9 million).[5]

Project	Tonnes recycled
Slag processing (Aksu Ferroalloys Plant)	489,802 (yielding more than 21,000 tonnes of metallic chromium)
Slag processing (Aktobe Ferroalloys Plant)	319,494 (yielding more than 5,000 tonnes of metallic chromium)
Screening of chromite intermediate product	95,830
Crushing of stone aggregate	92,598
Processing of manganese tailings	84,665
Concrete production	15,476

1 Excluding internal purchases of internally generated power.
2 I.e. GHG emissions that result from the consumption of direct energy for the generation of electricity and/or heat / steam, used in mining, production and for ERG-controlled transportation activities (CO_2, CH_4 and N_2O only), as well as other emissions sources in industrial processes in Kazakhstan. Conversion factors are from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories – Stationary and Mobile Combustion. Our production sites in Kazakhstan (which are covered by an emissions trading framework) are subject to government-mandated GHG inventories, in line with national guidelines. The outcomes are subject to reasonable assurance by an independent accredited body.
3 I.e. GHG emissions that result from the consumption of indirect energy purchased from third parties not owned or controlled by ERG (based on operational control of assets). The conversion factors for calculating purchased electricity and purchased heat and steam in Kazakhstan are based on the national Fuel and Energy Balance for 2022. The coefficients for calculating purchased electricity in Brazil are based on data from the energy supplier.
4 As confirmed in December 2024 by the AIFC Green Finance Centre *(gfc.aifc.kz)*.
5 Including intercompany sales.

TAILINGS AND BROADER WASTE MANAGEMENT CONTINUED

7.7 million tonnes

In 2025, Metalkol reprocessed 7.7 million tonnes of third-party historical tailings in the DRC (including 3.7 million tonnes of dry-stacked tailings and 4.0 million tonnes of tailings recovered from the Musonoi River) and re-deposited them in a modern, responsibly managed tailings storage facility.

This resulted in the production of 101.1kt of copper and 5.7kt[1] of cobalt hydroxide (2024: 101.0kt / 19kt). As reprocessing continues, Metalkol will gradually reduce the negative impacts of these historical tailings on the local environment and rehabilitate previously disturbed areas.

PLANNING

Key plans for 2026 and beyond include the:

- Further application of high-impact particulate filtration technology at key operations in Kazakhstan
- Continued implementation of GHG emissions reduction initiatives in Kazakhstan, including power generation using surplus coke oven gas and the capture of waste heat, measures to reduce industrial steam consumption, and equipment modernisation at Pavlodar Aluminium Plant. Other initiatives include the launch of pilot operation of electric haul trucks at Vostochny open pit mine, and continued development of the renewable energy portfolio. In addition, Metalkol is pursuing a Decarbonisation Plan focused on the future establishment of a solar project (and supporting battery storage), as well as plant upgrades, measures to improve operational and energy efficiency
- Continued improvement of our Tailings Management System, with the aim of achieving full compliance with the Global Industry Standard on Tailings Management (GISTM) across ERG Africa

1 This marked reduction in cobalt hydroxide output reflected our decision to suspend production in May 2025, following the Government's temporary imposition of export ban in February of that year. Trade later resumed when this was replaced by a quota system in October 2025.

SOCIAL

MATERIAL ISSUES

- Health and safety
- Talent attraction, development and retention
- Employee relations
- Community impacts
- Community social investment

RELATED UN SDGs

Management approach

Employees

The health and safety of our employees is at the core of our day-to-day operations, and we are fully committed to achieving Zero Harm. Our operations in Kazakhstan are certified to ISO 45001, which also informs our comprehensive management systems in Africa[1] and Brazil. We take a systematic approach to the development of an innovative and agile workforce, and are focused on maintaining positive relations with our employees, including through constructive union engagement.

ERG complies with the human rights and labour laws of the countries in which it operates, provides a work environment free from discrimination and harassment on any grounds, and prohibits the use of forced or child labour.

Communities

We are committed to minimising our potential negative impacts.

In Kazakhstan, our community impacts are managed through our international-standard environmental management systems, supported by impact assessments, public consultations and large-scale community surveys (p. 27). In Africa, impacts are addressed via our integrated Safety, Health and Sustainability (SHS) management system, as well as our site-level stakeholder engagement plans and grievance management mechanisms. We also undertake human rights due diligence in cooperation with local stakeholders. In addition, our Environmental and Social Impact Assessments and related Management Programme are revised every five years or following significant operational change. In Brazil, we use a third-party system for grievance handling and engagement.

We also seek to maximise our positive impacts through community social investment (CSI), much of which is delivered in partnership with host governments and civil society in our countries of operation (p. 28).

1 Metalkol continues to make progress towards formal ISO 45001 certification.

HEALTH AND SAFETY

Towards Zero Harm

We declared 2025 our 'Year of Safety' and are implementing a range of measures to enhance our safety culture, embed advanced digital technologies and minimise production risks. In Kazakhstan, this included, among multiple other initiatives:[1]

- Rollout of a digital pre-shift critical risk control tool to all of our operations, following its successful piloting
- Implementation of 'Lockout/Tagout' safety systems to isolate hazardous energy sources before equipment maintenance or repair
- Digitalisation of our permit-to-work system to enhance safety oversight and control
- Rollout of AI and video analytics solutions, including installation of AI-powered anti-fatigue driver monitoring systems on 264 dump trucks and the real-time monitoring of safety cameras and sensors from a new situation centre
- Enhancement of crane safety controls, including the piloting of remote- and radio-controlled operation
- Digitalisation of PPE distribution processes to improve availability, tracking and compliance
- Strengthened contractor oversight, including enhanced inductions
- Launch of 'Model Workshop' pilots to enhance our safety culture and internal standards, as well as production efficiency (p. 15)

In February 2026, a new OHS Policy was approved in Kazakhstan, setting out key principles to ensure safe working conditions and prevent workplace risks.

In addition, we carry out annual medical checks for all employees. During the year, we continued to automate our mandatory pre-shift medical checks. We also delivered:

- In-depth medical assessments for more than 8,100 employees performing potentially hazardous work
- Cardiac screening for more than 7,200 employees

As a result, more than 16,600 employees were placed on individual health improvement and preventative treatment programmes.

In Africa, we enhanced our Life-Saving Rules[2] across all operations, strengthened emergency preparedness measures in line with the Global Industry Standard on Tailings Management and revised our leading and lagging safety KPIs to drive continuous improvement. We also delivered a new safety coaching programme at Metalkol and a safety culture and leadership development programme at Frontier, among other measures.

1 Other initiatives included launching the 'Safe Start' pilot cultural transformation programme at Aktobe Ferroalloys Plant; hosting our first annual leadership Safety Forum; implementing an underground personnel positioning system at Donskoy GOK; conducting safety analysis, monitoring and related corrective measures at the Bolashak mine (p. 13); piloting an automatic fire suppression system at SSGPO; and implementing incident prevention pilots at our coal division.

>28,000 respondents

More than 28,000 employees participated in our annual holistic well-being survey in Kazakhstan (2024: 33,000).[3] The results indicated increased levels of satisfaction regarding professional development and working conditions. Social well-being indicators remained consistently high, reflecting trust within teams, mutual respect and a strong sense of workplace support. At the same time, financial wellbeing represented a potential area for improvement, suggesting possible opportunities to (among other things) enhance employees' financial literacy and to improve communication around remuneration.

Survey insights are reviewed annually and integrated into 'ERG Care', our comprehensive employee well-being programme. We also continued to implement our 'Psychological Safety' programme, delivering training to more than 980 line managers. In addition, 5,500 employees took part in training sessions with psychologists, while more than 7,600 employees participated in other initiatives aimed at improving psychological well-being. In 2025, all employees at our operations in Kazakhstan received pay rises.

Occupational health and safety performance

In 2025, we lost two employees and three contractors in work-related incidents, all of which occurred in Kazakhstan (2024: 11 employees and one contractor). We extend our deepest condolences to the families, colleagues and communities affected by these tragic events. Following comprehensive investigations into the root causes, we have implemented a range of measures to help reduce the risk of recurrence (see opposite).

In 2025, lost time injuries (LTIs) decreased to 107 (2024: 127).[4] This resulted in a reduced lost time injury frequency rate (LTIFR) of 0.95 (2024: 1.12).[5] In January 2026, our Frontier operation in the DRC completed 365 days without an LTI.

		by year		by region		
Indicator		2025	2024	Kazakhstan	Africa	Brazil
Fatalities	Employees	2	11	2	0	0
	Contractors	3	1	3	0	0
LTIs	Employees	105	116	103	2	0
	Contractors	15	12	12	3	0
LTIFR	Employees only, including fatalities	0.95	1.12	1.07	0.15	0

2 I.e. fatal risk protocols.
3 This focuses on five key areas of well-being: health, social, professional, financial and the living environment.
4-5 Employees only and including employee fatalities.

TALENT ATTRACTION, DEVELOPMENT AND RETENTION

60,000 employees

A total of around 60,000 employees accessed advanced skills development through the ERG Corporate University[1] in Kazakhstan (2024: 44,000), supporting workforce transformation and addressing our current and future business needs. In 2025, 260,000 training sessions were delivered (reflecting the fact that many employees attended multiple sessions), representing a 57% year-on-year increase. The Corporate University forms part of our comprehensive learning ecosystem, supporting clear career pathways and continuous development, from vocational roles to executive leadership.

During the year, the Corporate University achieved EFMD's LIFT Learning Impact Certification,[2] and more broadly ERG continues to be recognised as an ACCA Approved Employer.[3] We also continued to implement enhanced competency assessments, accelerated development programmes for high-potential talent and cultural change initiatives.

In Africa, we significantly increased investment in skills development to US$1.2 million (2024: US$230,000), with a focus on leadership and technical training.

Future-ready talent

In a sector where attracting and retaining young talent remains a challenge and AI-powered digitalisation represents a competitive advantage, our ability to attract and retain young specialists is a strategic strength for the Group. Around 34% of our global workforce is under the age of 35, and we are implementing a holistic ecosystem of development, well-being and engagement programmes to support this demographic. Our future talent pipeline is further strengthened through our support for vocational professions and educational transformation in Kazakhstan (p. 25).

We are also proud of the fact that women, a historically underrepresented talent pool for the sector, represent around 24% of our global workforce. In 2025, we further strengthened our support for female employees through targeted initiatives, including our ALQA Women's Club in Khromtau (Kazakhstan), which provides a platform for peer support, knowledge exchange and career development.

Number of employees by region

Region	2025	2024
Kazakhstan	59,618	61,433
Africa	4,074	4,955
Brazil	74	180
Corporate offices[4]	140	145
Total	63,906	66,713

1 Training is delivered across five dedicated academies: Occupational Health and Safety, Technologies and Production, Maintenance and Repairs, Leadership, and Project Management and Digitalisation.

2 For further details, see: *efmdglobal.org*.

3 The ACCA Approved Employer status recognises organisations that demonstrate high standards of staff training and development, including support for individuals pursuing ACCA qualifications. For more information see: *accaglobal.com*.

4 Includes employees at offices in Europe, the UAE and China. The headcount of corporate offices in Kazakhstan, Africa and Brazil are included within each relevant region.

TALENT ATTRACTION, DEVELOPMENT AND RETENTION CONTINUED

Playing our role in the 'Year of Vocational Professions' in Kazakhstan

ERG is proud to support the Government's 2025 Year of Vocational Professions.[1] We are applying a holistic 'Education Ecosystem' approach to drive both internal and external talent development. Our efforts focus on elevating the status of vocational careers, enabling young people to access high-quality employment and strengthening our talent pipeline. In 2025, this included a range of strategic initiatives as mentioned opposite.

Youth career guidance and employment opportunities:

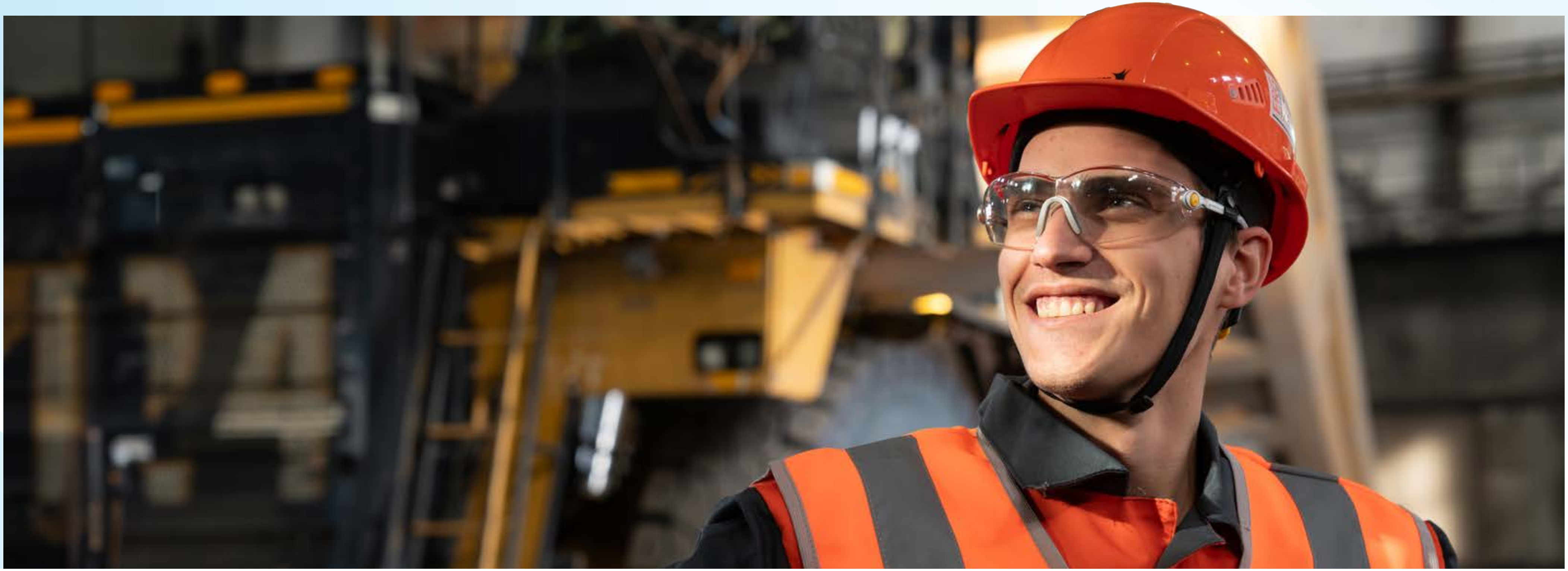
- Vocational site visits for around 3,200 students
- Career guidance fairs for around 6,000 students
- Internships for around 3,500 students
- Employment opportunities for more than 600 graduates

Skills development and education:

- Updated the Atlas of New Professions[2] to align vocational skills development to the future needs of the mining sector
- Expanded the ERG and College Alliance initiative to deliver future-oriented vocational programmes across 24 regional colleges and three universities
- Supported the integration of AI technologies into educational processes and teacher training at our partner schools

Vocational qualifications and standards:

- Established 10 vocational Competence Centres (in partnership with regional colleges) to develop future-ready specialists
- Launched three high-impact Professional Qualifications Recognition Centres to enhance sector-wide vocational skills assessment, certifications and standards. Initially, the centres will focus on 12 key vocational occupations. These state-accredited centres are the first of their kind in Kazakhstan's mining sector and will directly support the Government's ambitions in this area.[3]



1 The Year of Vocational Professions was announced in September 2024 by the President of the Republic of Kazakhstan Kassym-Jomart Tokayev. It aims to elevate the status of vocational careers, address labour shortages and modernise the country's technical and vocational education system.

2 The Atlas is a strategic planning tool that includes advanced forecasting of the most critical and in-demand future professions.

3 They will do so by validating 'blue-collar' employees' qualifications, enabling companies to manage employee competencies and maintain vocational standards, and helping to address domestic talent shortages.

EMPLOYEE RELATIONS

US$57M

In 2025, we invested US$57 million to improve employee working conditions and living standards in Kazakhstan (see below). Our holistic approach reflects the strong interconnectivity between our workforce and local communities in our operating regions.

In addition, we provide competitive employee benefits, including free medical services through our dedicated employee medical centre and healthcare cover.

During the year, we expanded our regional network of MERGEN stores and, in early 2026, launched several MERGEN pharmacies, enabling employees to purchase essential household items and medicines at below-market rates.

In Africa we outsourced, centralised and standardised medical insurance services across all our sites, expanding employees' access to a broader network of medical institutions and a wider range of healthcare services.

86%

Around 86% of our global workforce are trade union members. Our approach to employee relations is based on open, constructive dialogue with our employees' unions. We respect the right of all employees to join a union and to freely engage in collective bargaining, with collective bargaining agreements in place at the majority of our operations.

PLANNING

Key plans for 2026 and beyond include:

- A range of safety initiatives in Kazakhstan, including the regional rollout of 'Lockout/Tagout' safety systems, the expansion of our anti-fatigue driver monitoring systems and the integration of gas monitoring systems into our 'ERG Vision' automated video management system
- Cross-site rollout and training in our enhanced Life-Saving Rules, further enhancement of our leading and lagging safety indicators, and integration of psychosocial health into our Safety Action Plan in Africa
- Strengthening training and competency management systems in Africa, development of a talent pool for high-performing employees

Investment in enhanced working conditions and living standards in Kazakhstan

In the workplace

US$24.6M

To deliver high-quality onsite catering

- Ongoing provision of meals, milk and essential vitamins
- Construction of a modern canteen at Aksu Ferroalloys Plant

US$8.9M

To enhance onsite facilities and employee transportation

- Major renovation and construction of social infrastructure across our operating regions (e.g. administrative and amenity buildings, accommodation facilities and restrooms)
- Purchase and leasing of passenger transport vehicles, including buses[1]

Outside the workplace

US$18.7M

To enhance the local urban environment as part of our Regional MoUs[2]

- Implementation of 60 new urban environment improvement projects under the Tugan Qala ('Home Town') programme[3] (also see community social investment on p. 28)

US$4.7M

To construct and provide housing to employees on preferential terms

- Completion of a 144-apartment residential building in Pavlodar
- Launch of construction of a 180-apartment residential building in Khromtau

1 With delivery of these vehicles scheduled in 2026.
2 Regional MoUs are strategic partnerships between ERG and regional authorities (including as part of our licensing obligations).
3 Tugan Qala focuses on improving the urban environment in our operating regions. Under the programme, we involve local populations in deciding how funds should be distributed via our Regional MoUs with local akimats.

COMMUNITY IMPACTS

6,400 residents

In 2025, around 6,400 residents in our mining towns (including ERG employees) participated in our annual survey in Kazakhstan (2024: around 7,500).[1] These surveys are conducted with the support of local akimats (regional governments) to track key challenges facing local residents. The 2025 results indicate improved community sentiment compared to prior years, particularly in Rudny and Kachary, where scores increased by more than 10 percentage points. We use the survey results to help shape our CSI programmes (which are implemented in partnership with the local authorities), ensuring our efforts remain responsive to community needs and concerns. In this context, we continue to focus on equipping healthcare facilities, repairing roads, modernising utility networks and renovating residential buildings, among other priorities (p. 28).

Active grievance management

In Kazakhstan, we carry out public consultations and comprehensive impact assessments for all major developments or operational changes. In 2025, this included 44 public consultations (2024: 20), with no significant grievances raised through either these consultations or our other community engagement channels. In Africa, 32 complaints were submitted via site-based grievance management mechanisms (2024: 32), 25 of which were resolved during the year. These complaints primarily related to employee behaviour, compensation claims for property damage, and disruption to water and electricity services.[2]
We also received 47 complaints via our community grievance management and engagement system in Brazil (2024: 162).[3] Of these, 42 were resolved during 2025, with the remaining five resolved in the beginning of 2026. Key complaints related to disruption caused by railway construction activities, contractor employment practices and other issues.

Supporting the Voluntary Principles on Security and Human Rights

In the DRC, we participate in regional working groups to support the promotion and application of the Voluntary Principles on Security and Human Rights ('Voluntary Principles'), including in relation to interactions with artisanal mining communities.

Our contracts with private security providers require that they abide by the Voluntary Principles and implement supporting policies, procedures and training. We audit their compliance with these requirements in line with our supplier audit schedule.

At Metalkol, artisanal miners operate outside our fenced Kingamyambo tailings deposit. We have partnered with an independent NGO to help build community capacity around occupational health and hygiene, waste management, basic financial management and governance.

1 Specifically, this focused on our mining towns – Lisakovsk, Rudny, Aksu and Khromtau – as well as the settlements of Kachary and Oktyabrsky.
2 At Metalkol, we commenced the payment of agreed economic resettlement compensation to community members in areas surrounding the Musonoi A4 mining area, although no physical relocation was required.
3 The reduced number of complaints versus the prior year primarily reflects the suspension of activity across the project and the related drop in levels of community engagement.

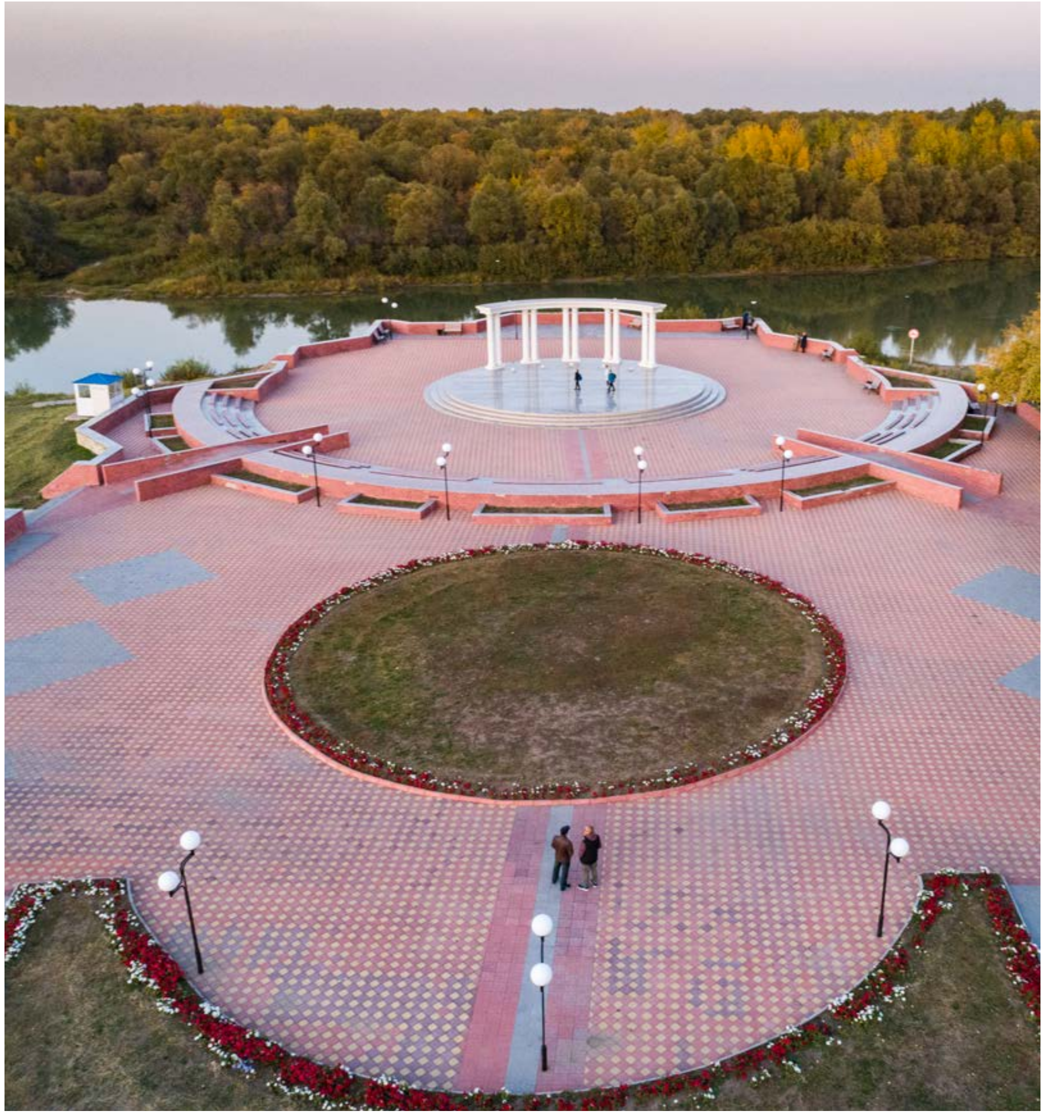
COMMUNITY SOCIAL INVESTMENT (CSI)

US$25.7 M

In 2025, our CSI spending in Kazakhstan totalled US$25.7 million (2024: US$94.9 million), with the decrease primarily reflecting one-off donations made in 2024 to help address the consequences of severe flooding in the country.

Much of CSI spending is channelled through our long-term regional development programme, which supports socio-economic development across our mining towns and operating regions.

Delivered in partnership with national and regional governments, including via our regional memoranda of understanding, our efforts are informed by structured community engagement and focus on locally identified priorities (see examples below).



Key CSI examples in Kazakhstan[1]

US$8.4M

Regional education

- Construction of a digitally-enabled school for 1,200 students in Rudny and the launch of the 'Safe Schools' pilot digital safety ecosystem[2]
- Major renovation and equipping of a school in the city of Aksu

US$4.3M

Urban development

- Launch of the construction of a cultural and recreational park in the city of Aksu
- Funding for 34 projects to enhance urban infra-structure and public spaces under the 'School of Active Citizens' initiative[3]

US$3.9M

Local culture and sports development

- Completion of the construction of a modern cultural centre in Khromtau
- Launch of the construction of swimming pools in the cities of Aksu and Khromtau

US$2.2M

Modernised housing and communal services

- Renovation of public utility networks in the city of Khromtau

US$2.1M

Enhanced health and well-being

- Purchase of medical equipment under the 'ERG darigerge' programme
- Construction of an adult rehabilitation centre in the city of Astana

1 Implemented in line with the requirements of our CSR Projects and Sponsorship Policy.
2 Safe Schools is part of our ERG Mektepke ('ERG for Schools') programme. Launched as a pilot in partnership with a tech startup, the system helps to identify and prevent cyber-related risks among schoolchildren.
3 The School of Active Citizens helps train local residents, including our employees, on how to participate in state budgeting mechanisms. It also helps residents improve their own cities by actively participating in decision-making by local authorities through the government-run Public Participation Budget.

COMMUNITY SOCIAL INVESTMENT (CSI) CONTINUED

US$12.8M

In 2025, our CSI spending in Africa totalled US$12.8 million (2024: US$23.5 million[1]), much of which is delivered through our Cahiers des Charges and mandatory contribution of 0.3% of annual turnover in the DRC. This investment helps to address the key development priorities of 58 communities in the DRC, and indirectly benefits many others. Our ultimate objective is to empower host communities to build resilient, self-sustaining futures that endure well beyond the life of our operations.

This is why we focus on community-led implementation and, where possible, the integration of the local entrepreneurs we support into our supply chains.

Despite BAMIN being on care and maintenance, CSI contributions in Brazil totalled US$1.8 million in 2025 (2024: US$1.8 million), including spending under our mandatory environmental plans (Projeto Básico Ambiental, PBAs).

Key CSI examples in Africa

Metalkol

- Constructed a new school, as well as an adult literacy centre. We also supported the launch of a nationally accredited vocational training centre for local communities in early 2026

Frontier

- Continued the renovation of the Sakania General Hospital, drilled eight community boreholes and constructed poultry housing to support six communities

Boss Mining

- Continued the construction of the new Kisanfu School for 300 children and distributed agricultural inputs to surrounding communities

COMIDE

- Constructed five new boreholes with supporting solar-powered systems to provide access to clean water for local people,[2] support poultry projects and cooperated on local agricultural programmes

Swanmines

- Continued to engage with communities and traditional leaders in preparation for the signing of our Cahier des Charges for the upcoming mining project

Across our operations in the DRC, we supported the development of more than 1,000 hectares of new agricultural land, including the provision of technical support, seeds, fertilisers and capacity building.

PLANNING

Key plans for 2026 and beyond include the:

- Ongoing implementation of our long-term regional development programme in Kazakhstan, including the implementation of multiple urban improvement projects under the 'School of Active Citizens' (p. 28) and Tugan Qala ('Home Town') (p. 26), among other initiatives
- Implementation of multiple projects under our Cahier des Charges and 0.3% mandatory contributions in the DRC. For example:
  - At Metalkol, we have signed our second Cahier des Charges – including a total investment of US$6.5 million over the next five years – to support agriculture and livestock farming, education, energy and entrepreneurship in nine local communities
  - At Frontier, we will fund the construction of a local branch of the University of Lubumbashi. This will focus on training local people in engineering, electricity and mining

1 Restated: CSI spending in Africa for 2024 has been restated from US$10.4 million to US$23.5 million to include mandatory contributions of 0.3% of annual turnover required under the DRC Mining Code.

2 Inaugurated on 29 January 2026.

G GOVERNANCE

MATERIAL ISSUES

- **Ethics and compliance, including human rights**
- **Responsible value chains**
- **Government relations and policy**

RELATED UN SDGs

The long-term success of our business is built on the trust of our customers, partners, host governments, communities and society more broadly. We maintain this trust by embedding integrity, transparency and accountability into our governance systems, oversight structures and decision-making processes.

Management approach

We apply a risk-based Group Compliance Management System to support the implementation of our compliance policies, including those covering anti-bribery and corruption, anti-money laundering, sanctions, human rights and data protection. The system identifies, manages and monitors compliance risks across our operations and value chain.

Our Compliance team oversees adherence to internal compliance policies and procedures, ensures the implementation of the annual Compliance Programme and delivers beyond-compliance assurance. It also supports the evolution of an agile management model and the maintenance of key external partnerships.

In 2025, we continued to focus on three key areas:

- Responsible management of our exposure to evolving international sanctions regimes
- Provision of assurance regarding our product value chain
- Constructive dialogue with our government partners and alignment with their national development ambitions – including the generation of in-country value

ETHICS AND COMPLIANCE, INCLUDING HUMAN RIGHTS

Agile Cultural Compliance

We have embedded compliance into our broader organisational culture through our Group-wide Agile Cultural Compliance Model. This helps our people understand and responsibly navigate their own compliance risks and ensures we can adapt quickly to evolving business conditions, regulatory expectations and geopolitical dynamics.
We proactively monitor applicable legislation and engage both internally and with the regulatory authorities to inform the ongoing development of our compliance activities and guide the delivery of targeted, risk-based training programmes.

In 2025, key areas of focus included:

- Policy and procedure enhancements, including with respect to fraud risk, AI regulation, conflict of interest, international sanctions, conflict-affected and high-risk areas (CAHRAs)[1] and government engagement
- Ongoing, active compliance with applicable sanctions

Since 2023, we have held an annual Ethics and Compliance Day in Kazakhstan. In 2025, this event united thousands of employees around ERG's values and our commitment to high standards of business ethics and professionalism.

Training and awareness

ERG has implemented a robust risk-oriented Training and Awareness Plan. All regions deliver an annual training and communication plan covering key topics, including anti-bribery and corruption, anti-money laundering, conflict of interest, counterparty due diligence, data protection, artificial intelligence, human rights, sanctions, and whistleblowing. During 2025, a total of 79 compliance-related employee communications were delivered in addition to formal training.

Compliance training (number of employees trained)[2]	Senior management[3]	Management	Employees	Total 2025	Total 2024
Code of Conduct[4]	45	1,905	7,426	**9,376**	3,597
Counterparty Due Diligence (CPDD)[5]	7	161	651	**819**	1,157
Data protection	25	927	1,603	**2,555**	8,613
Conflict of interest	23	854	1,568	**2,445**	8,840
Anti-bribery and corruption	59	693	811	**1,563**	711
Human rights	25	662	2,686	**3,373**	6,485
Sanctions	10	39	104	**153**	0
Anti-money laundering	11	33	118	**162**	0

>15,000

In 2025, we completed more than 15,000 Counterparty Due Diligence (CPDD) reviews (2024: around 15,000). These were conducted under our broader Third-Party Risk Management process, which ensures a comprehensive approach to contract support at all stages and supports our ability to respond to expanding sustainable development requirements in a timely manner. CPDD assessments are carried out by our Compliance team, using reputable third-party information and compliance databases.

This includes the evaluation and timely management of risks relating to (among other things) sanctions, bribery and corruption, money laundering, human rights violations in the supply chain and CAHRAs. Risk ratings are assigned to each transaction and counterparty, along with relevant mitigation measures.

Code of Conduct reports in 2025 (by category)	All reports	Confirmed reports
Procurement / vendor issues	63	32
Fair employment practices (including discrimination or harassment)	54	16
Bribery and corruption	46	30
Human rights (including ERG employees, supply chain and contractors' workers)	14	5
Conflict of interest	13	12
Health & safety	10	7
Policy breaches	9	7
Data protection (including employee and counterparty privacy and data) / information security issues	3	2
Sales / customer issues	3	1
Asset misappropriation (including fraud, theft)	2	0
Environmental	2	0
Competition law (and anti-monopoly)	0	0
International trade	0	0
Reputational risk	0	0
Sanctions	0	0
Anti-money laundering / combating the financing of terrorism	0	0
Financial statement fraud / misstatements	0	0
Total	**219**	**112**

1 In the context of the OECD Due Diligence Guidance.
2 The overall year-on-year decrease is due to the broader training coverage achieved in 2024. In line with the risk-based approach applied under our Training and Awareness Programme, compliance training is delivered to employee groups based on their compliance risk exposure.
3 C-Level, Chief Engineer, Chief Accountant, etc.
4 Excluding the annual General Site Induction training provided to employees in Africa.
5 For Kazakhstan, CPDD training includes general training in sanctions compliance.

RESPONSIBLE VALUE CHAINS

Clean Cobalt and Copper

In 2025, we published our fifth Clean Cobalt and Copper Performance Report,[1] which sets out our implementation of the Clean Cobalt and Copper Framework at Metalkol in the DRC. The Framework ensures our conformance with the OECD Due Diligence Guidance,[2] supports improved living conditions for local people and helps preserve the environment.

In addition:

- In December 2025, the Responsible Minerals Initiative (RMI) re-confirmed Metalkol's conformance with the Assessment Standard for the Joint Due Diligence Standard for Copper, Lead, Nickel and Zinc (2021) and Cobalt (2018)
- In February 2026, Metalkol achieved Copper Mark certification, demonstrating the operation's independently verified, site-level compliance with 33 environmental, social and governance standards. Metalkol is the first tailings reprocessing operation to achieve this certification

Responsible Aluminium Framework

All ERG aluminium products are covered by our Responsible Aluminium Framework. This demonstrates our responsible management of human rights, business ethics, health and safety and environmental issues, in line with international standards.[3] The Framework delivers high levels of assurance to our customers and demonstrates our compliance with the London Metal Exchange's (LME) Responsible Sourcing requirements.[4]

We also participate in the LME Passport initiative, which supports the cloud-based transmission of assurance and compliance data with each batch of metal. All ore in our aluminium supply chain comes from our own operations.

Product coverage of responsible value chain certifications and frameworks

Ferroalloys

ISO 14025
International Environmental Product Declaration for high-carbon ferrochrome at Kazchrome

EcoVadis
Score of 75 points for Kazchrome / 90th percentile (latest results published in 2026)[5]

SILVER | Top 15% ecovadis Sustainability Rating FEB 2026

Alumina and aluminium

ERG Responsible Aluminium Framework
Applied to all ERG aluminium production

LME Responsible Sourcing requirements
Applies to all aluminium produced at KAS

Cobalt, copper and other non-ferrous

ERG Clean Cobalt and Copper Framework
Applied at Metalkol, Frontier, Boss Mining and COMIDE

RMI RMAP
Conformant status at Metalkol

Copper Mark
Conformant status at Metalkol (certified in February 2026)

Energy

Bettercoal
Work initiated in 2025 to achieve Bettercoal producer status at Shubarkol Komir

Enhanced ESG supplier screening

In 2025, we introduced a new, score-based ESG supplier assessment system for our Kazakhstan procurement portal. The scores, which apply to medium and large suppliers are based on a self-assessment process during certification and recertification. In addition, we piloted a training course on sustainable procurement for relevant employees at Kazchrome. For further information, see our Sustainable Procurement Report, published on our procurement portal: *torgi.erg.kz*

1 Beginning with the 2025 reporting period, assurance is provided through the Copper Mark assurance process. See the associated Independent PwC Reasonable Assurance Report.
2 OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.
3 Including the OECD Due Diligence Guidance.
4 This underpins the LME 'approved brand' status of aluminium produced at KAS.
5 For further details and methodology information about our EcoVadis recognition, see *recognition.ecovadis.com*

GOVERNMENT RELATIONS AND POLICY

40%

ERG is 40%-owned by the Government of Kazakhstan. We support (where it aligns with our business objectives) the Government's national development agenda. In 2025, we continued to engage with the Government around the following key areas:

- The generation of domestic value through our direct, indirect and induced economic impacts
- Evolving state regulation of mine safety

More broadly, our contribution to the development of Kazakhstan goes beyond the taxes we pay and the economic value we generate. We also contribute by:

- Promoting economic diversification and domestic beneficiation
- Driving technological innovation, digitalisation and AI (pp. 14-15)
- Enhancing employee living conditions and supporting positive industrial relations (p. 26)
- Delivering future-focused skills to students (and our employees) and supporting the broader transformation of the education system (p. 25)
- Promoting robust health, safety and environmental standards (p. 18, p. 23)
- Supporting domestic energy security

Constructive partners

We are focused on maintaining a positive and mutually beneficial relationship with the Government of the DRC, which holds both direct and indirect interests in our operations in the country.[1] This means delivering on our business and socio-economic commitments, while continuously refining our approach and stepping away from less effective initiatives. As a responsible operator and a long-term, collaborative partner, we are proud of our strategic contribution to socio-economic development in the DRC at both the local and national level. This includes our investments, tax contributions, employment generation, community social investment (CSI) spending and skills development initiatives.

Key focus areas for our discussions in 2025 included:

- Temporary suspension of all cobalt exports by the Government of the DRC and the implementation of new export quotas and procedures
- Our role in supporting government efforts to promote responsible artisanal and small-scale mining (ASM) formalisation in the country[2]
- The collaborative upgrading of the 48.4 km Nseke–RO power line, which will improve grid stability, reduce outages and ease load constraints at Metalkol
- The positive conclusion of a settlement agreement with state mining company Gécamines regarding the development of the Swanmines mining project[3]

Tax contributions

In 2025, we paid US$884 million in taxes and duties (2024: US$968 million). This included the following amounts in our regions:

	Kazakhstan	Africa	Brazil
2025	US$619M	US$229M	US$8M
2024	US$641M	US$275M	US$8M

This reduction in taxes and duties paid primarily reflects lower royalty payments. In addition, the 2024 figure was higher due to some DRC taxes related to earlier years paid in 2024 alongside the regular tax payments.

In line with our Group Tax Policy, we comply with all local tax laws and follow the OECD Transfer Pricing Guidelines. We submit EITI reports in Kazakhstan, the DRC and Zambia as required, and file related EU and OECD disclosures with Luxembourg authorities.

Political contributions

In line with our Code of Conduct, we do not, directly or indirectly, make political contributions other than in exceptional circumstances approved in advance by the ERG Board of Managers. In 2025, ERG did not make any contributions (financial or in-kind) to political parties.

PLANNING

Key plans for 2026 and beyond include:

- Implementation of enhanced compliance reporting processes and metrics, in the context of relevant regulatory requirements and our broader business dynamics
- The implementation of relevant additional management enhancements at Metalkol, following its achievement of Copper Mark certification
- Ongoing engagement with our government partners in Kazakhstan and the DRC regarding the delivery of shared benefits and generation of in-country value, and in Brazil regarding the future of BAMIN

1 Including Metalkol and Frontier, as well as Boss Mining and Swanmines. These are held via state mining company Gécamines and through the Ministry of State Portfolio.
2 Including via a formal memorandum of understanding with Entreprise Générale du Cobalt (EGC), signed in February 2026.
3 This establishes a framework for the advancement of the project on a cooperative basis, increases Gécamines' participation in the project and reflects the parties' shared commitment to focus on the successful development of the project in the interest of all stakeholders, including local communities.

Forward-looking statements

This Sustainable Development Review contains certain forward-looking statements. Forward-looking statements are not based on historical facts and are inherently prospective in nature. Forward-looking statements may be identified by the use of terminology including, but not limited to, ‘intend’, ‘aim’, ‘project’, ‘anticipate’, ‘estimate’, ‘plan’, ‘believes’, ‘expect’, ‘may’, ‘should’, ‘will’, ‘potential’, ‘possible’, ‘investigate’, ‘explore’, or similar terms.

Forward-looking statements involve known and unknown risks, uncertainties and other variables that may cause actual performance, events and outcomes to vary significantly from any future performance, events or outcomes expressly or implicitly anticipated by such forward-looking statements. Such variables may include, but are not limited to, actual operational performance, market conditions, exchange rate fluctuations, operational disruption, macroeconomic dynamics, political uncertainty, government regulation and other related factors. As such, undue reliance should not be placed on such forward-looking statements.

Forward-looking statements contained in this review are only made with respect to the situation at the date of publishing. ERG will not be under any obligation and will not undertake to update or revise any forward-looking statements contained in this report after this date.

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